

AGENDA



Ordinary Meeting of Council

To be held at the

Civic Centre

511 Burwood Highway

Wantirna South

On

Monday 22 July 2019 at 7:00 pm

Order of Business

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Tony Doyle
Chief Executive Officer

1 Apologies and Requests for Leave of Absence

2 Declarations of Conflict of Interest

3 Confirmation of Minutes

Confirmation of Minutes of Ordinary Meeting of Council held on Monday 24 June 2019

4 Petitions and Memorials

5 Reports by Councillors

5.1 Knox Design and Development Excellence Awards

5.2 Committees and Delegates

5.3 Ward Issues

6 City Development Officers' Reports for consideration

6.1 Report of Planning Applications Decided Under Delegation 1 June to 30 June 2019

SUMMARY: Manager, City Planning & Building, Paul Dickie

Details of planning applications considered under delegation are referred for information. It is recommended that the items be noted.

RECOMMENDATION

That the planning applications decided under delegation reports (between 1 June 2019 to 30 June 2019 be noted)

1.REPORT

Details of planning applications decided under delegation from 1 June 2019 to 30 June 2019 are attached. The applications are summarised as follows:

| Application Type | No. |
|-------------------------------|------------|
| Building & Works: Residential | 3 |
| Other | 4 |
| Subdivision | 21 |
| Units | 30 |
| Tree Removal / Pruning | 17 |
| Single Dwelling | 1 |
| Change of Use | 1 |
| Signage | 4 |
| TOTAL | 81 |

Report Prepared By: Manager, City Planning & Building, Paul Dickie

Report Authorised By: Director, City Development, Matt Kelleher

Attachments

Nil

Knox City Council

Planning Applications Decided by Responsible Officer

1 June 2019 - 30 June 2019

| Ward | No/ Type | Address | Description | Decision |
|-------------|-----------------|--|---|-------------------------------------|
| Baird | 2019/6089 | 117 Burke Road FERNTREE GULLY VIC 3156 | Construction of one (1) single storey dwelling and one (1) double storey dwelling | 3/06/2019 Approved |
| Baird | 2019/7153 | 68 Rowson Street BORONIA VIC 3155 | Two lot subdivision (approved unit development) | 18/06/2019 Approved |
| Baird | 2019/7082 | 58 Woodvale Road BORONIA VIC 3155 | Four (4) lot subdivision (approved unit development) | 3/06/2019 Approved |
| Baird | 2018/6745 | 2 Coogee Street BORONIA VIC 3155 | Development of the land for three (3) double storey dwellings and one (1) single storey dwellings (total 4 dwellings) | 5/06/2019 Notice of Decision |
| Baird | 2017/6730 | 44 Narcissus Avenue BORONIA VIC 3155 | The development of the land for two (2) double storey dwellings and two (2) single storey dwellings (total of four (4) dwellings) | 27/06/2019 Notice of Decision |
| Baird | 2019/6010 | 13 Johnson Drive FERNTREE GULLY VIC 3156 | 2 lot subdivision (Approved unit development) | 4/06/2019 Approved |
| Baird | 2019/9540 | 811 Burwood Highway FERNTREE GULLY VIC 3156 | Reduction Pruning of one (1) Quercus robur | 13/06/2019 Approved |
| Baird | 2018/6574 | 11 Pine Crescent & 12 Cypress Avenue BORONIA VIC 3155 | Development of the land for eleven (11) dwellings | 28/06/2019 Notice of Decision |
| Baird | 2019/6075 | 12 Moira Avenue FERNTREE GULLY VIC 3156 | Construction of two double storey townhouses | 20/06/2019 Approved |
| Baird | 2019/6085 | 16 Moira Avenue FERNTREE GULLY VIC 3156 | 2 lot subdivision (approved unit development) | 7/06/2019 Approved |
| Baird | 2019/7089 | 45 Rowson Street BORONIA VIC 3155 | Three Lot Subdivision (approved unit development) | 5/06/2019 Approved |

| Ward | No/ Type | Address | Description | Decision |
|-------------|-----------------|--|---|-------------------------------------|
| Baird | 2019/7030 | 60 Rankin Road BORONIA VIC 3155 | Construction of two (2) single storey dwellings to the rear of the existing dwelling | 27/06/2019 Approved |
| Baird | 2019/6100 | 7 Cypress Avenue BORONIA VIC 3155 | The construction of six (6) double storey dwellings on the land | 28/06/2019 Approved |
| Baird | 2019/6116 | 33 Park Boulevard FERNTREE GULLY VIC 3156 | Two (2) lot subdivision (Approved unit development) | 13/06/2019 Approved |
| Baird | 2019/7122 | 29 Iris Crescent BORONIA VIC 3155 | Three (3) lot subdivision (approved unit development) | 7/06/2019 Approved |
| Baird | 2019/6093 | 78 Helen Road FERNTREE GULLY VIC 3156 | The construction of two (2) double storey dwellings on the land | 13/06/2019 Notice of Decision |
| Baird | 2019/7119 | 901 Burwood Highway FERNTREE GULLY VIC 3156 | Buildings and works | 14/06/2019 Approved |
| Baird | 2019/7048 | 2/59 Western Road BORONIA VIC 3155 | Removal of one (1) dead Eucalyptus sp | 6/06/2019 Approved |
| Baird | 2018/6626 | 73 Commercial Road FERNTREE GULLY VIC 3156 | Development of the land for four (4) double storey dwellings | 12/06/2019 Notice of Decision |
| Baird | 2019/7047 | 116 Boronia Road BORONIA VIC 3155 | Display of roof mounted electronic promotion sign | 13/06/2019 Refused |
| Chandler | 2019/9553 | 1092 Mountain Highway BORONIA VIC 3155 | Remove one (1) Eucalyptus botryoides (Southern Mahogany Gum) | 20/06/2019 Approved |
| Chandler | 2019/7121 | 70 Mount View Road BORONIA VIC 3155 | Removal of two (2) dead Eucalyptus sp. and pruning of one (1) Quercus canariensis. | 6/06/2019 Approved |
| Chandler | 2019/7111 | 24 Deborah Avenue BORONIA VIC 3155 | Removal of one (1) Liquidambar styraciflua | 5/06/2019 Refused |
| Chandler | 2019/7046 | 7 Summit Court BORONIA VIC 3155 | Removal of twenty four (24) Hesperocyparis lusitanica and six (6) dead Eucalyptus sp | 19/06/2019 Approved |
| Chandler | 2018/6676 | 72 Boronia Road BORONIA VIC 3155 | The construction of four (4) double storey dwellings on the land and alteration of access to a road in Road Zone Category 1 | 25/06/2019 Notice of Decision |

| Ward | No/ Type | Address | Description | Decision |
|----------|-----------|---|---|-------------------------------------|
| Chandler | 2019/9549 | 25 Government Road THE BASIN VIC 3154 | Buildings and Works (Louvred roof verandah) | 26/06/2019 Approved |
| Chandler | 2019/9550 | 12 Gwyn Crescent BORONIA VIC 3155 | Removal of one (1) Fraxinus excelsior 'Aurea'. | 17/06/2019 Approved |
| Chandler | 2019/9554 | 10 Locksley Place THE BASIN VIC 3154 | Removal of one (1) dead Eucalyptus obliqua (Messmate) | 24/06/2019 Approved |
| Chandler | 2019/7033 | 1 Bellrise Court BORONIA VIC 3155 | Front fence | 12/06/2019 Approved |
| Collier | 2019/7091 | 26 Mint Street WANTIRNA VIC 3152 | Two (2) lot subdivision (approved unit development) | 3/06/2019 Approved |
| Collier | 2019/7133 | 8 Ashley Street WANTIRNA VIC 3152 | Removal of two (2) dead Eucalyptus sp | 12/06/2019 Approved |
| Collier | 2019/9546 | 2 Bentley Street WANTIRNA VIC 3152 | 2 lot subdivision (approved unit development) | 6/06/2019 Approved |
| Collier | 2018/6710 | 42 Inchcape Avenue WANTIRNA VIC 3152 | Construction of a double storey dwelling to the rear of the existing dwelling and associated 2 lot subdivision | 7/06/2019 Notice of Decision |
| Collier | 2019/7099 | KFC 5/680 Boronia Road WANTIRNA VIC 3152 | Business Promotion Sign | 28/06/2019 Approved |
| Collier | 2019/6045 | 42 Clarence Road WANTIRNA VIC 3152 | The construction of three (3) double storey dwellings and the subdivision of the land into three (3) lots | 18/06/2019 Notice of Decision |
| Collier | 2019/7036 | 56 Templeton Street WANTIRNA VIC 3152 | The construction of two (2) double storey dwellings on the land | 18/06/2019 Notice of Decision |
| Dinsdale | 2018/6651 | 53 Sydney Road BAYSWATER VIC 3153 | Development of the land for two (2) double storey and one (1) single storey dwellings | 3/06/2019 Notice of Decision |
| Dinsdale | 2019/6119 | 139 Kanooka Road BORONIA VIC 3155 | The construction of a double storey dwelling to the rear of the existing dwelling | 3/06/2019 Notice of Decision |
| Dinsdale | 2018/6668 | 177 Stud Road WANTIRNA SOUTH VIC 3152 | Construction of four (4) three storey dwellings, alteration of access to a Category 1 Road and a reduction in car parking | 4/06/2019 Notice of Decision |

| Ward | No/ Type | Address | Description | Decision |
|----------|-----------|--|---|----------------------------------|
| Dinsdale | 2018/6668 | 177 Stud Road WANTIRNA SOUTH VIC 3152 | Construction of four (4) three storey dwellings, alteration of access to a Category 1 Road and a reduction in car parking | 4/06/2019 Notice of Decision |
| Dinsdale | 2018/6468 | 5 Claude Street BAYSWATER VIC 3153 | The development of the land for the construction of three (3) double storey dwellings | 28/06/2019 Notice of Decision |
| Dinsdale | 2019/7041 | 10 Berkley Street WANTIRNA SOUTH VIC 3152 | Three (3) lot subdivision (approved unit development) | 5/06/2019 Approved |
| Dinsdale | 2019/6022 | 31 Arbroath Road WANTIRNA SOUTH VIC 3152 | The construction of two (2) double storey dwellings | 21/06/2019 Approved |
| Dinsdale | 2019/7134 | 35 Kleinert Road BORONIA VIC 3155 | 2 Lot Subdivision (approved unit development) | 7/06/2019 Approved |
| Dinsdale | 2018/6748 | 81 Coleman Road WANTIRNA SOUTH VIC 3152 | Development of the land for two (2) double storey dwellings | 7/06/2019 Refused |
| Dinsdale | 2019/7075 | 35 Russell Crescent BORONIA VIC 3155 | 2 lot subdivision (approved unit development) | 13/06/2019 Approved |
| Dinsdale | 2019/6122 | 1 Yarran Grove BAYSWATER VIC 3153 | One single storey dwelling to the rear of the existing dwelling, subdivision of the land into two lots and removal of easement. | 21/06/2019 Approved |
| Dinsdale | 2019/9545 | 1A Princess Street BAYSWATER VIC 3153 | 2 lot subdivision (approved unit development) | 5/06/2019 Approved |
| Dinsdale | 2019/7016 | 2/5 Wadhurst Drive BORONIA VIC 3155 | Change of Use for an Indoor Recreation Facility | 13/06/2019 Approved |
| Dinsdale | 2018/6459 | 15 Edinburgh Road BAYSWATER VIC 3153 | The construction of two(2) double storey dwellings and one(1) single storey dwelling on the land. | 6/06/2019 Notice of Decision |
| Dinsdale | 2019/7144 | 14 Sedgwick Road BORONIA VIC 3155 | Removal of one (1) Eucalyptus radiata, one (1) Eucalyptus botryoides and one (1) Allocasuarina torulosa | 13/06/2019 Approved |
| Dobson | 2019/7090 | 6A Trafalgar Street FERNTREE GULLY VIC 3156 | Removal of seventeen (17) Hesperocyparis lusitanica | 11/06/2019 Approved |
| Dobson | 2017/6731 | 28, 32 & 36 Sherwood Way & 6 Gleeson Avenue LYSTERFIELD VIC 3156 | Subdivision of land, construct a road and removal of vegetation. | 25/06/2019 Approved |

| Ward | No/ Type | Address | Description | Decision |
|-------------|-----------------|--|---|----------------------------------|
| Dobson | 2019/9555 | 5 Leitch Street FERNTREE GULLY VIC 3156 | Buildings and works for the construction of a front porch, rear deck and spa | 27/06/2019 Approved |
| Dobson | 2019/7107 | 5 Brenock Park Drive FERNTREE GULLY VIC 3156 | Removal of one (1) Liquidambar styraciflua | 4/06/2019 Approved |
| Dobson | 2019/7106 | 57 Austin Street FERNTREE GULLY VIC 3156 | Proposed extension to existing single storey rabbit vet clinic | 19/06/2019 Approved |
| Dobson | 2019/9547 | 1228 Burwood Highway UPPER FERNTREE GULLY VIC 3156 | Building and works for an internal fitout, alterations to facade and illuminated signage | 12/06/2019 Approved |
| Dobson | 2019/9551 | 5/27 Alma Avenue FERNTREE GULLY VIC 3156 | Removal of one (1) dead Eucalyptus radiata in the front common property | 18/06/2019 Approved |
| Dobson | 2019/7064 | Quarry 30 Quarry Road FERNTREE GULLY VIC 3156 | The removal of one scattered tree and 0.135 hectare patch of native vegetation | 19/06/2019 Approved |
| Dobson | 2018/6660 | 1212 Burwood Highway UPPER FERNTREE GULLY VIC 3156 | Buildings and Works (Extension to existing shop and development of a dwelling) and a reduction in car parking | 18/06/2019 Approved |
| Dobson | 2019/9544 | 31 Logan Court LYSTERFIELD VIC 3156 | Two lot subdivision | 4/06/2019 Approved |
| Friberg | 2018/6502 | 56 Kathryn Road KNOXFIELD VIC 3180 | Development of 11 dwellings and removal of native vegetation | 4/06/2019 Refused |
| Friberg | 2019/7126 | 27 Holme Road FERNTREE GULLY VIC 3156 | Two (2) lot subdivision (approved unit development) | 7/06/2019 Approved |
| Friberg | 2019/7088 | 4 Norma Crescent South KNOXFIELD VIC 3180 | Three (3) lot subdivision (approved unit development) | 5/06/2019 Approved |
| Friberg | 2019/7137 | 34 Silvertown Drive FERNTREE GULLY VIC 3156 | Four lot subdivision (approved unit development) | 19/06/2019 Approved |
| Friberg | 2018/6490 | 26 Clyde Street FERNTREE GULLY VIC 3156 | Development of the land for three (3) double storey dwellings | 21/06/2019 Notice of Decision |

| Ward | No/ Type | Address | Description | Decision |
|-----------|-----------|---|--|-------------------------------------|
| Friberg | 2019/9548 | 2 Pejaro Court KNOXFIELD VIC 3180 | Pruning of one (1) Eucalyptus sideroxylon. | 28/06/2019 Approved |
| Friberg | 2019/7050 | 113 Windermere Drive FERNTREE GULLY VIC 3156 | The construction of a double storey dwelling to the rear of the existing dwelling | 28/06/2019 Approved |
| Friberg | 2019/7071 | 844 Burwood Highway FERNTREE GULLY VIC 3156 | Electronic signage | 6/06/2019 Approved |
| Scott | 2018/6628 | 104 Anne Road KNOXFIELD VIC 3180 | Development of a double storey dwelling to the rear of the existing dwelling and two (2) lot subdivision | 17/06/2019 Approved |
| Scott | 2018/6743 | 11 Foster Crescent KNOXFIELD VIC 3180 | Development of the land for two (2) double storey dwellings. | 18/06/2019 Notice of Decision |
| Taylor | 2019/7135 | 38 Eildon Parade ROWVILLE VIC 3178 | Two (2) lot subdivision (approved unit development) | 3/06/2019 Approved |
| Taylor | 2019/9543 | 4 Alocasia Close LYSTERFIELD VIC 3156 | Removal of one (1) Platanus x acerifolia | 11/06/2019 Approved |
| Taylor | 2019/9543 | 4 Alocasia Close LYSTERFIELD VIC 3156 | Removal of one (1) Platanus x acerifolia | 11/06/2019 Approved |
| Taylor | 2019/6069 | 8 Rayner Close ROWVILLE VIC 3178 | The construction of a double storey dwelling to the side of the existing dwelling | 6/06/2019 Refused |
| Taylor | 2019/6064 | 314 Dandelion Drive ROWVILLE VIC 3178 | The construction of two (2) double storey dwellings on the land | 6/06/2019 Approved |
| Taylor | 2019/7063 | 4 Wallingford Place ROWVILLE VIC 3178 | The construction of a double storey dwelling on the land | 7/06/2019 Approved |
| Taylor | 2019/6121 | 88 Major Crescent LYSTERFIELD VIC 3156 | Two (2) Lot Subdivision | 13/06/2019 Notice of Decision |
| Tirhatuan | 2018/6623 | 3 Rosa Street SCORESBY VIC 3179 | Development of the land for two (2) double storey dwellings | 7/06/2019 Approved |
| Tirhatuan | 2019/6048 | 13 Second Avenue ROWVILLE VIC 3178 | The construction of a single storey dwelling to the rear of the existing and subdivision of the land into two (2) lots | 7/06/2019 Approved |

| Ward | No/ Type | Address | Description | Decision |
|-------------|-----------------|---|---|------------------------|
| Tirhatuan | 2019/6095 | 28 Enterprise Drive ROWVILLE VIC 3178 | 13 lot subdivision (approved industrial development) | 13/06/2019 Approved |
| Tirhatuan | 2019/7155 | Stud Park SC 61A/1101 Stud Road ROWVILLE VIC 3178 | Remove Eucalyptus leucoxyton, it is causing infrastructure damage and is a tripping hazard. | 28/06/2019 Approved |
| Tirhatuan | 2019/7009 | MASTERS 1/1464 Ferntree Gully Road KNOXFIELD VIC 3180 | Display of business identification signage including illuminated business identification signage and change of use | 24/06/2019 Approved |

Total 81

6.2 720-722 Stud Road, Scoresby

SUMMARY: Principal Planner, Renee Harrosh

Planning Application P/2018/6753 for the development of the land for 12 double storey dwellings and alteration of access to a Road Zone Category 1 at 720-722 Stud Road, Scoresby.

RECOMMENDATION (SUMMARY)

That Council issue a Notice of Decision to Grant a Planning Permit for the development of the land for 12 double storey dwellings and alteration of access to a Road Zone Category 1 at 720-722 Stud Road, Scoresby, subject to the conditions detailed in the full recommendation in Section 10 below.

1. INTRODUCTION

A new application P/2018/6753 has been lodged with Council for the development of the land for 12 double storey dwellings and alteration of access to a Road Zone Category 1 at 720-722 Stud Road, Scoresby.

This application is being reported to Council as it has been called up by Cr Seymour.

The application is considered to be satisfactory, as it provides for increased residential densities in a location offering good access to services and transport, while also providing a suitable transition to adjoining residential land within the General Residential Zone – Schedule 3, ensuring the amenity of adjoining properties are protected. The application is also consistent with Council's Development in Residential Areas and Neighbourhood Character Policy and ResCode.

2. DISCUSSION

It is considered that the development will provide an appropriate balance between the need for additional housing within a fully serviced area and the amenity of occupants and adjoining residents.

The proposed development is considered to be consistent with the State and Local policy direction for urban design and neighbourhood character for the following reasons:

- Increased densities are explicitly supported by the Residential Growth Zone – Schedule 1, which allows for increased densities in buildings up to and including four (4) stories.
- The transition to the rear properties (located within the General Residential Zone – Schedule 3) has been managed to limit amenity impacts, with setbacks from ground and first floor a minimum 3 metres to the rear boundary.
- Orientation of the dwellings has achieved northern solar access to balconies and living areas.
- Two (2) dwellings can be used as accessible dwellings, with a bedroom, bathroom, kitchen and living area downstairs.
- The proposal incorporates a variety of dwellings sizes, contributing to the diversity of housing with Knox.
- Canopy tree planting can be incorporated within the front setback, and low level planting can be incorporated along the side boundaries and along the rear.

- The proposal is consistent with Council's Development in Residential Areas and Neighbourhood Character Policy and ResCode, subject to conditions on any permit to issue.
- The modern façade will complement the emerging streetscape character with a variety of finishes, including exposed brick, render and timber, with both vertical and horizontal elements adding to the visual interest of the dwellings.

On balance it is considered the proposal responds to State and Local Planning Policies, and it is recommended that a Notice of Decision to Grant a Planning Permit be issued.

A thorough assessment of the planning application is detailed at Attachment 1 with the Site and Application Plans shown in Attachment 2.

3. CONSULTATION

The application was advertised by way of one (1) sign on each site frontage and notices were sent to adjoining property owners and occupiers. In total two (2) objections were received.

The application was referred internally to Council's Traffic Engineer, Stormwater Engineer, Assets Officer, Arborist, Waste Officer and ESD Officer. The application was referred externally to VicRoads. No major concerns were raised with the application. Any conditions from referral authorities have been included in the Conditions within the Recommendation.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no significant environmental impacts or amenity issues associated with the proposed use/development. A thorough assessment of the application against environmental and amenity considerations can be found at Section 4 of the Officer's Report at Appendix A.

5. FINANCIAL & ECONOMIC IMPLICATIONS

There are no financial or economic implications associated with the proposed use/development for Council.

6. SOCIAL IMPLICATIONS

There are no significant social implications associated with the proposed use/development. A thorough assessment of the application against all relevant considerations of the Knox Planning Scheme can be found at Section 4 of the Officer's Report at Appendix A.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 1 - We value our natural and built environment.

Strategy 1.1 - Protect and enhance our natural environment.

Strategy 1.2 - Create a greener city with more large trees, indigenous flora and fauna.

Strategy 1.3 - Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure.

Goal 2 - We have housing to meet our changing needs.

Strategy 2.1 - Plan for a diversity of housing in appropriate locations.

Strategy 2.2 - Encourage high quality sustainable design.

Strategy 2.3 - Support the delivery of a range of housing that addresses housing and living affordability needs.

8. CONFLICT OF INTEREST

Under Section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author – Principal Planner, Renee Harrosh - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director City Planning and Building, Matt Kelleher - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The development provides for increased residential densities with appropriate areas for planting, is consistent with Council's Development in Residential Areas and Neighbourhood Character Policy and provides for housing diversity with a mix of bedroom numbers. The development has achieved compliance with ResCode objectives and Standards and is consistent with the purpose of the Residential Growth Zone – Schedule 1. It is therefore recommended that Council support the application and issue a Notice of Decision to Grant a Planning Permit.

10. RECOMMENDATION

That Council a Notice of Decision to Grant a Planning Permit for the construction of 12 double storey dwellings and alteration of access to a Road Zone Category 1 at 720-722 Stud Road, Scoresby subject to the following conditions:

Amended Development Plans

- 1. Prior to the commencement of the development approved by this Permit, amended development plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. The development plans must be approved prior to other plans required by this permit. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions. The plans must be generally in accordance with the plans submitted with the application but modified to show:**
 - 1.1 Security lighting along the driveway and along the pedestrian walkways.**
 - 1.2 Windows within the garage with outlook to the internal accessway to be full length.**
 - 1.3 The 1.7 metre high obscure glazing (screening) to balconies measured from the finished floor level on each elevation.**
 - 1.4 The first floor west facing windows to Dwellings 6 and 12 to be fixed and obscured to 1.7 metres above the finished floor level.**
 - 1.5 A 1 metre clearance from the crossover (including splay) to the power pole.**
 - 1.6 The height and location of mail boxes, which must not be higher than 900mm if located within the corner splay. Mailboxes must front the street.**
 - 1.7 Side boundary fencing forward of Dwellings 1 and 7 to be no higher than 1.2 metres, and no higher than 900mm within 2.5 metres of the frontage.**

- 1.8 The northern boundary fence to be 2 metres in height.
- 1.9 All street trees to be shown on the ground/first floor plan. Annotation that the street tree (identified to be removed on the Existing Conditions & Demolition Plan) is to be removed at the cost of the owner/developer in accordance with Condition 15 of this Permit.
- 1.10 Tree Protection Fencing and Tree Protection Zones for vegetation on adjoining properties and within the road reserve.
- 1.11 All levels to be to AHD (Australian Height Datum).
- 1.12 An amended Sustainable Design Assessment in accordance with Condition 12 of this Permit.
- 1.13 Waste Management Plan in accordance with Condition 14 of this Permit.
- 1.14 Amendments to the plans to show bin location and storage in accordance with the approved Waste Management Plan.
- 1.15 An adequate overland flow path, consistent with the approved Drainage Plan and Condition 3.5 of this Permit.

To the satisfaction of the Responsible Authority.

Other Plans

2. Prior to the commencement of works and issue of a Building Permit for the development approved by this Permit, the following plans and computations must be submitted to the Responsible Authority as a complete set. When approved, the plans will be endorsed and will then form part of the permit. Construction must be in accordance with these plans. The plans must comprise the following:
 - 2.1 Drainage plans in accordance with Condition 3 of this Permit.
 - 2.2 Landscape plans in accordance with Condition 4 of this Permit.

To the satisfaction of the Responsible Authority.

Drainage Plans

3. Prior to the commencement of the development approved by this Permit, drainage plans and computations must be submitted to and approved by the Responsible Authority. Construction of the drainage must be in accordance with these plans. The plans must show the following:
 - 3.1 All stormwater drainage discharge from the site connected to a legal point of discharge.
 - 3.2 The internal drains of the dwellings to be independent of each other.
 - 3.3 An on-site detention system designed by a suitably qualified Civil Engineering Consultant to ensure no net increase in stormwater discharge from the proposed development.
 - 3.4 The on-site detention system to be installed in a suitable location for easy access and maintenance.

- 3.5** A suitable overland flow path for the entire site to the satisfaction of the Responsible Authority. Details of the overland flow path are to be included on the plans.
- 3.6** Any Environmental Sustainable Design initiatives shown on the Development Plans approved pursuant to Condition 1 of this permit.
- 3.7** Location of fencing in accordance with the Development Plans approved pursuant to Condition 1 of this permit.
- 3.8** All levels to be to AHD (Australian Height Datum).

To the satisfaction of the Responsible Authority.

Landscaping

- 4.** Prior to the commencement of the development approved by this Permit, a landscape plan prepared by a suitably qualified Landscape architect or a suitably qualified landscape designer to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority in accordance with Council's 'Landscape Plan Guidelines'. When approved, the plan will be endorsed and will then form part of the permit. The plan must show:
 - 4.1** A survey (including botanical names, height and width) of all existing vegetation to be retained and / or removed.
 - 4.2** The identification and removal of all vegetation identified as an environmental weed in Knox (as outlined in Council's 'Landscape Plan Guidelines).
 - 4.3** Buildings and trees (including botanical names, height and width) on neighbouring properties within three metres of the boundary including all trees that have their Tree Protection Zone extending into the subject site.
 - 4.4** Details of the surface finishes of pathways and driveways.
 - 4.5** Details and location of all existing and proposed services including above and below ground lines, cables and pipes.
 - 4.6** A planting schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, pot sizes, sizes at maturity, and quantities of each plant.
 - 4.7** Landscaping and planting within all open areas of the site (including additional planting within open space areas of the existing dwelling/s).
 - 4.8** The plan must also show the provision of additional trees and additional medium/large shrubs chosen from plant list 1 or 2 of Council's 'Landscape Plan Guidelines'. These canopy trees must be a minimum of 1.5 – 2.0 metres tall when planted.
- To the satisfaction of the Responsible Authority.
- 5.** Before the occupation of the development, the landscaping works shown on the endorsed plans must be carried out and completed to the satisfaction of the responsible authority.

6. The landscaping shown on the endorsed plans must be maintained to the satisfaction of the responsible authority. Any dead, diseased or damaged plants are to be replaced.

General

7. All development must be in accordance with the endorsed plans.
8. The layout of buildings and works as shown on the endorsed plans must not be altered without the written consent of the Responsible Authority.
9. Once the development has started it must be continued and completed to the satisfaction of the Responsible Authority.
10. Prior to the occupation of the dwellings the development is to be completed in accordance with the endorsed plan/s to the satisfaction of the Responsible Authority.
11. All walls on the boundaries of adjoining properties must be cleaned and finished to the satisfaction of the Responsible Authority.

Sustainable Design Assessment

12. Prior to the commencement of the development approved by this Permit, an amended Sustainable Design Assessment detailing Sustainable Design initiatives to be incorporated into the development must be submitted to and approved by the Responsible Authority. The Sustainable Design Assessment must outline the proposed sustainable design initiatives to be incorporated throughout the development such as (but not limited to) energy efficiency, water conservation, stormwater quality, waste management and material selection, to the satisfaction of the Responsible Authority.
13. Prior to the occupation of the development, the development must be constructed in accordance with the Sustainable Design Assessment.

Waste Management Plan

14. Prior to the commencement of the development approved by this Permit, a waste collection and management plan must be submitted to and approved by the Responsible Authority, demonstrating how waste collection will be undertaken on site, including the operation of the garbage and recyclables storage area. Garbage and recyclables storage and collection must be undertaken in accordance with the approved plan/documentation, and must be undertaken by a private contractor, to the satisfaction of the Responsible Authority. Council will not collect waste from the proposed development.

Street Tree Removal

15. Prior to the commencement of the development approved by this Permit, all costs associated with the removal of the street tree/s (amenity value, tree and stump removal and planting and maintaining a new tree) must be paid to Council by the owner/developer. The removal and replacement of the street tree/s must be undertaken by Council.

Tree Protection

- 16. All works, including excavation, within the critical root zone areas of the tree/s to be retained and other critical root zones on the land must be undertaken under the supervision of a qualified Arborist to ensure that there is no unreasonable damage to the root system of trees to be retained and/or protected, to the satisfaction of the Responsible Authority. Before the development starts, the owner must submit to the Responsible Authority details of the name of the Arborist who will supervise the works and the tasks to be undertaken by the Arborist, to the satisfaction of the Responsible Authority.**
- 17. Prior to any works commencing on the site (including demolition), all trees and vegetation to be retained including other critical root zones must be fenced off to create a protection zone. The protection zone must extend around the trees canopy drip-line unless an alternative tree protection zone has been approved by the responsible authority.**
- 18. The fence is to be chain link or wire mesh, comprise either wooden or steel posts set into the ground or on concrete pads, and be a minimum height of 1.4 metres. Signage is to be affixed to the fence advising that the area is a tree protection zone and a no-go development area.**
- 19. The fence and signage is to be maintained throughout the construction period and removed at the completion of all works.**
- 20. No temporary removal of the fence, or encroachment into the protection zone is permitted without the written consent of the responsible authority.**
- 21. Prior to erecting the fence around the tree protection zone, all unwanted vegetation and weed species must be removed from within the zone, and the ground within the protection zone must be covered with a layer of well composted organic mulch (maximum 100mm depth). The area is to be watered at least fortnightly throughout the construction period.**
- 22. The following activities are prohibited from the tree protection area, without the written consent of the responsible authority:**
 - 22.1 Construction activities.**
 - 22.2 Dumping and/or storage of materials, goods and/or soil.**
 - 22.3 Trenching or excavation.**
 - 22.4 Lopping branches, nailing or affixing signs, service lines, lights etc. to the trees.**
- 23. Prior to any works commencing on site, the Responsible Authority must be contacted to inspect the Tree Protection fencing.**

Car Parking & Accessways

- 24. Before the dwellings are occupied, driveways and car parking areas must be:**
 - 24.1 Fully constructed to the minimum standard of 100mm reinforced concrete and available for use in accordance with the plans submitted to and approved by the Responsible Authority.**

- 24.2 Formed to such levels and drained so that they can be used in accordance with the approved plan.**
 - 24.3 Treated with an all-weather seal or some other durable surface.**
- To the satisfaction of the Responsible Authority.
- 25. Parking areas and driveways must be kept available and maintained for these purposes at all times to the satisfaction of the Responsible Authority.**

Construction Management

- 26. During the construction, the following must occur to the satisfaction of the Responsible Authority:**
 - 26.1 Any stormwater discharges into the stormwater drainage system is to comply with EPA guidelines.**
 - 26.2 Stormwater drainage system protection measures must be installed as required to ensure that no solid waste, sediment, sand, soil, clay or stones from the premises enter the stormwater drainage system.**
 - 26.3 Vehicle borne material must not accumulate on the roads abutting the site.**
 - 26.4 The cleaning of machinery and equipment must take place on site and not on adjacent footpaths, roads or parks.**
 - 26.5 All litter (including items such as cement bags, food packaging and plastic strapping) must be disposed of responsibly.**
 - 26.6 All site operations must comply with the EPA Publication 1254 (including all revisions or replacement guidelines).**

Amenity During Construction

- 27. Upon commencement and until conclusion of the development, the developer must ensure that the development does not adversely affect the amenity of the area in any way, including:**
 - 27.1 The appearance of building, works or materials on the land.**
 - 27.2 Parking of motor vehicles.**
 - 27.3 Transporting of materials or goods to or from the site.**
 - 27.4 Hours of operation.**
 - 27.5 Stockpiling of top soil or fill materials.**
 - 27.6 Air borne dust emanating from the site.**
 - 27.7 Noise.**
 - 27.8 Rubbish and litter.**
 - 27.9 Sediment runoff.**
 - 27.10 Vibration.**

Should the development cause undue detriment to the amenity of the area then immediate remedial measures must be undertaken to address the issue as directed by, and to the satisfaction of, the Responsible Authority.

Fencing

- 28. All costs associated with the provision of the fencing are to be borne by the owner/developer under this permit.**
- 29. Prior to the occupancy of the development all fencing must be in a good condition to the satisfaction of the Responsible Authority.**

Stormwater

- 30. Stormwater runoff from all buildings and hardstanding surfaces must be properly collected and discharged in a complete and effective system of drains within the property and must not cause or create a nuisance to abutting properties.**

Permit Expiry

- 31. This permit will expire if one of the following circumstances applies:**
 - 31.1 The development is not started within two years of the date of this permit.**
 - 31.2 The development is not completed within four years of the date of this permit.**

Pursuant to Section 69 of the Planning & Environment Act 1987, the Responsible Authority may extend:

 - The commencement date referred to if a request is made in writing before the permit expires or within six (6) months afterwards.**
 - The completion date referred to if a request is made in writing within 12 months after the permit expires and the development started lawfully before the permit expired.**

NOTES

Drainage Notes (to be read in conjunction with the above drainage conditions):

- Applicant shall engage a certified Engineering Consultant to analyse the site's existing drainage to determine type and size of the Onsite Detention (OSD) system. This shall be designed in accordance with the Knox City Council (Responsible Authority) Stormwater Drainage Guidelines, (copy available on Council's website), and approved drainage design methods specified in the current edition of Australian Rainfall and Runoff. It should be located preferably in a common area to the dwellings, and be easily accessible for maintenance.**
- The total Permissible Site Discharge for the property including all dwellings is 5.7L/s to the existing Council drainage system for a 5 year ARI event.**
- Applicant is to direct all stormwater to the 225mm diameter Council stormwater pipe near the north-west corner of the property as this represents the Legal Point of Discharge (LPD) for the property. Applicant is to verify this on site. Connect all stormwater discharge from the site to the LPD via an Onsite Detention (OSD) system. The internal drains for the dwellings are to be independent of each other.**

- The Applicant is required to use Australian Height Datum (AHD) to present levels in all future plans. Applicant must ensure that levels on the plan are accurate.
- Drainage works in the Road reserve or in the Council easement will require a road opening permit.
- Drainage system designed so as to avoid impact on any vegetation shown on the endorsed plans as being retained.
- Water Sensitive Urban Design (WSUD) should be addressed as part of this development, eg water storage tanks, swale drains, etc.

Other Notes:

- Council encourages the consideration of water storage tanks for all existing and proposed residential developments.
- A building permit must be obtained before development is commenced.
- Buildings are not allowed to be built over Council easements.
- The dwelling/s must achieve a minimum 6-Star Energy Rating.
- In accordance with Council policy, an 8.5% public open space contribution may apply in the event of the subdivision of the land.
- To arrange an inspection of the Tree Protection fencing please contact Council Landscape Team on 9298 8125.
- The street tree can be removed upon receipt of \$4,760.93. Total cost for street tree removal includes; amenity value (using the City of Melbourne- Amenity Value Formula), cost of tree & stump removal and planting and maintaining a new tree for 2 years, in accordance with Council's Green Streets Policy. For details regarding the cost and/or the timing of the removal and replacement of the street tree/s, please contact Council's Active Open Space Team on (03) 9298 8425.
- Indigenous plants can be purchased through approved indigenous nurseries, as listed in the Knox City Council 'Preferred Local Replacement Plants' Information Sheet.
- A minimum of 80% of all new vegetation (both canopy trees and understorey) should be indigenous species.
- Dwelling numbers as shown on the endorsed plans do not necessarily indicate any future street numbers. Property (street) numbering shall be in accordance with Council's Property (Street) Numbering Policy. Information regarding this can be obtained from Council's Property and Revenue Services Department on 9298 8215.
- Letterboxes and all other structures (including meter boxes) shall be constructed to a maximum height of 900mm or relocated clear of a splayed area (2m x 2.5m) in accordance with AS2890.1, Clause 3.2.4 to ensure safe sight distances. Letterboxes shall face towards the street frontage.

- **Internal public lighting shall be provided to the satisfaction of the relevant authority and in accordance with AS1158. This would generally be low height or bollard type lighting to avoid spill-over into adjacent properties. It may be sensor activated, to avoid all night running costs.**
- **Raised concrete slabs on the existing footpath fronting the site should be grounded.**
- **All litter and rubbish associated with the construction must be contained on site at all times.**

11. CONFIDENTIALITY

There are no items of a confidential nature in this report.

Report Prepared By: Principal Planner, Renee Harrosh

Report Authorised By: Manager City Planning and Building, Paul Dickie

Attachments

1. Attachment 1 - Council Report 720 722 Stud Road Scoresby **[6.2.1 - 7 pages]**
2. Attachment 2 - Council Attachments and Plans 720 722 Stud Rd Rowville **[6.2.2 - 10 pages]**

Attachment 1



Planning Application P/2018/6753 for the development of twelve (12) double storey dwellings and alteration of access to a Road Zone Category 1 at 720-722 Stud Road, Scoresby.

1. Summary:

| | |
|---------------------------|---|
| Subject Site: | 720 - 722 Stud Road, Scoresby |
| Proposed Development: | Development of the land for 12 double storey dwellings and alteration of access to a Road Zone Category 1 |
| Existing Land Use: | Residential (Single Dwellings) |
| Site Area: | 1450.9m ² |
| Planning Scheme Controls: | Residential Growth Zone – Schedule 1 |
| Application Received: | 24 December 2018 |
| Number of Objections: | Two (2) objections |
| PCC Meeting: | Not applicable |
| Ward: | Tirhatuan |

2. Purpose

The purpose of this report is to provide Councillors with the Council Planning Officer's assessment of Planning Permit Application P/2018/6753 to assist in making a decision on the application. It should be read in conjunction with the other appendices.

3. Background

3.1 Subject Site and Surrounds

The location of the subject site and surrounds is shown in Attachment 2.

- The subject site comprises two allotments located on the western side of the Stud Road service lane, known as 720-722 Stud Road, Scoresby. The subject site is regular in shape with an overall frontage of 35.86 metres, depth of 40.46 metres (to achieve a site area of 1450.9m²). The land is relatively flat.
- The subject site and surrounds are located within an established residential area. Properties to the south and north are located within the Residential Growth Zone – Schedule 1 (Activity Area), while properties to the rear and within The Close are located within the General Residential Zone – Schedule 3 (Local Living). To the south, the Scoresby Recreation Reserve and Scoresby Village Shopping Area are within walking distance.
- A 3.05 metre wide Drainage and Sewerage Easement is located along the western (rear) boundary of the site.
- No significant existing vegetation exists on the site.

3.2 The Proposal

The proposal seeks permission for the construction of 12 double storey dwellings and alteration of access to a Road Zone Category 1. Refer to attached plans at Attachment 2. Details of the proposal are as follows:

- The development comprises two detached buildings, separated by a central accessway. Dwellings 1 to 6 are located on the southern side of the central accessway, with Dwellings 7 to 12 located on the northern side of the accessway. Vehicle access is via a new double width crossover, centrally located. Pedestrian access is via two paths along the north and south boundaries.
- Dwellings 1 and 7, fronting the street, are setback 6 metres to Stud Road.
- Four (4) dwellings contain three (3) bedrooms, and eight (8) dwellings will contain two (2) bedrooms. Each dwelling is also provided with living/dining, kitchen, laundry and bathroom/s.
- Private open space is provided as a balcony at first floor, with access from a living area. Dwellings 6 and 12 also have access to ground level private open space.
- Each three (3) bedroom dwelling is provided with a double garage, with the two (2) bedrooms provided with a single garage.
- The dwellings are of a modern contemporary design, incorporating brick, render and timber elements, with horizontal and vertical façade treatments to add visual interest and articulation.
- All existing vegetation is to be removed.

3. Consultation

3.1 Advertising

The application was advertised by way of two (2) signs on the site and notices were sent to adjoining property owners and occupiers. In total two (2) objections were received and are summarised below.

Accessway Width Inadequate

- The accessway width is 6.1 metres for the first 7 metres and then 6 metres for the remainder of the accessway length. This width will allow for vehicles to enter and exit at the same time, and for appropriate turning movements within the site.

Internal Lighting

- Internal security lights can be installed along the driveway.

Car parking / impact on traffic

- Car parking has been provided at ratios consistent with Clause 52.06 (Car Parking) of the Knox Planning Scheme. Car parking provision is considered to be adequately catered for in the proposed design as noted in Section 4.3 of this report. Further, Council's Traffic and Transport Department have not raised concerns with reference to the street networks ability to cater for the proposed development.

3.2 Referrals

The application was referred to external authorities and internal departments for advice. The following is a summary of relevant advice:

VicRoads: No objection, no conditions.

Traffic Engineer: Standard conditions to be included on any permit issued.

Stormwater: Inadequate overland flow path through the property is shown. Standard conditions to be included on any permit issued.

ESD Officer: The Sustainable Design Assessment (SDA) submitted with the application requires amendments to improve the commitments regarding the performance of shower heads, HVAC systems to address Council's peak energy demand requirements, increase rain water tank capacity and submit an InSite Water Report or equivalent..

Waste: This proposed development will require the lodgement of a Waste Management Plan (WMP) in accordance with Council's Waste Management in Multiple Unit Development Policy and Procedure for the review and approval by the Waste Management team.

Assets: Proposed crossing to new development is to be constructed to ensure minimum clearance from power pole of 1m, including crossing splay. Redundant crossovers to be removed and reinstated.

Arborist: There is no significant vegetation on the property, all weeds must be removed. Vegetation on adjoining properties will not be affected.

Parks: Tree 3 (*Agonis flexuosa*) can be removed at the cost to the owner/developer. Tree protection fencing to be installed for remaining trees.

4. Discussion

This section considers the proposed development in light of the provisions of the Knox Planning Scheme including State and Local Planning Policies, any other relevant policies and objectives.

4.1 Zoning and Overlays

4.1.1 Zone

The site is located within the Residential Growth Zone – Schedule 1. A permit is required for the construction of two or more dwellings on a lot. Schedule 1 to the Residential Growth Zone varies the ResCode requirements for Standard B6 (Minimum street setback), Standard B13 (Landscaping) and Standard B28 (Private Open Space).

- The proposal is consistent with the purpose of the Residential Growth Zone by providing for diversity in housing types, increased densities and a scale of development that provides a transition to other residential areas.
- Landscaping - The site can accommodate the minimum landscaping requirements of the varied Standard B13.
- Private Open Space - Complies. All dwellings are provided with a balcony with a minimum area of 15m².

4.1.2 Overlays

The site is not affected by any overlays.

4.2 Policy Consideration: State and Local Planning Policy Framework

State and local policy requires Council to integrate the range of policies relevant to the issues to be determined, and balance conflicting objectives in favour of net community benefit and sustainable development. The key themes for the assessment of the application include Housing, Sustainability and Environment, Transport and Urban Design (including neighbourhood character).

4.2.1 Housing

Clause 16 Housing: Encourage the development of well-designed medium-density housing that respects the neighbourhood character; improves housing choice; makes better use of existing infrastructure; and, improves

energy efficiency of housing. Locate new housing in or close to activity centres and employment corridors and at other strategic development sites that offer good access to services and transport.

Municipal Strategic Statement: Council's MSS encourages development occurring with the necessary consideration to such matters as managing population growth, encouraging sustainable development, and influencing the urban form so that Knox itself becomes more sustainable. The MSS makes specific reference to the diversifying and aging population in Knox which will see an increase in the number of smaller household types, with 'lone person' and 'couple only' households making up just over half of all households in Knox within 20 years.

Clause 21.06 Housing: The Housing theme implements the Knox Housing Strategy 2015. In managing the City of Knox's current and future housing needs, Council supports a scaled approach to residential development. This scaled approach recognises that some parts of the City will need to accommodate change, due to population growth and the community's changing household needs. Development in residential areas will need to respond positively to the desired future character of the local area and take account of the particular built form and natural environmental elements that make up the neighbourhood character of Knox. The strong landscape character is the unifying element of the neighbourhood character of Knox.

The subject site is located within an 'Activity' area, which will see the most substantial change in housing styles than other areas of Knox. There needs to be a balance between the 'green and leafy' character when viewed from the street, whilst allowing more intensive development. New development needs to be well designed both architecturally and functionally.

The proposed development is considered to be consistent with the state and local policy direction for housing provision for the following reasons:

- The design response respects the low scale single and double storey nature of surrounding development, whilst allowing appropriate landscaping setbacks and building articulation to ensure the development transitions to the adjoining properties.
- Housing choice – The development provides 12 double storey dwellings comprising four (4) 3-bedroom dwellings and eight (8) 2-bedroom dwellings, contributing to housing diversity.
- Existing infrastructure – The site is located within a fully serviced area.
- Energy efficiency – This has been discussed above under Clause 15.02.
- Location – The site is located within an Activity Area, it has access to a number of services and public transport, within an established residential area. The subject site is capable of accommodating the proposed development and meets the outcomes sought for an Activity Area as outlined in Council's Development in Residential Areas and Neighbourhood Character Policy (see Assessment at 4.4.4).

4.2.2 Sustainability and Environment

Clause 15.02 Sustainable Development: Ensure that land use and development is consistent with the efficient use of energy and the minimisation of greenhouse gas emissions.

Clause 22.04 Environmentally Sustainable Development: This new policy introduced into Knox Planning Scheme under Amendment C150 requires applicants to address Environmentally Sustainable Development (ESD) principles including energy performance, water resources, indoor environmental quality, stormwater, waste management, transport and urban ecology, by applying these principles within the proposed development.

- The Sustainable Design Assessment submitted with the application will require amendments to meet Council's expectations on environmental sustainable development.

4.2.3 Transport

Clause 18 Transport – Ensure that access is provided to all available modes of transport.

- Bus routes 681/682 and 901 operate along Stud Road.

4.4.4 Urban Design (including Neighbourhood Character)

Clause 15 Built Environment and Heritage – Encourages high quality architecture and urban design outcomes that reflects the particular characteristics, aspirations and cultural identity of the community; enhances liveability, diversity, amenity and safety of the public realm; and promotes attractiveness of towns and cities within broader strategic contexts.

Clause 21.05 Built Environment and Heritage – Development should address needs of changing household structures, creating high quality, well-designed places that respect and strengthen the local context and landscape qualities of Knox. It is important to achieve environmentally sustainable development that contributes to a more liveable and sustainable Knox, including efficient use of urban water runoff and the quality of stormwater entering waterways.

Housing liveability and amenity for occupants should be improved by supporting indoor environment quality (such as access to daylight and ventilation).

Clause 22.07 Development in Residential Areas and Neighbourhood Character: Activity Area. Clause 22.07 identifies the subject site within an Activity Area, where areas will see the most substantial change in housing styles than other areas of Knox, balance retaining the ‘green and leafy’ character when viewed from the street, whilst allowing more intensive development, and support new residential development that is well designed both architecturally and functionally.

The proposed development is considered to be consistent with the state and local policy direction for urban design and neighbourhood character for the following reasons:

- The design of the development will make a positive contribution to the surrounding area, with built form considered to be appropriate in form and scale for an Activity Area, where a diversity of housing stock and establishing new styles of housing within existing streetscapes is encouraged.
- Importantly, a 6 metre front setback is proposed, which will ensure that a consistent front garden can be established. The front garden area can accommodate the planting of canopy trees, which is an outcome sought by Council policy, to maintain the ‘green and leafy’.
- The proposal provides an appropriate balance between the need for providing increased densities, and the amenity of adjoining properties. The dwellings provide for a functional layout for future residents.

4.3 Particular Provisions

Clause 52.06 Car Parking: Prior to a new use commencing or a new building being occupied the car parking spaces required under Clause 52.06-5 must be provided on the land or as approved under Clause 52.06-3 to the satisfaction of the responsible authority.

Clause 52.06-5 specifies a ratio of two car spaces to each three or more bedroom dwelling (with studies or studios that are separate rooms counted as a bedrooms) and one visitor space to every five dwellings for developments of

five or more dwellings. A permit may be granted to reduce or to waive the number of car spaces required by the table.

Clause 52.06-8 details the design standards for car parking. The provision of car parking should meet the design requirements of this Clause. An assessment of the design standards, including any areas of non-compliance are considered below:

- Car parking provision: The proposal satisfies the car parking provision as each two (2) bedroom dwelling is provided with a single garage and the remaining dwellings which contain three (3) bedrooms are provided with double garages. The development is not required to provide visitor parking.
- Car parking design: Complies.

Clause 52.29 Land Adjacent to a Road Zone, Category 1: A Permit is required to create or alter access to a road in a Road Zone, Category 1. An application to create or alter access to a Road Zone, Category 1 is required to be referred to VicRoads. The application was referred and VicRoads have no objection and no conditions.

4.4 [Clause 55 – Two or More Dwellings on a Lot and Residential Buildings \(ResCode\)](#)

Neighbourhood Character and Infrastructure

Neighbourhood Character – The development complies with preferred Neighbourhood Character, refer above.

Residential Policy – Complies, refer above.

Dwelling Diversity – Complies.

Integration with the Street – Complies.

Site Layout and Building Massing

Street Setback – Complies.

Building Height – Complies.

Site Cover/Permeability – Complies.

Energy Efficiency – Complies.

Open Space – Not applicable.

Safety – Complies. A condition on any permit will require security lights along the driveway and pedestrian walkway and the windows within the garage to be lengthened.

Landscaping – Complies, a condition of any permit to issue will require landscape plans to the satisfaction of the Responsible Authority.

Access – Complies.

Parking Location – Complies.

Amenity Impacts

Side and rear setbacks – Complies.

Walls on boundaries – Complies.

Daylight to existing windows/north facing windows – Complies.

North-facing windows – Complies.

Overshadowing open space – Complies.

Overlooking – Complies subject to conditions on any permit to issue that the first floor west facing windows to Dwellings 6 and 12 (bedroom and living room) are fixed and obscured to 1.7 metres. In addition, fencing along the northern boundary is to match the approved fencing for the adjoining development, and the lattice extension along the southern boundary fence is to be free standing.

Noise Impacts – Complies.

On-Site Amenity and Facilities

Accessibility – Complies.

Daylight to new windows – Complies.

Private Open Space – Complies.

Solar access – Complies.

Storage – Complies.

Detailed Design

Design Detail – Complies.

Common Property – Complies.

Site Services – Can comply. Details of letterboxes will be required as permit of any permit to issue.

Front fence – Complies. A 1.5 metre high decorative fence is proposed.

4.5 General Decision Guidelines

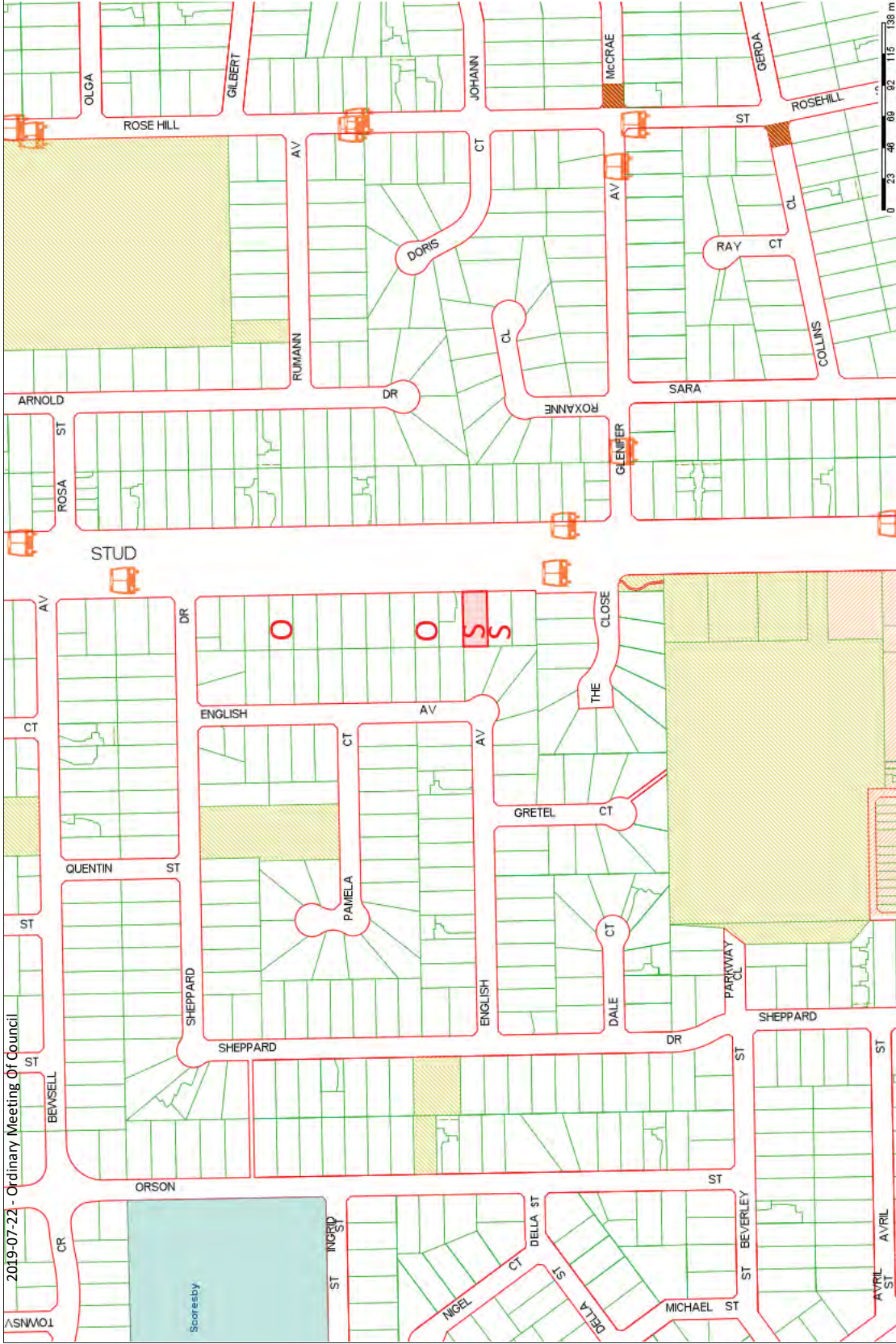
Clause 65 of the Knox Planning Scheme and Section 60 of the Planning and Environment Act 1987 set out decision guidelines/matters which the responsible authority must consider when deciding any planning application.

- The decision guidelines of Clause 65 of the Knox Planning Scheme and Section 60 of the Planning and Environment Act (1987) have been appropriately considered.

5. Conclusion

Clause 10.071.02-3 of the Knox Planning Scheme requires Council to balance relative policy objectives when making decisions to ensure resulting development is sustainable and achieves a net community gain. In this context, the proposal is considered appropriate given the following:

- The development is consistent with State Policy, Clause 21.05 (Built Environment and Heritage), Clause 21.06 (Housing), Clause 22.04 (Environmentally Sustainable Development), and Clause 22.07 (Development in Residential Areas and Neighbourhood Character Policy) of the Knox Planning Scheme.
- The proposal complies with the Residential Growth Zone - Schedule 1.
- The development is compliant with ResCode (Clause 55 of the Knox Planning Scheme).
- The development provides an appropriate balance between the need for additional housing within an established residential area while ensuring the amenity of occupants and adjoining residents is not compromised.



DISCLAIMER:
 Roads and Title Boundaries - State of Victoria, Knox City Council
 Planning Scheme Information - DPCD, Knox City Council
 Aerial Photography - AAM (Flown January 2013 - unless otherwise stated)
 Melbourne Water Drainage Information - Melbourne Water

1. Whilst every endeavor has been made to ensure that the mapping information is current and accurate, no responsibility or liability is taken by Knox City Council or any of the above organizations in respect to inaccuracy, errors, omissions or for actions based on this information.
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 4. Drainage and flood extent information has been provided to Council on a yearly basis by Melbourne Water for indicative purposes only. Where the latest Melbourne Water drainage and flood extent mapping is critical, please contact Melbourne Water.



Address
720-722 Stud Road, SCORESBY

Application Number
P/2018/6753

Description
Development of the land for twelve (12) double storey dwellings and alteration of access to a Road Zone Category 1

Wardname
Tirhatuan

LEGEND:

- Title Boundary
- Road Boundaries
- City Boundary
- Bus Route
- Reserves
- Commercial Areas
- Tertiary Schools
- Primary Schools
- Secondary Schools
- P-12 School
- Bus Stops
- Objector
- Unit Development
- Subject Property
- Petition

Scale: 1:3000



Address
720-722 Stud Road, SCORESBY

Application Number
P/2018/6753

Description
Development of the land for twelve (12) double storey dwellings and alteration of access to a Road Zone Category 1

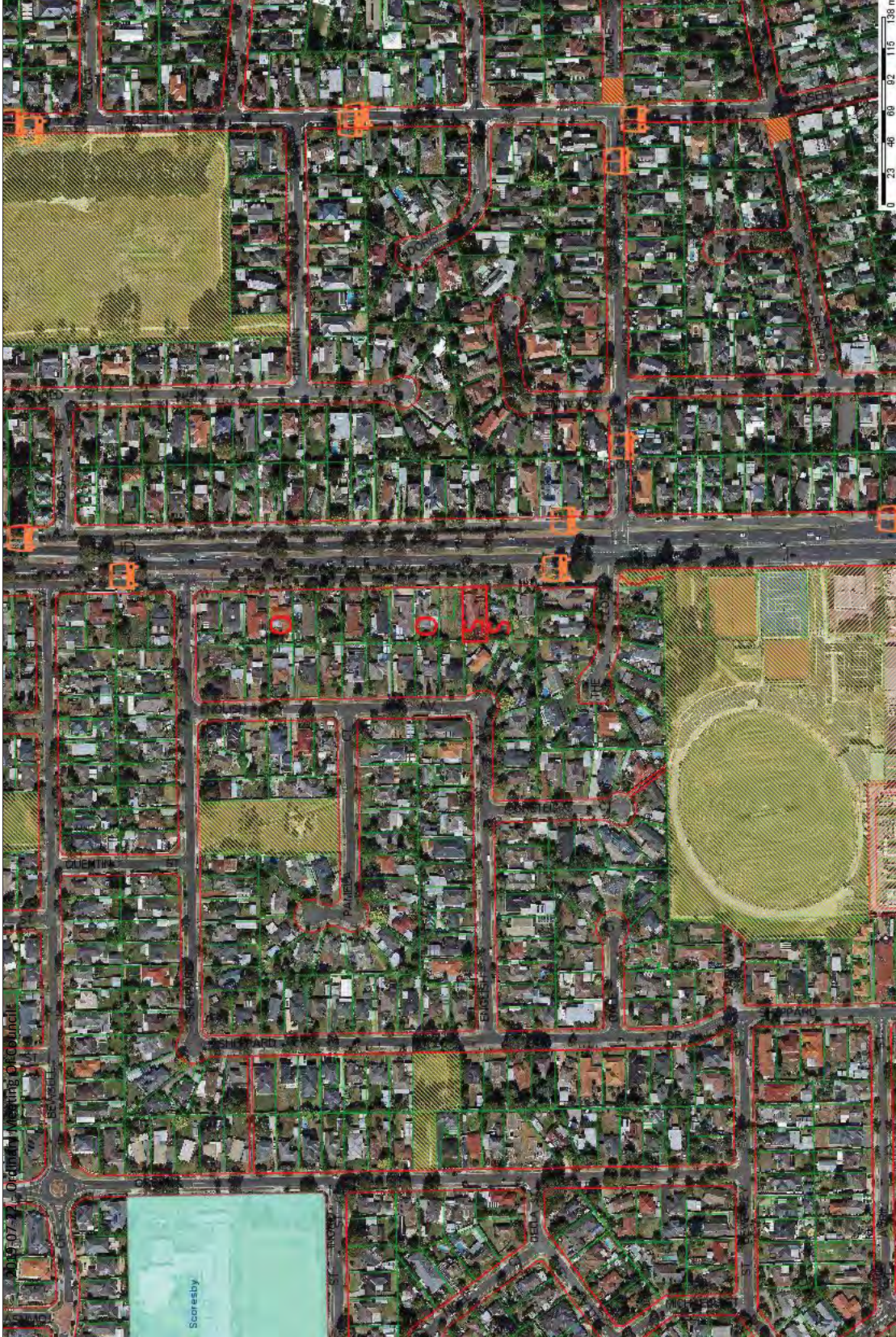
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DEMOLITION OF EXISTING DWELLINGS AND CONSTRUCTION OF TWELVE (12) DOUBLE-STOREY RESIDENTIAL DWELLINGS

720-722 STUD ROAD, SCORESBY 3179

TOWN PLANNING APPLICATION [REV B] - APRIL 2019

| DRAWING LIST | | |
|--------------|---------------------------------------|------|
| DWG No. | DWG NAME | REV. |
| TP00 | COVER SHEET | B |
| TP01 | EXISTING CONDITIONS & DEMOLITION PLAN | A |
| TP02 | DESIGN RESPONSE PLAN | B |
| TP03 | GROUND FLOOR PLAN | B |
| TP04 | FIRST FLOOR PLAN | B |
| TP05 | ELEVATIONS & STREETScape | B |
| TP06 | ELEVATIONS AND SECTIONS | B |
| TP07 | SHADOW DIAGRAMS | B |



WESTERN PERSPECTIVE OF THE PROPOSAL AT 720-722 STUD ROAD, SCORESBY



EASTERN PERSPECTIVE (STREET VIEW) OF THE PROPOSAL AT 720-722 STUD ROAD, SCORESBY

| Rev | Description | Date |
|-----|--|------------|
| A | ISSUE FOR PLANNING PERMIT | 12/12/2018 |
| B | AMENDMENTS AS PER COUNCIL RFI LETTER DATED 17 JAN 2019 | 10/04/2019 |

LUMINUR ARCHITECTS

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 info@luminurgroup.com.au
 www.luminurgroup.com.au

PROJECT: **MULTI-UNIT DEVELOPMENT AT 720-722 STUD ROAD, SCORESBY**
 CLIENT: **V/ Suburban and 720 Stud Rd Pty Ltd**

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| DRAWING TITLE | |
|--------------------|----------------|
| COVER SHEET | |
| DESIGNED | DATE |
| N.E. | 10/04/2019 |
| SCALE | PROJECT NUMBER |
| | TP/722STUD |
| DRAWING NUMBER | REV |
| TP00 | B |

ENGLISH AVENUE

STUD ROAD



AERIAL IMAGE OF 720-722 STUD ROAD, SCORESBY AND SURROUNDING PROPERTIES

| Rev | Description | Date |
|-----|---------------------------|------------|
| A | ISSUE FOR PLANNING PERMIT | 12/12/2018 |

SUBJECT SITE TITLE BOUNDARY



Suite 3, 641 High Street Road
 Mount Waverley, VIC. 3149
 1300 806 809
 info@luminurgroup.com.au
 www.luminurgroup.com.au

PROJECT: MULTI-UNIT DEVELOPMENT AT 720-722 STUD ROAD, SCORESBY and 720 Stud Rd Pty Ltd
 CLIENT: Vasudevan Property Holdings Pty Ltd

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DRAWING TITLE
EXISTING CONDITIONS & DEMOLITION PLAN

| | | | |
|-------------|-------|----------------|------------|
| DESIGNED BY | N.E. | DATE | 12/12/2018 |
| SCALE | 1:200 | PROJECT NUMBER | TP722STUD |



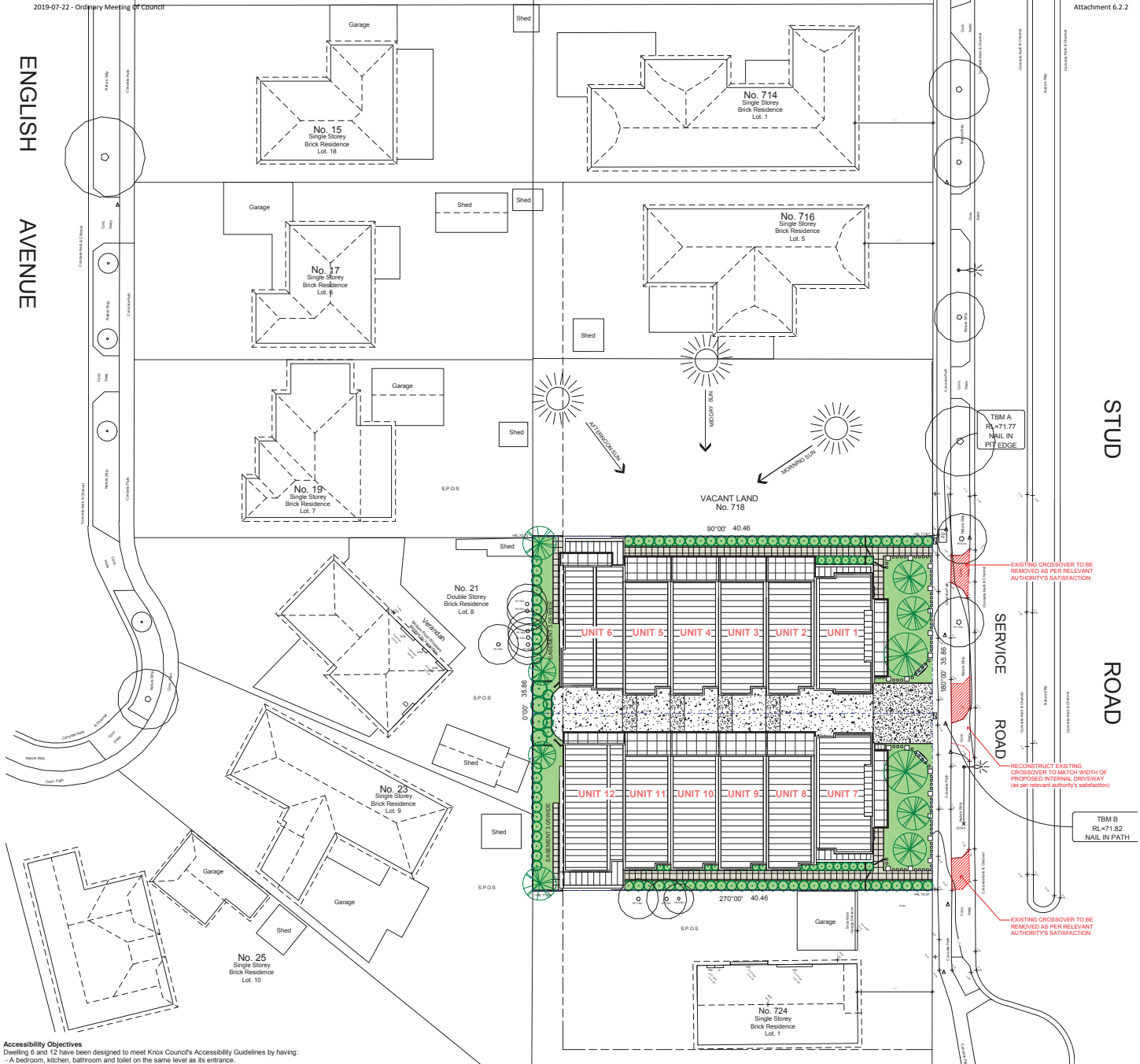
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|----------------|------|
| DRAWING NUMBER | TP01 |
| REV | A |

ENGLISH AVENUE

ENGLISH AVENUE

STUD ROAD

ROAD



Accessibility Objectives
 Dwelling 6 and 12 have been designed to meet Knox Council's Accessibility Guidelines by having:
 - A bedroom, kitchen, bathroom and toilet on the same level as its entrance.
 - A bathroom of minimum dimension 1.9 x 2.3 metres.
 - Corridors and doorways being a minimum 900mm wide.
 - Provided with a clear and continuous path from the street into the dwelling. The path will be:
 - At least 1 metre wide.
 - Constructed of solid, non-slip material (i.e. no gravel), and
 - Have a gradient of less than 1:14. Swimming Pool

Street Setback
 The proposal has a 6.0m front street setback from Stud Road Service Lane, hence compliant with relative standards and objectives.
 - The objectives of Clause 22.07 (Development in Residential Areas and Neighbourhood Character) encourage more intensive development in areas where there is access to frequent and reliable public transport services which usually require less front setbacks compared to single detached dwellings.
 - Smart Bus routes 901 runs along Stud Road. The 901 service runs at various intervals between Frankston and Melbourne Airport from 5am to midnight on weekdays, from 6am to midnight on Saturdays, and from 7am to 6pm on Sundays.
 - The proposed front setback will still provide sufficient space for the planting of at least six canopy trees within the front of the site and extensive landscape along the site and to the rear, allowing for the green and leafy character of Stud Road to be maintained.

Local Planning Policy Framework
 - The site is located in an Activity Area close to urban services and open space areas and has good access to public transport being located on the Principal Public Transport Network (PPTN).
 - The proposal is considered to be consistent with the preferred neighbourhood character as set out in the local policy as the proposed development will make a positive contribution to the character of the surrounding area.
 - The development will provide residents with alternative forms of housing styles and sizes (4x3Bed, 6x2Bed).
 - Landscaping can be accommodated within the front setback and along the driveway and pedestrian walkway, contributing to the green and leafy image of Knox.
 - Dwellings 6 and 12 have been designed with a bedroom, ensuite, and kitchen at ground floor level to address mobility. Given the multi-level configuration of the development, this is considered satisfactory in this instance whilst balancing the need for housing within the Activity Area along the Principal Public Transport Network (PPTN).

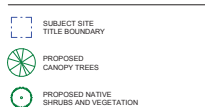
Sustainable Design
 - Refer to SDA report for ESD requirement
 - The development incorporates passive solar design with north facing living areas and balconies.
 - Water efficient landscaping is proposed.
 - Each dwelling to provide one mona lisa bike rack
 - Tap and floor waste to all balconies

Architectural Design
 - The design and scale of the proposed development is consistent with the housing types encouraged in the Activity Area.
 - The development provides an appropriate degree of visual interest and articulation to present an appropriate scale to Stud Road and adjoining sites.
 - Large blank walls and facades have been avoided through the incorporation of glazing and varied building materials and finishes.

Landscaping
 B13: Landscaping consisting of a minimum of one canopy tree per 250 square metres of the site area including a minimum of one canopy tree within the front setback per 5 metres of width of the site (excluding the width of one driveway).
 Each tree should be surrounded by 20m² of permeable surface with a minimum radius of 3 metres.

Land Area: 1450.9m²
 Canopy Tree Required: 5
 Canopy Tree Proposed: 6

| Rev | Description | Date |
|-----|--|------------|
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PROJECT
 MULTI-UNIT DEVELOPMENT AT
 720-722 STUD ROAD, SCORESBY
CLIENT
 Vasudevan Property Holdings Pty Ltd
 and 720 Stud Rd Pty Ltd
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DRAWING TITLE
 DESIGN RESPONSE PLAN
DESIGNED BY
 N.E.
DATE
 10/04/2019
SCALE
 1:200
PROJECT NUMBER
 TP722STUD
DRAWING NUMBER
 TP02
REV
 B

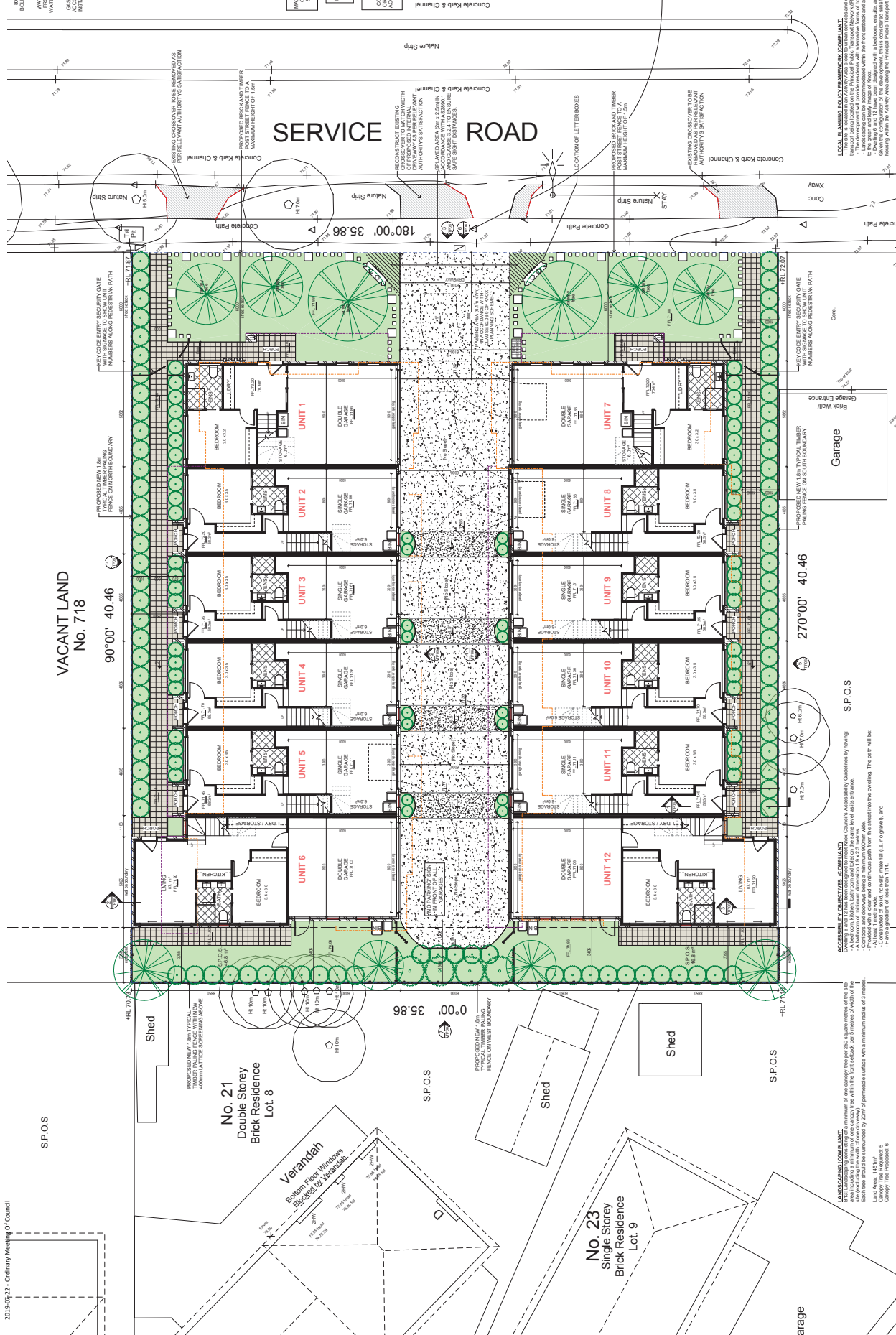
DRAWING NUMBER
 TP02
REV
 B

Attachment 6.2.2
 BOLLARDS AND ELECTRICAL
 SERVICES AND CONNECTIONS TO THE
 FRONTAGE. THE LOCATION OF THE
 WATER SUPPLY AND SEWERAGE SERVICES
 TO BE INSTALLED SHALL BE AS SHOWN
 ON THE PLANS. THE LOCATION OF THE
 GAS METERS LOCATION AND INSTALLATION TO BE IN
 ACCORDANCE WITH THE GAS METER
 INSTALLATION BOLLARDS ON EITHER SIDE OF WITHIN
 1.00 METRE DRIVEWAY

STUD

ROAD

TBM B
 RL=71.82
 NAIL IN PATH



| | | | |
|----------|------------|----------------|----------------|
| REVISION | DATE | PROJECT NUMBER | DRAWING NUMBER |
| A | 12/12/2018 | 10004/2019 | TP03 |
| B | 10/04/2019 | | |

GROUND FLOOR PLAN

DESIGNED: N.E.
 SCALE: 1:100
 PROJECT NUMBER: TP/222STUD

MULTI-UNIT DEVELOPMENT AT 720-722 STUD ROAD, SCOPESBY

CLIENT: VISION GROUP PTY LTD
 PROJECT: 720 STUD RD PTY LTD

DESIGNED BY: VISION GROUP PTY LTD
 DRAWN BY: VISION GROUP PTY LTD
 CHECKED BY: VISION GROUP PTY LTD

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 Room 1000 606 606
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 Email: info@luminurgroup.com.au
 Website: www.luminurgroup.com.au



ACCESSIBILITY OBJECTIVES (COMPLIANT)

1. All new and existing buildings shall be accessible by hearing.

2. All new and existing buildings shall be accessible by vision.

3. All new and existing buildings shall be accessible by touch.

4. All new and existing buildings shall be accessible by smell.

5. All new and existing buildings shall be accessible by taste.

6. All new and existing buildings shall be accessible by other means.

| WELLINGS BAY | WELLINGS BAY | WELLINGS BAY | WELLINGS BAY |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 20 m ² FIRST FLOOR | 20 m ² FIRST FLOOR | 20 m ² FIRST FLOOR | 20 m ² FIRST FLOOR |
| 4.1 m ² BALCONY | 4.1 m ² BALCONY | 4.1 m ² BALCONY | 4.1 m ² BALCONY |
| 7.9 m ² CAR PARKING | 7.9 m ² CAR PARKING | 7.9 m ² CAR PARKING | 7.9 m ² CAR PARKING |
| DOUBLE GARAGE | DOUBLE GARAGE | DOUBLE GARAGE | DOUBLE GARAGE |

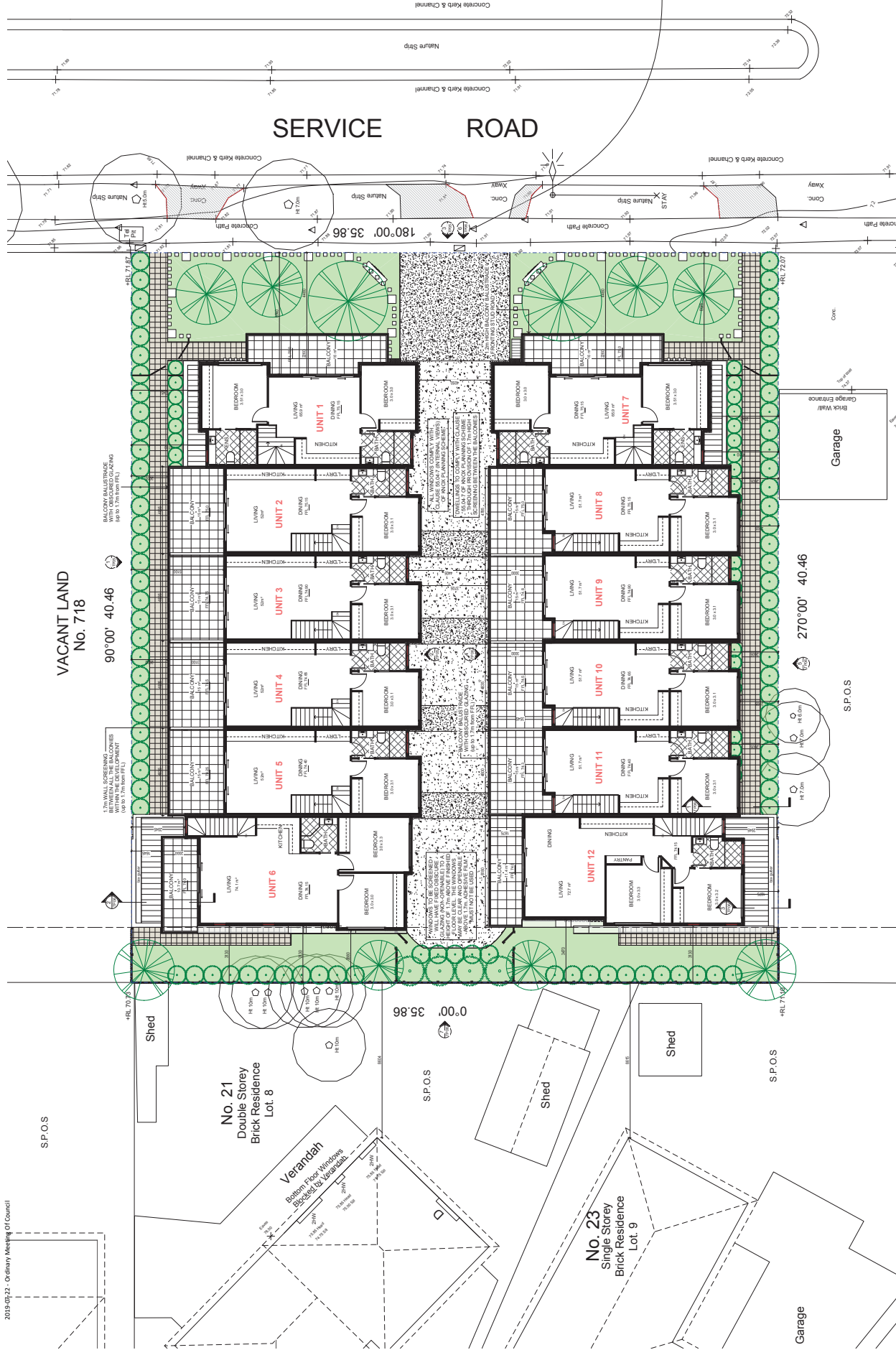
| WELLINGS BAY | WELLINGS BAY | WELLINGS BAY | WELLINGS BAY |
|---|---|---|---|
| 1450.0 m ² SITE AREA | 1450.0 m ² SITE AREA | 1450.0 m ² SITE AREA | 1450.0 m ² SITE AREA |
| 99.0 m ² SITE COVER | 99.0 m ² SITE COVER | 99.0 m ² SITE COVER | 99.0 m ² SITE COVER |
| 1122.2 m ² PERMEABLE SURFACE | 1122.2 m ² PERMEABLE SURFACE | 1122.2 m ² PERMEABLE SURFACE | 1122.2 m ² PERMEABLE SURFACE |
| 27.7 % PERMEABILITY | 27.7 % PERMEABILITY | 27.7 % PERMEABILITY | 27.7 % PERMEABILITY |

| Rev | Description | Date |
|-----|--|------------|
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STUD ROAD

TBM B
RL=71.82
NAIL IN PATH

SERVICE ROAD

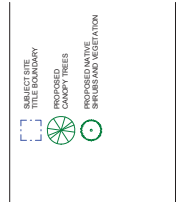


| | | | |
|----------------|---|------------------|------------|
| DRAWING TITLE | | FIRST FLOOR PLAN | |
| DESIGNED | N.E. | DATE | 10/04/2019 |
| PROJECT | 1 : 100 | PROJECT NUMBER | TP/222STUD |
| CLIENT | MULTI-UNIT DEVELOPMENT AT 720-722 STUD ROAD, SCORESBY | | |
| DESIGNED BY | VIBHABHAN PRAJAPATI PRAJAPATI PTY LTD | | |
| PROJECT NUMBER | 10004/2019 | | |
| SCALE | 1 : 100 | | |
| REV | B | | |

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| | | | |
|------------------------------|--------|--------|--------|
| DWELLING 2, 4 & 5 | 85 sqm | 85 sqm | 85 sqm |
| FIRST FLOOR | 85 sqm | 85 sqm | 85 sqm |
| PARKING | 15 | 15 | 15 |
| CAR PARKING | 15 | 15 | 15 |
| DOUBLE GARAGE | 15 | 15 | 15 |

| | | | |
|------------------------------|--------|--------|--------|
| DWELLING 6, 7 & 8 | 70 sqm | 70 sqm | 70 sqm |
| FIRST FLOOR | 70 sqm | 70 sqm | 70 sqm |
| PARKING | 15 | 15 | 15 |
| CAR PARKING | 15 | 15 | 15 |
| DOUBLE GARAGE | 15 | 15 | 15 |

| | | | |
|--------------------------------|--------|--------|--------|
| DWELLING 9, 10 & 11 | 85 sqm | 85 sqm | 85 sqm |
| FIRST FLOOR | 85 sqm | 85 sqm | 85 sqm |
| PARKING | 15 | 15 | 15 |
| CAR PARKING | 15 | 15 | 15 |
| DOUBLE GARAGE | 15 | 15 | 15 |

| | | | |
|--------------------|--------|--------|--------|
| DWELLING 12 | 70 sqm | 70 sqm | 70 sqm |
| FIRST FLOOR | 70 sqm | 70 sqm | 70 sqm |
| PARKING | 15 | 15 | 15 |
| CAR PARKING | 15 | 15 | 15 |
| DOUBLE GARAGE | 15 | 15 | 15 |

| Rev | Description | Date |
|-----|--|------------|
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STUD ROAD

STUD ROAD

STUD ROAD

STUD ROAD

STUD ROAD



SHADOW DIAGRAM AT 9AM



SHADOW DIAGRAM AT 12PM



SHADOW DIAGRAM AT 3PM

| Rev | Description | Date |
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| B | AMENDMENTS AS PER COUNCIL RFI LETTER DATED 17 JAN 2019 | 10/04/2019 |

--- TITLE BOUNDARY
 - - - - - EXISTING FENCE SHADOW

| DRAWING TITLE | |
|------------------------|----------------|
| SHADOW DIAGRAMS | |
| DESIGNED | DATE |
| N.E. | 10/04/2019 |
| SCALE | PROJECT NUMBER |
| 1 : 150 | TP7222STUD |
| DRAWN/CHECKED | REV |
| TP07 | B |

PROJECT
 MULTI-UNIT DEVELOPMENT AT
 720-722 STUD ROAD, SCORESBY

CLIENT
 V&B Urban Group Pty Ltd
 1720 Stud Rd, Pye Hill

DRAWN
 N.E.

DATE
 10/04/2019

SCALE
 1 : 150

PROJECT NUMBER
 TP7222STUD

LUMINUR

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 Room 1000
 Pye Hill 5240
 Tel: 08 9422 1149
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6.3 12 The Close, Scoresby

SUMMARY: Principal Planner, Statutory Planning, Domenic Petrilli

Planning Application P/2018/6393 for the development of the land for construction of four (4) dwellings (two (2) double storey and two (2) 3-storey dwellings) on the land at 12 The Close, Scoresby.

RECOMMENDATION (SUMMARY)

That Council issue a Notice of Decision to Grant a Planning Permit for the development of the land for the construction of four dwellings (two (2) double storey and two (2) 3-storey dwellings) at 12 The Close, Scoresby, subject to the conditions detailed in the full recommendation in section 10 below.

1. INTRODUCTION

A new application P/2018/6393 has been lodged with Council for the development of the land for the construction of four (4) dwellings (two (2) double storey and two (2) three storey dwellings) on the land at 12 The Close, Scoresby.

The application is being reported to Council as it has been called up by Cr Seymour.

2 DISCUSSION

It is considered that the development will provide an appropriate balance between the need for additional housing within a fully serviced area and the amenity of occupants and adjoining residents.

The proposed development is also considered to be consistent with the State and Local policy direction for urban design and neighbourhood character for the following reasons:

- The design of the development will make a positive contribution to the surrounding area. The built form is considered to be appropriate in form and scale.
- The development incorporates important neighbourhood character features, finishes and meaningful landscaping opportunities. The architectural design is contemporary which complements emerging contemporary development within the Local Living area and adjoining Residential Growth Zone.
- The proposal includes appropriate setbacks and private open space which ensure ample opportunities for meaningful landscaping throughout the site. Landscaping will include the provision of a minimum of seven (7) canopy trees that will contribute to the long-term amenity of the area.

The proposed development complies with the Development in Residential Areas and Neighbourhood Character Policy, the purpose of the General Residential Zone – Schedule 3, and ResCode.

On balance it is considered that the proposal responds to State and Local Planning Policies, including the Knox Housing Strategy 2015. It is recommended that a Notice of Decision to Grant a Planning Permit be issued.

A thorough assessment of the planning application is detailed at Appendix A with the Site and Application Plans shown in Attachment 2.

3 CONSULTATION

The application was advertised by way of one (1) sign on the site and notices were sent to adjoining property owners and occupiers. In total two (2) objections were received.

The application was referred internally to Council's Traffic Engineer, Stormwater Engineer, Assets Officer, Landscape Officer, Parks Department, Arborist, and ESD Officer. No major concerns were raised with the application. Any conditions from referral have been included in the Conditions within the Recommendation.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no significant environmental impacts or amenity issues associated with the proposed development. A thorough assessment of the application against environmental and amenity considerations can be found at Section 4 of the Officer's Report at Appendix A.

5. FINANCIAL & ECONOMIC IMPLICATIONS

There are no financial or economic implications associated with the proposed development for Council.

6. SOCIAL IMPLICATIONS

There are no significant social implications associated with the proposed development. A thorough assessment of the application against all relevant considerations of the Knox Planning Scheme can be found at Section 4 of the Officer's Report at Appendix A.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 1 - We value our natural and built environment

Strategy 1.1 - Protect and enhance our natural environment

Strategy 1.2 - Create a greener city with more large trees, indigenous flora and fauna

Strategy 1.3 - Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure

Goal 2 - We have housing to meet our changing needs

Strategy 2.1 - Plan for a diversity of housing in appropriate locations

Strategy 2.2 - Encourage high quality sustainable design

Strategy 2.3 - Support the delivery of a range of housing that addresses housing and living affordability needs

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author – Principal Planner, Statutory Planning, Domenic Petrilli- In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director, City Development, Matt Kelleher - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The development provides appropriate areas for planting which will enhance the natural environment, is consistent with the desired future character of the area and provides for housing diversity with a mix of bedroom numbers and private open space areas that are easy to maintain. It is therefore recommended that Council support the application and issue a Notice of Decision to Grant a Planning Permit.

10. RECOMMENDATION

That Council issue a Notice of Decision to Grant a Planning Permit for the development of the land for the Development of the land for the construction of four (4) dwellings (two double storey and two 3-storey dwellings) at 12 The Close, Scoresby, subject to the following conditions:

Amended Development Plans

- 1. Prior to the issue of a Building Permit for the development, amended development plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. The development plans must be approved prior to other plans required by this permit. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions. The plans must be generally in accordance with the plans submitted with the application but modified to show:**
 - 1.1 The entrance and door to the dwelling 3 garage a minimum of 5.2 metres wide.**
 - 1.2 Convert 500mm of landscaping adjacent the dwelling 1 study to driveway.**
 - 1.3 The footpath to be clearly shown.**
 - 1.4 Annotation stating, 'all structures (including fences, letterboxes and meter boxes) must be constructed to a maximum height of 900mm or relocated clear of a splayed area near the access way to ensure safe sight distances.' Letterboxes must front the street.**
 - 1.5 The height, location and design of fencing, the mail boxes and electricity supply structures to comply with Condition 1.4 of this Planning Permit.**
 - 1.6 A notation on the plans stating that windows to be screened will have fixed obscure glazing (non-openable) to a height of 1.7 metres above finished floor level. The windows may be clear and openable above 1.7 metres. Adhesive film must not be used.**
 - 1.7 Delete reference of water tanks from Development and Landscape plans.**
 - 1.8 Tree Protection Fencing and Tree Protection Zones to be drawn on the Development, Drainage and Landscape Plans.**

- 1.9 All levels to be to AHD (Australian Height Datum).**
 - 1.10 Any required re-design to address overland flow.**
 - 1.11 A Sustainable Design Assessment in accordance with Condition 13.**
- To the satisfaction of the Responsible Authority.**

Other Plans

- 2. Prior to the issue of a Building Permit for the development, the following plans and computations must be submitted to the Responsible Authority as a complete set. When approved, the plans will be endorsed and will then form part of the permit. Construction must be in accordance with these plans. The plans must comprise the following:**
 - 2.1 Drainage plans in accordance with Condition 3.**
 - 2.2 Landscape plans in accordance with Condition 4.**
 - 2.3 Tree Management Plan in accordance with Condition 11.**
- To the satisfaction of the Responsible Authority.**

Drainage Plans

- 3. Prior to the issue of a Building Permit for the development, drainage plans and computations must be submitted to and approved by the Responsible Authority. Construction of the drainage must be in accordance with these plans. The plans must show the following:**
 - 3.1 All stormwater drainage discharge from the site connected to a legal point of discharge.**
 - 3.2 The internal drains of the dwellings to be independent of each other.**
 - 3.3 An on-site detention system designed by a suitably qualified Civil Engineering Consultant to ensure no net increase in stormwater discharge from the proposed development.**
 - 3.4 The on-site detention system to be installed in a suitable location for easy access and maintenance.**
 - 3.5 A suitable overland flow path for the entire site to the satisfaction of the Responsible Authority. Details of the overland flow path are to be included on the plans.**
 - 3.6 Any Environmental Sustainable Design initiatives shown on the Development Plans approved pursuant to Condition 1 of this permit.**
 - 3.7 Location of fencing in accordance with the Development Plans approved pursuant to Condition 1 of this permit.**
 - 3.8 All levels to be to AHD (Australian Height Datum).**
- To the satisfaction of the Responsible Authority.**

Landscaping

4. Prior to the issue of a Building Permit for the development, a landscape plan prepared by a suitably qualified Landscape architect or a suitably qualified landscape designer to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority in accordance with Council's 'Landscape Plan Guidelines'. When approved, the plan will be endorsed and will then form part of the permit. The plan must show:
 - 4.1 A survey (including botanical names, height and width) of all existing vegetation to be retained and / or removed.
 - 4.2 The identification and removal of all vegetation identified as an environmental weed in Knox (as outlined in Council's 'Landscape Plan Guidelines').
 - 4.3 Buildings and trees (including botanical names, height and width) on neighbouring properties within three metres of the boundary including all trees that have their Tree Protection Zone extending into the subject site.
 - 4.4 Details of the surface finishes of pathways and driveways.
 - 4.5 Details and location of all existing and proposed services including above and below ground lines, cables and pipes.
 - 4.6 A planting schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, pot sizes, sizes at maturity, and quantities of each plant.
 - 4.7 Landscaping and planting within all open areas of the site (including additional planting within open space areas of the existing dwelling/s).
 - 4.8 The plan must also show the provision of at least seven (7) additional indigenous or native canopy trees chosen from Plant List 1 or 2 and 3 additional large feature shrubs with a mature height of 4-5 metres chosen from Plant List 3 of Council's Landscape Plan Guidelines for Planning Permits. These canopy trees must be a minimum 1.5 metres tall when planted and are to be in the following areas:
 - 4.9
 - 4.10
 - 4.8.1 One (1) large indigenous canopy trees and two (2) small canopy tree in the front setback.
 - 4.8.2 One (1) medium - small canopy tree in the P.O.S of dwelling 2
 - 4.8.3 One (1) medium - small canopy tree in the P.O.S of dwelling 3
 - 4.8.4 Two (2) small canopy trees in the P.O.S of dwelling 4
 - 4.8.5 Two (2) large feature shrubs with a mature height of 4-5 metres at the northern end of the driveway.
 - 4.11 Planting of this site to comprise 40% of the vegetation species to be indigenous (across all plant forms) from plant list 1 of the 'Landscape Plan Guidelines' and 40% additional native species (across all plant forms) from plant list 2 of the

'Landscape Plan Guidelines'. Remaining plant species (20%) can be indigenous, native or exotic (across all plant forms) provided they are not listed as weeds.

To the satisfaction of the Responsible Authority.

- 5. Before the occupation of the development, the landscaping works shown on the endorsed plans must be carried out and completed to the satisfaction of the responsible authority.**
- 6. The landscaping shown on the endorsed plans must be maintained to the satisfaction of the responsible authority. Any dead, diseased or damaged plants are to be replaced.**

General

- 7. All development must be in accordance with the endorsed plans.**
- 8. The layout of buildings and works as shown on the endorsed plans must not be altered without the written consent of the Responsible Authority. This does not apply to:
 - 8.1 An open-sided pergola or verandah to a dwelling with a finished floor level not more than 800mm above ground level and a maximum building height of three metres above ground level; or**
 - 8.2 A deck to a dwelling with a finished floor level not more than 800mm above ground level.****

Where the total floor area of decks, pergolas and verandahs for each dwelling does not exceed 16m².

- 9. Once the development has started it must be continued and completed to the satisfaction of the Responsible Authority.**
- 10. Prior to the occupation of the dwellings the development is to be completed in accordance with the endorsed plan/s to the satisfaction of the Responsible Authority.**

Tree Management Plan

- 11. Prior to the commencement of any buildings or works, a tree management plan created for the management of the tree (*Eucalyptus sideroxylon*) within the adjoining reserve to east adjacent dwelling 3 must be submitted to the satisfaction of the responsible authority. The tree management plan must include the entire TPZ of the tree. Any tree roots identified during works must be pruned under the guidance of a suitably qualified arborist in accordance with AS 4373-2007 – Pruning of amenity trees. The management plan must include TPZ fencing.**

Sustainable Design Assessment

- 12. Prior to the issue of a Building Permit for the development, a Sustainable Design Assessment detailing Sustainable Design initiatives to be incorporated into the development must be submitted to and approved by the Responsible Authority. The Sustainable Design Assessment must outline the proposed sustainable design initiatives to be incorporated throughout the development such as (but not limited to) energy efficiency, water conservation, stormwater quality, waste management and material selection, to the satisfaction of the Responsible Authority.**
- 13. Prior to the occupation of the development, the development must be constructed in accordance with the Sustainable Design Assessment.**

Street Tree Removal

- 14. Prior to the issue of a Building Permit for the development approved under this permit the removal of the street tree must be undertaken by Council.**

Tree Protection

- 15. All works, including excavation, within the critical root zone areas of the tree/s to be retained and other critical root zones on the land must be undertaken under the supervision of a qualified Arborist to ensure that there is no unreasonable damage to the root system of trees to be retained and/or protected, to the satisfaction of the Responsible Authority. Before the development starts, the owner must submit to the Responsible Authority details of the name of the Arborist who will supervise the works and the tasks to be undertaken by the Arborist, to the satisfaction of the Responsible Authority.**
- 16. Prior to any works commencing on the site, all trees and vegetation to be retained including other critical root zones must be fenced off to create a protection zone. The protection zone must extend around the trees canopy drip-line unless an alternative tree protection zone has been approved by the responsible authority.**
- 17. The fence is to be chain link or wire mesh, comprise either wooden or steel posts set into the ground or on concrete pads, and be a minimum height of 1.4 metres. Signage is to be affixed to the fence advising that the area is a tree protection zone and a no-go development area.**
- 18. The fence and signage is to be maintained throughout the construction period and removed at the completion of all works.**
- 19. No temporary removal of the fence, or encroachment into the protection zone is permitted without the written consent of the responsible authority.**
- 20. Prior to erecting the fence around the tree protection zone, all unwanted vegetation and weed species must be removed from within the zone, and the ground within the protection zone must be covered with a layer of well composted organic mulch (maximum 100mm depth). The area is to be watered at least fortnightly throughout the construction period.**
- 21. The following activities are prohibited from the tree protection area, without the written consent of the responsible authority:**
 - 21.1 Construction activities.**
 - 21.2 Dumping and/or storage of materials, goods and/or soil.**
 - 21.3 Trenching or excavation.**
 - 21.4 Lopping branches, nailing or affixing signs, service lines, lights etc. to the trees.**
- 22. Prior to any works commencing on site, the Responsible Authority must be contacted to inspect the Tree Protection fencing.**

Car Parking & Accessways

- 23. Before the dwellings are occupied, driveways and car parking areas must be:**

- 23.1 Fully constructed to the minimum standard of 100mm reinforced concrete and available for use in accordance with the plans submitted to and approved by the Responsible Authority.**
 - 23.2 Formed to such levels and drained so that they can be used in accordance with the approved plan.**
 - 23.3 Treated with an all-weather seal or some other durable surface.**
- To the satisfaction of the Responsible Authority.**
- 24. Parking areas and driveways must be kept available and maintained for these purposes at all times to the satisfaction of the Responsible Authority.**

Fencing

- 25. All costs associated with the provision of the fencing are to be borne by the owner/developer under this permit.**
- 26. Prior to the occupancy of the development all fencing must be in a good condition to the satisfaction of the Responsible Authority.**

Amenity During Construction

- 27. Upon commencement and until conclusion of the development, the developer must ensure that the development does not adversely affect the amenity of the area in any way, including:**
 - 27.1 The appearance of building, works or materials on the land.**
 - 27.2 Parking of motor vehicles.**
 - 27.3 Transporting of materials or goods to or from the site.**
 - 27.4 Hours of operation.**
 - 27.5 Stockpiling of top soil or fill materials.**
 - 27.6 Air borne dust emanating from the site.**
 - 27.7 Noise.**
 - 27.8 Rubbish and litter.**
 - 27.9 Sediment runoff.**
 - 27.10 Vibration.**

Should the development cause undue detriment to the amenity of the area then immediate remedial measures must be undertaken to address the issue as directed by, and to the satisfaction of, the Responsible Authority.

Stormwater

- 28. Stormwater runoff from all buildings and hardstanding surfaces must be properly collected and discharged in a complete and effective system of drains within the property and must not cause or create a nuisance to abutting properties.**

Permit Expiry

29. This permit will expire if one of the following circumstances applies:

29.1 The development is not started within two years of the date of this permit.

29.2 The development is not completed within four years of the date of this permit.

Pursuant to Section 69 of the Planning & Environment Act 1987, the Responsible Authority may extend:

- The commencement date referred to if a request is made in writing before the permit expires or within six (6) months afterwards.**
- The completion date referred to if a request is made in writing within 12 months after the permit expires and the development started lawfully before the permit expired.**

NOTES

Drainage Notes (to be read in conjunction with the above drainage conditions):

- Applicant shall engage a certified Engineering Consultant to analyse the site's existing drainage to determine type and size of the Onsite Detention (OSD) system. This shall be designed in accordance with the Knox City Council (Responsible Authority) Stormwater Drainage Guidelines, (copy available on Council's website), and approved drainage design methods specified in the current edition of Australian Rainfall and Runoff. It should be located preferably in a common area to the dwellings, and be easily accessible for maintenance.**
- The total Permissible Site Discharge for the property including all dwellings is 3.7L/s to the existing Council drainage system for a 10 year ARI event.**
- Applicant is to direct all stormwater to the northwest corner of the property as this represents the Legal Point of Discharge (LPD) for the property. Applicant is to verify this on site. Connect all stormwater discharge from the site to the LPD via an Onsite Detention (OSD) system. The internal drains for the dwellings are to be independent of each other.**
- The Applicant is required to use Australian Height Datum (AHD) to present levels in all future plans. Applicant must ensure that levels on the plan are accurate.**
- Drainage works in the Road reserve or in the Council easement will require a road opening permit.**
- Drainage system designed so as to avoid impact on any vegetation shown on the endorsed plans as being retained.**
- Water Sensitive Urban Design (WSUD) should be addressed as part of this development, e.g. water storage tanks, swale drains, etc.**

Other Notes:

- A building permit must be obtained before development is commenced.**
- Buildings are not allowed to be built over Council easements.**

- The dwelling/s must achieve a minimum 6-Star Energy Rating.
- In accordance with Council policy, an 8.5% public open space contribution may apply in the event of the subdivision of the land.
- To arrange an inspection of the Tree Protection fencing for the street trees and the Eucalyptus sideroxylon in the adjacent reserve please contact Council's Active Open Space Team on (03) 9298 8425.
- Indigenous plants can be purchased through approved indigenous nurseries, as listed in the Knox City Council 'Preferred Local Replacement Plants' Information Sheet.
- A minimum of 80% of all new vegetation (both canopy trees and understorey) should be indigenous species.
- The street tree closest to the crossover (Schinus molle) can be removed at no cost to developer. For details regarding the timing of the removal and replacement of the street tree/s, please contact Council's Active Open Space Team on (03) 9298 8425.
- Dwelling numbers as shown on the endorsed plans do not necessarily indicate any future street numbers. Property (street) numbering shall be in accordance with Council's Property (Street) Numbering Policy. Information regarding this can be obtained from Council's Property and Revenue Services Department on 9298 8215.
- Letterboxes and all other structures (including meter boxes) shall be constructed to a maximum height of 900mm or relocated clear of a splayed area (2m x 2.5m) in accordance with AS2890.1, Clause 3.2.4 to ensure safe sight distances. Letterboxes shall face towards the street frontage.
- Internal public lighting shall be provided to the satisfaction of the relevant authority and in accordance with AS1158. This would generally be low height or bollard type lighting to avoid spill-over into adjacent properties. It may be sensor activated, to avoid all night running costs.
- Raised concrete slabs on the existing footpath fronting the site should be grounded.
- All litter and rubbish associated with the construction must be contained on site at all times.

11. CONFIDENTIALITY

There are no items of a confidential nature in this report.

Report Prepared By: Principal Planner, Statutory Planning, Domenic Petrilli

Report Authorised By: Director, City Development, Matt Kelleher

Attachments

1. Attachment 1 - Officer Report - 12 The Close Scoresby P/2018/6393 [6.3.1 - 9 pages]
2. Attachment 2 - 12 The Close Scoresby Council Attachments [6.3.2 - 9 pages]

Planning Application P/2018/6393 for the development of the land for the construction of four (4) dwellings (two (2) double storey and two (2) 3-storey dwellings) at 12 The Close, Scoresby.

1. Summary:

| | |
|---------------------------|---|
| Subject Site: | 12 The Close, Scoresby |
| Proposed Development: | Development of the land for the construction of four dwellings (two (2) double storey and two (2) 3-storey dwellings) |
| Existing Land Use: | Single dwelling |
| Site Area: | 827 sqm |
| Planning Scheme Controls: | General Residential Zone – Schedule 3 |
| Application Received: | 6 July 2018 |
| Number of Objections: | Two (2) |
| PCC Meeting: | Not Applicable |
| Ward: | Tirhatuan |

2. Purpose

The purpose of this report is to provide Councillors with the Council Planning Officer's assessment of Planning Permit Application P/2018/6393 to assist in making a decision on the application. It should be read in conjunction with the other attachments.

3. Background

3.1 Subject Site and Surrounds

The location of the subject site and surrounds is shown in Attachment 2.

- The subject site is located to the north side of The Close in Scoresby, and adjoins the Stud Road road reserve to the east.
- The site rectangular with a curved frontage, is generally flat in terms of topography and has a site area of approximately 827 square metres.
- The site is currently developed with a single dwelling and carport with some scattered vegetation. There is a small easement in the north-west corner of the site.
- Existing access to the site is through a single width crossover located to south-eastern corner of the site.
- No significant existing vegetation exists on the site.
- The subject site is located within an established residential area in Scoresby. The area is developed with a mixture of detached dwellings and multi-unit developments which intensify in scale across Stud Road.



3.2 The Proposal

The proposal seeks permission for the proposed to demolish the existing dwelling (permit not required for demolition) and construct four dwellings (two (2) double storey and two (2) 3-storey dwellings). Refer to attached plans at Attachment 2 (Submitted under Section 57 on 17 May 2019 Rev M dated 09.05.2019).

Details of the proposal are as follows:

- Dwellings 1 and 4 are double storey and dwellings 2 and 3 are three storey.
- The dwellings will be arranged in a tandem layout with a minimum street setback of 8.5 metres.
- Dwelling 1 has a study and bedroom, single car garage at ground level. At the second level there is a second bedroom and a combined kitchen/family/meals leading to a balcony.
- Dwelling 2 ground level consists of a single car garage, study area, laundry and bedroom with ensuite. The first floor has a combined kitchen/family/meals and balcony. The third storey has a bedroom with ensuite and balcony.
- Dwelling 3 ground level consists of a double car garage, study area, laundry and bedroom with ensuite and WIR. The first floor has a combined kitchen/family/meals, second bedroom, bathroom and balcony. The third storey has a third bedroom with ensuite.
- Dwelling 4 has a sitting room, bathroom, laundry and bedroom at ground level. The second storey contains a second bedroom, bathroom, a kitchen, dining and living room leading to a balcony.
- Vehicle access is via the existing crossover and a common driveway on the western side of the site.
- The dwellings will have a maximum height of 8.55 metres.
- The design is contemporary in nature with flat roof.
- The dwellings are to be constructed with cement render and vertical cladding.
- Site coverage is 40.33% and permeability 40.83%.

4. Consultation

4.1 Advertising

The application was advertised by way of a sign on the site and notices were sent to adjoining property owners and occupiers. In total two (2) objections were received and are summarised below.

Neighbourhood Character/Overdevelopment

- It is considered that the development is consistent with the preferred neighbourhood character. The density and scale is considered appropriate for a site which is within a Local Living Area and on the fringe of the Residential Growth Zone. Furthermore the development satisfies all the amenity standards of Rescode including building height, side and rear setbacks and overshadowing.

Car parking / impact on traffic

- All parking has been provided on site and the requirements at Clause 52.06 Car Parking are satisfied. Further, Council's Traffic and Transport Department have not raised concerns with reference to the street networks ability to cater for the proposed development.



Privacy

- The development complies with Standard B22 Overlooking.

4.2 Referrals

The application was referred to external authorities and internal departments for advice. The following is a summary of relevant advice:

Traffic Engineer: Minor modifications are required to the vehicle accessway to improve vehicle access to the garages of dwellings 1 and 3. Footpath to be clearly shown on ground floor plans. Standard conditions to be included on any permit issued.

Stormwater: Standard conditions to be included on any permit issued.

Landscape: The site can accommodate seven indigenous or native canopy trees and two large feature shrubs. Standard conditions to be included on any permit issued.

ESD Officer: The Sustainable Design Assessment (SDA) submitted with the application is satisfactory.

Assets: Standard conditions to be included on any permit issued.

Arborist: Council's Arborist has advised that proposed development will not impact on trees located on adjoining properties. No significant vegetation is located on the subject site.

Parks: The street tree closest to the crossover (*Schinus molle*) can be removed by Council at no cost to the applicant. The other street trees can be retained within this design. Tree Protection Zone (TPZ) fencing and ground protection will be required. The tree (*Eucalyptus sideroxylon*) within the adjoining reserve to east adjacent dwelling 3 has a high retention value and will be impacted by the design. The building footprint shows a minor encroachment of 11%, though if the TPZ is not correctly managed during the construction process, tree health will be compromised. A tree management plan is required to be submitted to demonstrate how the tree will be managed during the construction process.

5. Discussion

This section considers the proposed development in light of the provisions of the Knox Planning Scheme including State and Local Planning Policies, any other relevant policies and objectives.

5.1 Zoning and Overlays

5.1.1 Zone

The land is currently zoned General Residential 3 Zone. A permit is required for the construction two or more dwellings on the land pursuant to Clause 32.08-6 of the General Residential 3 Zone.

- The proposal remains consistent with the purpose of the General Residential Zone by providing for diversity in housing types that respects the neighbourhood character of the area.



Mandatory Garden Area

Clause 32.08-4 specifies the minimum garden area requirement as follows:

- The site has a site area of 827 sqm for which the required garden area must be a minimum of 35%. The proposed development provides for 303.59 sqm (36.71%) garden area.

Building Height

Clause 32.08-9 specifies the Maximum building height requirement for a dwelling or residential building as follows:

The Schedule to the zone indicated that the maximum building height should not exceed 9 metres unless the slope of the natural ground level at any cross section wider than 8 metres of the site of the building is 2.5 degrees or more, in which case the height of the building should not exceed 10 metres. This building height requirement replaces the maximum building height specified in Standard B7 in Clause 55.

- The proposed dwellings have a maximum height of 8.55 metres.

A development must meet the requirements of Clause 55 of the Scheme.

Landscaping

Schedule 3 to the General Residential Zone varies the ResCode requirements for Standard B13 (Landscaping) which requires a minimum of one canopy tree per 200 square metres of the site area including a minimum of one canopy tree within each area of secluded private open space and one canopy tree within the front setback per 5 metres of width of the site. Each tree should be required to be surrounded by 20 square metres of permeable surface with a minimum radius of 3 metres. Up to 50 per cent of the permeable surface may be shared with another tree.

- The proposed development can accommodate the required canopy tree planting. One large and two small canopy trees can be planted in the front setback and at least one small canopy tree located in the SPOS areas of dwellings 2, 3 and 4.

5.1.2 Overlays

The site is not affected by any overlays.

5.2 Policy Consideration: State and Local Planning Policy Framework

State and local policy requires Council to integrate the range of policies relevant to the issues to be determined, and balance conflicting objectives in favour of net community benefit and sustainable development. The key themes for the assessment of the application include Housing, Sustainability and Environment, Transport and Urban Design (including neighbourhood character).

5.2.1 Housing

Clause 16 Housing: Encourage the development of well-designed medium-density housing that respects the neighbourhood character; improves housing choice; makes better use of existing infrastructure; and, improves energy efficiency of housing. Locate new housing in or close to activity centres and employment corridors and at other strategic development sites that offer good access to services and transport.

Municipal Strategic Statement: Council's MSS encourages development occurring with the necessary consideration to such matters as managing population growth, encouraging sustainable development, and influencing the urban form so that Knox itself becomes more sustainable. The MSS makes specific reference to the diversifying and aging population in Knox which will see an increase in the number of smaller household types, with 'lone person' and 'couple only' households making up just over half of all households in Knox within 20 years.



Clause 21.06 Housing: The Housing theme implements the Knox Housing Strategy 2015. In managing the City of Knox's current and future housing needs, Council supports a scaled approach to residential development. This scaled approach recognises that some parts of the City will need to accommodate change, due to population growth and the community's changing household needs. Development in residential areas will need to respond positively to the desired future character of the local area and take account of the particular built form and natural environmental elements that make up the neighbourhood character of Knox. The strong landscape character is the unifying element of the neighbourhood character of Knox.

The proposed development is considered to be consistent with the state and local policy direction for housing provision for the following reasons:

- The design response respects the nature of surrounding development. It sits comfortably next to the adjoining Residential Growth Zone and has a suitable transition to the traditional built form and scale within The Close.
- Housing choice – The development provides three (3) 2-bedroom dwellings and one (1) 3-bedroom dwelling, providing a range of housing choices. The smaller dwellings respond to the increasing smaller household structures. The design also provides a high level of liveability and amenity for future residents.
- Existing infrastructure – The site is located within a fully serviced area.
- Energy efficiency – This has been discussed below under Section 5.2.2 Sustainability and Environment of this report.
- Location – The site is located within the Scoresby Village and has access to a number of urban services within the established area. The site is within walking distance of local shops and public transport. The development is a well-considered medium density residential development of a typology which is encouraged within the local living areas.

5.2.2 Sustainability and Environment

Clause 15.02 Sustainable Development: Ensure that land use and development is consistent with the efficient use of energy and the minimisation of greenhouse gas emissions.

Clause 22.04 Environmentally Sustainable Development: This new policy introduced into Knox Planning Scheme under Amendment C150 requires applicants to address Environmentally Sustainable Development (ESD) principles including energy performance, water resources, indoor environmental quality, stormwater, waste management, transport and urban ecology, by applying these principles within the proposed development.

- The dwellings have been designed to ensure appropriate ventilation and daylight access to all habitable rooms and all living areas have been orientated to maximise solar access.
- The proposal provides for well-designed medium density development, maximising the use of existing infrastructure.
- The proposal will also not be detrimental to the energy efficiency of the adjoining sites.
- The Sustainable Design Assessment submitted with the application is considered to be acceptable.



5.2.3 Transport

Clause 18 Transport – Ensure that access is provided to all available modes of transport.

- There is a regular bus service along Stud Road, with a bus stop on Stud Road adjacent to the subject site.

5.4.4 Urban Design (including Neighbourhood Character)

Clause 15 Built Environment and Heritage – Encourages high quality architecture and urban design outcomes that reflects the particular characteristics, aspirations and cultural identity of the community; enhances liveability, diversity, amenity and safety of the public realm; and promotes attractiveness of towns and cities within broader strategic contexts.

Clause 21.03 Environmental and Landscape Values – Key issues include maintaining and strengthening Knox's 'green and leafy' image and its identifiable landscape character (despite development pressures) along with recognising the importance of retaining canopy trees as the single most important factor in retaining Knox's landscape character and its natural environment.

Clause 21.05 Built Environment and Heritage – Development should address needs of changing household structures, creating high quality, well-designed places that respect and strengthen the local context and landscape qualities of Knox. It is important to achieve environmentally sustainable development that contributes to a more liveable and sustainable Knox, including efficient use of urban water runoff and the quality of stormwater entering waterways.

Housing liveability and amenity for occupants should be improved by supporting indoor environment quality (such as access to daylight and ventilation).

Clause 22.07 Development in Residential Areas and Neighbourhood Character: Clause 22.07 identifies the subject site within a Local Living Area. Local Living Areas are focused around the larger local villages of Wantirna Mall, Studfield, Scoresby Village and Mountain Gate. These areas are within walking distance of local shops and public transport. Medium scale residential development that contributes to the green and leafy character of the area is encouraged within these areas.

The proposed development is considered to be consistent with the state and local policy direction for urban design and neighbourhood character for the following reasons:

- The design of the development will make a positive contribution to the surrounding area, with built form considered to be appropriate in form and scale. Given the site's location on the edge of the Residential Growth Zone, the built form will sit comfortably in the context. Very modest second floors are limited to dwelling 2 and 3 and will not appear dominant to the streetscape of The Close.
- Whilst the rear dwelling is double storey, the design response is considered acceptable in this instance given that the property to the rear is zoned Residential Growth Zone, on which development is likely to exceed the modest two storey proposed built form. It is also noted that the height of dwelling 4 at 6 metres is significantly less than the maximum height required under the zone. The building is also compliant with Standard B17 Side and rear setbacks.
- The vehicle access, landscaping and some recession on the first floor has been provided on the western side providing transitions to the more traditional built form and scale within The Close.
- The architectural design is a contemporary design which complements emerging contemporary development in Local Living area and adjoining Residential Growth Zone. Elements have been included in the design such as rendered walls and areas for meaningful landscaping reflective of existing development in the area.



- The proposal includes appropriate setbacks and private open space areas and ensures ample opportunities for meaningful landscaping throughout the site and will include the provision of canopy trees that will contribute to the long term amenity of the area. Space is provided for landscaping including garden space for the planting of at least seven canopy trees and understorey planting and landscape buffers adjacent both side boundaries in the common driveway area.

5.3 Particular Provisions

Clause 52.06 Car Parking: Prior to a new use commencing or a new building being occupied the car parking spaces required under Clause 52.06-5 must be provided on the land.

Clause 52.06-5 Number of car parking spaces required – *Complies. Each dwelling two bedroom dwelling is provided with a single garage and each three bedroom dwellings have double car garages.*

Design Standards for Car Parking

- Design Standard 1: Accessways – *Complies*
- Design Standard 2: Car Parking Spaces – *Complies*
- Design Standard 3: Gradients – *Not applicable*
- Design Standard 4: Mechanical Parking – *Not applicable*
- Design Standard 5: Urban Design – *Complies*
- Design Standard 6: Safety – *Complies*
- Design Standard 7: Landscaping – *Complies*

5.4 Clause 55 – Two or More Dwellings on a Lot and Residential Buildings (ResCode)

Neighbourhood Character and Infrastructure

Neighbourhood Character – The development complies with Neighbourhood Character, refer to discussion above.

Residential Policy – *Complies*, refer to discussion above.

Dwelling Diversity – *Complies*.

Integration with the Street – *Complies*.

Site Layout and Building Massing

Street Setback – Variation supported – 11 The Close has a front setback of 8.9 metres. The proposed setback proposed is 8.835 metres in lieu of the required is 8.9 metres. The proposed setback a minor variation to requirement and is consistent with other setbacks within The Close i.e. 1 The Close (8.3m) and 2 The Close (8.6m). The front setback also provides adequate space for planting required within the GRZ3.

Building Height – *Complies*.

Site Cover/Permeability – *Complies*.

Energy Efficiency – *Complies*.

Open Space – *Not applicable*.

Safety – *Complies*.



Landscaping – Complies, a condition of any permit to issue will require landscape plans to the satisfaction of the Responsible Authority.

Access – Complies.

Parking Location – Complies.

Amenity Impacts

Side and rear setbacks – Complies.

Walls on boundaries – Complies.

Daylight to existing windows/north facing windows – Complies.

North-facing windows – Complies.

Overshadowing open space – Complies.

Overlooking – Complies.

Noise Impacts – Complies.

On-Site Amenity and Facilities

Accessibility – Complies.

Daylight to new windows – Complies.

Private Open Space – Complies. Each dwelling has an 8sqm balcony with access from a living room and some POS at ground level.

Solar access – Complies.

Storage – Complies.

Detailed Design

Design Detail – Complies.

Common Property – Complies.

Site Services – Complies.

Front fence – Complies.

5.5 General Decision Guidelines

Clause 65 of the Knox Planning Scheme and Section 60 of the Planning and Environment Act 1987 set out decision guidelines/matters which the responsible authority must consider when deciding any planning application.

- The decision guidelines of Clause 65 of the Knox Planning Scheme and Section 60 of the Planning and Environment Act (1987) have been appropriately considered.



6. Conclusion

Clause 71.02-3 of the Knox Planning Scheme requires Council to balance relative policy objectives when making decisions to ensure resulting development is sustainable and achieves a net community gain. In this context, the proposal is considered appropriate given the following:

- The proposal provides a built form which is consistent with the typology and scale anticipated for development within the Local Living area.
- The development is consistent with State Policy, Clause 21.03 (Environmental and Landscape Values), Clause 21.05 (Built Environment and Heritage), Clause 21.06 (Housing), Clause 22.04 (Environmentally Sustainable Development), and Clause 22.07 (Development in Residential Areas and Neighbourhood Character Policy) of the Knox Planning Scheme.
- The proposal complies with the General Residential Zone - Schedule 3.
- The development is compliant with ResCode (Clause 55 of the Knox Planning Scheme).
- The development provides an appropriate balance between the need for additional housing within an established residential area while ensuring the amenity of occupants and adjoining residents is not compromised.



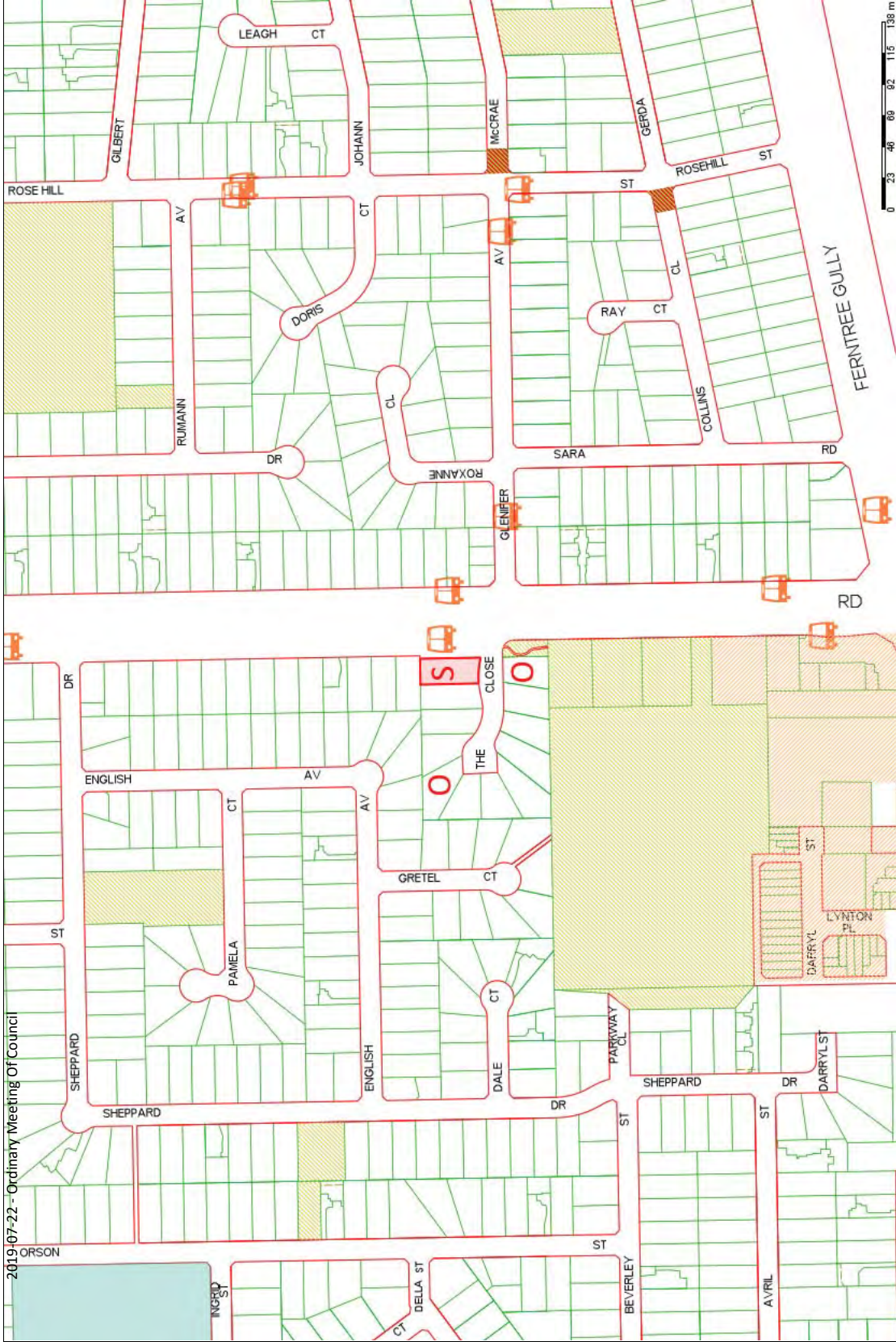
Address 12 The Close, SCORESBY
Application Number P/2018/6393
Description Development of the land for the construction of four dwellings (two (2) double storey and two (2) three storey dwellings)
Ward Tirhatuan

LEGEND:

- Title Boundary
- Road Boundary
- City Boundary
- Bus Route
- Reserves
- Commercial Areas
- Tertiary Schools
- Primary Schools
- Secondary Schools
- P-12 School
- Bus Stops
- Objector
- Local Development
- Subject Property
- Petition



Scale: 1:3000



DISCLAIMER:

Roads and Title Boundaries - State of Victoria, Knox City Council
 Planning Scheme Information - DPCD, Knox City Council
 Aerial Photography - AAM (Flown January 2013 - unless otherwise stated)
 Melbourne Water Drainage Information - Melbourne Water

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- Subject Property
- Peloton



Scale: 1:3000



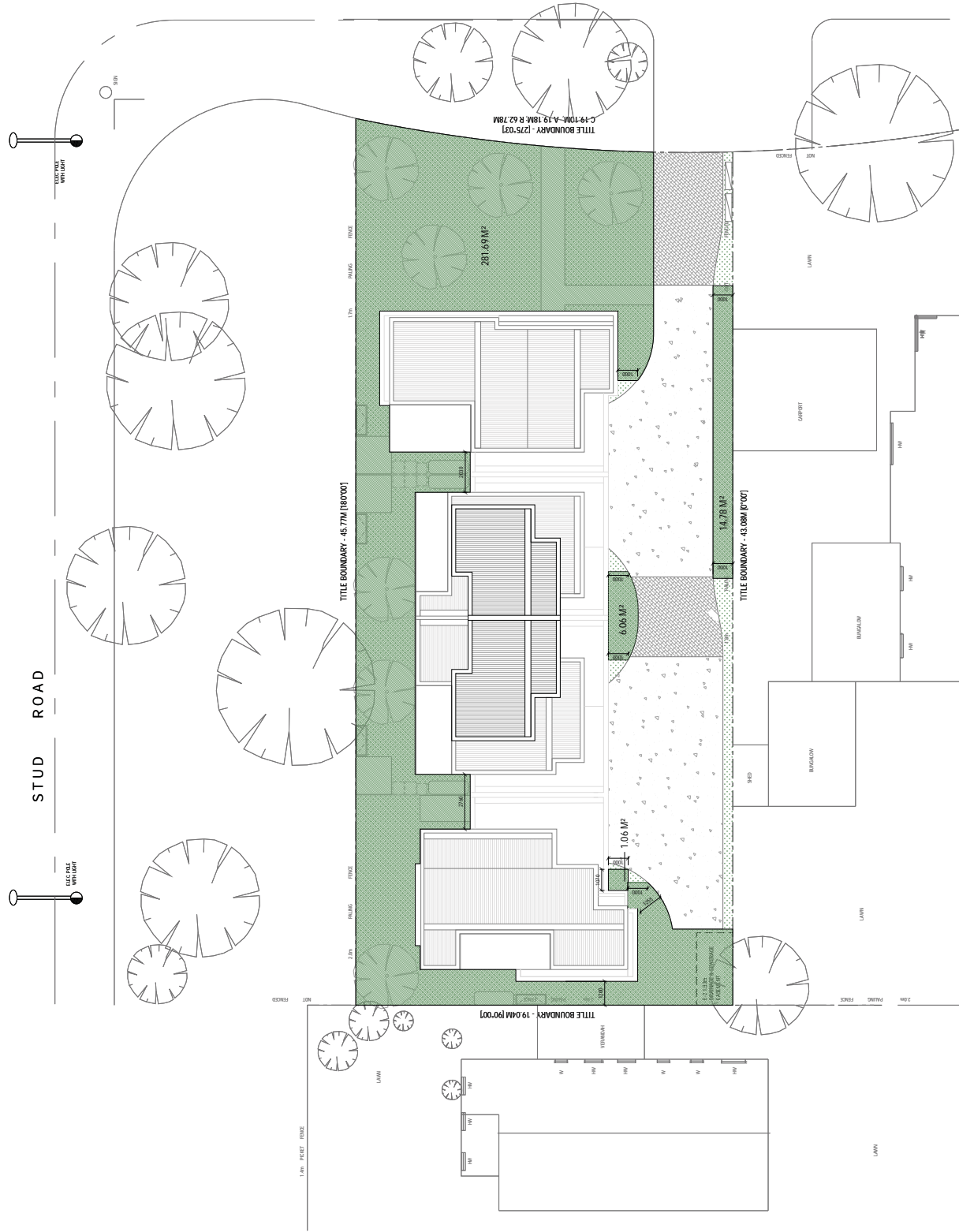
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GARDEN AREA CALCULATION

| | MP |
|--------------------|--------|
| TOTAL SITE AREA | 827 |
| COVERED AREA | 281.69 |
| GRAVEL AREA | 6.06 |
| TOTAL COVERED AREA | 287.75 |
| | 34.9% |

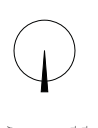


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| LL | P19-09 | 09.05.2019 | 1:100 @ A1 |

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| 12 THE CLOSE | 12 THE CLOSE, SCORESBY |

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| ZARKO ZIROJEVIC | TOWN PLANNING |

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| GARDEN AREA DIAGRAM | M | 09.05.2019 | LL |
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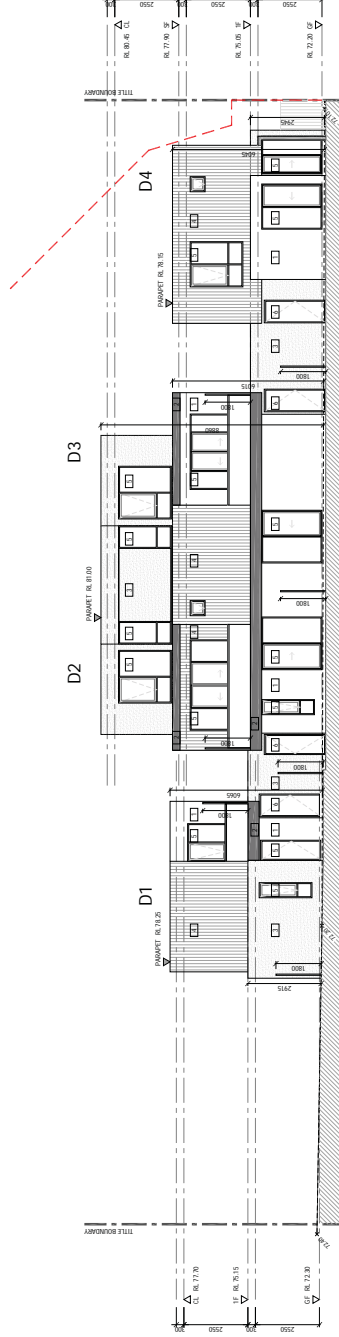
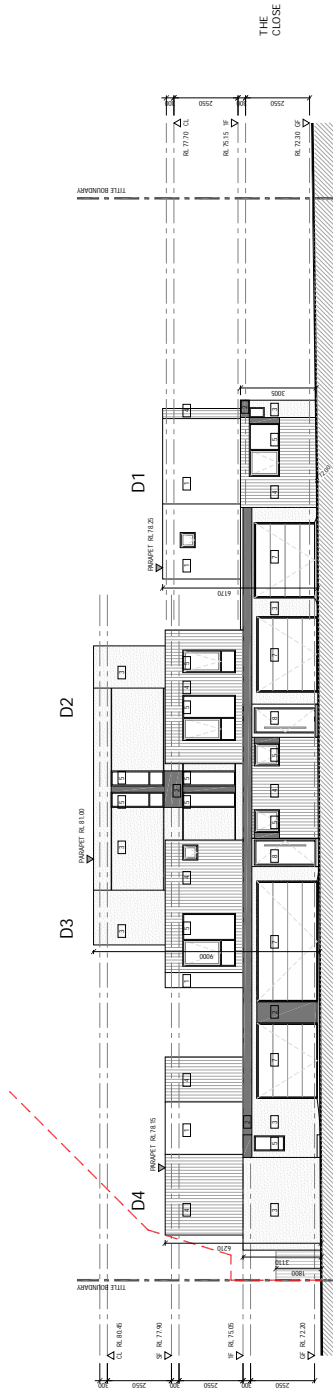
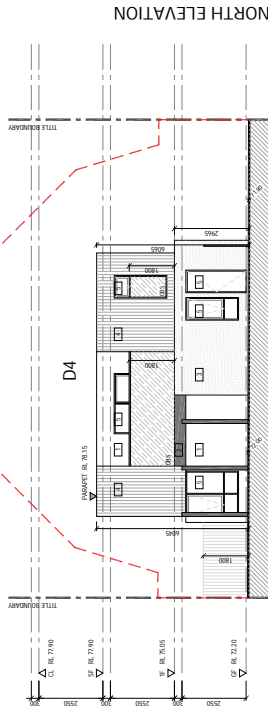
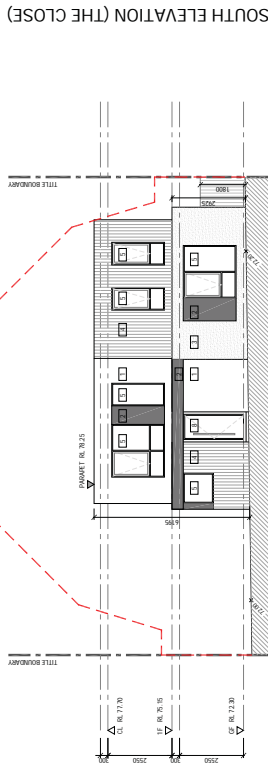
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-  RECESSED FINISH - COLOR: DIMENSIONAL GREY
-  CLIENT ROOFER
-  VERTICAL CLADDING - COLOR: METAL GREY
-  ALUMINUM WINDOW GLAZING
-  SOLID WOOD
-  FRONT ENTRY DOOR
-  GARAGE DOOR - TELLURINA

LEGEND

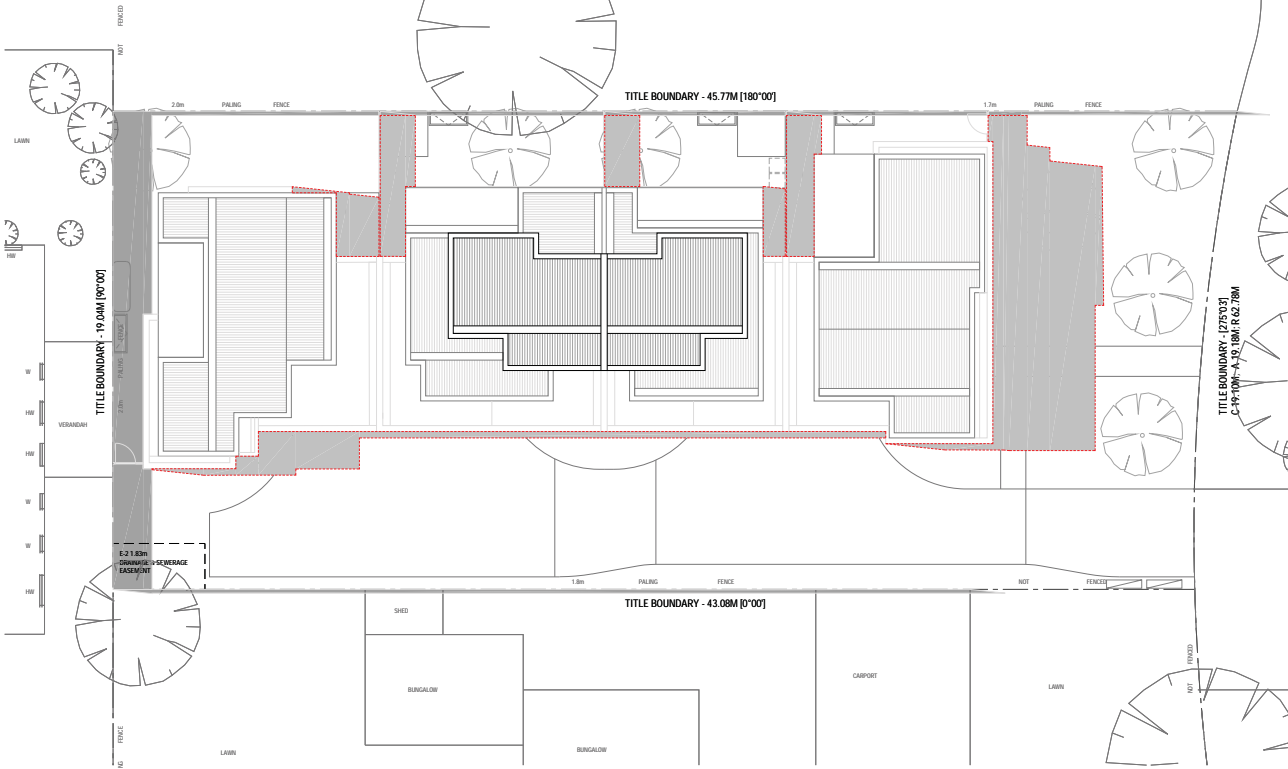
085 FINISHES TO BE APPLIED TO THE EXTERIOR OF THE BUILDING (SEE CLADDING AND WINDOW SCHEDULES FOR FINISHES TO BE APPLIED TO THE INTERIOR OF THE BUILDING)

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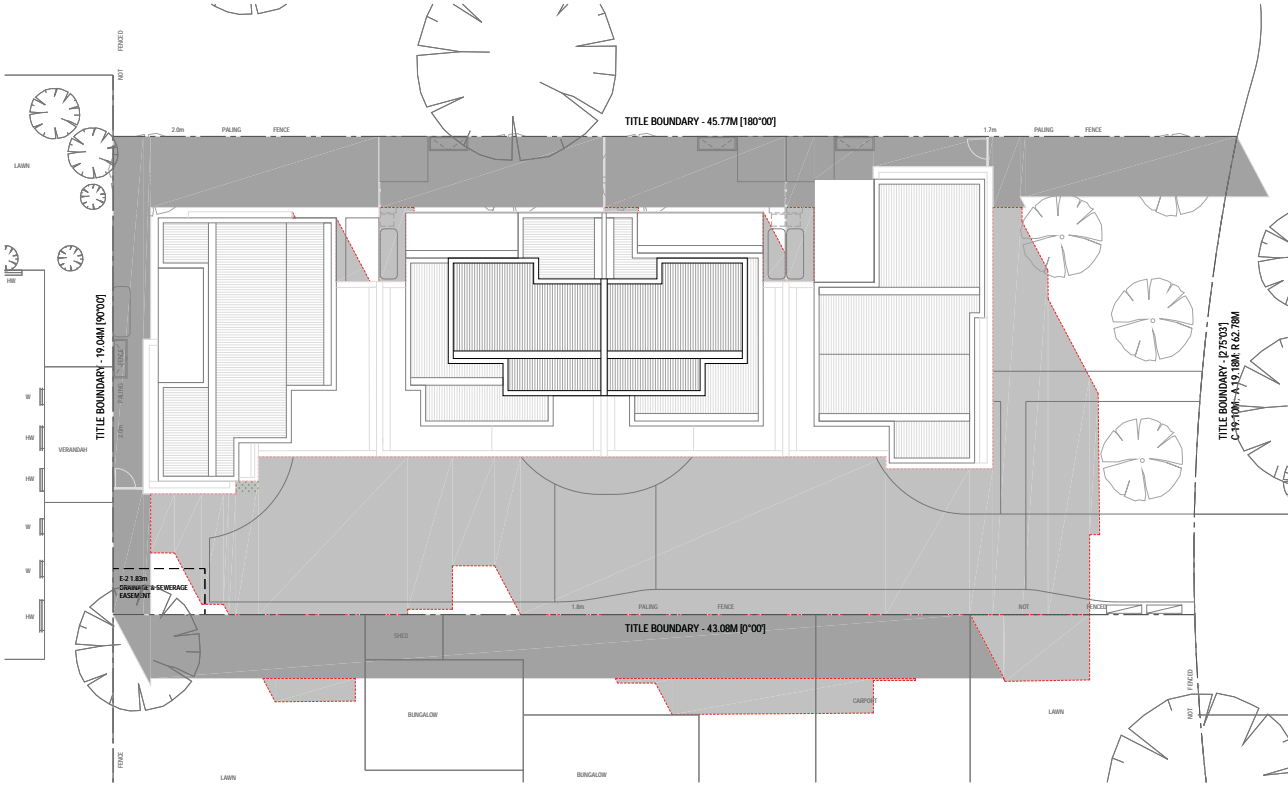


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| TITLE | PROPOSED ELEVATIONS | REV. DATE | 09.05.2019 | REV. RESPONSE | 09.05.2019 | BY | LL |
| | 68 OF 602 | | | | | | |

LEGEND
 [Solid Grey Box] EXISTING FENCE SHADOW
 [Dashed Red Box] PROPOSED SHADOW



SHADOW DIAGRAM AT THE TIME OF EQUINOX AT 9:00AM



SHADOW DIAGRAM AT THE TIME OF EQUINOX AT 12:00PM

BY/CHK: LL
 SCALE: 1:100 @ A1
 JNO: P19-09
 DATE: 09.05.2019
 DMS: A30
 REV: M

PROJECT: 12 THE CLOSE
 ADDRESS: 12 THE CLOSE, SCORESBY

CLIENT: ZARKO ZIROJEVIC
 STATE: TOWN PLANNING

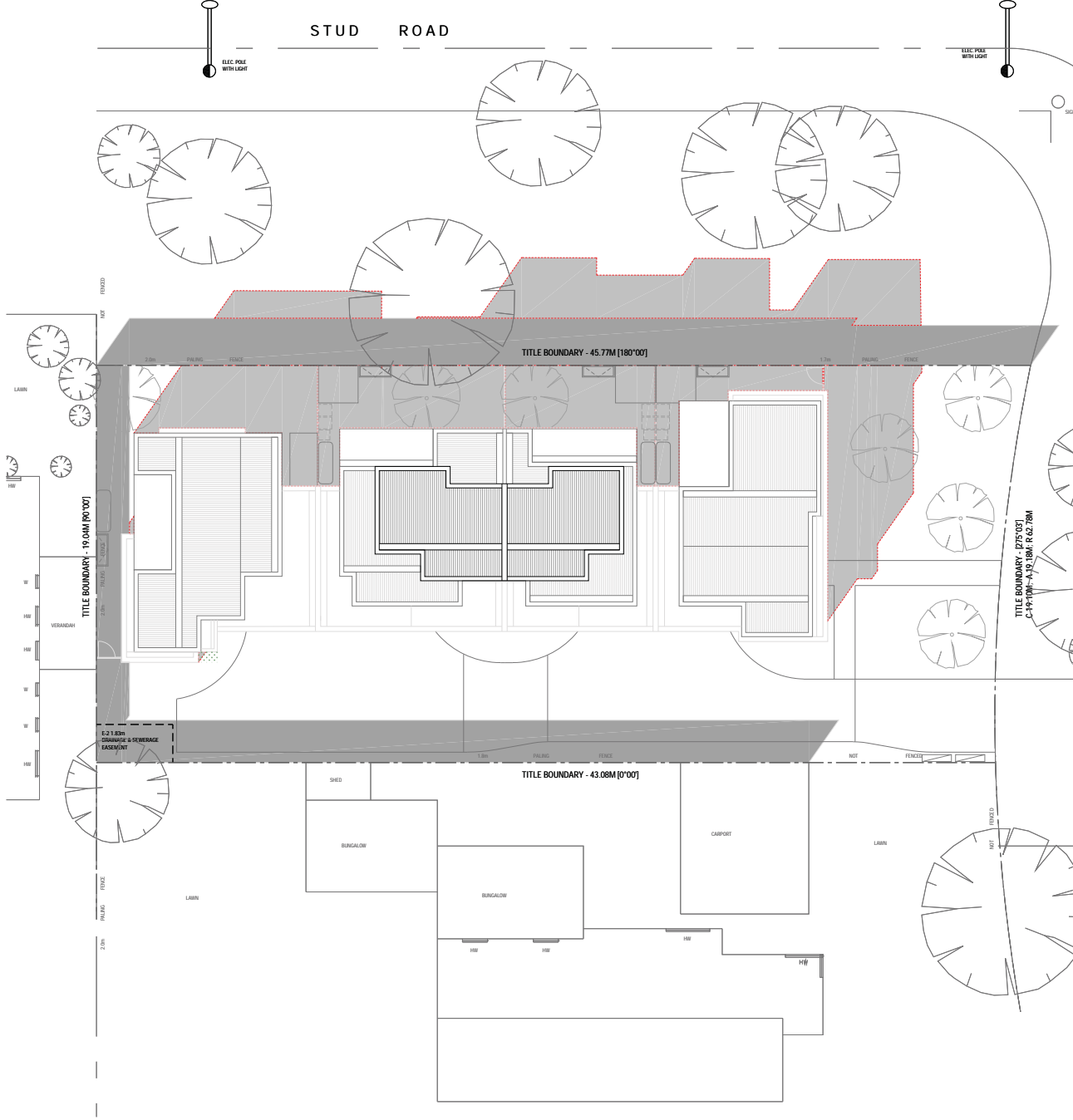
TITLE: SHADOW DIAGRAMS
 69 of 605

REV: M
 DATE: 09.05.2019
 BY: LL

BY: LL



2019-07-22 - Ordinary Meeting of Council
LEGEND
EXISTING FENCE SHADOW
PROPOSED SHADOW



SHADOW DIAGRAM
AT THE TIME OF EQUINOX AT 3:00PM

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| BY/CHK | LL | JOB NO | P19-09 | DATE | 09.05.2019 | REV | M | CLIENT | ZARKO ZIROJEVIC | STATE | TOWN PLANNING | TITLE | SHADOW DIAGRAMS | REV. DATE | REV. RESPONSE | REV. RESPONSE | BY | LL |
| SCALE | 1:100 @ A1 | PROJECT | 12 THE CLOSE | ADDRESS | 12 THE CLOSE, SCORESBY | | | | | | | | | M | 09.05.2019 | 23.05.2019 | | |
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7 Public Question Time

Following the completion of business relating to Item 6, City Development, the business before the Council Meeting will now be deferred to consider questions submitted by the public.

8 Engineering & Infrastructure Officers' Reports for consideration

8.1 Road Asset Management Plan

SUMMARY: Manager – Sustainable Infrastructure, Matt Hanrahan

Council's first iteration of its Road Asset Management Plan (RAMP) was endorsed by Council in 2007 which defined its operational approach to managing road assets from planning through to maintenance. The RAMP (2019) reinforces Council's approach with an emphasis on long term sustainability when managing its assets. It gives focus to the review of service levels/standards, measuring asset performance, and optimising the lifecycle management of Council's road assets within the financial capacities of Council.

RECOMMENDATION

That Council:

1. Endorse the draft Road Asset Management Plan shown at Attachment A and authorise public feedback to be sought over a three week period; and
2. Receive a further report in September 2019 summarising any feedback and seeking endorsement of the final Plan.

1. INTRODUCTION

Knox City Council is responsible for the management of an extensive road network which supports the local community in providing connectivity across the municipality and supporting the delivery of sustainable transport options. This road network consists of approximately 704km of sealed and 20km of unsealed roads representing not only a significant community asset, but also a significant financial asset for Council (with a current replacement value of \$643m as of 2018-19).

2. DISCUSSION

The Road Asset Management Plan (RAMP) 2019 seeks to:

- Demonstrate responsible management of Council's road network;
- Meet expectations outlined in Council's Vision, policies and strategies;
- Document the level of service Council aims to provide to the community in relation to the road network;
- Provide a central framework for management and decision making relating to Council's road assets;
- Communicate and justify sustainable funding requirements for managing Council's road assets; and
- Identify opportunities for improvement in Council's road management processes.

The deliverables of this report include:

- Enhanced asset performance measurement;
- Re-evaluation of the service levels determined in the RAMP 2007;
- Proposed levels of service and financial forecasts;

- On-going improvements to road renewal forecasting and prioritisation; and
- 10 recommendations for improved road asset management practices at Knox.

3. CONSULTATION

Internal stakeholders involved in the road asset lifecycle management were regularly consulted during the development of this asset management plan. Following endorsement of the document as a Draft by Council, the draft RAMP document will be publicly exhibited for a three-week period. Feedback will be sought through Council’s ‘Have your say’ portal of Council’s website and will be promoted through the Knox Leader. The final report will be presented back to Council for consideration and formal adoption following assessment of comments received.

It is recognised that the detailed technical focus of asset management plans can represent a challenge for the purpose of community consultation. Council has historically received only limited feedback from the community when consulting on asset management plans. This is typically a response to the technical nature of the documents. Officers are currently looking into revising the format of these plans to be more concise and accessible to the broader community. A proposed format for asset management plans will be brought to Council for consideration later this financial year.

4. FINANCIAL & ECONOMIC IMPLICATIONS

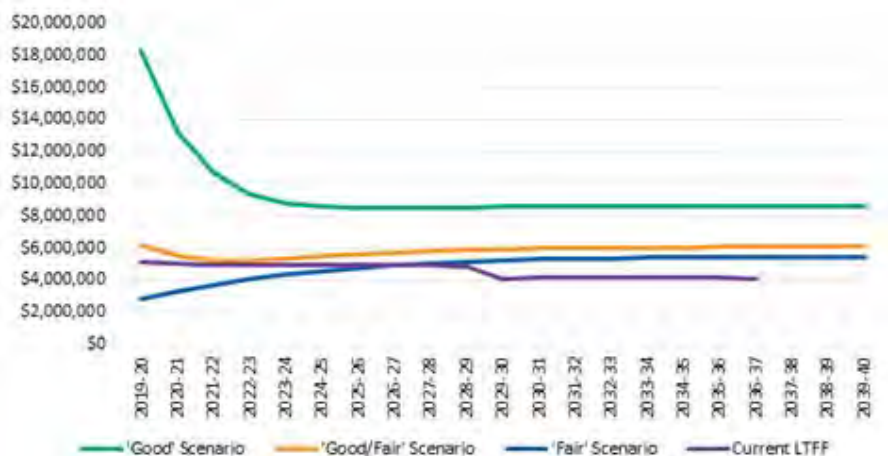
The RAMP 2019 contains improved financial modelling resulting from a comprehensive review of Council’s assumptions and data inputs relating to road asset performance, condition assessment and deterioration. The modelling presented reflects a shift in how road surfaces wear over time, and subsequently the decision point at which Council seeks to intervene and renew a road surface.

As part of this modelling, three road surface level of service scenarios were evaluated:

- **‘Good’**: All roads surfaces in at least Condition 2 (Good) by 2021-22
- **‘Good/Fair’**: Collector and Link road surfaces in at least Condition 2 (Good) by 2021-22, all other road surfaces in at least Condition 3 (Fair)
- **‘Fair’**: All road surfaces in at least Condition 3 (Fair).

Road surface forecasts for each scenario as well as Council’s current Long-Term Financial Forecast (LTFF) are contained in the figure below.

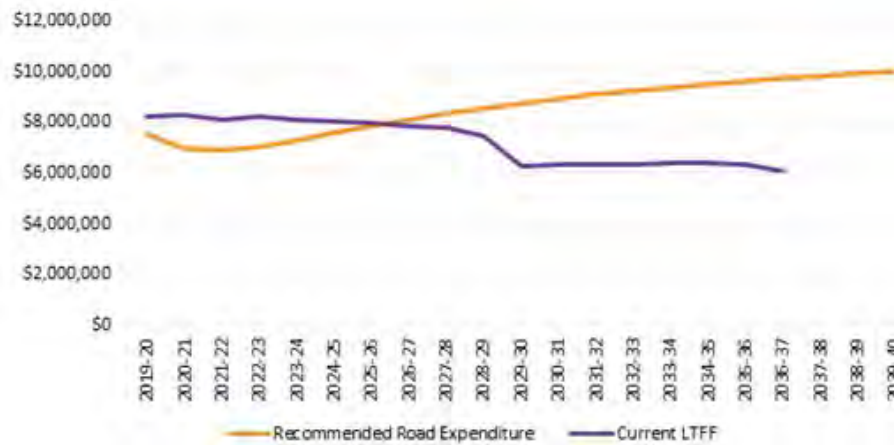
ROAD SURFACE RENEWAL FORECASTS 2019



Following a detailed assessment of the modelling, 'Good/Fair' service is recommended to inform future road renewal budget allocations. This is considered to strike a reasonable balance between service level, expenditure and community expectations.

The overall recommended road asset renewal budget including road pavement and kerb and channel alongside the LTFF is shown below.

RECOMMENDED ROAD RENEWAL FORECAST



On-going improvements are being made to improve modelling accuracy, and new road condition data will be obtained in the first quarter of the financial year. Updated renewal forecast scenarios will be presented to Council for consideration following completion of these projects.

5. ENVIRONMENTAL/AMENITY ISSUES

Users of the road network perceive amenity through aspects such as safety, functionality, aesthetics and traffic (capacity). The frameworks for road functionality and capacity assessment contained within the RAMP 2019 will equip Council to systematically identify areas of poor performance and upgrade them in alignment with renewal expenditure.

6. SOCIAL IMPLICATIONS

A quality road network ensures that the community can access employment, education and services while maintaining social connections within the local community. The draft RAMP 2019 aims to achieve a balance between meeting community expectations regarding the performance of the road network and ensuring that Council’s finite funding resources are expended in the most efficient manner. As Customer Satisfaction surveys indicate that community generally rate the performance of our road network either at or above the metropolitan average, there is a strong case for not seeking to significantly alter Council’s road network or road management approach.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 1 – We value our natural and built environment

Strategy 1.3 - Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure.

Goal 5 – We have a strong regional economy, local employment and learning opportunities

Strategy 5.3 - Promote and improve infrastructure and technology within the municipality and enhance strategic employment places for business.

Goal 8 – We have confidence in decision making

Strategy 8.1 - Build, strengthen and promote good governance practices across government and community organisations.

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author – Manager Sustainable Infrastructure, Matthew Hanrahan - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director, Engineering and Infrastructure, Ian Bell - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The draft RAMP 2019 represents Council’s commitment towards continuous improvement in asset management.

The draft plan introduces frameworks that will help Council obtain greater benefit from its road expenditure, as well as 10 recommendations to ensure on-going progress until the next review in five years’ time.

Road customer satisfaction surveys for Knox City Council exceeding the Melbourne metropolitan average demonstrates efficacy in our current approach. The focus for Council’s road management going forward is therefore to refine current processes following a continuous improvement approach. Finally, as noted Council is also looking at developing a more reader friendly and less technical format for future Asset Management Plans.

10. CONFIDENTIALITY

There are no items of a confidential nature in this report.

Report Prepared By: Asset Engineer, Joel McCreanor

Report Authorised By: Director, Engineering and Infrastructure, Ian Bell

Attachments

1. RAMP 2019 - Report - Draft for Council Meeting 22 July [8.1.1 - 71 pages]



Road Asset Management Plan

Date Updated: 7 May 2019

Prepared by: Joel McCreanor

Reviewed by: Robin Cassidy

Knox Explorer Reference: D19-37410

Distribution List

| Copy Number | Issue to (Name and role): | Date |
|---------------------------|---|----------|
| Version 1 – Initial Draft | John Bixby – Asset Systems Developer | 13/02/19 |
| Version 2 – Second Draft | Robin Cassidy – Coordinator Asset Strategy | 15/02/19 |
| Version 3 – Third Draft | Internal Stakeholders (Traffic and Transport, Project Delivery, Construction Group, Works Services) | 18/02/19 |
| Version 4 – Fourth Draft | Matt Hanrahan – Manager Sustainability Infrastructure | 19/03/19 |
| Version 5 – Fifth Draft | Ian Bell – Director Engineering & Infrastructure | 07/05/19 |
| Version 6 – Sixth Draft | Council Issues Briefing | 30/05/19 |
| Version 7 – Seventh Draft | Council Meeting | 22/07/19 |

Executive Summary

Overview

Knox City Council manages 704km of sealed roads and 20km of unsealed roads, with a replacement cost estimated at \$643M in 2018-19. The road network has major economic and social value, as it provides connectivity to residents, visitors and businesses across the municipality.

As stated in Council's Asset Management Policy (2019):

'Sustainable service outcomes for the community are very much dependent on the performance of the assets that support those services'

Effective lifecycle management is essential given the importance of Council's road network. Figure ES1 below depicts the interdependent stages of the asset lifecycle that must be balanced to maintain agreed service standards at minimal cost, within acceptable risk levels.



Figure ES1 – Stages of the Asset Lifecycle

Council's first Road Asset Management Plan (RAMP) released in 2007 developed many of the mechanisms currently used in Council's road management. The aim of the RAMP 2019 is to review and update these mechanisms. It concentrates on the revision of service standards, measuring asset performance, and optimising the lifecycle management of Council's road assets.

Well defined standards for asset performance are essential when determining long term financial requirements. The service standard that Council intends to deliver through its road network is:

To provide a **quality** road network that meets the **functional** and **capacity** requirements of the community.

Council's proposed levels of service across these three service attributes are as follows:

Table ES1 – Proposed Service Levels

| | Customer Performance Measures | Technical Performance Measures |
|---------------|--|---|
| Quality | <p>C1.1 Result from Local Government Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average</p> <p>C1.2 Fewer than 300 road maintenance requests per 100km of roads</p> <p>C1.3 Zero over-excess insurance claims each year</p> | <p>T1.1 100% of Collector and Link road surfaces in Condition 1 or 2 by 2021-22 (very good or good) 100% of other road surfaces in Condition 1, 2 or 3 (very good, good, or fair) 100% of road pavements and kerb & channel in Condition 1, 2, or 3 (very good, good, or fair)</p> <p>T1.2 100% of routine hazard inspections conducted on time</p> <p>T1.3 100% of routine maintenance tasks completed on time</p> <p>T1.4 100% of temporary and 90% of permanent reactive maintenance tasks completed on time</p> |
| Functionality | <p>C2.1 Result from Local Government Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average</p> <p>C2.2 Fewer than 750 customer request relating to road function and safety</p> | <p>T2.1 Road Functionality levels of service are considered in all road renewals</p> |
| Capacity | <p>C3.1 Result from Local Government Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average</p> | |

Quality

Quality primarily refers to asset condition, and forms the basis of renewal forecasting.

Perceptions of over-servicing from stakeholders and a review of modelling assumptions based on industry guidelines have prompted a re-evaluation of Council’s road service level.

Three level of service scenarios for road surface condition were considered in this RAMP based on condition data obtained in 2015:

1. **‘Good’**: All roads surfaces in at least Condition 2 (Good) by 2021-22*
2. **‘Good/Fair’**: Collector and Link road surfaces in at least Condition 2 (Good) by 2021-22, all other road surfaces in at least Condition 3 (Fair)
3. **‘Fair’**: All road surfaces in at least Condition 3 (Fair).

*Note: ‘Good’ was the level of service target set in the RAMP 2007.

Figure ES2 below indicates the renewal funding requirements of each scenario alongside Council’s current Long Term Financial Forecast (LTFF).

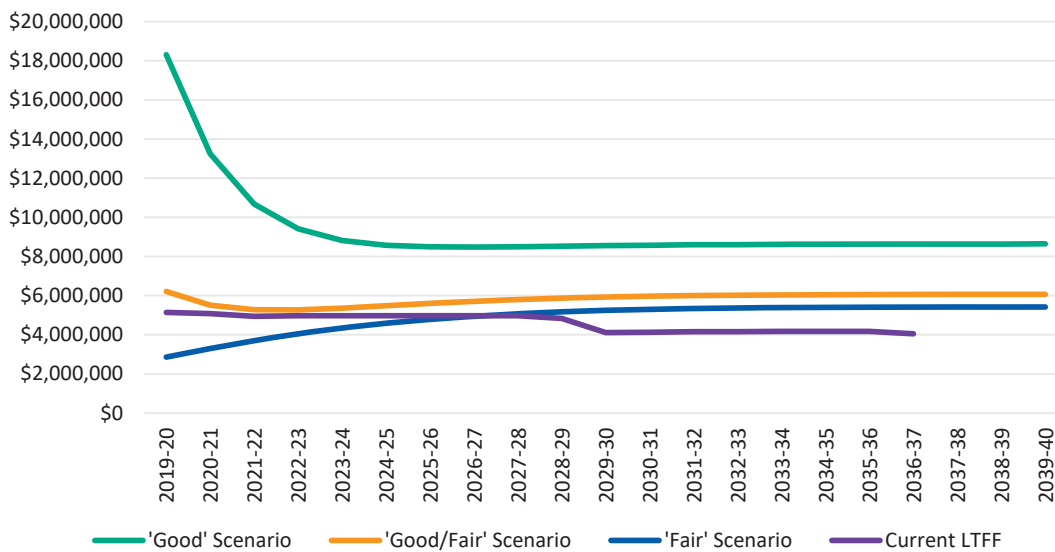


Figure ES2 – Road Surface Renewal Forecast (2018 dollars)

The ‘Good’ scenario set in the original RAMP would require a significant funding increase in the short-term and an additional \$3.5m in annual expenditure going forward, whereas the ‘Fair’ scenario represents a much lower level of service than Council currently provides.

A ‘Good/Fair’ level of service is proposed as it strikes a reasonable balance between service level and lifecycle costs, accounting for functional differences across Council’s road classifications. Local roads are fully serviceable at ‘Fair’ condition due to low traffic counts and speed limits, but may require some maintenance such as crack sealing.

The proposed quality levels of service are currently met by:

- 94.5% of road surfaces
- 99% of road pavements
- 100% of kerb and channel.

Figure ES3 below shows what renewal expenditure is required to maintain the proposed levels of service.

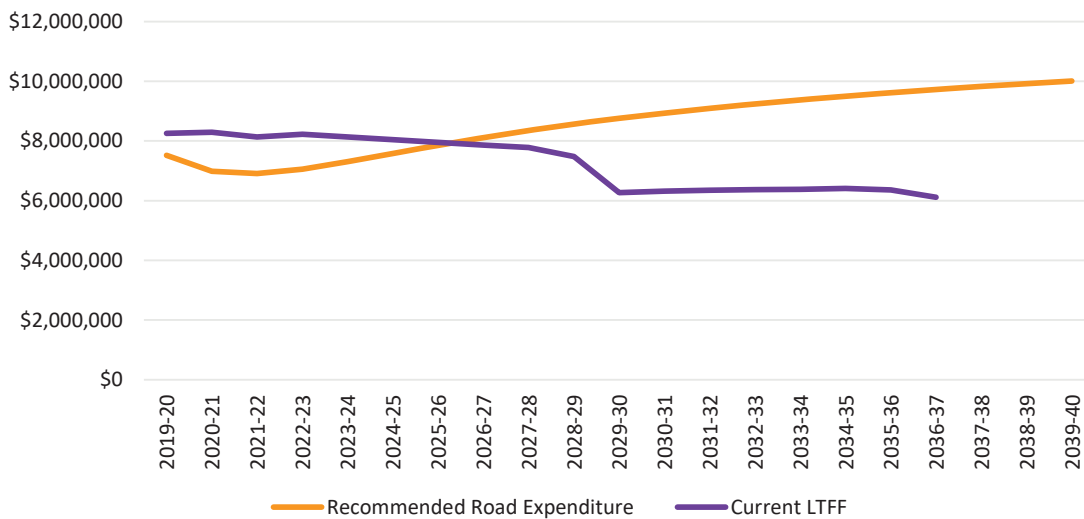


Figure ES3 – Recommended Road Asset Renewal Expenditure (2018 dollars)

The current LTFF exceeds predicted expenditure requirements in the short-term but falls behind in the long-term. Council is continuously improving its modelling methodologies, with new road condition audit data to be obtained in 2019-20. An updated renewal forecast will be produced to validate the proposed service level changes and revise Council’s LTFF.

Functionality and Capacity

Functionality refers to a road’s capability to provide its intended function. A series of proposed functional levels of service have been developed through consultation with internal stakeholders. These indicators can be used to identify roads for upgrade by entering into consideration during the planning phase of any road renewal.

Capacity is an indication of supply versus demand. It is assessed by comparing road width, traffic, and type against desired characteristics based on the Knox road hierarchy. There are no widespread capacity issues in the Knox road network, but deficiencies can be addressed in the same way as road functionality.

Risk

Managing the risk to road users is an essential consideration for any road authority. Council’s proactive road inspection and maintenance program has been demonstrably successful in reducing risk. An average of two over-excess public liability claims relating to roads were received by Council each year prior to the first RAMP; only one such claim has been received since 2013.

The inspection program also mitigates the risk posed by potential hazards on ‘Fair’ condition roads.

Opportunities

Ten recommendations have been identified in this RAMP to better Council’s road management over the next four years. Extending through all stages of the asset lifecycle, these action items represent continuous improvement towards an advanced approach to asset management. The new Asset Management Information System planned for 2020 will further this process through widespread efficiency improvements.

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CHAPTER 1. Introduction

1.1 Plan Overview

Knox City Council (Council) is responsible for the management of an extensive road network on behalf of the community, which supports the broader services of delivering sustainable transport options and providing connectivity across the Knox municipality. This road network consists of approximately 704km of sealed and 20km of unsealed roads, representing not only a significant community asset, but also a significant financial asset for Council (with a replacement value of \$643m as of 2018-19).

Effective management of the road network is important both due to the financial implications, and also the services that roads support. As stated in Council’s Asset Management Policy (2019):

Assets enable the provision of services to the community [...] Sustainable service outcomes for the community are very much dependent on the performance of the assets that support those services

This Road Asset Management Plan (RAMP) advances the processes developed in 2007 through Council’s first RAMP.

The purpose of this plan is to:

- Demonstrate responsible management of Council’s road network
- Meet expectations outlined in Council’s Vision, policies and strategies
- Document the level of service Council aims to provide to the community in relation to the road network
- Provide a central framework for management and decision making relating to Council’s road assets
- Communicate and justify sustainable funding requirements for Council’s road assets
- Identify opportunities for improvement in Council’s road management processes.

The plan has been structured according to Figure 1 below.

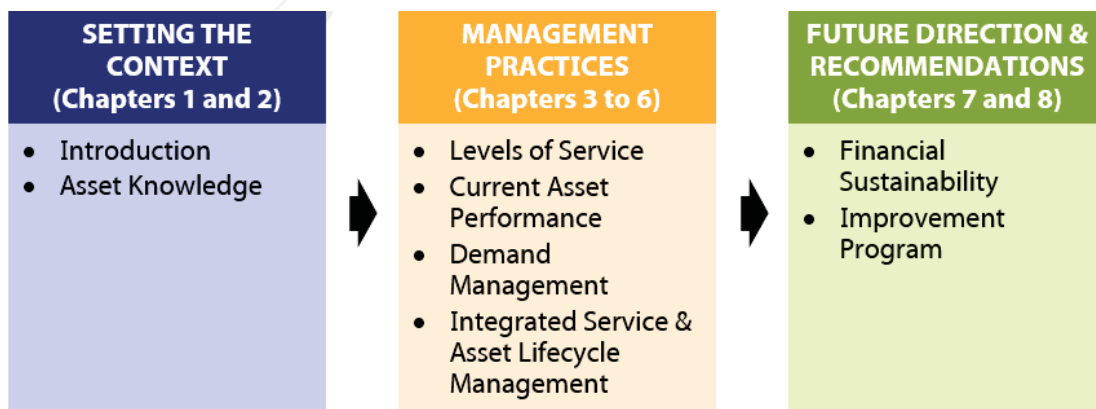


Figure 1 Asset Management Plan framework

1.2 Drivers of Strategic Asset Management

1.2.1 Internal Drivers

City Vision, City Plan and Council Plan

The Knox Community and Council Plan 2017-21 is an outline of goals and strategies for the City as a whole to support attainment of the Vision 2035. These are shared with and implemented by multiple agencies and stakeholders. The Knox Community and Council Plan also outlines targets and initiatives to be undertaken over the next four years corresponding to Council’s goals.

Table 1 below outlines the goals, objectives, strategies, and initiatives from these plans that are supported by this RAMP.

Asset Management Policy

Council’s Asset Management Policy (2019) articulates Council’s overarching commitment to asset management. A key policy statement is that “Council will continue to invest in improving its asset management knowledge and planning, and commit to further research and development of asset management plans for individual asset classes”.

Strategic Asset Management Plan

Council’s Strategic Asset Management Plan (2014) notes that “it is critical that Asset Management Plans continue to align with the recommended structure, as outlined in the International Infrastructure Management Manual, meet the provisions of the National Asset Management Assessment Framework and start to better integrate with Council service planning processes”.

This RAMP also aims to address a key recommendation from the Strategic Asset Management Plan, shown below in Table 2.

Table 1 Goals, Strategies, Targets, and Initiatives from the Council Plan relevant to the RAMP 2019

| Goal | Strategy | Target/Initiative |
|---|--|--|
| GOAL 1: We value our natural and built environment | Strategy 1.3 Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure | Initiative 1.3.1 Continue to address Council’s Asset Renewal Backlog |
| GOAL 5: We have a strong regional economy, local employment and learning opportunities | Strategy 5.3 Promote and improve infrastructure and technology within the municipality and enhance strategic employment places for business | Initiative 5.3.1 Participate and collaborate regionally to plan for improved infrastructure in and between key priority employment precincts, activity centres and residential areas |

| | | |
|---|--|---|
| <p>GOAL 8: We have confidence in decision making</p> | <p>Strategy 8.1 Build, strengthen and promote good governance practices across government and community organisations</p> | <p>Initiative 8.1.5 Strengthen and centralise the coordination, collection and provision of research and data to support future planning by Council</p> <p>Initiative 8.1.6 Respond to and implement any reforms made to the <i>Local Government Act 1989</i></p> |
|---|--|---|

Source: Knox Community & Council Plan 2017-2021

Table 2 Recommendations from Council’s Strategic Asset Management Plan Relevant to the RAMP 2019

(a) Continue to review and update Asset Management Plans, to maintain their currency and validity.

(b) Develop enhancements to the Asset Management Plans, to facilitate progression from core to advanced status, in line with the requirements of the MAV STEP program.
 Reviewing of AMPs, to have a greater focus on:

- Identifying future asset requirements, in line with service planning.
- Validation of service levels, in consultation with community requirements.
- Advancing understanding of the intrinsic relationship between maintenance, and optimised renewal funding.
- Creating a framework for the recognition, analysis, and reporting of new asset categories not previously identified by Council.
- Exploring models of management that recognise different ownership options, for managing services other than Council owned infrastructure (particularly buildings).

(c) Continue to centralise the recording and monitoring of AMP recommendations.

Development Contributions Plan

Council is currently assessing the feasibility of implementing a Development Contributions Plan (DCP). Development contributions are one way Council could partially fund the cost of assets, or infrastructure caused by increased demand. A mechanism available through the Planning and Environment Act 1987 is for Council to adopt a DCP. The DCP lists the infrastructure that Council commits to develop over the horizon of the Plan, which is normally 15-20 years.

Council can collect funds from development of dwellings and other land uses toward the developments’ share of the cost of infrastructure identified in the Plan. Funds are collected based on the number of additional development of residential dwellings or floor space for other uses over the existing development.

The risk with such a plan is that Council must deliver the infrastructure even if the level of development projected in the DCP does not occur, or if Council’s strategic objectives shift. Careful planning is therefore critical, since Council will have reduced capacity to adjust proposed project scopes and priorities. The methodologies and service levels established in this RAMP will contribute to the validity of any such infrastructure program.

A DCP is a significant strategic planning policy for Council with several approval hurdles. The Plan must be prepared in accordance with State government guidelines and Ministerial Directions. Council approves its adoption into the Planning Scheme by way of an amendment to the Scheme, and the Minister of Planning has the final say on the DCP’s effect.

Road Management Plan (2015)

Council's Road Management Plan (RMP) (2015) details the roads for which Council is responsible, and sets maintenance standards based on community expectations which are established through community consultation. Road maintenance standards are based on inspection frequencies, defect intervention levels, and rectification timeframes. Delivering the agreed maintenance levels of service grants Council defence against civil liability claims in accordance with the Road Management Act (2004).

Council's RMP (2015) consequently drives many of the processes behind Council road maintenance. It is reviewed following Council elections, normally every four years.

1.2.2 External Drivers

National Asset Management Assessment Framework

The Local Government and Planning Ministers' Council developed a National Asset Management Assessment Framework to foster a nationally consistent approach to asset management in 2009. For some time, most Victorian Councils have been part of the Municipal Association of Victoria's (MAV) asset management capacity building approach, the STEP program. The development of a National Asset Management and Financial Planning Assessment Framework for Local Government provides the assessment framework of the STEP program. One of the eleven elements of this assessment framework is the requirement for Councils to work towards preparing documented asset management plans for all material asset categories. The framework also outlines key inclusions and components of a typical asset management plan, which are consistent with the recommendations of the International Infrastructure Management Manual.

ISO 55000:2014 Asset Management

Since the RAMP (2007), there has also been the introduction of ISO 55000:2014 Asset Management (ISO 2014). The standard is intended to assist asset managers in the establishment, implementation, maintenance and advancement of an asset management system. It also provides a process by which organisations can become accredited in their asset management practices, although this is not currently required of local governments.

Local Government Act Review

The Local Government Act (1989) provides a framework for the establishment and operation of Victorian Councils. A review of the act is currently underway, which will introduce additional requirements for the management of assets. These include proposed changes such as:

- A council must develop, adopt and keep in force an Asset Plan
- The scope of an Asset plan is for at least 10 years
- An Asset Plan must include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council

Council will monitor the review, and adapt to any new requirements as they enter into legislation.

1.3 Plan Framework & Asset Management Approach

This plan has been developed based on guidance provided by the International Infrastructure Management Manual and the National Asset Management Assessment Framework.

As this plan is a revision of Council’s first RAMP (2007), it is intended that it will enable Council to progress further towards **advanced** asset management maturity.

1.4 Related Documents

1.4.1 Asset Management Plans

This RAMP forms part of Council’s suite of Asset Management Plans. Plans already adopted by Council are as follows:

- Building Asset Management Plan (2019)
- Drainage Asset Management Plan (2010)
- Open Space Asset Management Plan (2011)
- Car Park Asset Management Plan (2013)
- Bridge Asset Management Plan (2013)
- Playground Asset Management Plan (2013)
- Street Tree Asset Management Plan (2016)
- Footpath Asset Management Plan (2016)

1.4.2 Related Studies & Strategies

Other documents that influence the strategic direction of Council road asset management include:

- Integrated Transport Plan (2015)
- Road Management Plan (2015)

The results of financial modelling, presented later in this document, will inform Council’s Long Term Financial Forecast and Annual Budget.

1.5 Consultation for this Plan

A number of internal and external stakeholders provided input and feedback into the development of this RAMP.

- Councillors
- Asset Management Steering Group members
- Sustainable Infrastructure Department
- Operations Department
- Project Delivery Team
- Executive Management Team

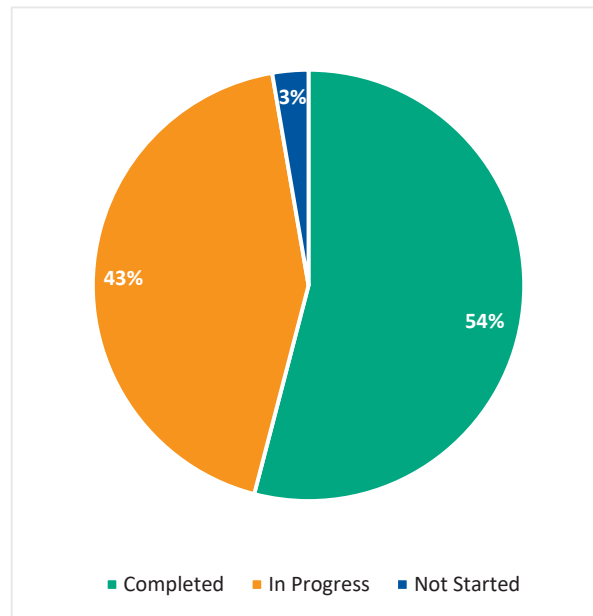
1.6 Implementation of the RAMP 2007

The RAMP (2007) did not explicitly document improvement actions, however a retroactive improvement plan was developed to monitor its implementation.

Asset Management Plan recommendations are actioned formally through business plans, or informally through evolving practices within Council. Implementation of the RAMP (2007) was roughly 80.4% complete in April 2019, as shown in Figure 2 below.

The high proportion of completed actions demonstrates Council’s on-going commitment to asset management plan implementation. It also reflects the many advancements in the field of asset management since the RAMP (2007) was released; some recommendations are no longer suitable or

worthwhile within the modern context. Outstanding recommendations were reviewed during the development of this RAMP, and incorporated where appropriate.



Number of Recommendations

| Completed | In Progress | Not Started | Total |
|-----------|-------------|-------------|-------|
| 20 | 16 | 1 | 37 |

Figure 2 Implementation Status of RAMP (2007) Recommendations

CHAPTER 2. Asset Knowledge

2.1 Asset Ownership and Responsibility

2.1.1 Roads Managed by Council

Council's Public Road Register (as defined under the Road Management Act (2004)) defines the roads within the scope of this plan. These include:

- Public Roads for which Council is both the Coordinating and Responsible Road Authority as defined under the Act; and
- Public Roads for which Council is the Responsible Road Authority under an agreement with another Coordinating Road Authority (for example Service roads adjacent to VicRoads arterial roads).

All of the above are listed in Council's Asset Register and are owned and/or managed by Council.

Where issues arise relating to ownership and maintenance responsibilities, Council's Geographic Information Systems (GIS) and Asset Register are used as guidance, informed by Codes of Practice associated with the Road Management Act (2004). The Asset Strategy and Traffic & Transport teams are also involved in clarifying road responsibilities.



Figure 3 Typical road asset under Council's responsibility

2.1.2 Roads Not Managed by Council

There are a number of roads within the municipality that are the responsibility of other authorities or private entities, and therefore not considered part of Council's management responsibility (and not covered by this plan). These include:

- VicRoads arterial roads
- Eastlink
- Private roads

- Roads within the Municipality for which Council is not the Responsible Road Authority under an agreement with another Coordinating Road Authority.

2.2 Assets in the Road Reserve

Figure 4 below presents some of the typical Council-owned assets found in the road reserve. Sections 2.2.1 and 2.2.2 outline which of these assets are within the scope of this plan.

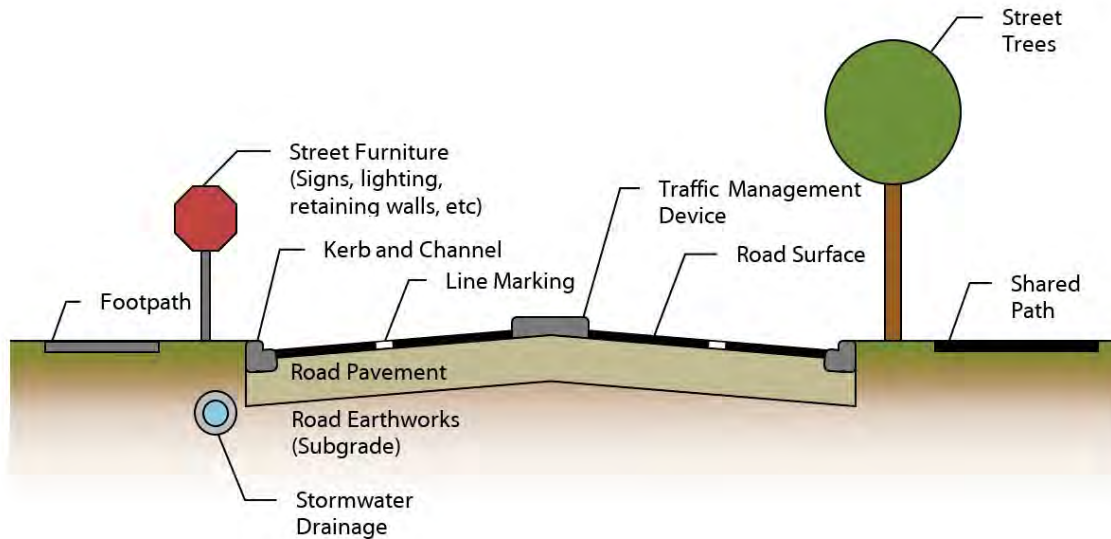


Figure 4 Typical Assets in the Road Reserve

2.2.1 Included Assets

The assets within the road reserve that are included as a part of this plan have been grouped as **major** and **minor** assets. This is based on their value and importance to the service delivered by Council's roads.

These assets and groupings are as follows:

Major Assets

- Road surface
- Road pavement
- Road earthworks
- Kerb and channel.

Minor Assets

- Line marking
- Local Area Traffic Management devices (LATM's)
- Road furniture (incl. street lighting, signage, retaining walls, etc)
- Pedestrian crossings.

2.2.2 Excluded Assets

Aside from the assets listed above, there are a number of other assets that are located in road reserve. These include:

- Footpaths and shared paths
- Bridges and major culverts
- Stormwater drainage
- Street trees
- Carparks
- Right of ways (except those used as a road).

These assets have not been included in this RAMP as their management is covered elsewhere in Council’s suite of asset management plans.

2.3 Asset Inventory

2.3.1 Major Assets

Table 3 below summarises the inventory of major assets in Council’s asset register covered by this plan. Sealed roads consist of a road surface, pavement and earthworks. Unsealed roads consist of pavement and earthworks only.

Table 3 Major Asset Inventory (as of February 2019)

| Asset Type | Amount (km) |
|------------------|-------------|
| Sealed roads | 704.2 |
| Unsealed roads | 19.9 |
| Kerb and Channel | 1347.0 |

2.3.2 Minor Assets

Council does not currently maintain a database of minor road reserve assets including line markings, LATMs, road furniture and retaining walls.

Council would benefit from including some of these minor asset types in its asset register. The lack of proactive management of LATMs and retaining walls could have future cost implications, and potentially pose a risk to the community.

RECOMMENDATION – Lifecycle Management of Additional Road Reserve Asset Types

Collect and maintain a database of additional road reserve assets, including retaining walls and LATMs.

Why? These assets represent significant monetary value, and could pose a risks to the community if not properly maintained. Managing them in a systematic way will mitigate risks and decrease lifecycle costs.

How? Establish a set of criteria for the identification of these asset classes, including important attributes, and conduct a council-wide audit. Then develop service level targets to inform future budget requirements.

2.3.3 Street Lighting

The vast majority of Council’s street lighting is maintained by energy distributors such as Ausnet Services through maintenance agreements. The databases used by these organisations are made available to Council. However, Knox does not have a centralised record of Council-owned public lighting that is outside of such agreements.

2.4 Asset Hierarchy and Criticality

Asset criticality measures how severe the consequences will be if an asset fails to deliver its intended function. Criticality is categorised through an asset hierarchy, which is a framework through which Council can set service standards.

Council’s road hierarchy with desired characteristics is documented in the RMP (2015), shown below in Table 4.

Table 4 Road Asset Hierarchy

| Classification | Typical Function/Features | Desirable Traffic Conditions | | | Desirable Physical Features | | |
|------------------------|--|------------------------------|-----------------------|---------------------------|---------------------------------------|-------------|-------------------|
| | | Two Way AADT (24 hour) | % Commercial Vehicles | Posted Speed Limit (km/h) | Kerb Type | Width (m) | Surface |
| Link Road | <ul style="list-style-type: none"> Efficiently channel traffic through the Municipality; Carry traffic between major commercial, industrial and residential areas; Link VicRoads arterial roads; Provide for through traffic movements and heavy vehicle use. | Over 6,000 | Less than 7% | 50 to 80 | Barrier/ rollover | 7.4 to 12.0 | Asphalt |
| Collector Road | <ul style="list-style-type: none"> Provide connectivity to commercial and residential areas from Link Roads or directly from the VicRoads arterial network; Concentrate locally generated traffic to an outlet; Provide direct access to the local road network but road does not act as a through traffic route; Carries local traffic to shops, schools, commercial districts, hospitals, sporting and other local facilities. | Less than 6,000 | Less than 5% | 50 to 60 | Barrier/ rollover | 6.4 to 11.3 | Asphalt |
| Industrial Road | <ul style="list-style-type: none"> Service local light industries concentrated in small areas that tend to be adjacent to VicRoads arterial roads; Road is in an Industrial Zone. | Less than 6,000 | Variable | 50 to 60 | Barrier | 7.6 to 11.8 | Asphalt |
| Access Road | <ul style="list-style-type: none"> Provide access to abutting residential properties; Public amenity, safety and aesthetic aspects of these roads take priority over speed and ease of movement of vehicles. | Less than 2,000 | Less than 3% | 15 to 50 | Rollover/ plinth or no Kerb & Channel | 3.8 to 8.8 | Asphalt/ Concrete |
| Unsealed Road | <ul style="list-style-type: none"> Predominantly gravel/crushed rock surface; May function as Link, Collector or Access road. | Less than 1,000 | Less than 1% | 50 | Varies | Varies | Gravel |

Source: Knox Road Management Plan 2015

2.5 Useful Lives

Useful lives indicate the expected life of an asset type before it becomes unserviceable. Table 5 below lists Council’s adopted useful lives for major road asset types.

Table 5 Road Asset Useful Lives

| Asset Component | Material/Hierarchy | Useful Life (years) |
|------------------|--------------------|---------------------|
| Road Surface | Spray Seal | 10 |
| | Asphalt | 30 |
| | Concrete | 50 |
| | Pavers | 25 |
| | Crushed Rock | 5 |
| Road Pavement | Link Road | 90 |
| | Collector Road | 130 |
| | Industrial Road | 90 |
| | Access Road | 185 |
| | Unsealed Road | 30 |
| Earthworks | All | N/A |
| Kerb and Channel | All | 70 |

Benchmarking of useful lives with other similar councils is carried out periodically, particularly when Council undertakes condition audits, prepares Asset Management Plans or completes renewal forecasting. There has been no change to road component useful lives since the adoption of the previous RAMP 2007. The accuracy of Council’s current useful lives is discussed further in Section 4.2.

2.6 Asset Age Profile

Figure 5 below shows the age profile of Council’s major road assets (road surface, pavement, earthworks and kerb & channel).

Although Council endeavours to maintain an accurate database of road construction dates, there are some deficiencies in the current data set. Assets that were renewed prior to the 1990s are based on the date of original creation, as Council only began documenting renewals in the mid-1990s. Additionally, road renewal data is not always immediately entered into the asset register.

RECOMMENDATION – Verify Road Asset Years of Construction

Verify road asset year of construction listed in the asset register.

Why? Up to date and accurate data about assets assists Council to model future financial requirements, as well as prioritise assets for renewal.

How? Compare renewal records held by Construction against dates listed in asset register.

The majority of Council’s roads are between 30 and 50 years old (as seen by the age profiles of the Pavement and Earthworks assets), but over 25% of road surfaces were constructed or renewed within the last 10 years. This distribution reflects the increase in road investment following the original RAMP (2007). Similar rates of renewal for road pavement and kerb & channel are not seen as these assets have longer useful lives.

Approximately 40% of Council’s Road Surface assets are beyond their expected useful life of 30 years, which in itself is not necessarily cause for concern. The decision to renew an asset is based on condition rather than age, as many factors can extend or reduce functional life.

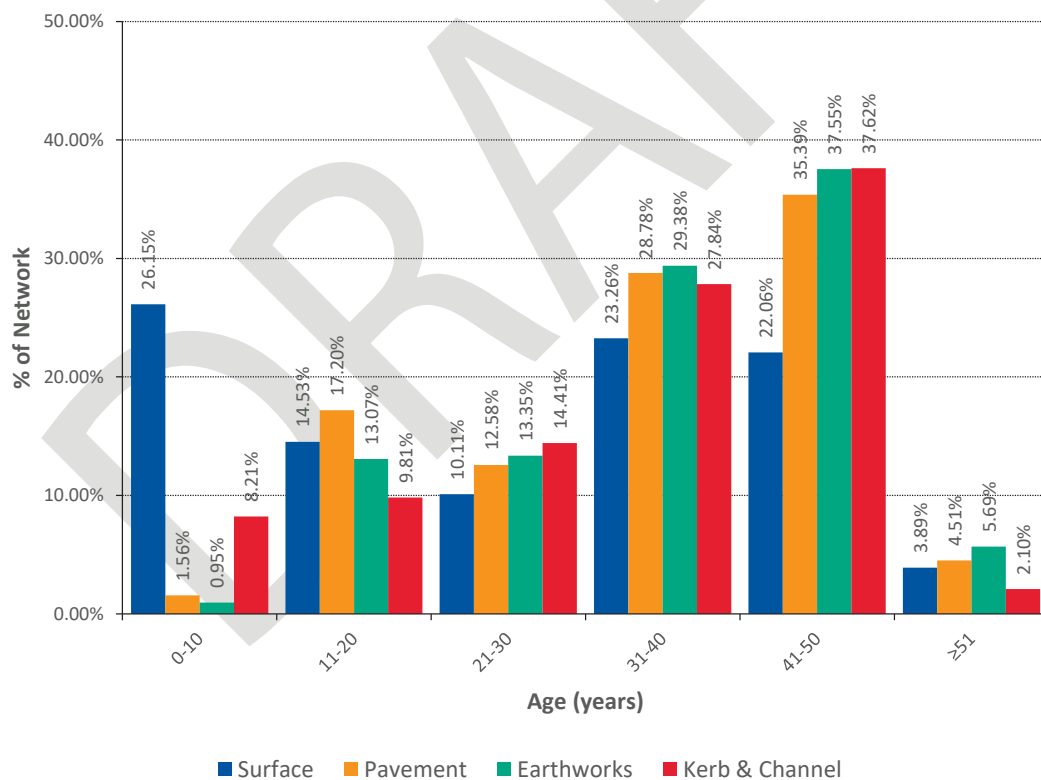


Figure 5 Age Profile of Road Assets (2018)

2.7 Unsealed Roads

All Council unsealed roads on a weekly basis to identify defects or the need for grading, ensuring they are kept to a high standard.

The long-term cost benefits of upgrading gravel roads to asphalt was demonstrated in the RAMP 2007. Council currently funds these works when an unsealed road is not meeting functional requirements, but they can also be funded through resident contributions. Use of the functionality and capacity assessment frameworks contained in Section 4.2 will help identify where unsealed upgrades are required. This process is further detailed in Section 6.3.1.

2.8 Asset Valuations

Road valuations are reported in Council’s financial reports under the Infrastructure Asset Category. Annual financial reports are prepared in accordance with relevant accounting standards such as AASB 116, as well as Council’s Fixed Asset Accounting Policy. In line with these standards, asset components purchased or constructed which have a value above the prescribed threshold level (\$5,000 for surface/kerbs and \$20,000 for substructure/earthworks) are recorded as non-current assets. Assets with a value below the threshold level are treated as expenditure in the year of purchase.

In 2017-18 the total current replacement cost of Council road assets was reported as \$643M, with a written down value of \$457M. Formal asset valuations are undertaken on a three year cycle and verified by Council’s Finance Department, before entering into the Annual Report. Unit rates are monitored and new assets are brought to account over the years between valuations.

Asset valuations are predominantly undertaken by the Sustainable Infrastructure Department which determines representative unit rates to apply to the validated asset inventory. Valuations are based on the assumption that each asset is constructed on undisturbed ground (i.e. a greenfield site). Rates for the various components of Council’s road assets (per square metre) are derived using historical expenditure and industry price guidelines. Straight line depreciation is then applied to determine the written down value, based on consumed useful life.

Table 6 below summarises the current and recent valuation of Council’s road network.

Table 6 Road asset valuations – 2013/14 to 2017/18

| Asset Component | Valuation | Financial Year | | | | |
|------------------|-----------------------------------|----------------|---------|---------|---------|---------|
| | | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
| Surface | Current Replacement Cost (\$,000) | 78,746 | 84,038 | 76,891 | 84,353 | 93,490 |
| | Written Down Value (\$,000) | 28,355 | 32,525 | 27,857 | 34,144 | 41,948 |
| Pavement | Current Replacement Cost (\$,000) | 281,163 | 282,447 | 294,957 | 295,542 | 296,460 |
| | Written Down Value (\$,000) | 218,088 | 217,529 | 225,362 | 224,020 | 223,000 |
| Earthworks | Current Replacement Cost (\$,000) | 136,136 | 136,527 | 132,929 | 132,929 | 133,245 |
| | Written Down Value (\$,000) | 136,136 | 136,527 | 132,929 | 132,929 | 133,245 |
| Kerb and Channel | Current Replacement Cost (\$,000) | 115,482 | 115,008 | 120,744 | 119,985 | 119,739 |
| | Written Down Value (\$,000) | 61,012 | 59,339 | 62,261 | 60,253 | 58,701 |

Source: Valuation data has been obtained from Council's Annual Reports

2.9 Asset Management Information Systems

Council's asset knowledge exists predominantly in the asset register of its corporate asset management information system, Lifecycle, and spatially through GIS.

Ongoing data management work is undertaken primarily by the Asset Strategy team. Data management also involves collation and verification of data discrepancies to ensure all asset data is recorded accurately and appropriately.

2.9.1 Lifecycle – Asset Register

Road assets defined in terms of segments within Council's asset register. Segments are typically blocks of road between intersections, up to 400m in length.

For each road segment, the asset register includes the following populated fields:

- GIS Link (unique identifier)
- Street Name
- Suburb
- From Road
- To Road
- Road Hierarchy
- Segment Area
- Segment Length
- Segment Width
- Pavement/surface and kerb material

2.9.2 IntraMaps – GIS

IntraMaps is used by Council to provide a spatial representation of Council's assets. The system has a number of map layers for road assets for which the Asset Strategy team is responsible. Each road segment in IntraMaps is assigned a unique GIS identifier.

2.9.3 Lifecycle – Work Order System

Council's Work Order System is used to facilitate delivery and record maintenance activities undertaken by the Operations department on Council assets. In general, Work Orders are created whenever a maintenance request is received from a customer, or when a Council officer identifies a maintenance issue that exceeds intervention levels (through proactive hazard inspections). Work Orders created using this system are linked to the asset register by way of unique identifiers.

2.9.4 Pavement Management System

Council currently uses the SMEC Pavement Management System as a basis for Council's renewal modelling and management of major road assets. The system uses defect and condition data collected through condition audits to determine a renewal program aimed at optimising lifecycle costs.

2.9.5 Updating the Asset Register

Robust procedures for capturing new assets and asset modifications are required for Council to have confidence in its asset knowledge.

New assets are created through Council's capital works program or from developer contributions. When new road assets are created, or an existing road is significantly altered, the data in the GIS and Council's Asset Register is updated by the Asset Strategy team. This occurs either via the existing subdivision handover process or through the capital works handover process.

Road **renewals** are primarily managed by the Construction Team, who undertake treatments such as resurfacing. Data is updated in customised renewal modules in Lifecycle by the Construction Team, and later imported into the Asset Register by the Asset Strategy team.

Road **reconstructions** are major renewals where road pavement is replaced, undertaken by the Project Delivery team. Since they are less numerous, these works do not have a formal handover process.

Routine asset condition audits are used to verify and update Council's Asset Register.

Section 6.3.1 describes opportunities for improvements to the asset handover process

2.9.6 Asset Management System Upgrade

Council is currently undertaking an upgrade of its asset management system, LifeCycle. The new system is planned for implementation in 2020, and will facilitate management of Council's roads through features such as:

- Standardised data formats
- Improved data validation
- Easy access to asset register data for field staff
- Improved GIS Integration.

CHAPTER 3. Levels of Service

3.1 Overview

Road assets service the broader community by:

- Connecting communities throughout Knox
- Facilitating community interaction within the municipality
- Offering access to residential, commercial and community services
- Providing alternative transport choices, incorporating public transport and on-road bicycle lanes.

The standard at which an asset fulfils its intended functions is known as the service level. There is an inherent relationship between the standard of service offered by an asset, the cost, and risk.

Levels of service are used to define and evaluate these trade-offs.

3.2 Stakeholders – Internal & External

There are a number of other internal stakeholders involved in the management of Council roads. The teams involved are described below in Table 7.

Table 7 Key Internal Stakeholders with Road Asset Management Responsibilities

| Service | Service Description | Council Department |
|-----------------------|--|----------------------------|
| Transport and Traffic | Traffic and Transport plans for local traffic management, manages traffic counts, advocates for improvements to the road network, and is a key input into the configuration of new or upgraded roads. | Sustainable Infrastructure |
| Construction Group | Construction Group is in charge of renewing road surfaces, kerb and channel, and other road assets such as road furniture. The team also provides Project Delivery with candidate roads for reconstruction. | Operations |
| Work Services | Works services carries out regular inspections of Council’s road assets to identify defects, and manages road maintenance. | Operations |
| Asset Strategy | Asset Strategy undertakes regular condition audits of the road network, creates renewal priority lists, determines renewal funding requirements, maintains the asset management information system, and produces asset management plans. | Sustainable Infrastructure |
| Project Delivery | Project Delivery undertakes design and reconstruction of road pavements and surfaces, as well as LATMs. The team is also responsible for the production of standard drawings relating to road assets. | Community Infrastructure |

The roads managed by Council are primarily local in nature, meaning that local residents are the biggest stakeholder external to Council. Other external stakeholders include:

- Community Groups
- Business Operators
- VicRoads
- Public Transport Victoria
- Bicycle Network Victoria
- Emergency Services
- Transport Operators
- Service Authorities
- Contractors working on behalf of Council

3.3 Community Expectations

Understanding Community expectations is vital for ensuring that Council delivers an appropriate level of service. Community expectations regarding road asset levels of service are gauged through:

- Informal interactions between Council officers and the community as part of normal daily activities
- Community consultation undertaken during the development of strategic documents (i.e. Community and Council Plan 2017-2021, Road Management Plan 2015 and Integrated Transport Plan 2015) or major projects
- Participation in the community satisfaction surveys (where available)
- Reviews of community maintenance requests
- Reviews of relevant legislative requirements
- Alignment with overarching strategic and corporate goals.

3.3.1 Investigation of Community Needs

Community recommendations and complaints regarding the road network are generally received by the Traffic & Transport team. Requests received cover a wide range of issues including traffic, parking, signage, road condition, line marking, roadside vegetation and lighting.

Community needs are also investigated when undertaking designs for major projects. There is typically considerable engagement undertaken with the community to seek feedback and input into Council's proposals. This form of engagement is based on specific locations and projects, rather than a broader assessment of expectations.

3.3.2 Review of Community Satisfaction Results

Council participates in the annual Local Government Community Satisfaction Survey (LGCSS) which is coordinated by the Department of Environment, Land, Water and Planning. The LGCSS provides Council with feedback on community satisfaction each year. Council's performance is benchmarked against 79 other Victorian Councils.

The current survey format includes an indicator called 'Sealed Local Roads'. Whilst this provides an overall indication of the community's satisfaction with the road network, it does not provide

sufficient detail for Council to measure its performance in the management and delivery of the network.

Section 4.1.1 below discusses the survey results and recommends investigating new methods for determining customer satisfaction in addition to the LGCSS.

3.3.3 Analysis of Customer Trends

The figures below summarise the history of customer requests received by Council relating to Council roads. Figure 6 relates to customer requests which resulted in maintenance and cleaning of road assets and Figure 7 relates to the functional aspects of Council’s road assets.

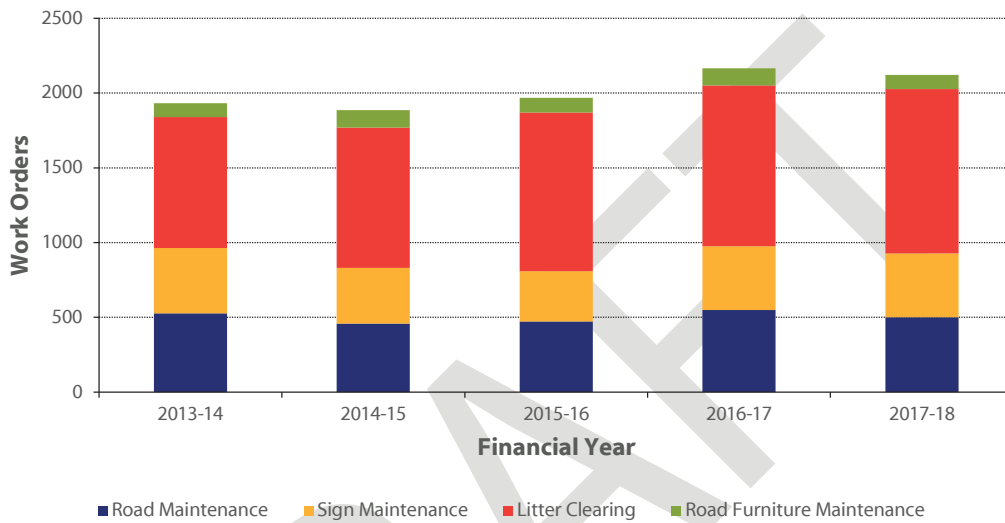


Figure 6 Customer Requests Relating to Road Maintenance (2013-14 to 2017-18)

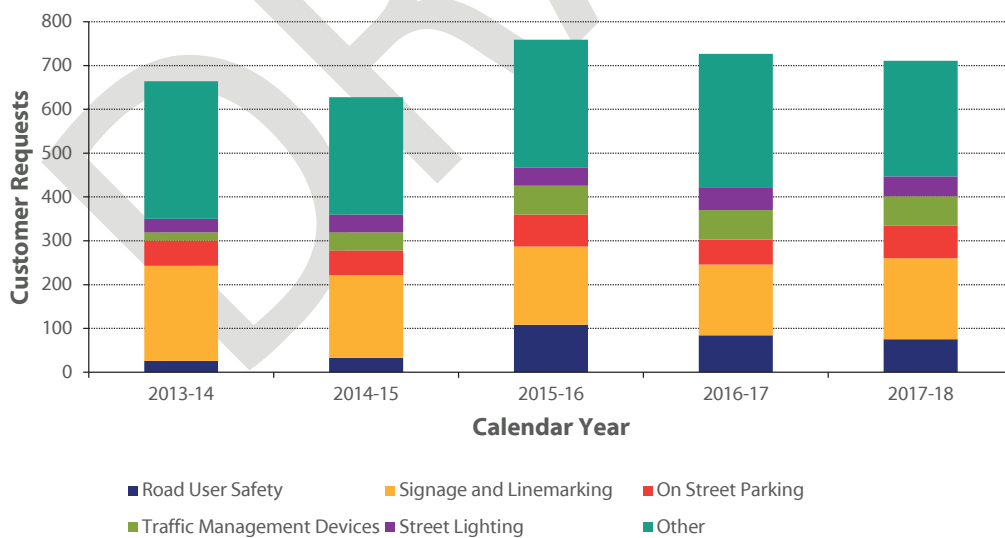


Figure 7 Customer Requests Relating to Road Safety and Functionality (2013-14 to 2017-18)

Figure 6 demonstrates that Council’s RMP (2015) holds maintenance requests at a consistent level. Council’s Works Services department has been able to effectively manage the workload over this period.

On the other hand, Figure 7 shows an increase in the customer requests relating to road functionality. This plan introduces functional service levels for Council's road assets with the intention of reducing such requests in the long term. Additional details are provided in Section 3.6.

3.4 Risk Management

Risk management is an integral part of mature asset management. The application of sound risk management allows for continual improvement in decision making and processes and is an essential consideration in the development of budgets and appropriate levels of service.

There are three major risks relating to Council's roads assets that have been identified in Council's corporate risk register, outlined below in Table 8.

It is not possible for Council to address all defects and eliminate all risks; however they are being mitigated through the actions identified in the table below.

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Table 8 Road related risks identified in Council's corporate risk register

| Risk Ref. | Risk Description | Cause(s)/ Consequence(s) | Assessed Risk | Control(s) | Residual Risk |
|-----------|--|---|---------------|---|---------------|
| Ra06 | Failure to comply with Council Road Management Plan. | <p>Cause:</p> <ul style="list-style-type: none"> - Not meeting maintenance programs - Inadequate reporting - Abnormal weather event <p>Consequence:</p> <ul style="list-style-type: none"> - Exposing Council to liability/injury/property damage/prosecution claims - Damaged reputation | MEDIUM | Existing maintenance programs, annual compliance review conducted by Asset Management, compliance review by Insurer, existing Asset Management System (Lifecycle), Knox Explorer, Pathway System in place to record reported defects & rectification actions. | MEDIUM |
| Rf08 | Failing to understand and allow for the full asset lifecycle costs in annual budgets and long term financial forecasts impacts the ability for Council to maintain and deliver the renewal of assets and maintenance program | <p>Cause:</p> <ul style="list-style-type: none"> - Gaps in our financial framework - Lack of scoping (single dimension), not taking into account lifestyle costs - Political awareness (the ribbon cutting) <p>Consequence:</p> <ul style="list-style-type: none"> - Asset failure due to lack of maintenance \$ - Burden on operation (staff/ budget) - Community expectation not met (community service/ safety not met) | MEDIUM | <p>Project Implementation Plans currently require identification of life cycle costs.</p> <p>Identify traceable systems to track life cycle costs directly into long term financial forecast.</p> | MEDIUM |
| Rp08 | Failure to attract and retain appropriately skilled staff impacts on the capacity to deliver the required services to manage Councils infrastructure and assets | <p>Cause:</p> <ul style="list-style-type: none"> - Excessive workload - Inconsistent management of performance - Inconsistent application of working arrangement <p>Consequence:</p> <ul style="list-style-type: none"> - Discretionary effort decreases - Misspent time - More mental health issues - Lost time - High staff turnover - Lack of business continuity | HIGH | Ongoing provision of development opportunities, training and optimum work environment for internal staff. Working with PP to optimize the attraction of quality staff. Use of consultants, staff rotation and higher duties to address work requirements. | LOW |

3.5 Legislative Requirements

Legislative requirements set the framework for the minimum levels of service that road assets are required to meet. Table 9 below provides an outline of the applicable legislation and the main legislative requirements relevant to road assets which have been considered in the development of this Plan.

Table 9 Legislative requirements relevant to road management

| Legislation | Relevant Requirements |
|--|--|
| Local Government Act 1989 | <p>Sets out the purpose and responsibilities of local governments, including:</p> <ul style="list-style-type: none"> • ensuring that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community; • planning for and providing services and facilities for the local community; and • providing and maintaining community infrastructure in the municipal district. <p>Outlines Council’s powers in relation to roads (and related infrastructure) in Sections 203 to 208.</p> <p>Also sets out Council’s requirement to prepare a long term financial plan which incorporates funding the management of infrastructure assets.</p> |
| Road Management Act 2004 | <p>Defines Council as the Responsible Authority in relation to the management of local roads.</p> <p>It also states Council, as the Responsible Authority, has a statutory duty to inspect, maintain and repair the road network to the standard specified in Council’s Road Management Plan.</p> |
| Transport Integration Act 2010 | <p>Integrates the legislation contained within:</p> <ul style="list-style-type: none"> • Transport (Compliance and Miscellaneous) Act 1983; • Road Management Act 2004; and • Road Safety Act 1986. <p>Also outlines Council’s responsibility to manage financial risk in relation to the management and maintenance of road assets.</p> <p>Requires land use authorities to provide a transport system that is integrated and sustainable with transport decisions made based on a triple bottom line assessment.</p> |
| Disability Discrimination Act 1992 | <p>Outlines Responsible Authorities are to ensure that persons with disabilities have the same rights as the rest of the community.</p> |
| All other State and Federal Acts and Regulations | <p>For example: Financial Management Act 1994, Road Safety Act 1986, etc</p> |

3.6 Levels of Service

The service that Council intends to deliver through its road network is:

To provide a **quality** road network that meets the **functional** and **capacity** requirements of the community.

Levels of service are specific, measurable objectives by which Council defines its service provision to the community.

Each road segment on the network can be assigned a rating from 1 (very good) through to 5 (very poor) for each of the three service attributes: **quality**, **functionality** and **capacity**. These ratings assist in demonstrating the performance of Council’s roads, and determining appropriate investment activity.

Also associated with the service attributes are ‘customer’ and ‘technical’ performance measures, which enable Council to monitor delivery of the service and facilitate decision making. Monitoring performance measures allows Council to balance priorities and assess the ongoing performance of management strategies.

3.6.1 Quality Service Attribute

The quality service attribute relates to the physical condition of the road network. This takes into account asset deterioration, as well as the presence of hazards to road users.

Table 10 below outlines the descriptions used to rate the quality (condition) of Council’s road assets, in alignment with the generic condition descriptors used by Council for all infrastructure assets.

Table 10 Council Quality (Condition) Rating Descriptions

| Condition Rating | Description | % Remaining Life (approx.) |
|------------------|---|----------------------------|
| 1 – Very Good | Road is as new, near perfect condition | 95% |
| 2 – Good | Road is functional and displays superficial defects only | 75% |
| 3 – Fair | Road is functional but shows signs of moderate wear and tear | 50% |
| 4 – Poor | Road functionality is reduced. Asset has significant defects affecting the fabric of the asset. | 25% |
| 5 – Very Poor | Road is not functional, severely deteriorated | 5% |

Source: Strategic Asset Management Plan 2014

3.6.2 Functionality Service Attribute

The functionality service attribute relates to how the road network is providing its intended function. Function can refer to a sight distances, travel speeds, line marking visibility, signage, as well as many other considerations.

Table 11 outlines the descriptions used to rate the functionality of Council’s road assets.

Table 11 Council Functional Rating Descriptions

| Functional Rating | Description |
|----------------------|---|
| 1 – Very Good | Road meets service delivery needs in a fully effective manner |
| 2 – Good | Road meets service delivery needs in an acceptable manner |
| 3 – Fair | Road meets most service delivery needs |
| 4 – Poor | Road has limited ability to meet service delivery needs |
| 5 – Very Poor | Road is functionally deficient and does not meet service delivery needs |

Based on Table 6 Levels of Service & Community Engagement, IPWEA 2014

There are many contextual variables that can impact the acceptable level of functionality for a road, including road hierarchy, road reserve dimensions, land topography, and neighbourhood character. Table 12 below contains Council’s functional levels of service, for which the target rating is ‘3 – Fair’.

Given the range of factors influencing road functionality, it will not always be feasible to attain a rating of ‘3 – Fair’ for all level of service indicators. Functional improvements can also be costly to implement, and usually require replacing existing assets. Council’s functional service levels are primarily intended for consideration in alignment with road renewals or reconstructions. Implementation of these service levels into Council’s road management processes is discussed further in Section 7.3.

Table 12 Functional Levels of Service

| Description | 1 – Very Good | 2 - Good | 3 - Fair | 4 - Poor | 5 – Very Poor |
|---|---|---|--|--|--|
| Sight Distance & Visibility | No visibility or sight distance issues. | Good visibility and sight distance (including potential visual obstruction caused by other vehicles). | Some instances of poor visibility, but measures are in place to mitigate risks (e.g. low speed limits, LATMs). | Frequent instances of poor visibility, some measures are in place to mitigate risks. | Frequent instances of poor visibility/sight distance, no risk mitigation. |
| Travel Speed (based on travel speed of 85th percentile) | 85 th percentile is 5km/h or more below the speed limit. | 85 th percentile less than 5km/h below the speed limit. | 85 th percentile \geq 2km over the speed limit. | 85 th percentile \geq 5km/h over the speed limit. | 85 th percentile \geq 10km/h over speed limit. |
| Line Markings and Raised Retro-reflective Pavement Markers (RRPMs) | As new, no loss of marking or reflectivity. | Minor loss of marking or reflectivity. Less than 5% RRPMs missing. | Moderate loss of marking or reflectivity, but critical sections still visible. Between 5-15% RRPMs missing. | Significant loss of marking and reflectivity, partially visible. More than 15% RRPMs missing. | Major loss of marking and reflectivity, barely visible. RRPMs not present where required (e.g. around traffic furniture). |
| Road Geometry | Crossfall between 2.5-3.5%. | Crossfall between 1.5-2.5% or 3.5-4.0%. | Crossfall between 1.0-1.5% or 4.0-5.0%. Note: On curves or in hilly areas, crossfalls of up to 6.25% are deemed acceptable. | Crossfall 0.5-1% or 5-6.5%, or evidence of vehicles scraping on road surface. | Crossfall 0-0.5% or $>$ 6.5%, or significant evidence of vehicles scraping on road surface. |
| Road Signage | Clear, consistent signage in very good condition. | Clear signage in good condition. | Regulatory and warning signage present and in fair condition. | Regulatory warning signage inadequate, or in poor condition (partially readable). | Regulatory warning signage missing, or significantly damaged (unreadable). |
| Street Lighting (local roads only) | 'P4' classification as per AS1158. | 'P5' classification as per AS1158. | Lights on every second pole, or spacing less than 90m. | $>$ 90m spacing between lights, or missing near road furniture such as LATMs. | No street lighting. |

3.6.3 Capacity Service Attribute

The capacity service attribute refers to how well a road, or road network, is meeting demand.

For individual road assets, the assumed capacity (in terms of Annual Average Daily Traffic (AADT)) of a road is based on the hierarchy outlined previously in Table 4.

For the network overall, the capacity relates to the ability of the network to provide connections between key places and is primarily a function of whether there are missing links.

Table 13 outlines the descriptions used to rate the capacity of Council’s road assets (except for Link roads which are the inverse, i.e. <50% of AADT would be 5 – Very Poor).

Table 13 Council Capacity Rating Descriptions

| Capacity Rating | Description |
|----------------------|--|
| 1 – Very Good | Road usage well within design capacity with no operational problems (AADT <50% of AADT for hierarchy classification) |
| 2 – Good | Road usage within design capacity and/or minor operational problems occur occasionally (AADT 50-80% of AADT for hierarchy classification) |
| 3 – Fair | Road usage is approaching design capacity and/or minor operational problems occur frequently (AADT 80-100% of AADT for hierarchy classification) |
| 4 – Poor | Road usage exceeds design capacity and/or significant operational problems are evident (AADT 100-120% of AADT for hierarchy classification) |
| 5 – Very Poor | Road usage greatly exceeds design capacity and/or operational problems are serious and ongoing (AADT >120% of AADT for hierarchy classification) |

Based on Table 7 Levels of Service & Community Engagement, IPWEA 2014

In addition to the above, road capacity can also be assessed by comparing actual road widths against the desired configurations listed previously in Table 4.

3.6.4 Levels of Service

Table 14 below provides a summary of current and proposed levels of service and performance measures relating to Council’s road assets.

Table 14 Summary of Proposed Levels of Service and Performance Measures

| | Customer Performance Measures | Technical Performance Measures |
|---------------|--|--|
| Quality | <p>C1.1 Result from Local Government Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average</p> <p>C1.2 Fewer than 300 road maintenance requests per 100km of roads</p> <p>C1.3 Zero over-excess insurance claims each year</p> | <p>T1.1 100% of road surfaces in Condition 1 or 2 (Very good or good) by 2021</p> <p>100% of road pavements and kerb & channel in Condition 1, 2, or 3 (very good, or fair)</p> <p>T1.2 100% of routine hazard inspections conducted on time</p> <p>T1.3 100% of routine maintenance tasks completed on time</p> <p>T1.4 100% of temporary and 90% of permanent reactive maintenance tasks completed on time</p> |
| Functionality | <p>C2.1 Result from Local Government Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average</p> <p>C2.2 Fewer than 750 customer request relating to road function and safety</p> | <p>T2.1 Road Functionality levels of service are considered in all road renewals</p> |
| Capacity | <p>C3.1 Result from Local Government Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average</p> | <p>T3.1</p> |

Three scenarios for sealed road surface condition level of service will be investigated in Chapter 7 to evaluate potential future expenditure requirements. These scenarios are summarised below in Table 15.

Table 15 Road Surface Level of Service Scenarios

| Scenario | Level of Service |
|---|---|
| 'Good' (Level of service based adopted in RAMP 2007) | All roads surfaces in at least Condition 2 by 2021 |
| 'Good/Fair' | Collector and Link road surfaces in at least Condition 2 by 2021, other road surfaces in at least Condition 3 |
| 'Fair' | All road surfaces in at least Condition 3 |

CHAPTER 4. Current Asset Performance

4.1 Customer Performance Measures

4.1.1 Customer Satisfaction

Council uses the annual Local Government Community Satisfaction Survey (LGCSS) conducted by the Department of Environment, Land Water and Planning for measuring community satisfaction with road assets. As part of the survey, respondents are asked to rate Council’s performance on the condition of sealed local roads over the past 12 months. Results from the previous five calendar years can be seen below in Figure 8.

Council is meeting its service level target of having a satisfaction score at least equal to the average for Metropolitan Councils.

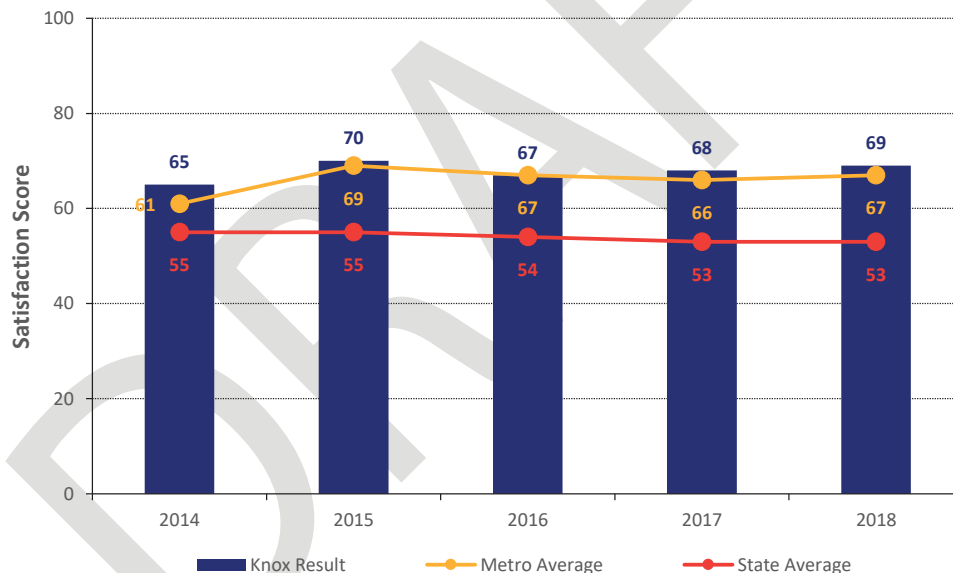


Figure 8 Community Satisfaction Survey Results – Sealed Local Roads (2014-18)

The LGCSS is currently Council’s only strategic measure for understanding the community’s expectations for roads. However, its uses for specific asset management decision making are limited as it does not provide insight in terms of the three service level attributes: quality, functionality and capacity.

4.1.2 Customer Maintenance Requests

Figure 9 below details the number of customer maintenance requests received by Council relating to road assets.

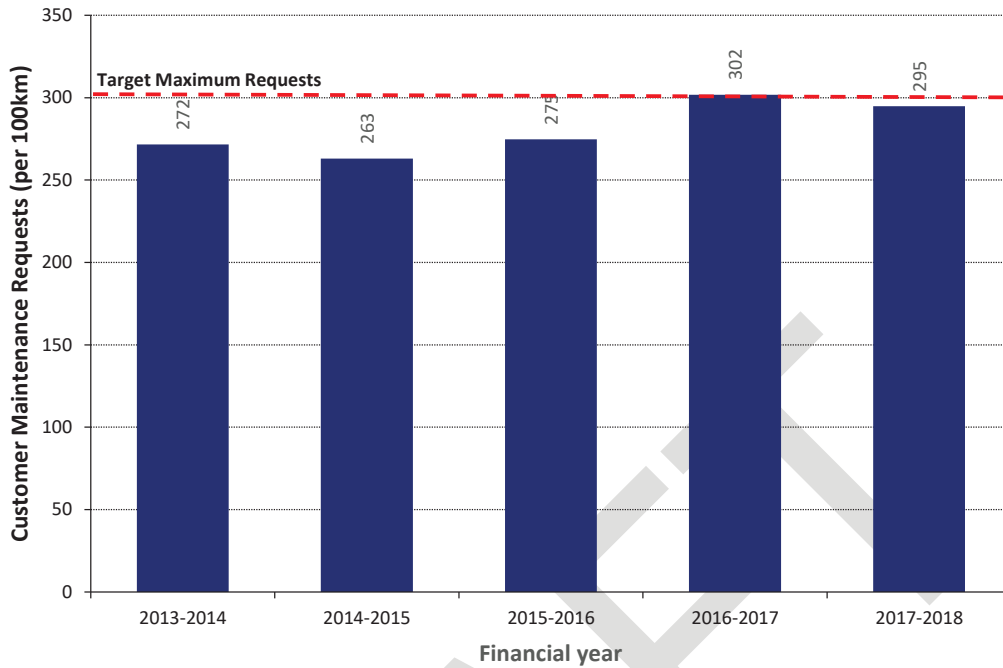


Figure 9 Customer maintenance requests (2013-14 to 2017-18)

The number of maintenance requests received relates to customer performance measure **C1.2** with Council’s current service level to receive fewer than 300 requests per 100km of road annually

4.1.3 Customer Road Function and Safety Requests

Figure 10 details the number of customer requests received by Council relating to road asset functionality and safety.

The number of road function and safety requests received relates to customer performance measure **C2.2** with a target of less than 750 per year.

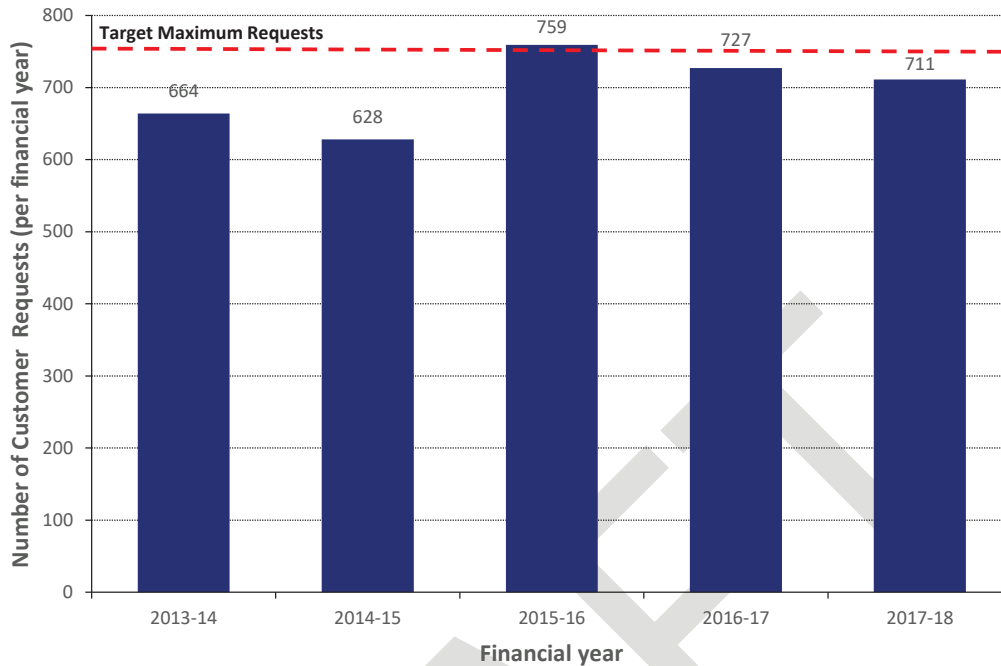


Figure 10 Number of Road Function and Safety Requests (2013-14 to 2017-18)

4.1.4 Insurance Claims History

Insurance claims are managed by Council’s Safety, Risk and Wellbeing team. Claims are separated into two categories:

- Public Liability – where a person has been injured or property has been damaged and the claimant is seeking damages from Council
- Property – claims made for loss or damage to Council’s infrastructure

Insurance claims relate to customer performance measure **C1.3** with Council’s service level of zero over-excess claims relating to roads each year.

Public Liability

Public liability claims typically arise when the following three conditions are met:

1. Council has a clear duty of care regarding the issue in question
2. Evidence of loss experienced by a member of the public
3. Demonstration that Council has breached the duty of care outlined in (1)

An analysis was undertaken for all over- and under-excess public liability claims received in the five year period from 2013/14 through to 2017/18.

Over-excess public liability claims are managed by Council’s insurer, MAV Insurance. There has been one over-excess claims made against Council in relation to assets covered by the RAMP from January 2013 to date. A summary of this claim is provided in Table 16 below.

Table 16 Over-excess claims on road related assets from 2013/14 to 2017/18

| Year | Cause | Description | Net Paid | Net Incurred* |
|------|---------------------------|---|----------|---------------|
| 2013 | Road surface/ potholes | Claimant tripped and fell on hole in roadway | \$0 | \$0 |

*Net incurred amount is a sum of the net paid and an estimate on the likely additional costs/damages which may need to be paid in the future (net estimate)

The previous Road Asset Management Plan 2007 (RAMP) documented that there was an average of more than two over-excess claims per year attributed to road infrastructure. There has only been one over-excess claim between 2010 and 2017, demonstrating significant improvement in Council’s management of road assets.

Under-excess claims are managed by an insurance provider on behalf of Council. Table 17 below shows a summary of claims under-excess over the five year period from 2013/14 to 2017/18. Over this time Council has paid out a total of \$7,414 in under excess claims, from 73 claims totalling \$154,938.

Table 17 Under-Excess Claims on Road Related Assets 2013/14 to 2017/18

| Year | Claims Received | Claims Finalised | Claims Denied | Amount Claimed | Amount Paid |
|---------|-----------------|------------------|---------------|----------------|-------------|
| 2013/14 | 16 | 18 | 16 | \$60,568 | \$5,748 |
| 2014/15 | 3 | 7 | 6 | \$7,310 | \$0 |
| 2015/16 | 17 | 17 | 6 | \$35,973 | \$696 |
| 2016/17 | 18 | 18 | 9 | \$33,320 | \$440 |
| 2017/18 | 19 | 19 | 6 | \$17,767 | \$530 |

The data for both over and under-excess claims demonstrates the legal defence offered through adherence to a Road Management Plan.

Property

Property claims relate more to building and open space assets than civil infrastructure. Council does not have any records of claiming for damages caused to its road assets. There are asset preservation processes in place which allow for recourse against residents and builders that can be proven to have damaged Council’s assets.

4.2 Technical Performance Measures

4.2.1 Quality Service Attribute

Condition

The last condition audit conducted on Council’s road assets was in 2015. The data collected from this audit can be compared to past audits undertaken in 2006 and 2011 to track the performance of

Council's assets over time. Audits should continue to be undertaken at four yearly intervals with the next audit scheduled for 2018-19.

The condition audit results relate to technical performance measure **T1.1** with Council's current service level to have 100% of roads surfaces in Condition 1 or 2 (very good or good) by 2021 and 100% of road pavements and kerb & channel in Condition 1, 2 or 3 (very good, good or fair).

Figures 11, 12 and 13 present the overall condition ratings (as a percentage of network area) from the past three condition audits.

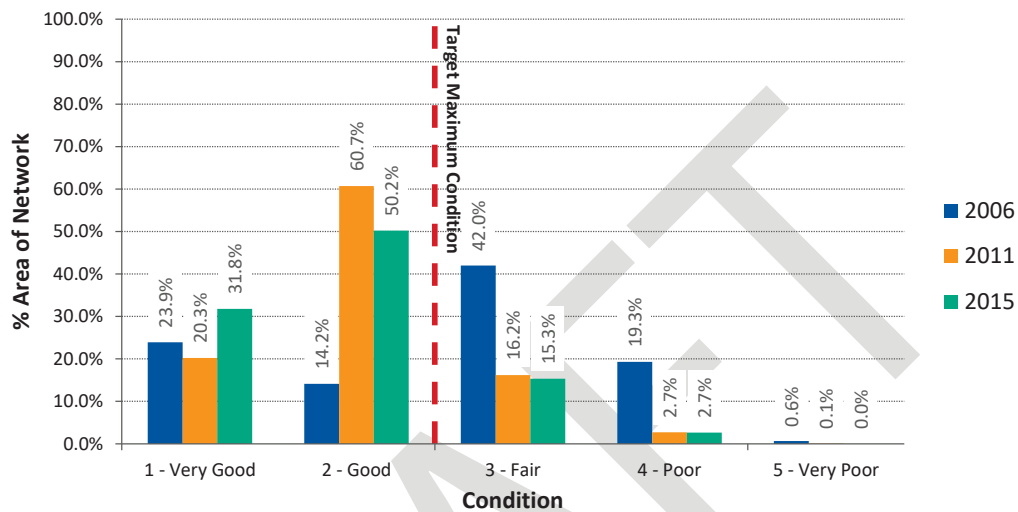


Figure 11 Road Surface Condition data (2006-2015)

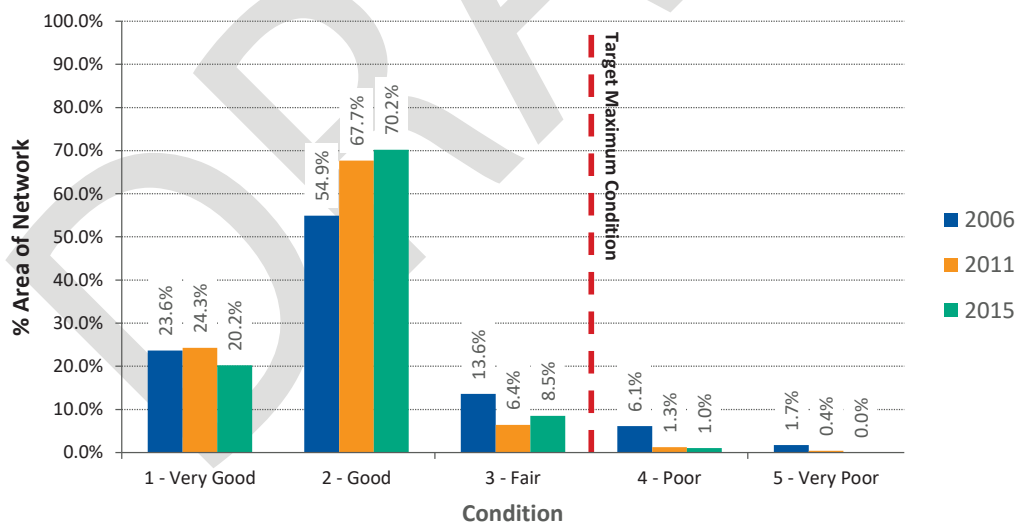


Figure 12 Road Pavement Condition Data (2006-2015)

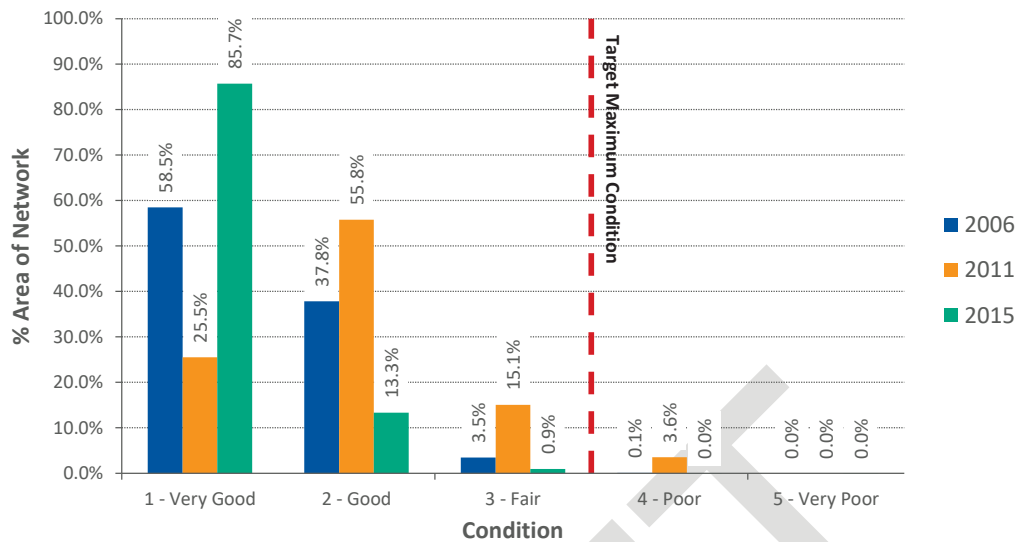


Figure 13 Kerb and Channel Condition Data (2006-2015)

The above results demonstrate the impact of the increased renewal budget that followed the RAMP (2007), with significant improvements in the condition of Council’s road assets since 2006.

There has been a noticeable decrease in the percentage of assets beneath the service levels set in the initial RAMP. The percentage of road surfaces in conditions 3, 4 and 5 decreased by over 43% of the network area, and other major road assets in conditions 4 and 5 have been reduced to almost zero.

A major shift in kerb and channel condition was observed between 2011 and 2015, suggesting that the audits differed in their application of condition ratings for this asset type.

RECOMMENDATION – Improve Consistency between Condition Audits

Ensure that condition ratings are consistent between audits, especially for kerb and channel.

Why? So that deterioration curves can be accurately modelled, which are important when estimating future funding requirements.

How? Review existing data, and consider providing photographic examples to future auditors.

Pavement conditions are estimated based on a visual defect survey and by measuring road roughness. Council made use of falling weight deflectometer testing in 2004 on a sample of roads to develop assumptions relating to pavement strength, condition and useful life. These assumptions relating to road pavements should be reviewed to ensure they align with modern industry practices.

RECOMMENDATION – Review Adopted Road Pavement Properties

Review Council’s assumptions relating to road pavements such as deterioration curves and useful lives.

Why? Council’s current assumptions are based on testing undertaken in 2004, which may no longer align with industry standards. Council has undertaken several audits since that time, which provide additional insight into pavement deterioration.

How? Review industry practices, and use survey data to assess the validity of current assumptions.

Routine Hazard Inspections

In accordance with Council’s RMP (2015), all roads in Knox are proactively inspected for hazards. The scope and frequency of the routine hazard inspections is documented in Council’s Road Management Plan. Hazard inspections are recorded in Council’s Work Order System (Lifecycle). Identified hazards that exceed Council’s intervention levels automatically generate Work Orders to enable rectification. Analysis of data stored in the Work Order System shows that these assets have a high success rate of being inspected in accordance with Council timeframes.

The routine hazard inspections relate to technical performance measure **T1.2** with Council’s current service level to have 100% of routine hazard inspections completed on time. Figure 14 details Council’s performance for hazard inspections over the past five years.

Council can be found liable for incidents that occur due to above-intervention defects on roads that are not inspected within adopted timeframes. Based on Council’s insurance claim record over recent years (described in Section 4.1.4), there is no major risk associated with inspection delays on a small percentage of roads.

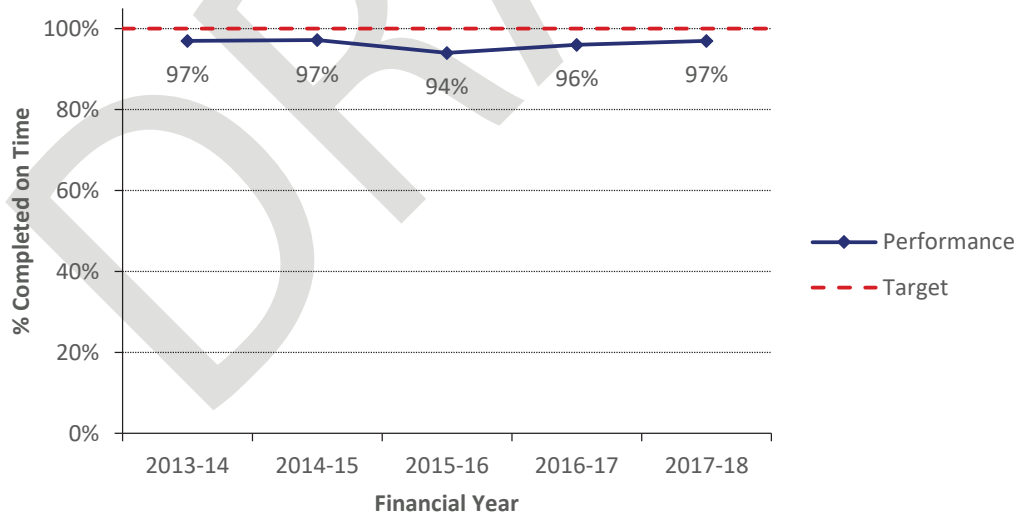


Figure 14 Routine Hazard Inspection Performance – 2013/14 to 2017/18

Though not directly related to any levels of service, Figure 15 shows the percentage of reactive maintenance works generated from Council’s hazard inspections compared to those generated from customer requests since 2012-13. The number of maintenance work orders indicated in red has been decreasing since 2014-15, which suggests that network quality is slightly improving.

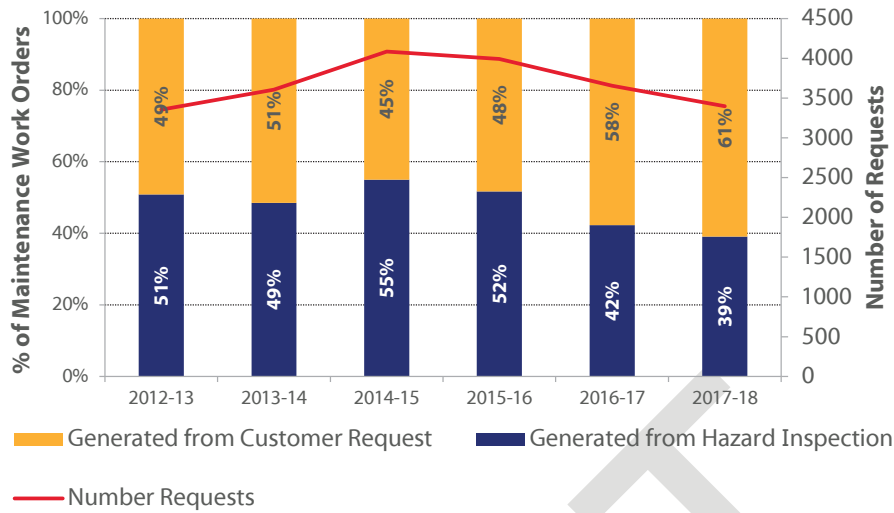


Figure 15 Source of Reactive Maintenance Work Orders – 2013/14 to 2017/18

Routine Maintenance

Although Council undertakes routine road maintenance activities (such as street sweeping, crack sealing, etc.), this information is difficult to analyse for performance as it is stored outside of Council’s asset management system. The new asset management system planned for implementation in 2020 will enable data to be collected relating to these activities.

Reactive Maintenance

The Knox Work Order System (Lifecycle) monitors the delivery of Council’s reactive maintenance service levels. There are two types of reactive maintenance tasks that are completed following the creation of a work order: temporary works (which are completed to make a high-risk hazard safe in the short term), and rectification works (which provide a more permanent fix to the hazard).

The completion of reactive maintenance works relates to technical performance measure **T1.4** with Council’s current service level to complete 100% of temporary and 90% of permanent (rectification) maintenance works on time. Council has successfully provided these service levels over the past five financial years, as demonstrated below in Figures 16 and 17.

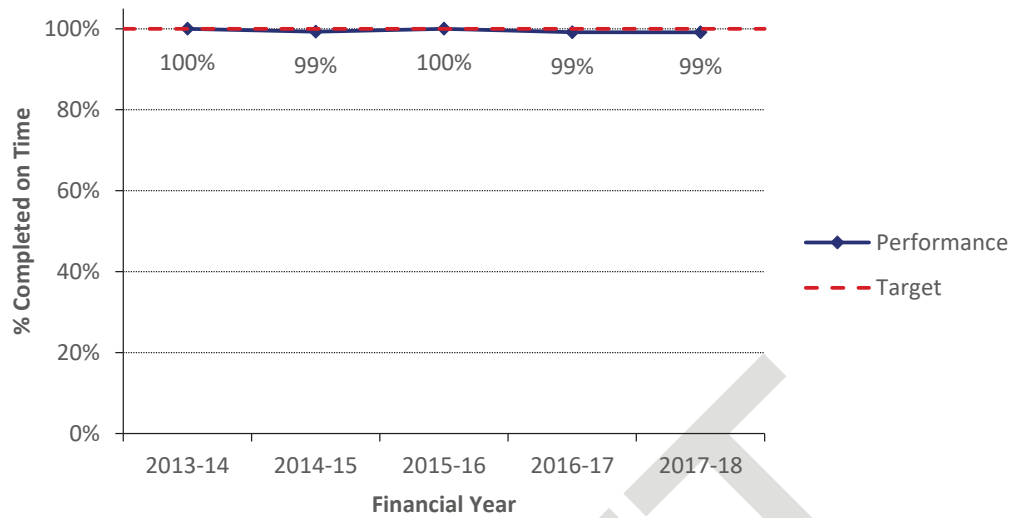


Figure 16 Reactive Maintenance (Temporary) Performance – 2013/14 to 2017/18

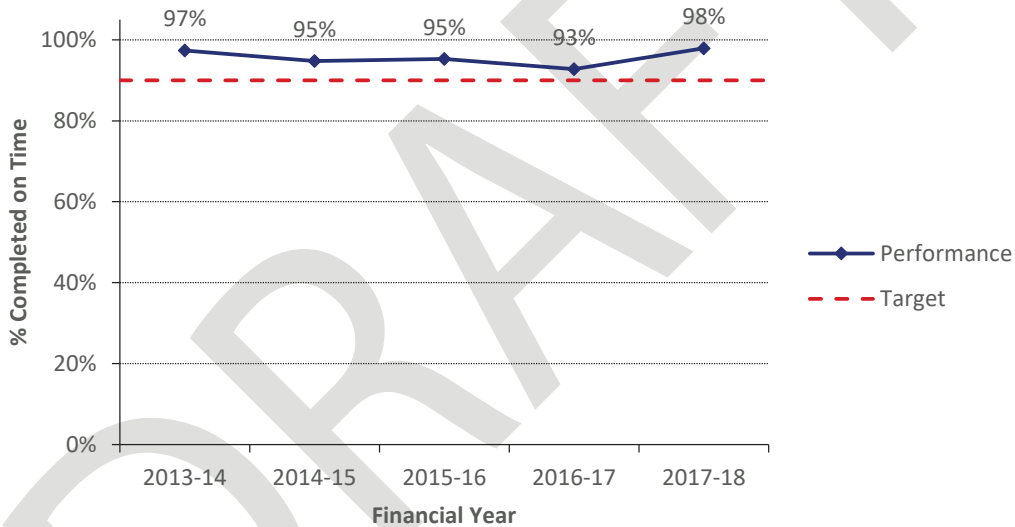


Figure 17 Reactive Maintenance (Rectification) Performance – 2013/14 to 2017/18

4.2.2 Functionality Service Attribute

Council does not collect data relating to road functionality on a network level. Since road functionality usually can't be improved except through reconfiguration, it is not worthwhile to assess unless a reconstruction or renewal is planned.

4.2.3 Capacity Service Attribute

The graph below shows Council's current performance in relation to the technical performance measure **T3.1**, which refers to the capacity of Council's road network, for traffic counts assessed over the past five calendar years. These counts took place on 11% of Council road segments.

Only 2.2% of the data sample has a capacity rating of poor or very poor, which includes link roads with low traffic counts. There is not currently an adopted service level for this measure.

The state of utilisation data is discussed in greater detail in Section 5.1.2.

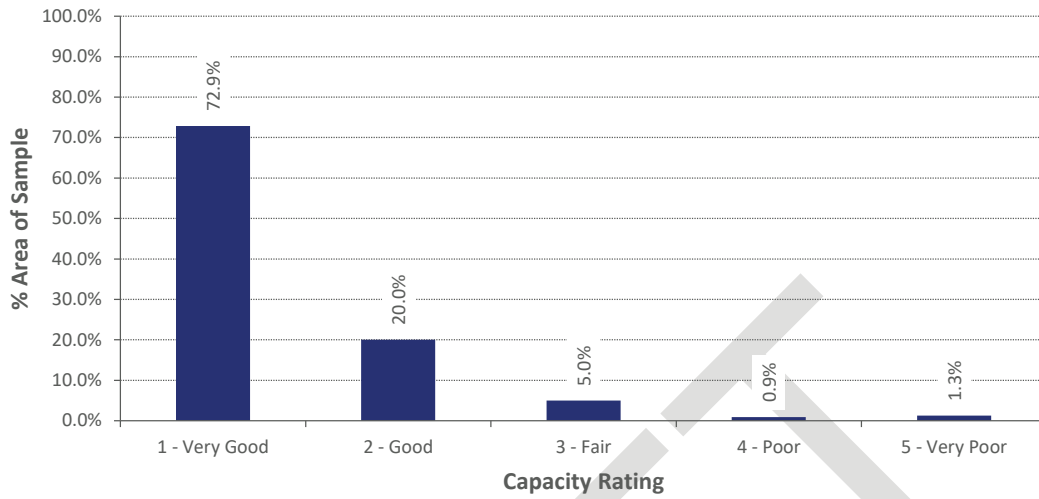


Figure 18 Road Network Capacity Ratings for Traffic Counts 2013-2018.

4.3 Summary of Current Performance

Table 18 provides a summary of Council’s performance in relation to the current service levels for the customer and technical performance measures.

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Table 18 - Summary of current performance (2017-18)

| Customer Performance Measures | | | |
|---------------------------------------|----------------|--|---|
| Service Attribute | Measure | Current Service Level | 2017/18 Performance |
| Safety | C1.1 | Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average | 69 (Metro av. 68) |
| | C1.2 | Fewer than 300 customer maintenance requests per 100km of road annually | 295 |
| | C1.3 | Zero over-excess claims relating to road asset safety annually | 0 |
| Functionality | C2.1 | Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average | 69 (Metro av. 68) |
| | C2.2 | Fewer than 750 customer request relating to road function and safety | 711 |
| Capacity | C3.1 | Community Satisfaction Survey for sealed local roads equal to or greater than Metropolitan Council average | 69 (Metro av. 68) |
| Technical Performance Measures | | | |
| Service Attribute | Measure | Current Service Level | 2017/18 Performance |
| Safety | T1.1 | 100% of roads surfaces in Condition 1 or 2 (very good or good) by 2021 100% of road pavements and kerb & channel in Condition 1, 2 or 3 (very good, good or fair) | Surface – 90.5%* Pavement - 99%* K & C - 100%* *Based on 2015 audit |
| | T1.2 | 100% of routine hazard inspections conducted on time | 97% |
| | T1.3 | 100% of routine maintenance tasks completed on time | Not measured |
| | T1.4 | 100% of temporary and 90% of permanent reactive maintenance tasks completed on time | Temporary – 99% Permanent – 98% |
| Functionality | T2.1 | Road Functionality levels of service are considered in all road renewals | N/A |

CHAPTER 5. Future Demand

5.1 Future Demand

Council recognises the importance of understanding future demand in ensuring appropriate management of infrastructure assets.

5.1.1 Factors Influencing Demand

To forecast future demand, it is important to determine the major drivers of change. The following key factors may contribute to a change in future demand for Council road assets:

- Ageing assets
- Population growth
- Ageing population
- Changes in public transport provision
- Increased dwelling density
- Increased environmental, health and wellbeing awareness.

Ageing assets affects Council’s provision of the service to the community, whilst the remaining five factors impact the community’s utilisation of the network.

5.1.2 Review of Asset Utilisation Data

Traffic and Transport routinely undertakes traffic count audits on Council roads. As previously noted, Council currently has traffic counts for 11% of the road network over the past 5 years, and 25% of the network since 1995.

The distribution of traffic counts against road hierarchy are shown below in Table 19, it is clear that the vast majority of missing utilisation data is for local access road, which make up approximately 80% of Council’s network. Counts for these roads are primarily reactive, as they are the least critical.

Table 19 – Traffic Counts by Road Hierarchy

| Road Hierarchy | % with Traffic Counts Complete (since 1995) |
|------------------------|---|
| Link Road | 61.5% |
| Collector Road | 66.6% |
| Industrial Road | 63.0% |
| Access Road | 16.2% |
| Unsealed Road | 21.9% |

Note that for the purpose of traffic counts, roads are broken up into segments of up to approximately 400m length. There can be minimal change in traffic from one segment to the next, meaning that counts are not always required.

5.1.3 Future Demand Projections

Whilst some trend analysis has been attempted regarding assessment of Council road utilisation, there is currently insufficient information to forecast changes in network usage.

Knox's population is expected to grow at a rate of 3 to 4% every 5 years until 2041, based on Australian Bureau of Statistics population forecasts. Population growth combined with a history of rising car ownership in Knox as noted in the Integrated Transport Strategy (2015), suggest that demand will increase into the foreseeable future. This trend could be reversed through state and federal investment in public transportation, but there are currently no major proposals.

Council can monitor utilisation and undertake demand projections by routinely undertaking traffic counts along key assets.

RECOMMENDATION – Review Traffic Count Process

Review Council's traffic count program to determine opportunities for improvement.

Why? A systematic approach to traffic counts can provide insight into demand changes at key locations, which can be used to identify future issues.

How? Assess the benefits of changing how Council selects roads for traffic counts.

5.1.4 Demand Impact on Assets

Asset capacity is a function of many factors including road widths, topography, land use, and road network configuration. Nearly 98% of Council roads are within acceptable levels based on the capacity assessment in Section 4.2.3, but such an assessment is limited in scope. Identification of roads with insufficient capacity requires a holistic approach that takes future needs into account.

Increased usage can also increase asset deterioration rates. The life of a road pavement is based on daily traffic and the proportion of heavy vehicles. Traffic growth is modelled in Council's pavement management system and incorporated into future projections of network condition.

5.1.5 Demand Management Strategies

Council must find efficient ways to deal with increasing asset demand.

Demand management refers to the notion that asset solutions (eg. building new infrastructure) are not necessarily the only way to satisfy demand. Managing increasing demands can be achieved by optimising the utilisation of existing assets or through the consideration of alternative initiatives such as regulations, incentives, advocacy, or education.

The Knox Integrated Transport Plan (2015) states:

'Managing congestion within Knox requires more direct dialogue with the community about the tools available to collectively manage travel behaviour into the future. Infrastructure solutions alone will not address the growth and development challenges we collectively face. Good planning, behavioural change programs and community partnerships will all contribute to meeting the collective community need for sustainable transport solutions within both Knox and the wider region.'

The action plan from the Knox Integrated Transport Plan (2015) contains a number of strategies aiming to reduce congestions on Council's road network without the provision of new infrastructure.

Other activities Council currently undertakes to address demand issues include advocating to the State Government to take over management of roads which are functioning as arterial roads (eg. Napoleon Rd south of Kelletts Rd) and advocating the construction of new arterial roads (eg. Dorset Rd extension and Stud Rd extension).

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CHAPTER 6. Integrated Service & Asset Lifecycle Management

6.1 Asset Lifecycle Stages

Effective management of infrastructure assets involves recognising the intrinsic relationship between all stages of the asset lifecycle. Service level objectives are achieved most efficiently by balancing the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets. Figure 19 below shows all stages of the asset lifecycle.



Figure 19 Asset Lifecycle Stages

6.2 Past Expenditure

Funding allocations at each stage of the asset lifecycle impact asset performance.

- **Maintenance expenditure** keeps an asset network safe and functional. It is a recurrent operational cost that ensures assets achieve their useful lives and meet the required level of service.
- **Renewal expenditure** is required to reinstate or rehabilitate existing assets that have deteriorated to such an extent that they no longer meet service standards. It is capital expenditure used to return the service potential or the life of an asset up to that which it had originally.
- **New/Upgrade expenditure** results from ongoing strategic assessment of network functionality. Upgrades enable an increase in the level of service that can be provided, an

increase in the size of the network or an increase in the life or function of the asset beyond that which it had originally.

- **Disposal costs** are generally absorbed into the expenditure for asset renewal or upgrades.

Asset managers must determine the adequate provision of renewal funding to address backlogs in asset investment and to indicate a sustainable level of asset capital funding.

The figures presented in this section summarise recent trends in Council expenditure for maintenance, renewal and new/upgrades of road assets.

6.2.1 New/Upgrade Expenditure

New roads (as well as upgrades) are typically undertaken through the capital works program 4007 - Road and Bridge Construction, which is administered by Council’s Project Delivery team. Ranking criteria is used to develop a rolling prioritised list produced by Traffic and Transport.

Recent new/upgrade capital expenditure levels are summarised in Table 20 below. The data represents actual expenditure, which sometimes differs from fully expended budgets. The reason for this is the post-processing undertaken by Finance whereby works are either capitalised or expensed, and allocated to the most appropriate asset class.

Table 20 -- Road new/upgrade expenditure – 2013/14 to 2017/18

| Year | Expenditure (\$'000) |
|---------|----------------------|
| 2013-14 | 326 |
| 2014-15 | 213 |
| 2015-16 | 556 |
| 2016-17 | 1748 |
| 2017-18 | 715 |

Source: All expenditure data has been obtained from Council’s Finance Department

Council generally only carries out one or two new/upgrade road projects each year. Annual expenditure varies based on the scope of these projects.

This section only deals with Council expenditure from the 4007 capital works program. New road assets are also created as part of various developments, which are ultimately handed over to Council as contributed assets, or through other capital work programs.

6.2.2 Maintenance Expenditure

The operational accounts used for the maintenance of road assets include:

- 34115 – St. sweep - day shift
- 34120 – St. sweep - night shift
- 34300 – Road reserve/reactive maintenance
- 34317 – Traffic management maintenance
- 34331 – Unsealed roads grading maintenance
- 34324 – Kerb & channel maintenance
- 34345 – Line marking program

- 34347 – Linemarking reactive
- 34412 – Road furniture maintenance
- 34025 – Works management & administration (general overheads)

The total expenditure charged to the above accounts is summarised in Table 21 for the last five years. This expenditure includes:

- Reactive maintenance costs
- Routine maintenance works (ie street sweeping, line marking, etc)
- A percentage of operational staff wages (ie hazard inspectors)

Table 21 Road maintenance expenditure – 2013/14 to 2017/18

| Year | Budget (\$'000) | Expenditure (\$'000) |
|---------|-----------------|----------------------|
| 2013-14 | 2,003 | 1,857 |
| 2014-15 | 2,058 | 1,970 |
| 2015-16 | 2,116 | 2,084 |
| 2016-17 | 2,177 | 1,965 |
| 2017-18 | 2,113 | 2,337 |

Source: All expenditure data has been obtained from Council Annual Reports and verified by Finance

6.2.3 Renewal Expenditure

Renewal works for road assets are typically undertaken under the capital works programs 1001 - Road Substructure and Kerb & Channel and 1002 - Road Surface, and are administered by Council's Construction team. Condition audit data collected on the assets are used as the basis of prioritising the works.

Recent renewal expenditure levels are summarised in Table 22 below.

Table 22 Road renewal expenditure – 2013/14 to 2017/18

| Year | Budget (\$'000) | Expenditure (\$'000) |
|---------|-----------------|----------------------|
| 2013-14 | 4,500 | 4,139 |
| 2014-15 | 7,461 | 6,524 |
| 2015-16 | 7,973 | 5,549 |
| 2016-17 | 9,420 | 7,393 |
| 2017-18 | 9,519 | 8,452 |

Source: All expenditure data has been obtained from Council Financial Reports and verified by Finance

6.3 Asset Lifecycle Management and Prioritisation

6.3.1 New/Upgrades

Asset Option Analysis

Council creates new roads when a gap in the network has been identified, which can be triggered through community requests.

All locations identified as requiring a new road are entered into a list. The roads in this list are then assessed against ranking criteria so that they can be included in the Capital Works Program. The ranking criteria gives Council the ability to prioritise roads so that those offering the greatest benefit are constructed as a priority. The current ranking criteria is shown below in Table 23.

While the criteria below does facilitate ranking upgrades for roads, Council does not have a formal works program for road upgrades.

This is largely due to a predominantly reactive process for identifying candidates for upgrade. Council should consider implementing a proactive program which aligns upgrades with road renewals, which is the most cost effective timing.

RECOMMENDATION – Develop a Process for Prioritising Road Upgrades

Use levels of service to identify road upgrades, in alignment with renewal works where possible.

Why? To ensure that Council's roads are fit for purpose and meet safety expectations in a cost effective way

How? Review ranking criteria for road upgrades to incorporate levels of service and road renewal timing. Produce a priority list with input from stakeholders.

Table 23 - Ranking Criteria for New Roads

| Assessment Criteria for Road and Bridge Construction (4007) | Rating | Score |
|--|-----------|-----------|
| Governance | | |
| Is the proposal a result of a: | | |
| Road Safety Audit? | Yes | 5 |
| | No | 0 |
| Response to customer complaints regarding a public safety issue? | Yes | 5 |
| | No | 0 |
| Project listed in Council's Integrated Transport Plan, Rowville-Lysterfield Integrated Local Plan or other strategic document? | Yes | 5 |
| | No | 0 |
| Social / Community Engagement / Community Benefit | | |
| Does feasibility analysis suggest significant benefits? | | |
| Improved linkage to existing road network & accessibility. | Yes | 2 |
| | No | 0 |
| Improved public transport or bicycle access. | Yes | 4 |
| | No | 0 |
| Improved streetscape & environmental impacts minimised. | Yes | 2 |
| | No | 0 |
| Improved functionality of drainage network. | Yes | 2 |
| | No | 0 |
| Level of public support (for separate charge scheme). | >80% | 10 |
| | >60%,<80% | 5 |
| | <60% | 0 |
| OR | | |
| Level of community interest (for Council funded roads). | High | 10 |
| | Medium | 5 |
| | Low | 0 |
| Environmental | | |
| Does the project provide potential environmental benefits? | None | 0 |
| | Moderate | 5 |
| | High | 10 |
| What impacts will this project have on the environment? | None | 10 |
| | Medium | 5 |
| | High | 0 |
| Maximum Possible Score | | 65 |

Design

The design phase incorporates assessment and decision making to deliver design solutions for new roads, road upgrades, road asset renewals and asset alterations.

The design process for Council's new road assets involves two phases:

- Strategic/Preliminary/Concept Design
- Advanced/Detailed Design

Both phases are generally managed by the Program Coordinator responsible for the relevant capital works program.

Concept Design

The concept design phase for road projects tends to involve master planning and consultation with the community and affected stakeholders, depending on the size of the project.

Detailed Design

Detailed design of roads is undertaken either internally by the Project Delivery Team or by a Contractor, depending on the complexity of the project. In either case, road designs are based on Council's Standard Drawings for roads (Drawing Series 200, 220, 230, 240 and 300). These drawings are applicable for all roads created or upgraded within the municipality.

Council's standard drawings are currently administered by the Project Delivery team. The strategy behind these drawings is directed through a Standards Committee, which is made up of representatives from Sustainable Infrastructure, Community Infrastructure, Operations, Planning and City Futures.

Creation

The creation or upgrade of roads is typically delivered under the following capital works program:

- 4007 – Road and Bridge Construction

Implementation of Council's Asset Management Policy (2019) and Untied Funding Allocation Policy (2016) has meant that Council's capital works process includes project ranking and ensures lifecycle funds are allocated to enable sustainable future maintenance and renewal of created and upgraded assets.

Although roads are typically created under these two programs, in reality they may also be created as a component of other capital works programs.

Due to the numerous different programs through which road assets can be created, there are a number of assets which aren't captured in Council's asset management system until sometime after the asset is constructed. It is recommended that a review be undertaken on the asset handover process. This will ensure new and renewed assets are captured so that they can be included in asset management analysis.

RECOMMENDATION – Improve Asset Handover Process

Look to improve the current asset handover process.

Why? To ensure that asset works are promptly entered into the asset database so that they can be used for asset management purposes, and included in maintenance programs as required.

How? Review handover process and ensure information is quickly added to the Asset Register when works occur.

Contributed Assets

Road assets are also contributed by developers through subdivision works. When this occurs the road is designed by the developer (in accordance with Council standards) and approved by Council through the planning referral process. Before a permit is issued, relevant Council departments have the opportunity to review the design drawings and specifications.

Asset data is updated in Council’s GIS and Lifecycle systems in accordance with this process.

6.3.2 Maintenance (including Inspections)

Council’s Works Services team is responsible for the proactive inspection and maintenance of Council’s road assets. The inspection and maintenance activities, and timeframes, have been developed using risk management principles defined in Council’s Road Management Plan (2015).

Hazard Inspections

A summary of the frequency of routine hazard inspections for road assets is provided in Table 24. Inspections include looking at the road surface, road pavement, road furniture, kerb and channel, local area traffic management devices, roadside vegetation and signage. The scope of the inspections is limited to the identification of above intervention level defects, and does not involve condition assessment or providing additional information for asset management purposes

Table 24 Routine hazard inspection frequencies for road assets

| Road Hierarchy | Frequency |
|-----------------|---------------|
| Link Road | 6 month cycle |
| Collector Road | 1 year cycle |
| Industrial Road | 1 year cycle |
| Access Road | 2 year cycle |

RECOMMENDATION – Increase Scope of Hazard Inspections

Investigate the opportunity for hazard inspections to include collection and validation of data for asset management purposes.

Why? To add value to an existing process, improving confidence in road data by adding an additional inspection process in between regular audits.

How? Determine what data can feasibly be collected, and conduct a benefit-cost analysis.

Asset Preservation Inspections

Asset preservation inspections are conducted before and after a development is constructed. The inspections aim to ensure that Council assets are adequately protected during construction works and that any damage done to the asset due to the construction is repaired at a cost to the developer.

This process is managed by the Asset Preservation team.

Routine Maintenance

Routine maintenance refers to maintenance activities that are conducted on a periodic basis. These works are a proactive way of managing Council's assets. The routine maintenance activities that are currently undertaken on road assets are outlined in the Road Management Plan 2015. These include street sweeping and line marking replacement.

As stated Section 4.2.1, Routine Maintenance is not currently managed in LifeCycle making it difficult to analyse.

Reactive Maintenance

Reactive maintenance activities are generated either through Council's routine hazard inspections, ad-hoc inspections or through customer service requests. All reactive maintenance is managed in Council's Work Order System (Lifecycle). A full list of activities and response times is contained in the RMP (2015)

6.3.3 Renewal

Road asset renewals are funded under the Capital Renewal programs 1001 and 1002. The program is primarily administered and delivered by the Construction team, however Project Delivery undertakes any major renewals.

As discussed in Section 4.2.1, condition data is routinely collected on Council's road assets through scheduled audits which occur on a 4 year cycle. These audits focus on collecting asset attributes that will enable the development of a renewal works program.

Tables 25 and 26 below outline Council's current renewal ranking criteria for road surface and road pavement and kerb and channel. These ranking criteria utilise outputs from the SMEC Pavement Management System (PMS) as an indicator for determining the ranking scores.

Internal stakeholders have indicated that the priority list produced the current ranking criteria does not align with professional judgment, which suggests that a review is required.

RECOMMENDATION – Review Road Renewal Ranking Criteria

Review the existing evaluation criteria and develop a more efficient and accurate way of ranking road asset renewal works.

Why? Improve an existing process, increased confidence in road ranking output data, better asset management outcomes and reduced the need for verification.

How? Investigate different approaches using data obtained in the next road condition audit. Validate outputs, and reach a consensus on the best approach with internal stakeholders.

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Table 25 Ranking criteria for road surface renewals

| Road Surface Renewal Ranking Criteria | Score |
|---|------------|
| 1. SMEC Generated Road Surface Renewal Program | |
| Road segment listed on the SMEC Pavement Management System surface renewal program: | |
| Year 1 | 30 |
| Year 2 | 25 |
| Year 3 | 20 |
| Year 4 | 15 |
| Year 5 | 10 |
| Not listed | 0 |
| 2. Road Surface Condition Rating | |
| Condition rating 1 – Very Good | 0 |
| Condition rating 2 – Good | 5 |
| Condition rating 3 – Fair | 15 |
| Condition rating 4 – Poor | 20 |
| Condition rating 5 – Very Poor | 25 |
| 3. Road Pavement Condition Rating | |
| Condition rating 1 – Very Good | 15 |
| Condition rating 2 – Good | 12 |
| Condition rating 3 – Fair | 8 |
| Condition rating 4 – Poor | 4 |
| Condition rating 5 – Very Poor | 0 |
| 4. Kerb and Channel Condition Rating | |
| Condition rating 1 – Very Good | 15 |
| Condition rating 2 – Good | 12 |
| Condition rating 3 – Fair | 8 |
| Condition rating 4 – Poor | 4 |
| Condition rating 5 – Very Poor | 0 |
| 5. Hierarchy Classification | |
| Link Road | 10 |
| Collector Road | 8 |
| Industrial Road | 6 |
| Access Road | 4 |
| Unsealed Road | 0 |
| 6. Can works be integrated with other Capital Works programs? | |
| Yes | 5 |
| No | 0 |
| Total possible score | 100 |

Please note that the Road Surface Renewal Ranking Criteria will be reviewed during the 2018/19 Road condition audit.

Table 26 Ranking Criteria for Road Pavement and Kerb & Channel Renewals

| Road Pavement and Kerb & Channel Renewal Ranking Criteria | Score |
|--|------------|
| 1. SMEC Generated Road Pavement Renewal Program | |
| Road segment listed on the SMEC Pavement Management System pavement renewal program: | |
| Year 1 | 30 |
| Year 2 | 25 |
| Year 3 | 20 |
| Year 4 | 15 |
| Year 5 | 10 |
| Not listed | 0 |
| 2. Road Pavement Condition Rating | |
| Condition rating 1 – Very Good | 0 |
| Condition rating 2 – Good | 5 |
| Condition rating 3 – Fair | 15 |
| Condition rating 4 – Poor | 20 |
| Condition rating 5 – Very Poor | 25 |
| 3. Road Surface Condition Rating | |
| Condition rating 1 – Very Good | 0 |
| Condition rating 2 – Good | 4 |
| Condition rating 3 – Fair | 8 |
| Condition rating 4 – Poor | 12 |
| Condition rating 5 – Very Poor | 15 |
| 4. Kerb and Channel Condition Rating | |
| Condition rating 1 – Very Good | 0 |
| Condition rating 2 – Good | 4 |
| Condition rating 3 – Fair | 8 |
| Condition rating 4 – Poor | 12 |
| Condition rating 5 – Very Poor | 15 |
| 5. Hierarchy Classification | |
| Link Road | 10 |
| Collector Road | 8 |
| Industrial Road | 6 |
| Access Road | 4 |
| Unsealed Road | 0 |
| 6. Can works be integrated with other Capital Works programs? | |
| Yes | 5 |
| No | 0 |
| Total possible score | 100 |

Please note that the Road Pavement & Kerb and Channel Criteria will be reviewed during the 2018/19 Road condition audit.

6.3.4 Disposal

Financial sustainability requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets. The purpose of asset disposal is therefore to ensure that Council resources are not spent on maintaining and renewing assets that are no longer required. Effective asset disposal enables Council to use its limited resources for maximum community benefit. The principles relating to disposal are outlined in Council’s Asset Management Policy (2019).

In practice, disposal of road assets rarely occurs. Council does not currently have a formalised methodology in place for determining whether a road asset should be disposed of or not.

6.4 Asset Lifecycle Responsibilities

Table 27 below summarises the Council teams with involvement in stages of the road asset lifecycle.

Table 27 Road Asset Management Responsibilities

| Asset Lifecycle Phase | | | | | | |
|-----------------------|------------------|------------------|--------------------------------|----------------------------------|---|---------------------------------------|
| Planning | Design | Construction | Operations and Maintenance | Renewal | Disposal | Monitoring |
| Asset Strategy | Project Delivery | Project Delivery | Works Services Construction | Construction Project Delivery | Project Delivery Traffic and Transport | Asset Strategy Traffic & Transport |

CHAPTER 7. Financial Sustainability

7.1 Introduction

In pursuit of good governance, Council must ensure roads are managed in a way that is financially sustainable and caters for community expectations and demand. Funding allocations at each stage of the lifecycle impact the standard to which Council assets perform. This chapter explores funding required to enable Council to deliver the levels of service outlined in this Plan.

7.2 Funding Sources

Council has access to a number of funding sources to support the lifecycle management of road assets. Funding sources include:

- Rates
- Federal and State Government Grants
- Private and Public Partnerships
- Borrowings
- Earnings from Asset Disposals
- Development Contributions Plan.

Council's Asset Management Policy (2019) recommends that Council proactively seek grants and partnership opportunities to supplement investment in asset provision.

7.3 Financial Forecasts

7.3.1 New/Upgrade

Council does not have a regular program for the delivery of new or upgraded roads, as noted in Section 6.2.1. Future expenditure can only be estimated based on historical spending, which averages to approximately \$700,000 per year.

Actual expenditure varies widely, since decisions regarding new and upgraded roads are primarily reactive. It is envisaged that implementation of the proactive program recommended in Section 6.3.1 will provide clarity on future spending requirements.

7.3.2 Maintenance

Maintenance expenditure within Council has remained stable over recent years, as indicated in Section 6.3.2. Given the slow growth of Council's road asset network, maintenance costs will not change significantly unless road defect intervention levels are reviewed.

Future maintenance requirements are consequently taken as \$2.05M per year (based on the average of the past five financial years).

It should be noted that defects occur more frequently on poor quality roads, meaning that changes to condition levels of service can also impact maintenance requirements.

7.3.3 Renewal

A financial model has been used to determine what funding is required to deliver the quality service levels outlined in Section 3.6.

Although forecasting is undertaken after every condition audit to inform the LTFF (most recently in 2015), actual funding road renewal funding has not matched predictions over the past few years. A review has involved changes to some modelling assumptions, which can have an impact on funding predictions. These factors are significant enough to require re-assessment of Council’s service provision.

The forecasting contained in this chapter involves network level analysis based on condition data from 2015. The model calculates what renewal expenditure is required to retain a desired minimum asset condition in line with specified levels of service, based on the present condition distribution. Since the last road audit was undertaken in 2015, the condition distribution used for modelling was estimated based on renewals undertaken between 2015 and 2018.

Council was unable to use its Pavement Management System (SMEC) in this RAMP due to an on-going detailed review of the database. The SMEC review will be completed prior to delivery of the 2019 road condition audit. Improved implementation of the SMEC modelling system will significantly improve road renewal prioritization, as noted in Section 6.3.3.

RECOMMENDATION – Increase Use of Pavement Management Systems

Pavement Management Systems to be used for future renewal prioritisation and financial modelling.

Why? To enhance financial forecasting accuracy and understanding of Council’s road network service levels.

How? Bring the SMEC database up to date, and calibrate to produce reliable financial forecasts.

The assumptions used in this Chapter for unit costs and expected useful lives are outlined below in Table 28.

Table 28 Lifecycle Cost – Unit rates and Service Life

| Asset Component | Renewal Unit Rate | Useful Life (years) |
|------------------------|-------------------------|----------------------------------|
| Road Surface (asphalt) | \$26 per m ² | 30 |
| Road Pavement | \$70 per m ² | 90-185 (based on road hierarchy) |
| Kerb and Channel | \$130 per m | 70 |

Road Surface

As noted in Section 3.6.4, the three level of service scenarios to be evaluated for road are:

1. **‘Good’:** All roads surfaces in at least Condition 2 by 2021-22
2. **‘Good/Fair’:** Collector and Link road surfaces in at least Condition 2 by 2021-22, other road surfaces in at least Condition 3
3. **‘Fair’:** All road surfaces in at least Condition 3

The results for road surfaces are shown below in Figure 20.

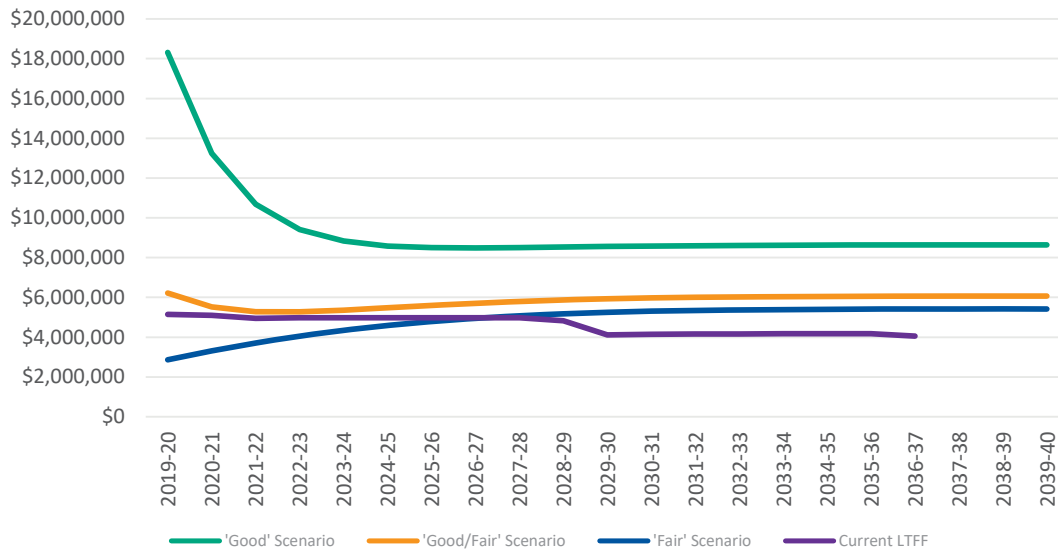


Figure 20 Road Surface Renewal Forecasts

Based on the above graph:

- The **'Good'** scenario, which is the service level aspiration set by the RAMP 2007, appears unachievable without a significant increase in renewal funding, with a long-term average required funding of \$8.6M each year
- The **'Good/Fair'** scenario most closely matches current expenditure levels, with a long-term average required funding of \$6M each year
- The **'Fair'** scenario demonstrates that a considerably lower level of service could reduce the LTFF by \$1-2M annually over the next five years, with a long-term average required funding of \$5.4M each year

Analysis has been undertaken to determine why a large jump in funding would be needed for Council to meet the previously targeted 'Good' scenario.

One key factor has been a decision to reduce road surface budget allocations. Although modelling undertaken in 2015 was based on the 'Good' scenario target, actual budgets were reduced based on feedback from Construction Group that over-servicing was occurring.

Table 29 Road Surface Renewal Budget Allocation

| Financial Year | Predicted Budget Requirement (2015) | Actual Budget Allocation | Funding Gap |
|----------------|-------------------------------------|--------------------------|--------------|
| 2016-17 | \$6,973,306 | \$4,390,000 | -\$2,583,306 |
| 2017-18 | \$7,008,942 | \$5,000,000 | -\$2,008,942 |
| 2018-19 | \$7,083,821 | \$5,300,000 | -\$1,783,821 |
| 2019-20 | \$7,194,590 | \$5,400,000 | -\$1,794,590 |

In addition, Council has adjusted some of its assumptions regarding road surfaces as part of the modelling review process. The amount of time a road surface spends in 'Good' condition was

reduced to match the frameworks provided by Council’s Strategic Asset Management Plan (2014) and the Institute of Public Works Engineers Australasia (IPWEA) Practice Note 9 - Road Pavements (2015). Road surfaces are now predicted to reach ‘Fair’ condition more rapidly, greatly increasing the expenditure required to maintain a ‘Good’ level of service.

Road Pavement and Kerb and Channel

A ‘Fair’ level of service renewal forecast for pavement and kerb and channel is shown below in Figure 21.

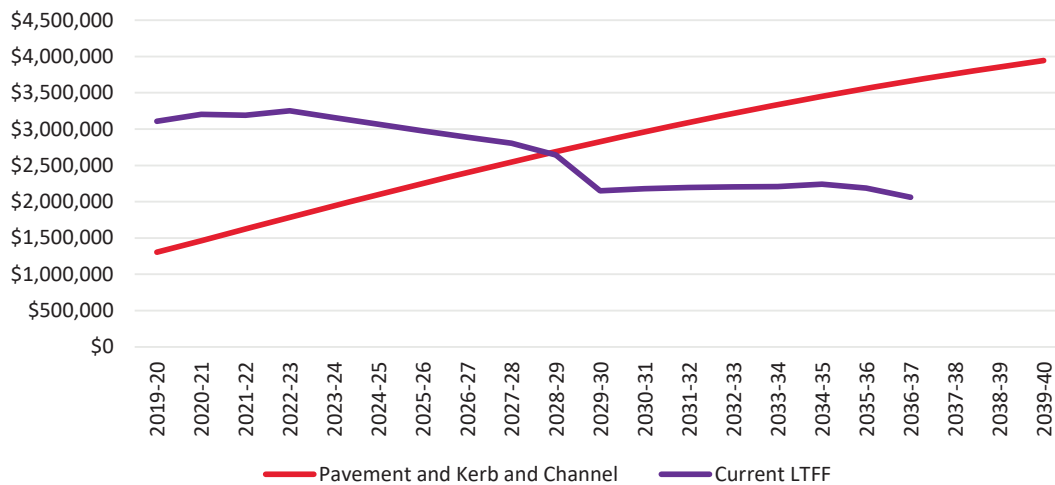


Figure 21 Road Pavement and Kerb & Channel Renewal Forecast

The required renewal expenditure for pavement and kerb and channel is projected to increase in a linear fashion over the next 20 years. The discrepancy against Council’s current LTFF is primarily the result of adjustments made due to a perceived under-spend.

Table 30 below tabulates predicted renewal requirements against actual budget allocations. When compared against Table 29 above, it is evident that funds have been balanced between the two programs. It should be noted that the Pavement and Kerb and Channel program incorporates surface renewal where it relates to road reconstructions. The actual difference between forecast and allocated renewal funding is consequently somewhat smaller.

Table 30 Road Pavement and Kerb and Channel Renewal Budget Allocation

| Financial Year | Predicted Budget Requirement (2015) | Actual Budget Allocation | Funding Gap |
|----------------|-------------------------------------|--------------------------|-------------|
| 2016-17 | \$1,800,543 | \$5,030,830 | \$3,230,287 |
| 2017-18 | \$1,056,444 | \$3,000,000 | \$1,943,556 |
| 2018-19 | \$1,203,437 | \$3,000,000 | \$1,762,705 |
| 2019-20 | \$1,430,747 | \$3,200,000 | \$1,769,253 |

Further work is required to achieve an alignment between modelling outputs and professional judgment for these assets. A review of Council’s road pavement useful lives was suggested in Section 4.2.1, which could have a major impact on forecasted expenditure requirements.

The 2019 road condition audit will assess kerb and channel through the methodology described in IPWEA Practice Note 2 – Kerb & Channel (2014). A higher proportion of assets are expected to be considered ‘Fair’ or ‘Poor’ under the new criteria, which will increase predicted funding requirements.

7.4 Recommended Forecast

A comparison of the advantages and disadvantages for each road surface scenario are shown below in Table 31.

Table 31 Comparison of Funding Scenarios

| Scenario | Advantages | Disadvantages |
|--------------------|--|--|
| ‘Good’ | <ul style="list-style-type: none"> • High level of service for all roads • Level of service ambition previously endorsed in RAMP 2007 | <ul style="list-style-type: none"> • Does not account for differences in road use • Road surfaces are replaced when they are still generally functional • Leads to perceptions of over-servicing • Large ‘back-log’ of surfaces to be replaced • Approx. \$3.5M extra annual expenditure required relative to status quo, which would be taken from other renewal programs • Requires increased operational resourcing |
| ‘Good/Fair’ | <ul style="list-style-type: none"> • Accounts for differences in road use • Advanced asset management approach • Closely matches current LTFF in near-term • High profile roads are kept in ‘Good’ condition | <ul style="list-style-type: none"> • More maintenance required on local roads • Slight reduction in service level |
| ‘Fair’ | <ul style="list-style-type: none"> • Approx. \$1M saved annually compared to status quo over next five years • Meets typical levels of service (IPWEA Practice Note 9, pg. 18) | <ul style="list-style-type: none"> • Leads to reduced amenity on all Council roads • More maintenance required on all roads, including high profile roads • Moderate reduction in service level |

Low vehicle speeds and traffic levels mean a ‘Good’ surface has marginal benefit over a ‘Fair’ one on local roads. ‘Fair’ condition roads are still serviceable but may require some maintenance. From an engineering perspective, local road surfaces should be targeted for renewal before surface defects allow water to cause subsurface deterioration, which can incur costly rehabilitation works. Assuming proper maintenance such as crack sealing, this generally occurs when the surface reaches ‘Poor’ condition.

The 'Good/Fair' scenario is therefore recommended to inform future road renewal budget allocations as it strikes a reasonable balance between service level and expenditure.

Figure 22 below depicts the combined recommended renewal expenditure for road surface, pavement, and kerb and channel alongside Council's 2018-19 LTFF.

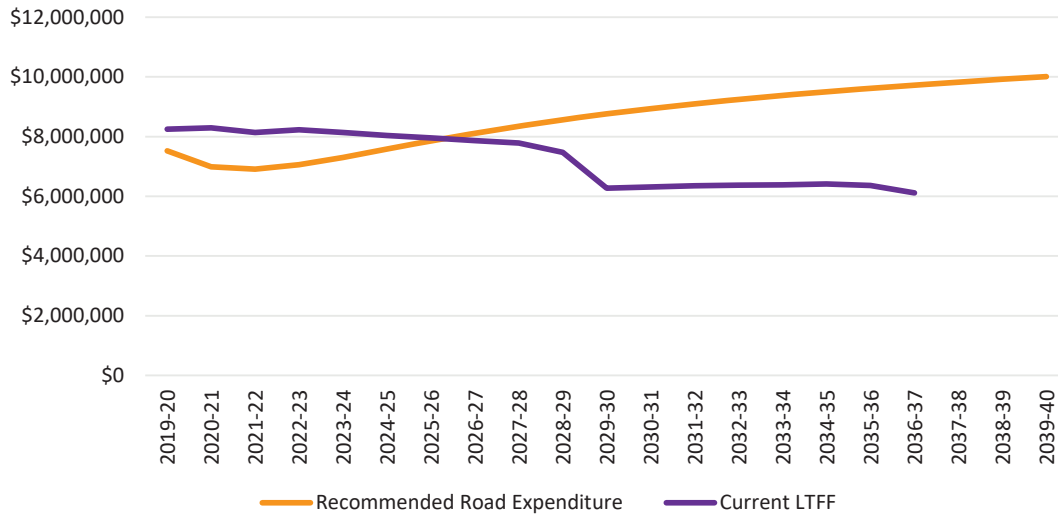


Figure 22 Recommended Road Renewal Expenditure

The LTFF for renewal expenditure is reviewed annually, taking into account recent condition audit results and funding requirements from other asset classes. Council is currently working on improving its modelling methodologies, in addition to obtaining new road condition data in 2019-20. Updated renewal forecast scenarios will be presented to Council for deliberation following completion of these projects.

Table 32 below provides a summary of projected road asset expenditure over the next five financial years.

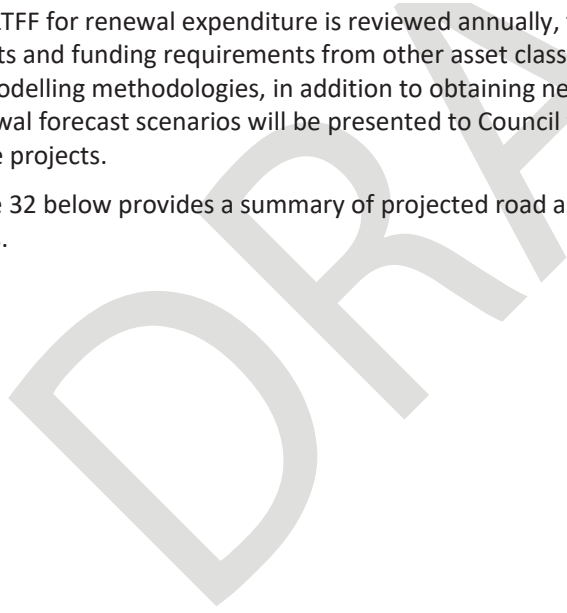


Table 32 Estimated and Recommended Funding Levels

| | PROPOSED FUNDING (2019 \$'000s) | | | | |
|--|---------------------------------|---------|---------|---------|---------|
| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Capital Works – New/Upgrade | | | | | |
| Indicative Funding | 700 | 700 | 700 | 700 | 700 |
| Current LTFF | — | — | — | — | — |
| Funding Shortfall | — | — | — | — | — |
| Capital Works – Renewals (Road Surface, Pavement and Kerb and Channel Only) | | | | | |
| Recommended Funding | 7,522 | 6,984 | 6,910 | 7,058 | 7,303 |
| Current LTFF | 8,252 | 8,293 | 8,133 | 8,228 | 8,133 |
| Funding Shortfall | 730 | 1,309 | 1,223 | 1,170 | 830 |
| Operating Budget – Maintenance | | | | | |
| Estimated Funding | 2,050 | 2,050 | 2,050 | 2,050 | 2,050 |
| Current LTFF | 2,117 | 2,065 | 2,104 | 2,142 | 2,182 |
| Funding Shortfall | 67 | 15 | 54 | 92 | 132 |

A sustained commitment to the provision of adequate funding and resources to the entire asset lifecycle is required to achieve desired service levels.

Funding decisions should be based on information that justifies initial expenditure and demonstrates the longer term benefits and costs. Continuous assessment and improvement of Council's asset management practices is required to ensure that assets deliver the agreed level of service in the most cost effective manner.

CHAPTER 8. Improvement Program

8.1 Introduction

This chapter collates the recommendations provided throughout this RAMP into an implementation program.

The implementation program is intended to be resourced through existing operational budgets, and business planning processes.

While the majority of the implementation will be facilitated by the Asset Strategy team, and the Sustainable Infrastructure Department, it is expected that cross-organisational support and resourcing will be required to continue improving road asset management practices.

Progress towards achieving the recommendations from this RAMP are regularly reported to Council's audit committee.

8.2 Improvement Recommendations

Table 29 below summaries the improvement recommendations, highlighting:

- Recommended actions
- Key responsibilities
- Target Timeframes
- Estimated Costs (expressed in Equivalent Full Time (EFT) or \$)

The team responsible for each of the improvement recommendations should incorporate the project into their annual business plans. The additional EFT costs in these improvements is not expected to require any new staff.

8.3 Implementation and Review

All internal stakeholders have a significant role to play in the delivery of sustainable asset management and the implementation of improvement recommendations.

The Asset Strategy team is responsible for the review and updating of this Plan.

Implementation of the improvement recommendations, set out in Table 30, should be monitored on an annual basis and used to inform business planning activities and budget priorities in subsequent years.

Review of this Plan should occur at five yearly intervals, with a focus on updating asset performance, service levels, financial forecasting, and the applicability of outstanding improvement projects. The model presented in Chapter 7 should be updated to reflect impacts of new works and improvements in Council's asset knowledge. Updates of the financial model should incorporate:

- Future condition audit results
- Changes to the improvement project priorities and expected costs

- Asset changes resulting from renewal works
- Asset changes resulting from capital upgrades
- New developments

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Table 32 Improvement recommendations

| Action ID | Recommended Action | Key responsibility | Support from | Action Year | Upfront Cost | Ongoing Cost (Annual) |
|-----------|---|-----------------------|-------------------------------------|-------------|--------------|----------------------------|
| RAMP 1 | Lifecycle Management of Additional Road Reserve Asset Types | Asset Strategy | N/A | 1-2 | 0.1EFT | 0.1EFT |
| RAMP 2 | Verify Road Asset Years of Construction | Construction Group | Asset Strategy | 1-2 | 0.1EFT | N/A |
| RAMP 3 | Improve Consistency between Condition Audits | Asset Strategy | N/A | 4 | N/A | N/A |
| RAMP 4 | Review Adopted Road Pavement Properties | Asset Strategy | Construction Group Project Delivery | 1-2 | 0.05 EFT | N/A |
| RAMP 5 | Review Traffic Count Process | Traffic and Transport | Asset Strategy | 2-3 | 0.1EFT | 0.05 EFT, \$5,000-\$10,000 |
| RAMP 6 | Develop a Process for Prioritising Road Upgrades | Asset Strategy | Traffic and Transport | 2-3 | 0.1EFT | N/A |
| RAMP 7 | Improve Asset Handover Process | Asset Strategy | All Key Stakeholders | 2-3 | 0.3 EFT | 0.1 EFT |
| RAMP 8 | Increase Scope of Hazard Inspections | Works Services | Asset Strategy | 1-2 | 0.25 EFT | 0.25 EFT |
| RAMP 9 | Review Road Renewal Ranking Criteria | Asset Strategy | Construction Group/Project Delivery | 1 | 0.1 EFT | N/A |
| RAMP 10 | Increase Use of Pavement Management Systems | Asset Strategy | Construction Group/Project Delivery | 1-2 | 0.1 EFT | 0.05 EFT |

8.2 Building Asset Management Plan

SUMMARY: Manager - Sustainable Infrastructure, Matthew Hanrahan

The Building Asset Management Plan (BAMP) 2019 advances the processes introduced by the BAMP 2009, in alignment with the Knox Community Facilities Planning Policy (2016). It aims to develop an integrated, evidence-based approach towards building lifecycle management. This approach will equip Council to achieve the ideal balance between level of service, spending, and risk.

RECOMMENDATION

That Council:

- 1. Endorse the draft Building Asset Management Plan shown at Appendix A and authorise public feedback to be sought over a three week period; and**
- 2. Receive a further report in September 2019 summarising any feedback and seeking endorsement of the final Plan.**

1. INTRODUCTION

Knox City Council (Council) is responsible for the management of an extensive building portfolio on behalf of the community. The portfolio consists of approximately 258 buildings with a current replacement value reported as \$258.3M at 30 June 2018. Council's buildings support the delivery of community services, act as focal points for community life, and contribute to the social, cultural and economic development of the local community.

This Building Asset Management Plan (BAMP) seeks to improve the management of Council's buildings primarily through the implementation and monitoring of service levels, which are specific and measurable statements outlining performance expectations for buildings. They have been developed to express the performance of building assets, their ability to meet desirable service expectations through its functional life, and how the location of buildings can meet Council's place-based planning aspirations.

2. DISCUSSION

The BAMP takes the following steps to achieve its objectives:

- 1. Review current building management procedures and asset knowledge to identify deficiencies and opportunities (Chapters 2 and 3);**
- 2. Develop a common integrated approach to the management of Council's assets using documented levels of service and a Place-Service-Asset framework (Chapter 4);**
- 3. Employ the newly developed approach to assess current building performance (Chapter 5);**
- 4. Use this enhanced understanding of building performance to recommend scenario-based outcomes for Council's buildings, and estimate future funding requirements (Chapters 6 and 7); and**
- 5. Document a series of recommendations with implementation time-frames to further improve Council's approach to building lifecycle management (Chapters 8 and 9).**

This process of developing the BAMP resulted in:

- Documentation of over 80 service levels;
- The development of tools to assess buildings against defined service levels, and enable comparison of performance;
- A list of potential investment scenarios for Council buildings based on modelling and stakeholder recommendations to meet desired service standards;
- Financial forecasts using potential investment scenarios;
- Suggested changes to the capital works planning process; and
- Recommendations for further improvements in how Council manages its building portfolio.

3. CONSULTATION

The development of the BAMP has been informed by input from Council service managers, noting their direct understanding of community/user group needs. Engagement with stakeholders occurred over an 18 month period, and included workshopping, definition of service levels and development of the gap assessment tool.

Following endorsement of the document as a draft by Council, the Draft BAMP document will publicly exhibited for a three week period. Feedback will be sought through the “Have your say” portal on Council’s website, and will be promoted through the Knox Leader. The final report will be presented back to Council for consideration and formal assessment of comments received.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no environmental or amenity issues arising from the BAMP 2019. However, the body of work does include tools which allow for the analysis of these issues in relation to buildings.

5. FINANCIAL & ECONOMIC IMPLICATIONS

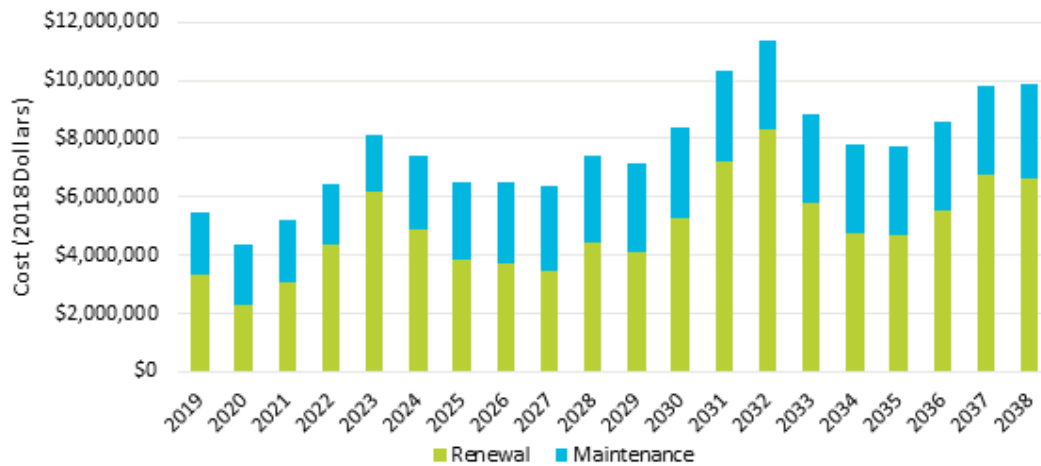
The modelling contained within the BAMP provides Council with a methodology for financial forecasting that accounts for the relationship between capital investment, renewal, and maintenance. It can also help Council officers to estimate long-term funding required to achieve a designated service direction and accompanying levels of service.

The BAMP articulates the need for increased expenditure to meet modern service standards and provides options for prioritising investments in the most effective way.

Building renewal and maintenance forecasting that accounts for proposed investments is shown in the figure below.

BUILDING RENEWAL AND MAINTENANCE FORECASTS 2019

This forecast will change as Council continues to implement service levels and improve its building



lifecycle management processes.

6. SOCIAL IMPLICATIONS

Community buildings enhance the social fabric of Knox by providing positive environments where the community can participate, recreate and contribute to stronger relationships and social outcomes. The quality of experience for user groups is strongly impacted by how well those assets meet specific service needs. This iteration of the Building Asset Management Plan gives strong focus to documenting and measuring these service expectations for Council’s building stock and identifies mechanisms for closing the gaps between current provision and future demand for services.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 1 – We value our natural and built environment

Strategy 1.3 - Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure.

Goal 5 – We have a strong regional economy, local employment and learning opportunities

Strategy 5.3 - Promote and improve infrastructure and technology within the municipality and enhance strategic employment places for business.

Goal 8 – We have confidence in decision making

Strategy 8.1 - Build, strengthen and promote good governance practices across government and community organisations.

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author - Manager Sustainable Infrastructure, Matthew Hanrahan - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director, Engineering and Infrastructure, Ian Bell - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The Draft BAMP 2019 represents a significant step towards implementing an evidence-based approach when managing Council's building assets in an integrated manner. Major milestones achieved through the development of the document include defining levels of service, standardised capital works ranking criteria, developing IT systems for gap analysis and scenario-based financial modelling.

The common framework and standardised processes will help Council progress its investment and decision making as it seeks to optimise the use of its buildings. This will increase community benefit by closing the gap between current and desired service levels, while also promoting consideration of innovative building solutions and place based planning of infrastructure, both of which can provide great benefit within a constrained financial climate.

Key improvement actions identified within the draft BAMP will reinforce a continuous improvement approach to the management of Council buildings over future years.

10. CONFIDENTIALITY

There are no items of a confidential nature in this report.

Report Prepared By: Asset Engineer, Joel McCreanor

Report Authorised By: Director, Engineering and Infrastructure, Ian Bell

Attachments

1. BAMP 2019 - Report - Draft for Council Meeting 22 July **[8.2.1 - 117 pages]**

KNOX
your city



Building Asset Management Plan 2019

Date Updated: 28 June 2019

Prepared by: Joel McCreanor

Reviewed by: Matthew Hanrahan

Knox Explorer Reference: D18-193352

Doc Number: D18-193352

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| Version 3 – Third Draft | Council Issues Briefing | 13 May 2019 |
| Version 4 – Fourth Draft | Council Meeting | 22 July 2019 |
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Executive Summary

Knox City Council (Council)'s building portfolio consists of approximately 258 buildings with a replacement value reported as \$258.3M at 30 June 2018. Council's buildings support the delivery of community services, act as focal points for community life, and contribute to the social, cultural and economic development of the local community.

The Building Asset Management Plan (BAMP) 2019 advances the processes introduced by the BAMP 2009, in alignment with the Knox Community Facilities Planning Policy (2016). It aims to develop an integrated, evidence-based approach towards building lifecycle management. This approach will equip Council to achieve the ideal balance between level of service, spending, and risk.

The key requirements for this shift are:

- Well defined levels of service built on a 'Place-Service-Asset' framework
- A consistent approach to the collection of data
- Clear articulation of the future role and function of Council's building assets
- Improved coordination and investment planning within and across service areas.

Levels of Service

Extensive consultation with internal stakeholders resulted in the documentation of over 80 service levels, grouped by those relating to the:

- Location of a facility (Place)
- Standard of service delivery (Service)
- Features of a building (Asset).

The organisational relationships required to optimise facilities in accordance with these three criteria will be defined in the proposed 'Place-Service-Asset' framework.

This framework will underpin proposed changes to the planning phase of the capital works process outlined in Figures ES1 and ES2 below.

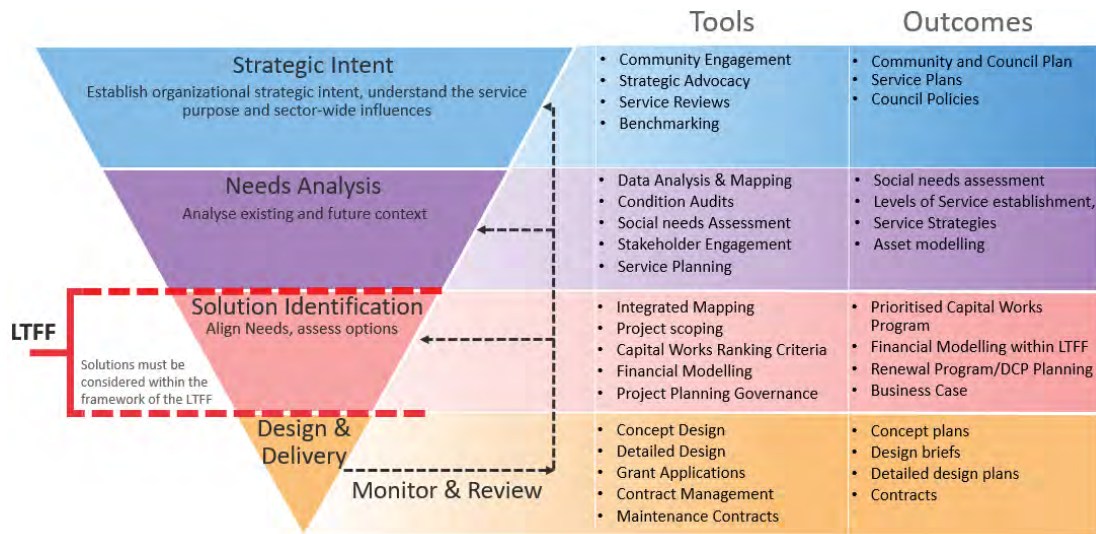


Figure ES1 – Council’s Integrated Facility Planning Approach

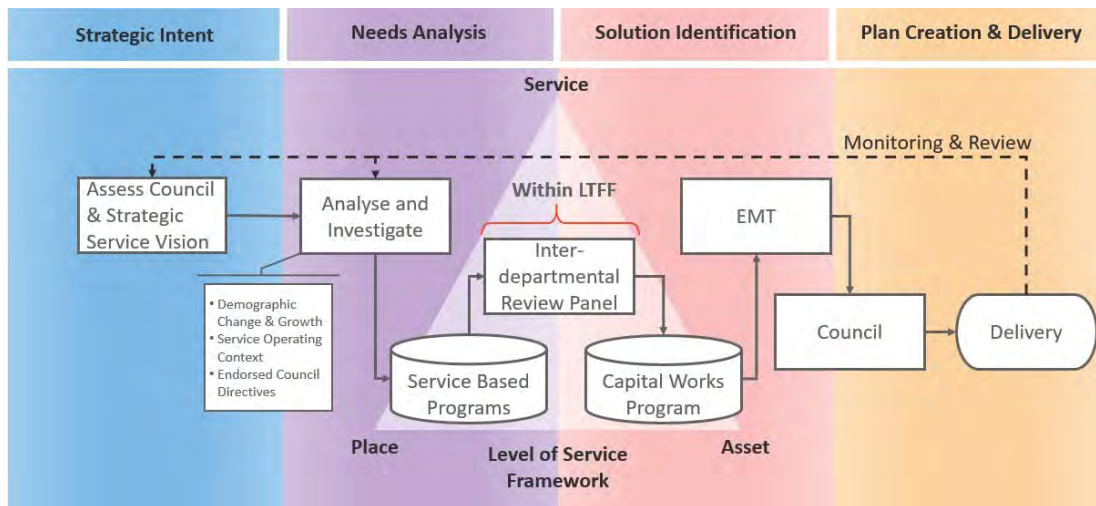


Figure ES2 – Proposed Process for Capital Works, incorporating the Place-Service-Asset Framework

Inter-Departmental Review Panel

An inter-departmental review panel is recommended to consider service-based project proposals before they enter into the Capital Works program. The panel will have a broad view of service area objectives, while maintaining closer alignment with key Council policy direction. Its objectives are to promote integration between service area solutions, identify gaps in current planning processes, and inform the allocation of funds for planning work through the budgetary process.

Knox Facility Planning Tool

A prototype Facility Planning Tool has been developed to document and evaluate the service levels of all Council facilities in a centralised system. The tool can be used to view the performance of Council buildings against target service levels, and compare the consequences of investment scenarios. Outputs from the tool were analysed to recommend outcomes for each of Council's buildings, and determine lifecycle costs.

Investment Scenarios

Armed with the knowledge of how Council's building assets are currently performing, five potential 'investment scenarios' were developed to define a future for each of Council's buildings. The scenarios, described below, have been designed to align in whole (or in part) to a 'Place-Service-Asset' framework. In many cases, there exist a number of applicable scenarios for a particular building.

A key principle of the BAMP 2009 is to ensure that all potential scenarios are evaluated, and investment decisions across Council's asset base are integrated. Solutions to community needs that involve changes to service delivery and those involving asset investment or divestment should be given equal consideration. It is essential that a wide lens of decision making is applied when considering potential futures for Council's buildings. Equally essential is the need to consider the flexibility of Council's buildings, which will help Council adapt to future service changes.

Table ES1 – Summary of Council's five Investment Scenarios

| Scenario | Description | Responds to |
|---------------------------|---|---|
| Business as Usual | Like-for-like renewal of components | Buildings that are generally fit for purpose, providing services that are unlikely to change in the near future |
| Sweat the Asset | Minimise expenditure on an asset | Decreasing service demand, uncertain futures, imminent relocations, possible disposals |
| Integrate in Place | Consolidation of buildings in proximity to each other | Clusters of complementary facilities with generally lower functionality, but high utilisation/demand |
| Close the Gaps | Invest in an asset to improve levels of service | Facilities with high demand or utilisation that are unfit for purpose |

| | | |
|-------------------------------|---|---|
| Radical Transformation | Change the service or asset significantly | A solution for facilities that are underutilised or unfit for purpose, which could involve disposal. Can also involve transformation of service delivery on a municipal scale (eg. Knox early years hubs) |
|-------------------------------|---|---|

Council buildings were individually assigned one of the five investment scenarios in order to project future expenditure requirements. Buildings were scored against each scenario based on level of service gaps, fitness for purpose assessments provided by service planning teams, and knowledge of Council’s current direction across its building stock. Service areas reviewed the results and provided their own recommendations, which were used to develop a long term financial forecast. Figure ES3 below shows the breakdown of recommended investment scenarios.

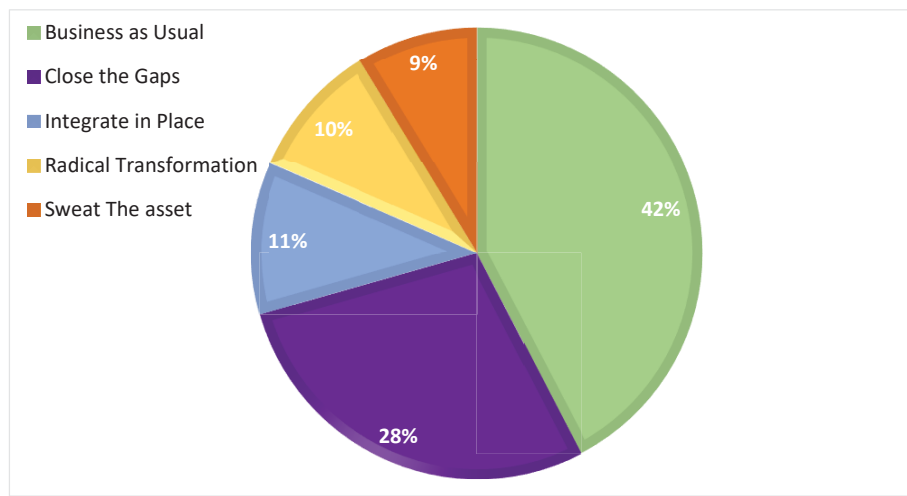


Figure ES3 – Breakdown of Service Area Recommended Building Outcomes

Financial Forecast

Building investment scenarios recommended by service areas were used to model 20 years of renewal and maintenance expenditure, as well as 10 years of capital upgrade/new. The results are shown below in Figures ES4 and ES5.

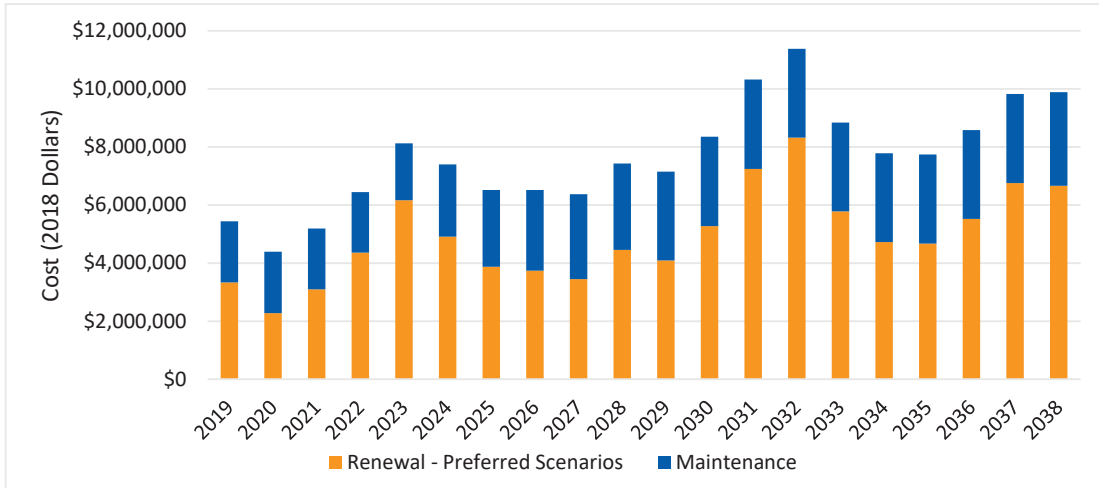


Figure ES4 – Renewal and Maintenance Estimates based on Recommended Building Outcomes

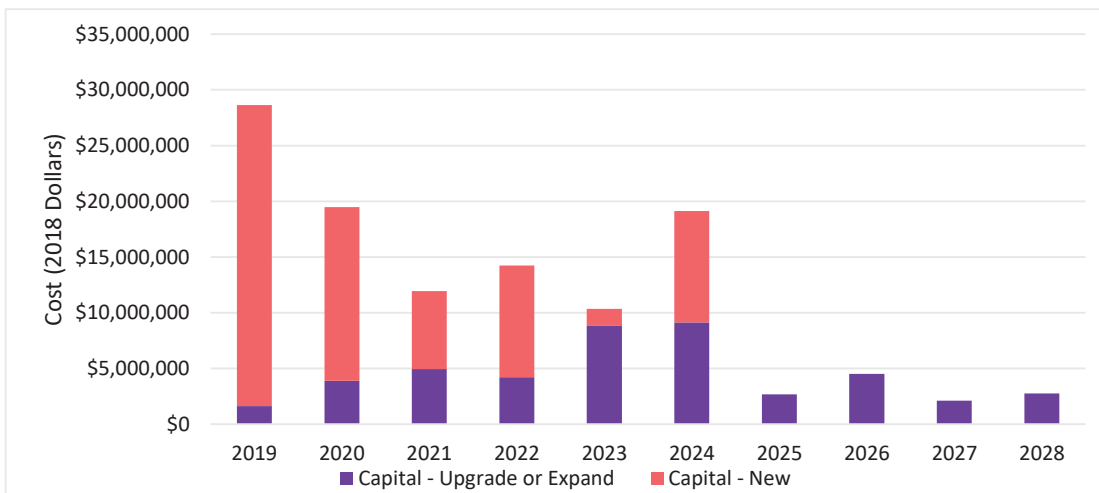


Figure ES5 – Capital Budget Estimates based on Recommended Building Outcomes, incorporating the Current Five Year Capital Works Program

Council needs to spend up to an additional \$4.5M annually over the next 10 years to deliver the outcomes currently recommended by service areas. With ‘Close the Gaps’ recommended for 28% of buildings, it is clear that service needs are not always being met.

On the other hand, timely upgrades can temporarily decrease required renewal expenditure. Figure ES6 below compares renewal requirements between the preferred building outcomes scenario, a ‘Business as Usual’ scenario where Council spends minimally on capital new and upgrade, and Council’s previous 2014 forecast. The upgrade intensive investment program proposed by service areas would reduce required renewal expenditure by up to 20% compared to a primarily ‘Business as Usual’ approach.

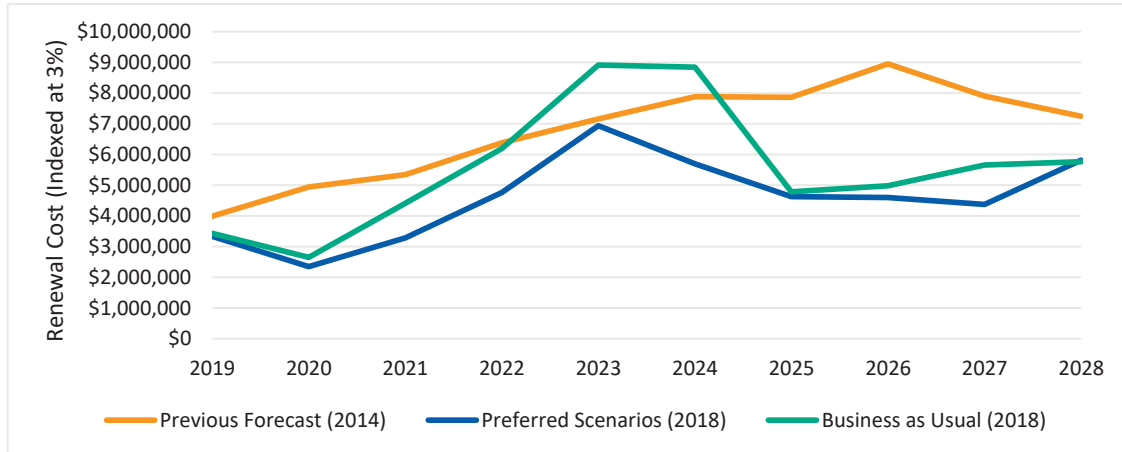


Figure ES6 – Comparison between Renewal Forecasts

Building Portfolio Optimisation

The investment profile produced in this BAMP is not the only pathway to success for Council’s buildings. The ideal pathway is the one that meets community standards in the most cost effective fashion, within acceptable levels of risk. Council will progress towards the optimisation of its building portfolio by continuing level of service development, promoting needs integration and alignment across service areas, and implementing the Community Facilities Planning Policy (2016).

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CHAPTER 1. Introduction

1.1 Plan Overview

Knox City Council (Council) is responsible for the management of an extensive building portfolio on behalf of the community. This building portfolio consists of approximately 258 buildings having a current replacement value reported as \$258.3M at 30 June 2018. Council's buildings support the delivery of community services, act as focal points for community life, and contribute to the social, cultural and economic development of the local community.

Effective building management is therefore important, due not only to financial implications, but also the services these buildings support. As stated in Council's Asset Management Policy (2019):

Assets enable the provision of services to the community [...] Sustainable service outcomes for the community are very much dependent on the performance of the assets that support those services

This Building Asset Management Plan (BAMP) seeks to improve the management of Council's buildings through the implementation and monitoring of service levels, which are specific and measurable statements documenting Council's performance expectations of buildings. They are expressed in terms of the performance of a building asset, its ability to meet desirable service expectations, and how well its location is able to meet Council's place-based planning aspirations.

1.1.1 Building Asset Management Plan 2009 Summary

Council completed its first BAMP in 2009. Combined with a full condition audit of Council buildings, BAMP 2009 investigated and delivered the foundations, processes and initial funding forecasts required for the management of Council's building assets. BAMP 2009 proposed 77 improvement recommendations with the objective of delivering the following objectives:

1. Improving building performance
2. Meeting community expectations
3. Integrated service and building lifecycle management
4. Improved data and knowledge management
5. Improved building performance measurement
6. Risk management and compliance
7. Long-term sustainability.

Council has achieved significant improvement across these areas, with 82% of the recommendations either fully or partially complete as of 2019.

The intention of this review is not to rebuild the original foundations, but to advance them.

1.1.2 Plan Objectives

In summary, this review seeks the following objectives:

- Implementation of systems that help ensure building assets satisfy current and future service demands via defined and agreed service levels
- Improved evidence-based decision making through identifying and resolving data gaps
- Delivery of a future Place-Service-Asset framework
- Provision of centralised tools to strategic planners that provide access to building information including asset and financial data, operational transactions, service delivery objectives, and strategic planning information
- Increased focus on opportunities for flexible multi-purpose facilities which are adaptable to changes in service delivery
- Enhanced consideration of service-based outcomes and solutions that do not require capital works
- Scenario-based recommendations for Council facilities derived from current building performance and levels of service
- Long-term financial forecasts based on a holistic approach to facility management
- Continuous improvement of building processes and the implementation of systems to reduce administrative workloads.

1.1.3 Plan Structure

With the aim of achieving the objectives listed above in Section 1.1.2 above, this BAMP has the following structure:

1. Review current building management procedures and asset knowledge to identify deficiencies and opportunities (Chapters 2 and 3)
2. Develop a common integrated approach to the management of Council's assets using documented levels of service and a Place-Service-Asset framework (Chapter 4)
3. Employ the newly developed approach to assess current building performance (Chapter 5)
4. Use this enhanced understanding of building performance to recommend scenario-based outcomes for Council's buildings, and estimate future funding requirements (Chapters 6 and 7)

5. Document a series of recommendations with implementation time-frames to further improve Council’s approach to building lifecycle management (Chapters 8 and 9)

1.2 Drivers of Strategic Asset Management

1.2.1 Internal Drivers

Knox Community and Council Plan

The Knox Community and Council Plan 2017 – 2021 sets a vision for the City of Knox and identifies eight community and council goals that will drive Council activities over the next four years. This Plan has been formulated in partnership with the community. It provides a guide for individuals, businesses, local groups and other levels of government on strategic priorities for Knox.

Table 1 below outlines every Community and Council Plan goal, strategy and initiative that is supported by this asset management plan.

Table 1 – BAMP 2019 Alignment with the Knox Community & Council Plan 2017-21

| Goal | Strategy | Initiative/Target |
|---|---|---|
| <p>Goal 1.</p> <p>We value our natural and built environment</p> | <p>Strategy 1.1 Protect and enhance our natural environment</p> <p>Strategy 1.3 Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure</p> | <ul style="list-style-type: none"> • An increase in renewable energy usage • A reduction in water usage of new buildings • A reduction in Greenhouse Gas emissions of new buildings • Sustainable design of Council’s new buildings • A decrease in the number of ‘at risk buildings’ in Knox. |
| <p>Goal 5.</p> <p>We have a strong regional economy, local employment and learning opportunities</p> | <p>Strategy 5.2 Plan for a range of key strategic centres that provide a diversity of employment, services and amenities to support the changing needs of our community</p> | <ul style="list-style-type: none"> • Community infrastructure that fits changing community needs. |

| | | |
|--|--|---|
| | Strategy 5.3 Promote and improve infrastructure and technology within the municipality and enhance strategic employment places for business | |
| Goal 6. We are healthy, happy and well | Strategy 6.2 Support the community to enable positive physical and mental health | <ul style="list-style-type: none"> • An increase in the number of females participating in sport • An increase in the number of people with a disability participating in sport • An increase in participation in active ageing activities |
| Goal 7. We are inclusive, feel a sense of belonging and value our identity | Strategy 7.3 Strengthen community connections | <ul style="list-style-type: none"> • Advocate and plan for the development of a Bayswater Multipurpose Community Facility • Design, develop and implement an approach to facility management that integrates service and facility advocacy, is consistent across the organisation, and improves efficiencies in the management of Council's buildings |
| Goal 8. We have confidence in decision making | Strategy 8.1 Build, strengthen and promote good governance practices across government and community organisations | <ul style="list-style-type: none"> • A reduction in the funding gap for the renewal of infrastructure. • Strengthen and centralise the coordination, collection and provision of research and data to support future planning by Council • Respond to and implement any reforms made to the Local Government Act 1989 |

Asset Management Policy

Council's Asset Management Policy (2019) articulates Council's overarching commitment to asset management. A key policy statement is that 'Council will continue to invest in improving its asset management knowledge and planning, and commit to further research and development of asset management plans for individual asset classes'.

Strategic Asset Management Plan

Council's Strategic Asset Management Plan (2014) notes that 'it is critical that Asset Management Plans continue to align with the recommended structure, as outlined in the International Infrastructure Management Manual, meet the provisions of the National Asset Management Assessment Framework and start to better integrate with Council service planning processes'.

This review of the Building Asset Management Plan also aims to address recommendation SAMP 3 from the Strategic Asset Management Plan, outlined below in Table 2.

Table 2 – Recommendation SAMP 3 from Strategic Asset Management Plan

| Recommendation SAMP 3 |
|---|
| (a) Continue to review and update Asset Management Plans, to maintain their currency and validity in accordance with the program in Attachment 3. |
| (b) Develop enhancements to the Asset Management Plans, to facilitate progression from core to advanced status, in line with the requirements of the MAV STEP program. |
| <p>Reviewing of AMPs, to have a greater focus on:</p> <ul style="list-style-type: none"> • Identifying future asset requirements, in line with service planning • Validation of service levels, in consultation with community requirements • Advancing understanding of the intrinsic relationship between maintenance, and optimised renewal funding • Creating a framework for the recognition, analysis, and reporting of new asset categories not previously identified by Council • Exploring models of management that recognise different ownership options, for managing services other than Council owned infrastructure (particularly buildings). |
| (c) Continue to centralise the recording and monitoring of AMP recommendations. |

Source: Council's Strategic Asset Management Plan (2014)

1.2.2 External Drivers

National Asset Management Assessment Framework

In 2009, in order to foster a nationally consistent approach to asset management, the Local Government and Planning Ministers' Council developed a National Asset Management Assessment Framework to focus on long-term assets managed by local governments. For some time, most Victorian Councils have been part of the Municipal Association of Victoria's (MAV) asset management capacity building approach, the STEP program. The development of a National Asset Management and Financial Planning Assessment Framework for Local Government provides the assessment framework of the STEP program, and enables benchmarking and reporting to be undertaken at both state and national levels. One of the eleven elements of this assessment framework is the requirement for Councils to work towards preparing documented asset management plans for all material asset categories. The framework also outlines key inclusions and components of a typical asset management plan, which are consistent with the recommendations of the International Infrastructure Management Manual.

ISO 55000:2014 Asset Management

Since the last iteration of Building Asset Management Plan there has also been the introduction of ISO 55000:2014 Asset Management (ISO 2014). The standard is intended to assist asset managers in the establishment, implementation, maintenance and advancement of an asset management system. It also provides a process by which organisations can become accredited in their asset management practices, although this is not currently required of local governments.

Statutory Obligations – Duty of Care

Council is obligated to maintain its building assets to comply with legislative standards and Acts. These include:

- Local Government Act 1989
- Victorian Charter of Human Rights and Responsibilities
- Planning and Environment Act 1987
- National Disability Act 1992
- National Construction Code 2015
- Building Control Act 1981.

1.3 Synergies with Other Council Initiatives

Council is undertaking a number of strategic projects which impact on Council buildings, alongside the BAMP. These initiatives vary widely in nature; careful alignment is needed to avoid tension between their respective objectives, and to promote synergy.

1.3.1 Place-Service-Asset Framework

The proposed Place-Service-Asset framework will provide guidance on the relationships between service areas required for Council to obtain maximum value from investment. The methodologies and processes developed as part of this BAMP will serve as inputs into this initiative.

1.3.2 Strategic Asset Investment Strategy (SAIS)

The Strategic Asset and Investment Strategy (SAIS), like the methodologies and systems developed through this BAMP, contributes to the broader toolkit Council uses to determine the value of its assets to the community.

Specifically, the SAIS provides Council with the evidence base required to understand how its public asset base can be leveraged to build equitable community 'wealth', create sustainable and diverse revenue streams, and achieve its social housing, affordable housing, lifelong learning, and mental and physical health priorities.

To deliver on this objective, the SAIS establishes the locational 'value' of an asset before proposing which of three possible strategic solutions are required to realise an asset's commercial, social, environmental and/or economic value.

These solutions fall into three main categories:

- **Investment** in an asset if it is well located but could function better
- **Conversion** of an asset to alternative community uses or multiple activities if the asset is strategically better located for those alternative uses
- **Divestment** of an asset (land and / or building) to realise revenue in order to fund other community uses.

A fourth designation may also be invoked so that Council continues to have a relevant and sustainable asset base. This relates to the:

- **Acquisition** of a new asset (land and/or building) to address an identified gap in Knox's assets provision/impact if there are no other Knox assets which can address that gap.

The SAIS and this BAMP share the ambition to optimise Council's assets. The key difference is that this BAMP employs a Place-Service-Asset framework to assess buildings, while the SAIS makes use of a primarily place-based approach to identify opportunities for Council land assets, which do not necessarily incorporate existing Council facilities. The two initiatives apply similar criteria for evaluating the 'place' of an asset but ultimately operate independently of one-another. If an instance arises where this BAMP and the SAIS propose conflicting outcomes for a Council facility, both options will enter into consideration.

1.3.3 Boronia Renewal Project

The Boronia Renewal Project is a place-based initiative focusing on the Boronia Activity Centre. It involves reviewing built form, social, economic and environmental issues, as well as examining the future options for Council's ageing and at risk infrastructure to better deliver community services.

In regards to buildings, the project will involve strategic planning for the 27 Council facilities within Boronia. The scenario-based recommendations to be outlined in Chapter 7 take into account likely outcomes from the Boronia Renewal Project, and serve as a reference for future decisions. The tools and levels of service developed in this BAMP will also be made available to strategic planners as part of this work.

1.3.4 Knox Central

Knox Central is an on-going strategy for the implementation of the Knox Central Structure Plan (2016), which aims to turn Knox Central into a 'modern mixed-use activity centre that attracts residents, workers and visitors from across Melbourne's east'. Council has several assets that will be impacted by this project, including the Operations Centre, and Knox Library. Like the Boronia Renewal Project, the modelling in Chapter 7 accounts for the probable outcomes of this project. Since decisions have already been made on the future of assets at this location, it is unlikely to make use of the methodologies and tools developed in this BAMP.

1.3.5 Development Contributions Plan (DCP)

Council is currently assessing the feasibility of implementing a Development Contributions Plan (DCP). Development contributions are one way Council can partially fund the cost of assets or infrastructure. A mechanism available through the Planning and Environment Act 1987 is for Council to adopt a DCP. The DCP lists the infrastructure that Council commits to develop over the horizon of the Plan, which is normally 15-20 years.

Council can collect funds from development of dwellings and other land uses toward the developments' share of the cost of infrastructure identified in the Plan. Funds are collected based on the number of additional development of residential dwellings or floor space for other uses over the existing development.

The risk with such a plan is that Council must still deliver the infrastructure even if the level of development projected in the DCP does not occur, or if Council's strategic objectives shift. Careful planning is therefore critical, since Council will have reduced capacity to adjust proposed project scopes and priorities. The tools and methodologies developed and utilised in this BAMP will contribute to the validity of any such infrastructure program.

A DCP is a significant strategic planning policy for Council with several approval hurdles. The Plan must be prepared in accordance with State Government guidelines and Ministerial Directions. Council approves its adoption into the Planning Scheme by way of an amendment to the Scheme, and the Minister of Planning has the final say on the DCP's effect.

1.3.6 Community Facility Planning Policy 2016

The Community Facilities Planning Policy (2016) outlines Council's commitment to achieving an integrated approach to building planning, with increased consideration of facilities that are flexible enough to meet changing community needs. This BAMP supports the Policy by introducing a set of evidence-based tools, frameworks, and methodologies that will assist Council officers to progress towards integrated planning.

1.3.7 Future Initiatives

Council will inevitably undertake new initiatives over the lifetime of this document. It is intended for future projects to incorporate the methodologies developed throughout this BAMP.

1.4 Related Documents

1.4.1 Asset Management Plans

This Building Asset Management Plan forms part of Council's suite of Asset Management Plans. Plans already adopted by Council are as follows:

1. Drainage Asset Management Plan (2010)
2. Open Space Asset Management Plan (2011)
3. Car Park Asset Management Plan (2013)
4. Bridge Asset Management Plan (2013)
5. Playground Asset Management Plan (2013)
6. Street Tree Asset Management Plan (2016)

7. Footpath Asset Management Plan (2016)
8. Draft Road Asset Management Plan (to be adopted in 2019)

1.4.2 Related Plans & Strategies

Other Council documents that influence the strategic direction of building asset management include:

- Affordable Housing Action Plan 2015-2020
- Community and Council Plan 2017-2021
- Knox Community Access and Equity Implementation Plan 2017-2022
- Knox Key Life Stages Plan 2017-2021
- Knox Leisure Plan 2014-2019
- Municipal Early Years Plan 2011-2015
- Community Facilities Planning Policy 2016
- Public Toilet Implementation Plan 2017-2022

1.5 Consultation for this Plan

A number of internal stakeholders provided input and feedback into the development of this Building Asset Management Plan.

- Councillors
- Asset Management Steering Group members
- Sustainable Infrastructure Department
- Community Services Directorate
- Community Infrastructure Department
- City Futures
- Executive Management Team

1.6 Plan Implementation Approach

Council's Asset Management Policy articulates Council's commitment to asset management, as a whole of organisation approach. The approach embeds asset management activities within corporate planning process and departmental business plans.

Council's Asset Management Steering Group is responsible for monitoring the implementation of plan improvements. An annual report is generated for approval by Council's audit committee.

An implementation plan is included in Chapter 9 detailing key resources, target dates and deliverables for each improvement recommendation identified in this plan. Business case development and approval may be required to secure capital funding.

CHAPTER 2. Current Context & Opportunities

2.1 Review of the Building Asset Management Plan (2009)

Council endorsed the original Building Asset Management Plan in 2009. Providing a holistic documentation of the management of Council's facilities, the BAMP 2009 gave a detailed account of Council's approach to managing its facilities.

The plan also highlighted challenges in managing Council's building assets and established a comprehensive listing of recommended improvement actions, both within and across services. Many stakeholders involved in the BAMP 2009 indicated that the primary requirement of asset performance was to meet service requirements. These requirements could not clearly be defined at the time, which led to the original BAMP being founded on the principle that asset performance would drive investment decisions.

This lack of a holistic approach to investment resulting from an organisational focus on assets, rather than services or places, represents a key driver for this iteration of the BAMP.

Key improvements delivered to date as result of the BAMP 2009 include:

- Advances in Council's overall asset management knowledge, including building performance data
- Implementation of levels of service relating to asset data such as minimum condition levels
- Better data management and building performances;
- Traceability of maintenance and renewal activities within Council's Asset Management System
- The advancement of service planning across the organisation;
- Identification of opportunities to further pursue integration of Council's facilities to meet multiple service users
- Establishment of the community infrastructure planning working group and development of a community facility planning policy
- Advancement in Council's overall approach to asset management, resulting in progression from the core to advanced assessment tool when assessing Council's asset management proficiency
- Implementation of work order system enhancements to support building maintenance and management practices.

The first iteration of the BAMP also foreshadowed the need for a consistent approach to service planning in order to better define the role and purpose of core services delivered by Council and functional asset functionality necessary to meet those requirements. Council responded to this need with the introduction of service planning for all Council services, delivered across a four year period.

There remain some initiatives from the first iteration of the Building Asset Management Plan which have yet to be addressed. These include:

- Clear articulation of service standards/ level of service which can define Council's investment planning
- Identifying more efficient investment decisions which challenge Council's siloed approach to service and asset investment
- Understanding in detail the current building stock performance in terms of utilisation
- Development of a consolidated booking system for managing Council's assets
- Ongoing challenges with respect to the management of leasing of Council's building assets.

2.2 Current Delivery Context

2.2.1 Decentralised Building Management Model

No individual Council Directorate or Department has oversight of the management of Council's entire building portfolio. Lifecycle management responsibilities are primarily spread across three directorates and many departments, complicating integration and coordination. Figure 1 below outlines the distribution of major responsibilities between Directorates, although there can be exceptions. For instance, Corporate Services is involved in leasing and licensing as well as property acquisition and disposition.

| Community Services | Engineering & Infrastructure | City Development |
|--|---|--|
| <ul style="list-style-type: none"> • Planning for buildings (including social planning, identification of need and community engagement) within each service area. • Delivery of generally non-major projects. • Operation of buildings within service areas. | <ul style="list-style-type: none"> • Planning for public toilets only. • Project delivery (i.e. design, creation, and disposal) of major projects only. • Administration of the Capital Works program. • Maintenance and renewal of all Council buildings. • All phases of major projects. | <ul style="list-style-type: none"> • Planning only for buildings that form part of strategic place project (eg Boronia Renewal Project). • Planning for acquisition and disposition of Council sites. • Development of standard occupancy agreements to be administered by service areas. • Investigation of strategic asset investment opportunities. |

Figure 1 – Council Directorates with Lifecycle Management Responsibilities

2.2.2 Community Facilities Planning Policy

As noted in Chapter 1, Council's Community Facilities Planning Policy (2016) outlines Council's commitment to an integrated planning process for the planning, delivery and management of community facilities, and as part of that process, to consider opportunities for multipurpose, co-located or integrated uses or community hub opportunities when planning for new and/or upgrades or change of use of Council community facilities.

The policy integrates with Council's Service Planning approach by ensuring that consideration of the community demand for services, Council's role and models for delivery of services are key elements of the Community Infrastructure Planning Process.

Figure 2 below outlines how the objectives, tools and outcomes across key stages of the Community Facility Planning Process are delivered internally within Knox. Note that the tools described in this framework possess differing levels of maturity, and that solutions are considered through the framework of Council's Long Term Financial Forecast (LTFF).

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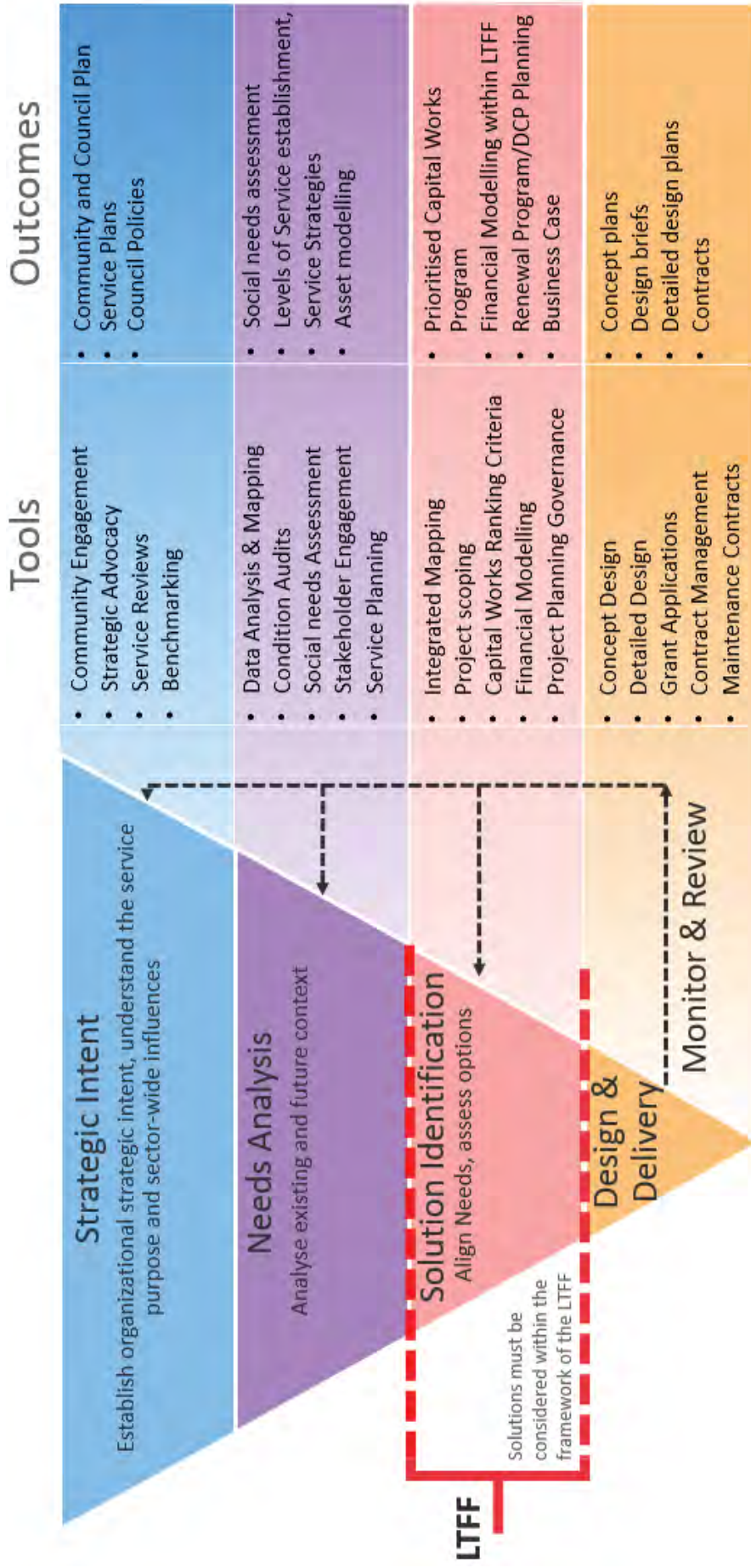


Figure 2 – Community Facility Planning Process

2.3 Current challenges

The current challenges in managing Council's building assets require an exploration of new methodologies to inform decision making and investment, as it is clear that the current approach does not result in Council meeting community expectations in the most effective manner.

A full list of the issues and potential opportunities identified in Council's building lifecycle management are documented in Appendix 1.

2.3.1 Detailed Descriptions of Current Challenges

The need to explore new methodologies to inform decision making and investment is broadly informed by the following significant factors:

Siloed service thinking

A number of the processes and tools identified in Figure 2 above represent a new approach for Knox and it is likely that it will take some time for processes to bed down and become core planning tools to inform investment. A major impediment to progressing the methodology outlined above is the manner in which investment decisions for buildings have traditionally been made across Council. Decisions relating to Council's building assets have typically been proposed by individual service areas. This model can simplify the management of Council buildings, but has become outdated as demand for facility space increases and Council's financial operating environment has become more constrained.

Building Asset Infrastructure

Many of Council's community facilities are reaching the end of their useful life, with numerous facilities delivering a service to users that does not meet current day expectations. Many buildings were constructed in an era when only the provision of basic services was required within a facility, and there were inferior standards for disability access, lighting, air conditioning and heating, insulation and storage. These buildings are often located in residual land parcels, sites which were subject to flooding, poor soil conditions, and often distant from good public transport services.

Increasing Renewal Liability

Council is currently going through a period of major investment in community facilities, including the construction of two new early years hubs. Whenever an asset is added to Council's building portfolio, the total amount that must be spent on maintenance and renewal increases. In order to maintain financial sustainability, Council must recognise the financial burden incurred by the entire asset lifecycle.

Demographic Changes

The demographic composition Knox is changing rapidly and it appears that ongoing changes will continue to inform the demands on community infrastructure. As housing affordability in the inner suburbs continues to escalate, there have been considerable flow on impacts in Knox. Key among these is the rising demand for diverse housing stock, with apartment living and multi-storey developments becoming more commonplace. The parts of Knox developed in the 1980s and 1990s continue to age, resulting in older families, with adult children and some empty nesters, who have strong demand for safe, accessible and quality local services. Young families are again growing in number in once established suburbs such as Bayswater and Boronia, providing affordable places to live, which are close to good public transport. A key driver of demand in Knox results from increasing multicultural diversity, which is changing the functional requirements of our building stock

Expectations Management

There is a clear pattern of community participants wanting more out of Council's investment in community services and facilities. This relates to not only the breadth of services provided by Knox but the quality of the service offering available to the community. A once traditional sporting facility which supported football in winter and cricket in summer, is now looking to cater for increasing levels of female participation, air conditioning/heating to survive the season, a commercial standard kitchen to support their fundraising efforts and suitable social infrastructure which can meet the demands of key tenants in addition to third party service providers who are looking to use the same facility outside of the peak periods.

Financial Climate

The overall fiscal environment in which Council operates has changed substantially since the initial iteration of the BAMP 2009. Ageing infrastructure coupled with the increasing user expectations means new decision models need to be explored in order to align service outcomes with Council's financial capacity. A key advantage for Council is that it has foreshadowed some of the challenges identified within this BAMP and is proactive in the areas of identifying and funding at risk assets, incorporating facility upgrades into the Major Projects program over the next 10 years and demonstrating a solid track record in funding asset renewals across all asset categories.

2.4 Key Opportunities

The issues currently being faced in Council's approach to building lifecycle management each offer opportunities for improvement, as identified in Appendix 1. These opportunities mostly relate to the integration and standardisation of Council's building lifecycle management process, and are captured in the BAMP objectives listed in Chapter 1.

One such opportunity is for the development of standard functional requirements for multipurpose and modular buildings, which are planned to become more and more prevalent.

Recommendation 1: Develop standard functional requirements for multipurpose facilities.

2.5 Progress towards Integrated Planning

To effectively manage Council buildings, the intrinsic relationship between all stages of the asset lifecycle must be acknowledged, shown below in Figure 3. Deficiencies in the management of any lifecycle stage can lead to community dissatisfaction and/or inefficient delivery of Council’s strategic objectives.

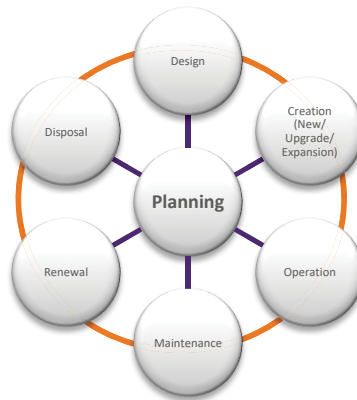


Figure 3 – Link between Planning and other Asset Lifecycle Phases

It has been established in this chapter that the most significant issues in Council’s building lifecycle management occur during the planning phase. However, the planning phase is critical because it allows Council to strongly influence project outcomes, at a relatively low cost (see Figure 4 below).

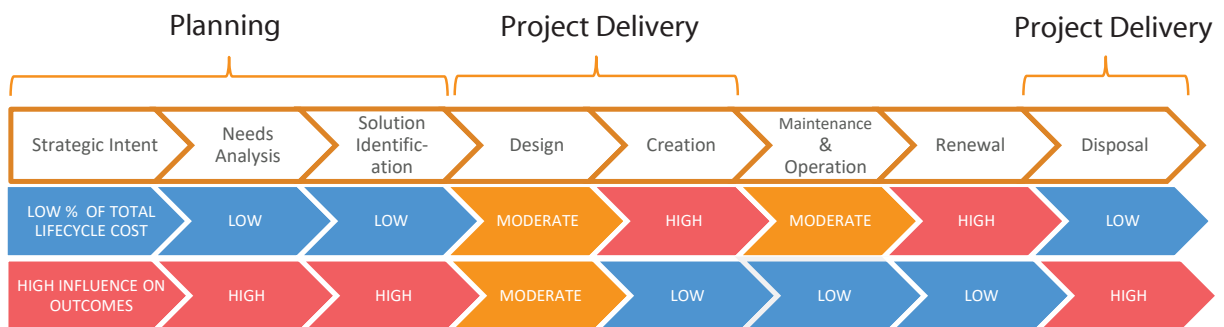


Figure 4 – Planning across the asset life cycle

Council can significantly improve building outcomes without the need for additional capital investment by improving the planning process. An integrated, evidence-based approach to lifecycle planning along with a common framework for needs analysis and solution identification would resolve many of the issues that are currently being faced.

Changes to processes will be investigated to better support the implementation of this new approach to lifecycle planning.

Recommendation 2: Investigate further changes to Council's organisational processes to support the achievement of objectives and recommendations described in this BAMP.

CHAPTER 3. Asset Knowledge

3.1.1 Land and Building Ownership and Occupancy

Council’s building management responsibility varies based on factors including land ownership, building ownership and building occupancy. Table 3 lists site typologies and provides examples of buildings that fall across differing categorisations.

Table 3 – Site Typologies and Examples

| Land owner | Building owner | Building occupant | Number of buildings | Sample buildings |
|------------|----------------|-------------------|---------------------|---|
| Council | Council | Council | 108 (40%) | CB22 Civic Centre CB139 Mariemont Pre-school |
| Council | Council | Others | 114 (42%) | CB5 Knox Gardens Reserve — Pavilion and Community Hall |
| Council | Others | Others | 28 (10%) | OB13 Edinburgh Road – Scout Hall CB284 Bayswater CFA |
| Others | Council | Others | 12 (4%) | CB118 to 121 and CB255 Vineyard sheds CB160 Wantirna Reserve Pavilion |
| Others | Council | Council | 4 (1%) | CB2 Ferntree Gully Shopping Centre — Alpine Street public toilets CB117 Vineyard House |
| Others | Others | Council | 4 (1%) | CB303 Youth Information Centre |
| Others | Others | Others | 3 (1%) | OB4 Wantirna Reserve Scout Hall |

Council is responsible for:

- Buildings where Council is the occupant and owner of the land and the buildings
- Buildings where Council has constructed buildings on land owned by others.

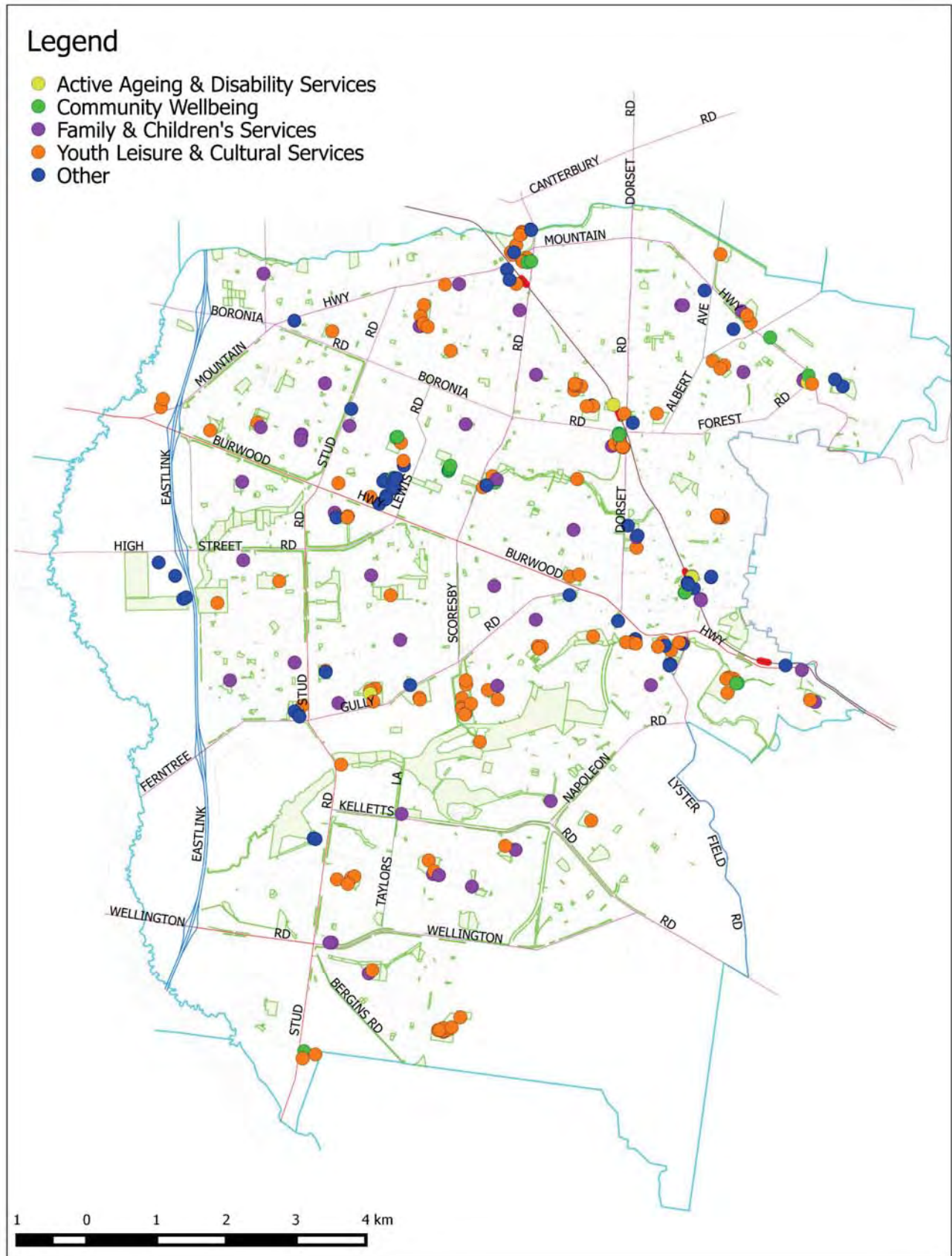
Council is partially responsible for:

- Buildings where Council is the land owner and others have constructed and occupy a building.

3.1.2 Building Inventory

Knox City Council has a total of 258 buildings including sporting pavilions, early learning centres, municipal offices, libraries, community centres, storage sheds and miscellaneous use buildings. The map below illustrates the locations of buildings that Council manages, and their primary service areas. It is evident that there exist clusters of community buildings around activity centres within Knox, however there is considerable geographic dispersal for the majority of Council buildings.

Figure 5 – Council Managed Facilities by Primary Service Area



3.1.3 Asset Hierarchy

BAMP 2009 detailed Council's methodology used to classify the level of importance of each building. The methodology evaluates the following criteria:

- Current replacement cost
- Building occupation
- Occupant regulatory/legislative restrictions
- Utilisation
- Revenue generating potential
- Quantity of services occupying the building;
- Contingency.

The asset hierarchy is used to prioritise renewal and upgrade expenditure.

Table 4 lists the number of buildings within each hierarchy, based on the BAMP 2009.

Table 4 – Number of Council Buildings by Hierarchy

| Building Hierarchy (High to Low Criticality) | Number of Buildings |
|---|---------------------|
| 1 | 7 |
| 2 | 142 |
| 3 | 98 |
| 4 | 11 |

While still in use, the complicated methodology behind this system has hampered its success. Council's other asset classes have clearly defined hierarchies based on worded descriptions, such as roads with 'Link', 'Collector', 'Industrial', and 'Access'. Introducing a more intuitive framework that aligns with service area terminologies would increase use of the building hierarchy in strategic planning.

Recommendation 3: Revise Council's building hierarchy.

3.1.4 Useful Lives

Useful lives indicate the expected life of an asset before it becomes unserviceable. Council adopts two types of useful lives for different purposes:

- Financial Valuation – In accordance with the Local Government Accounting Manual and the Australian Accounting Standards Board AASB13

- Building Component Renewal – Component useful lives are sourced from Rawlinson’s Building Construction Handbook which is considered the industry standard, as well as NAMS Practice Note 12 – Useful Life of Infrastructure (IPWEA, 2017)

3.1.5 Asset Age Profile

The age distribution of Council’s buildings varies from one year to 138 years with the median age being 42 years.

Asset condition degrades over time. Renewal modelling uses asset age to calculate the remaining lives of assets and predict the funding necessary to maintain buildings in accordance with agreed service levels.

Figure 6 below presents an age profile of Council’s buildings.



Figure 6 – Current Age Profile (2019) of Council Building Assets

3.1.6 Asset Condition

Council conducts a condition audit of its building assets every four years with the most recent occurring in 2018. External auditors having specialist experience undertake the onsite audit of buildings. The condition audit captures:

- Overall building condition
- Building aspect condition (External, Internal, Structure and Services)
- Building component condition and renewal estimates
- Compliance defects

Council adopts a basic condition rating system where Condition 1 is ‘very good’ or ‘as new’ and Condition 5 is ‘very poor’.

The condition audit data is utilised to generate a renewal program of works, maintenance activity lists to resolve compliance defects and long-term financial forecasts.

Condition audits every four years enable Council to monitor building condition against predicted degradation resulting from ageing of assets. Where necessary, amendments to long-term financial forecasts are considered to cover shortfalls or excesses in funding. The results of the most recent condition audit will be detailed in Chapter 5.

3.1.7 Risk

The renewal forecasting process identifies the funding required to maintain the condition of Council's buildings to a minimum standard deemed acceptable by the Community.

Occasionally Council's buildings condition auditors may observe signs of structural building movement and suggest that a more detailed assessment by a qualified structural engineer is warranted. For the purposes of this plan, these buildings are designated as 'at risk'. Currently 17 buildings are flagged as being in this state. 'At risk' buildings require a structural assessment to check the adequacy, structural integrity and soundness of structures and their components. The assessment may or may not result in rectification works being required. The Knox Community and Council Plan identifies a target to decrease the number of 'at risk buildings' in Knox, towards which Council has set aside up to \$1M of funding over the next three years.

At the time of writing, initial structural reports have been developed for 10 of these facilities, with the balance to be completed in the first half of the 2018-19 financial year. In some cases, the structural reports have resulted in rectification works to mitigate risk. These works are prioritised on the basis of need.

The reports have resulted in strategic deliberation by Council on the need for assets and consideration of alternate service scenarios. Additional funding has been provided by Council over a three year period to address structural defects in Council facilities. A breakdown of current status is shown below in Table 5.

Table 5 – Structural Assessment of 'At Risk' Council Facilities

| Status | Number of Buildings |
|--|---------------------|
| Structural Assessment completed – rectification works required | 8 |
| Structural Assessment completed – rectification works complete | 2 |
| Structural Assessment completed – no works required | 0 |
| Structural Assessment to be completed | 7 |

Council also manages risk operationally by monitoring the completion of programmed regulatory maintenance activities. Examples of these activities include testing and tagging and Essential Safety Measure inspections.

3.1.8 Asset Utilisation and Demand

Council does not currently record building utilisation or demand in a consistent way across its building stock, representing a major gap in knowledge. Service areas collect data using separate methodologies, with varying levels of detail. A new facility booking system that records detailed information including attendee numbers is needed before Council can accurately report on utilisation, and improve its capacity to model demand.

Recommendation 4: Implement a facility booking system that can report on building utilisation.

3.1.9 Asset Valuations

Formal building valuations are undertaken on a two-year cycle by external auditors engaged by the Finance Department. Replacement cost estimates are based on the assumption that each building is constructed on undisturbed ground (green field rates).

Building valuations are reported in Council's financial reports under the Infrastructure Asset Category. Council's annual financial reports are prepared in accordance with relevant accounting standards, including AASB 116, as well as Council's Fixed Asset Accounting Policy.

At 30 June 2018, the total current replacement cost of Council building assets was reported as \$258M, with a written down value of \$122M.

3.1.10 Asset Management Information Systems

Council has a complete formal dataset regarding all building assets applicable to this Plan. Council's asset knowledge exists predominantly in the asset register of its corporate asset management information system, Lifecycle, and spatially through its Geographic Information System (GIS), IntraMaps.

Ongoing data management work is undertaken primarily by the Asset Strategy team and the Facilities team. Data management also involves collation and verification of data discrepancies to ensure all asset data is recorded accurately and appropriately.

Lifecycle – Asset Register

Building assets are currently stored in the asset register of Council's asset management system (Lifecycle). Building attributes include categorisation, dimensional, locational, financial, condition, contact information and asset life details. The asset register also contains an inventory of building components, which is updated after every building condition audit.

IntraMaps – GIS

Within Council's GIS software, there are a number of dedicated layers for the building assets that are the responsibility of Council. Each building in the GIS is assigned a unique GIS identifier. It is possible to view some asset attribute information in IntraMaps – this information is sourced directly from the Asset Register.

Lifecycle – Maintenance Management

The Facilities Module within Lifecycle manages the day-to-day work activities undertaken by contractors engaged by the Facilities team. The module captures all reactive, regulatory/routine and miscellaneous work types. The system integrates with Council's People, Property and Rating System (Pathway) for the actioning of Customer Requests. All maintenance transactions are linked to the asset register by way of unique building identifiers.

Updating the Asset Register

In order for Council to be confident that it has a reliable understanding of the assets it is responsible for, robust procedures for capturing new assets and asset modifications are required.

New building assets are created through Council's capital works program or purchased. Building disposals result from land sales managed by the Property team or demolition which is managed by the Facilities team. Upon receipt of confirmation of these activities, the Asset Strategy team then updates the Asset Register. While these processes are in place, there is still room to refine them to ensure that assets are captured as they are created, so that they can be effectively managed.

Routine asset condition audits are used to verify and update Council's Asset Register.

CHAPTER 4. Levels of Service

4.1 Overview

Council buildings are important to the local community. They support the delivery of community services, act as focal points for community life, and contribute to the social, cultural and economic development of the municipality. As an asset owner and service provider, Council's key challenge is to invest its limited resources in a way that ensures Knox continues to be a place where people of all ages and abilities like to live, work, study and socialise.

In managing its building portfolio, Council is required to respond to community needs as efficiently, equitably, effectively and sustainably as possible within financial and other practical constraints. This requires proactive evidence-based planning, which can be facilitated through the documentation of service level targets.

This Chapter describes:

- Anticipated benefits of developing and using service level targets
- The status of service level documentation and use, since the adoption of the previous Building Asset Management Plan (BAMP) 2009
- Key learnings from the implementation of BAMP 2009 service levels
- How service level setting supports delivery of the Community and Council Plan, and the Community Facilities Planning Policy
- The approach used to document place, service and asset planning service level targets
- The Knox Facility Planning Tool – a prototype information system
- Improvement recommendations developed to ensure service levels become a useful and integral part of Council's future place, service and asset planning activities.

4.1.1 Definition of Levels of Service

Levels of service are specific, measurable objectives by which Council defines its service provision delivered to the community. In the context of this BAMP, it is important to note that levels of service for buildings can define any aspect of the service supported by Council, and apply to:

- The **Service** – by articulating the service aspirations as experienced by the user/customer

- The **Asset** – through measuring the performance of the asset/building and its capacity to support the service need
- The **Place** – through understanding the value provided by the asset/service within its own geographic context.

Typical examples of Levels of Service for Council’s buildings as captured through the BAMP process are shown in Table 6 below.

Table 6 – Sample BAMP 2019 Levels of Service

| Level of Service Description | Type | Target |
|--|---------|------------------------------|
| Maximum distance from public transport | Place | 200 metres |
| Desired Minimum % of activities attended by multiple age cohorts | Service | 75% of activities |
| Maximum Overall Condition | Asset | Condition 3 (fair) or better |

This BAMP has involved a considerable amount of engagement with service owners and planners across Council to better document both current and desirable levels of service, and define the gaps between them.

4.2 Anticipated Benefits

Levels of service delivered by Council (whether documented or not) are directly related to the cost of service and the level of risk accepted by Council. Documentation of service levels helps Council to improve consistency in asset performance, and to allocate future investment in accordance with community expectations.

Service levels provide Council with an opportunity to:

- Contrast the current state of buildings with a desired future state
- Facilitate proactive planning that considers the facility location, service delivery, and asset performance
- Identify and close gaps in current or future asset and service provision
- Model the cost of investment scenarios
- Assess alternate means for delivering a service level outcome
- Compare and prioritise projects with improved consistency.

4.3 Levels of Service in the Building Asset Management Plan (2009)

4.3.1 Community Levels of Service

As noted in Chapter 2, BAMP 2009 included community service level targets. The targets were aligned with five core values: Access & Inclusion, Availability, Environmental Sustainability, Compliance, and Fitness for Purpose.

The service levels were developed in consultation with Service Managers and were tested with community focus groups. The documented service levels were only concerned with community expectations regarding the building asset itself, with no consideration of building location or the service being provided.

Although Council embarked on an extensive program of service planning, resources were not adequately allocated to the implementation of the recommendations made by the original BAMP.

As a result, community service level targets were not adequately developed to facilitate long-term place, service and asset planning. Service level targets also had not been developed to assist officers to identify gaps in service, place or asset provision.

4.3.2 Technical Levels of Service

In addition to the considerations for basic technical levels of service such as condition summarised in Chapter 2, the BAMP 2009 implemented technical levels of service and inspection time-frames for maintenance activities. This information is stored in LifeCycle and periodically updated, but has not been fully reviewed since its initial development.

Recommendation 5: Review Council's levels of service and target time-frames for building maintenance.

4.3.3 Key Learnings

Key learnings from the implementation of BAMP 2009 service levels include:

- Documentation of service levels requires appropriate allocation of resources
- Continuous review and improvement of the targets is necessary to maintain relevance
- Service levels must extend beyond asset based considerations if they are to be used in long-term integrated planning
- Service managers need to have ownership of service levels

- A supporting information system is necessary to:
 - embed the use of service levels into Council’s existing work practices;
 - keep service levels up to date;
 - identify gaps in delivery of desired performance; and
 - facilitate identification of actions that can be used to close the gaps
- Good quality data (including service and building utilisation and availability data) is required to reliably assess current performance and inform future decisions to close identified gaps
- Community consultation is necessary to test the validity of Council’s assumptions regarding community expectations.

4.4 Approach to Developing Levels of Service

The approach adopted incorporated the following key features:

- Establishment of a BAMP reference group
- Reference group workshops (and follow-up meetings) aimed at educating participants and encouraging collaboration and ownership of the targets developed
- Development of a prototype Facility Planning System to centralise asset knowledge and levels of service, and enable strategic analysis

The decentralised model of building management at Knox means that multiple teams across the organisation contribute to the planning, design, construction and ongoing operation of Council’s facilities. A reference group with representatives from most relevant internal teams was created to explore, and co-design a common approach to the management of Council buildings.



Figure 7 – Services represented by the reference group, colour-coded by Council department

Council departments with direct responsibility for services delivered from Council buildings were tasked with documenting 'Service Specific' service level targets. The Asset Strategy team focused on developing 'Global' service levels that would be applicable to all places, services and buildings.

Levels of Service were a new concept for many of the relevant internal stakeholders, representing a significant paradigm shift in how facility planning is undertaken. A series of creative and interactive workshops were held with the reference group to engage stakeholders in the delivery of the new BAMP, increase organisational awareness of levels of service, and develop the aforementioned common approach to building management. Detailed descriptions of the workshops can be found in Appendix 3.

The group agreed that a resident's decision to use a service in a Council building, is impacted by the quality of the:

- Location (place)
- Service
- Assets.

Figure 8 below demonstrates the kinds of prompts that were provided to service areas for defining the 'quality' of places, services, and assets.

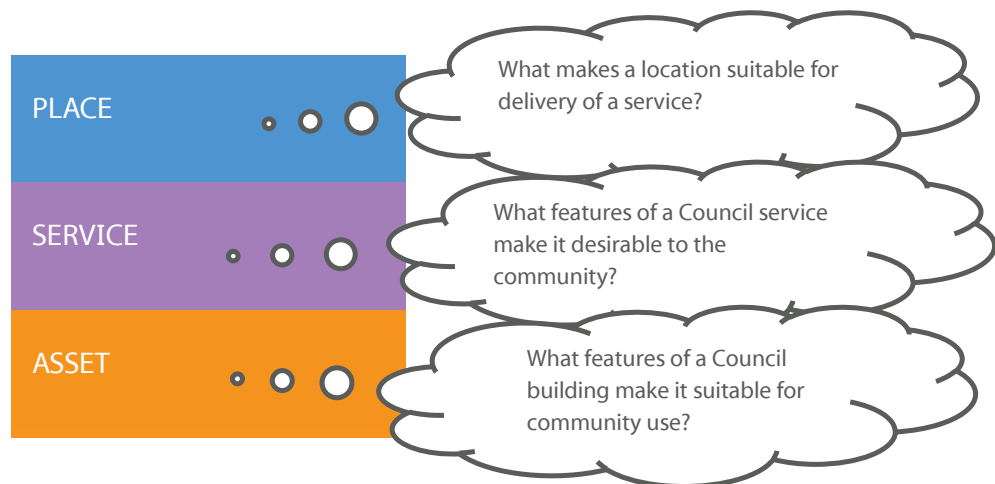


Figure 8 – Considerations to describe the 'quality' of a place, service or asset

Members of the reference group had diverse definitions for building quality, but the responses were divided into key themes, shown below in Figure 9.



Figure 9 – Key themes for aspects of building quality split broadly into place (blue), service (purple), and asset (orange)

The identification of distinct themes was an important educational stepping stone to the development of levels of service for the reference group, which need to be specific and measurable.

4.5 Strategic Alignment

The Community Facility Planning Policy 2016, was a major driving force for the development of service levels in 2017.

The policy outlines Council’s commitment to an integrated process for the planning, delivery and management of community facilities. It supports consideration of opportunities for multipurpose, co-located, integrated uses or community hubs when planning for new facilities, upgrades or change of use of existing community facilities. The policy includes the five-stage process, depicted below in Figure 10.

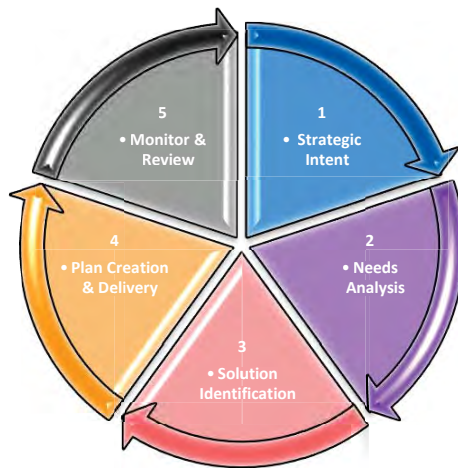


Figure 10 – Community Facility Planning Policy - Five Stage Process

A proposed flowchart for building capital works following the five stage planning process is shown below in Figure 11. The proposal incorporates levels of service into the decision-making process through the Place-Service-Asset framework. It also requires project scopes to be reviewed by an inter-departmental panel with the aim of promoting needs alignment between service areas.

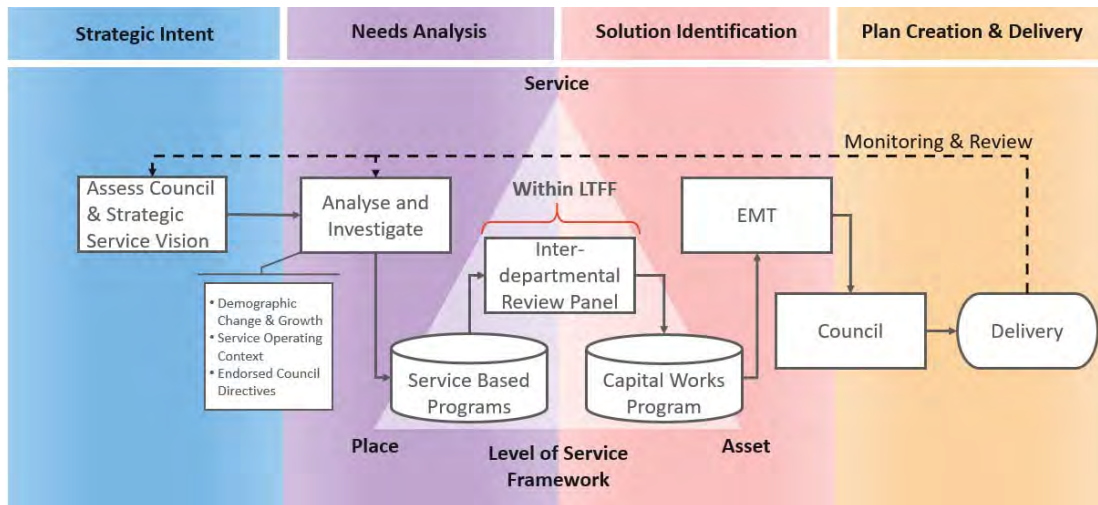


Figure 11 – Proposed Building Capital Works Process

Recommendation 6: Establish an inter-departmental review panel to align needs between service areas before solutions enter into Council’s capital works program.

4.6 Knox Facility Planning System

A prototype facility planning system has been developed to centralise and embed the use of service levels in integrated place, service and asset planning.

The prototype is a Microsoft Access database linked to Council’s asset management system. The tool allows users to compare the current performance of buildings against documented levels of service, at scales ranging from high level summaries to specific level of services in an individual building. The system is integrated with GIS, enabling visual presentation of results.

The system has been developed so that users can add or change levels of service and produce reports with a very basic understanding of databases. In this way, the tool is accessible to all staff involved in strategic planning. Samples of system functionality are shown in Figures 12, 13 and 14 below.

| Service = Community Strengthening | | | | | | |
|--|----------------------|-------|-----------|---------|-----------|---------|
| -----Planning Lens----- | | | | | | |
| Building | Suburb | GIS | Missing + | Place + | Service + | Asset + |
| Bayswater CFA | Bayswater | CB284 | 32 | 5 | 0 | 5 |
| Boronia Progress Hall | Boronia | CB16 | 28 | 4 | 0 | 5 |
| Community Garden - Shed | Boronia | CB121 | 0 | | | |
| Coonara Community House | Upper Ferntree Gully | CB234 | 27 | 4 | 0 | 5 |
| Coonara Community School | Upper Ferntree Gully | CB286 | 27 | 4 | 0 | 9 |
| District Nurses Headquarters | Bayswater | CB285 | 43 | 3 | 0 | 6 |
| INFOLINK - Knox Information Support Centre | Boronia | CB17 | 29 | 5 | 0 | 8 |
| Knox Community Gardens Public Toilet | Boronia | CB317 | 0 | | | |
| Knox Community Volunteer Centre | Bayswater | CB158 | 44 | 4 | 0 | 6 |
| Miscellaneous - Building | Ferntree Gully | CB294 | 42 | 6 | 0 | 7 |
| Orana Centre | Wantirna South | CB58 | 30 | 4 | 0 | 4 |
| Orana Neighbourhood House - extension | Wantirna South | CB313 | 29 | 3 | 0 | 6 |
| Rosa Benedikt Community Centre | Scoresby | CB106 | 22 | 6 | 1 | 10 |
| Rossville Recreation Reserve - Aimee Seabrook Hall | Rossville | CB198 | 28 | 5 | 0 | 7 |

Figure 12 – Facility Planning Tool Gap Analysis (red is the number of service levels not being met)

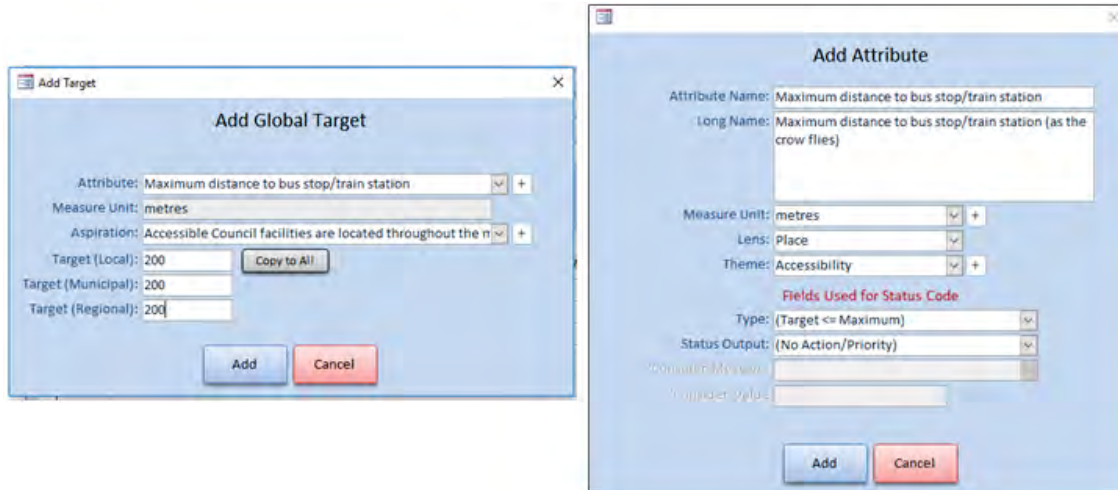


Figure 13 – Simple User Interface for Adding Levels of Service in the Facility Planning Tool

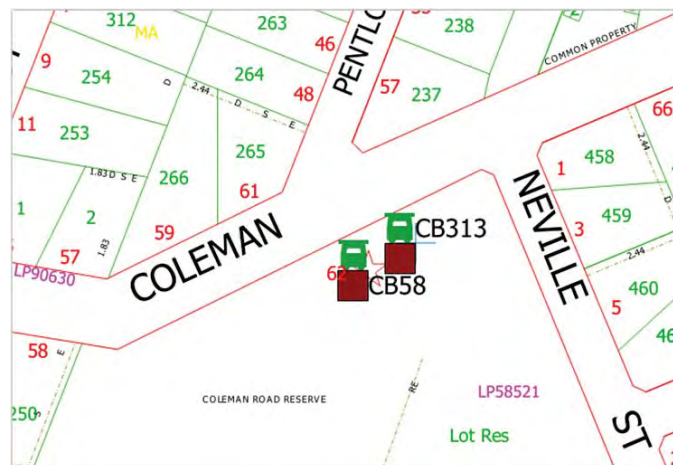


Figure 14 – Integration between the Facility Planning Tool and GIS

The Facility Planning Tool is still a work in progress, but with further development it is intended to become an important central element of the integrated planning process.

Recommendation 7: Continue development of the Facility Planning Tool to support integrated planning.

4.7 Implementation of Service Levels

Extensive stakeholder engagement and research has led to the documentation of over 80 levels of service covering a wide array of themes, divided into 'place', 'service', and 'asset'. The full list is documented in Appendix 4, noting that it is still a work in progress.

High quality, up-to-date data is critical for implementing levels of service. Council's GIS database is frequently updated, and asset data based on regular condition audits is recorded in Council's asset register.

These systems have enabled the successful progression of levels of service related to 'place' and 'asset', but not 'service'. Council still has major gaps in 'service' knowledge due to the lack of a consistent approach between service areas. A new booking system that collects detailed utilisation data, as recommended in Chapter 3, would significantly support the implementation of levels of service in the 'service' lens.

It was noted in Chapter 2 that a lack of standardised ranking criteria for capital works is preventing Council from prioritising projects in a consistent way. A generic set of building project ranking criteria that includes consideration of service levels is attached in Appendix 5. The new criteria has been approved by Council, and will continue being adjusted over time. Building capital works can be consolidated into a single program once the ranking criteria can appraise projects from different services areas with consistency.

Recommendation 8: Consolidate building capital works into a single program with standardised ranking criteria incorporating levels of service.

Service levels will be used later in this plan to:

- Illustrate current performance of the building portfolio (see Chapter 5)
- Inform scenario planning and financial modelling (see Chapter 6 and Chapter 7).

CHAPTER 5. Asset Performance

5.1 Overview

This chapter assesses the performance of Council’s building stock using a wide range of indicators, including levels of service, condition, maintenance requests, and regulatory compliance. Where possible, the results have been presented alongside historical data so that trends can be identified. Data-driven measures of performance such as those outlined in this chapter are important for achieving this BAMP’s objective of an evidence-based decision making process for Council’s assets.

Council’s buildings are overwhelmingly assessed as ‘Fair’ to ‘Good’ against most indicators, although 10-20% of buildings are consistently demonstrating ‘Poor’ or worse performance. The asset base is therefore generally performing at an acceptable level, but there is a noteworthy group of buildings that are unsatisfactory.

5.2 Building Condition

As detailed in Chapter 3, Council monitors the condition of its building assets against a minimum level of service that has been established through consultation with the community. Currently the minimum level of service condition for buildings is 3 – ‘Fair’.

Figure 15 displays the change in overall building condition between 2012 and 2018.

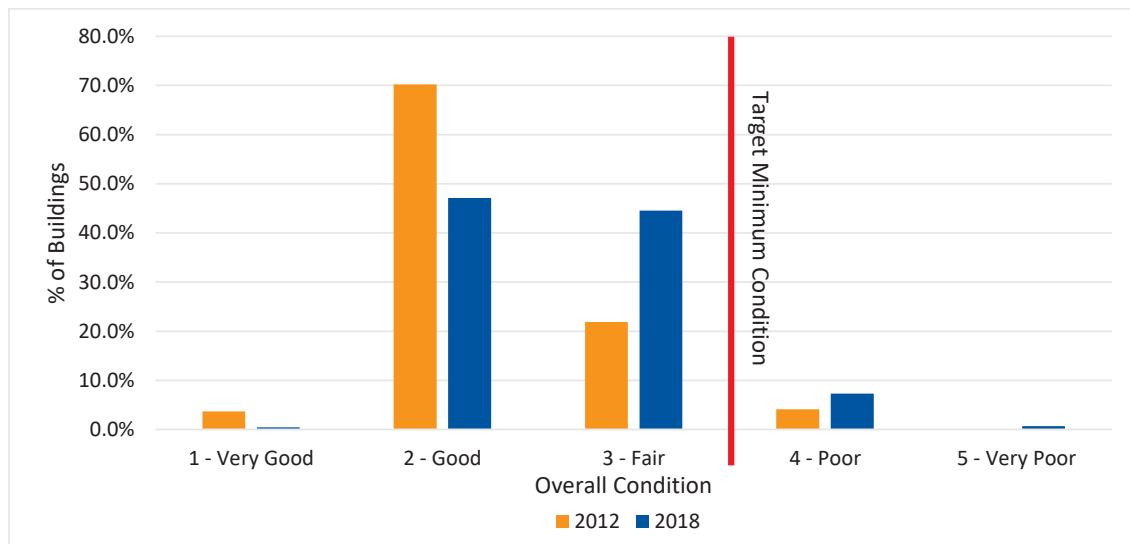


Figure 15 – Comparison of Overall Condition between Audits

There was a significant increase in the proportion of buildings deemed to be in 'Fair' condition between 2012 and 2018. To investigate, Council comprehensively reviewed photography for all buildings where there was a change in overall condition between the two audits. The 2012 audit was found to be more lenient when it came to rating buildings as 'Good' rather than 'Fair'. As such, the change is attributable to inconsistencies between condition audits rather than asset deterioration.

Recommendation 9: Improve consistency between building condition audits.

A noteworthy 7.27% of Council building assets are currently deemed to be in 'Poor' condition. These buildings have less than 25% of their useful life remaining, offer reduced functionality, and may require renewal or disposal in the near future. Data acquired from the 2018 building audit will enable these facilities to be prioritised for renewal works, as required.

Figure 16 below shows the condition distribution for Council's buildings split between Council's four condition aspects based on the 2018 audit.

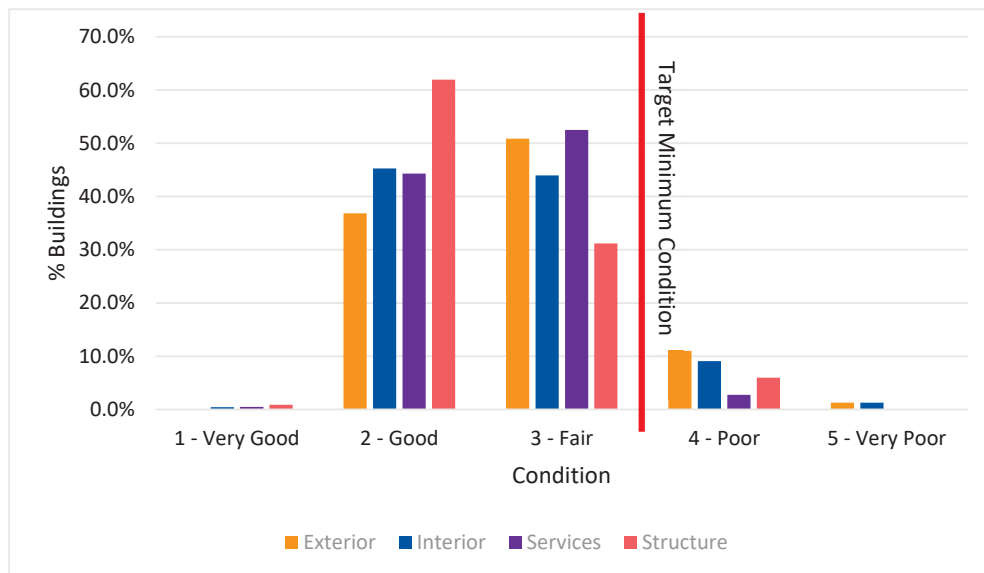


Figure 16 – Breakdown of 2018 Building Aspect Conditions

The structures of Council's buildings are mostly in 'Good' condition, whereas the other aspects are in 'Good' to 'Fair' condition. Building structures have longer useful lives than the other aspects, which explains the contrast in condition. As described in Chapter 2, buildings with potential structural issues are designated as 'At Risk' and added to a structural assessment and rectification program.

5.3 Fitness for Purpose, Utilisation, and Demand

As noted in Chapter 2, Council has gaps in knowledge and documented levels of service concerning building utilisation, fitness for purpose, and demand. As a substitute for this information, service areas were asked to rate their buildings from 1 to 5 using the descriptions contained in Appendix 6. Although each service area had varying amounts of available data, they were all able to respond to the survey. Results are displayed below in Figure 17.

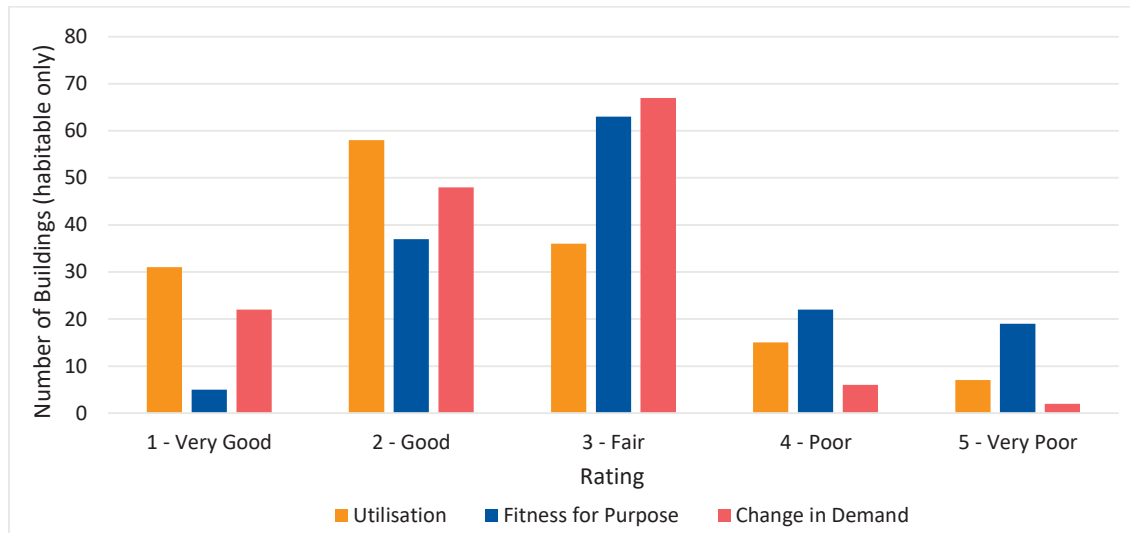


Figure 17 – Summary of Service Manager Ratings for Utilisation, Fitness for Purpose, and Demand

Council’s building assets are generally well utilised and experience fair to high change in demand. ‘Very Good’ utilisation can indicate that a facility is over capacity, demonstrating a potential demand challenge.

Council facilities are not performing to the same standard in terms of fitness for purpose. Improvements will be made by using levels of service as a means for assessing asset functionality, identifying solutions, and prioritising projects.

5.4 Place-Service-Asset Assessment

The Knox Facility Planning Tool was developed to document levels of service, and display instances where buildings are not performing at the designated standard. Figure 18 below summarises the performance of Council Buildings using the ‘Place’ and ‘Asset’ levels of service developed for this BAMP. Results for ‘Service’ levels of service have not been included because they are at an earlier stage of development (refer to Chapter 4 for further information). Note that the results below incorporate some of the performance measures already described in this chapter, as they are also considered levels of service.

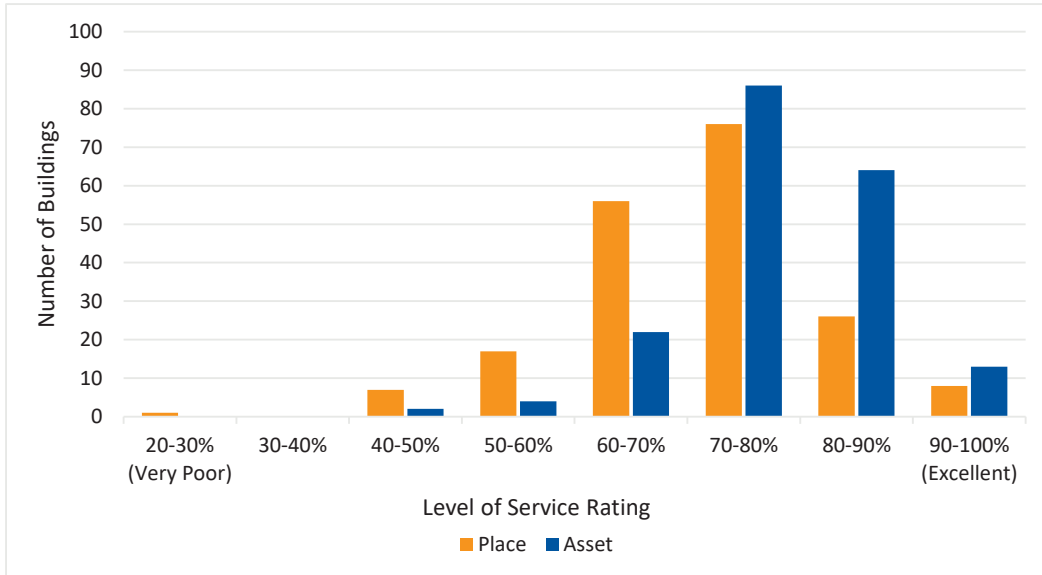


Figure 18 – Distribution of ‘Place’ and ‘Asset’ Level of Service Rating for Habitable Buildings

The ‘Level of Service Rating’ is a representation of how well a building meets the levels of service that apply to it. A ‘Place’ rating of 75%, for instance, would roughly indicate that a building meets 75% of ‘Place’ levels of service.

Noting that some levels of service are more critical than others, the rating was calculated by applying a weighting based on perceived importance (outlined in Appendix 4). These weightings are indicative in nature, as they have not been reviewed by service areas. For details on the formula used, refer to Appendix 7.

Recommendation 10: Introduce a level of service hierarchy.

The snapshot displayed in Figure 18 shows that buildings most frequently score 70-80%, which could be interpreted as ‘Fair’. Buildings also tend to perform better in terms of ‘Asset’ than ‘Place’. Through ongoing building investment and continued documentation of service levels, these results are expected to change.

5.5 Customer Request System

The Customer Service module within Council’s Pathway system captures customer service requests relating to building assets. The customer service requests are categorised and automatically dispatched to the Facilities Module within Lifecycle where they initiate Facility Orders. Facility Orders are prioritised and allocated a maintenance activity having agreed target time-frames for rectification. As described in Chapter 4, these time-frames will be subject to review in the near future.

Figure 19 below shows historical data for the number of facility requests received by Council, and how many are completed within the adopted time-frames. The number of requests received is fairly stable, and Council’s target of rectifying 90% within the adopted timelines is consistently being met.

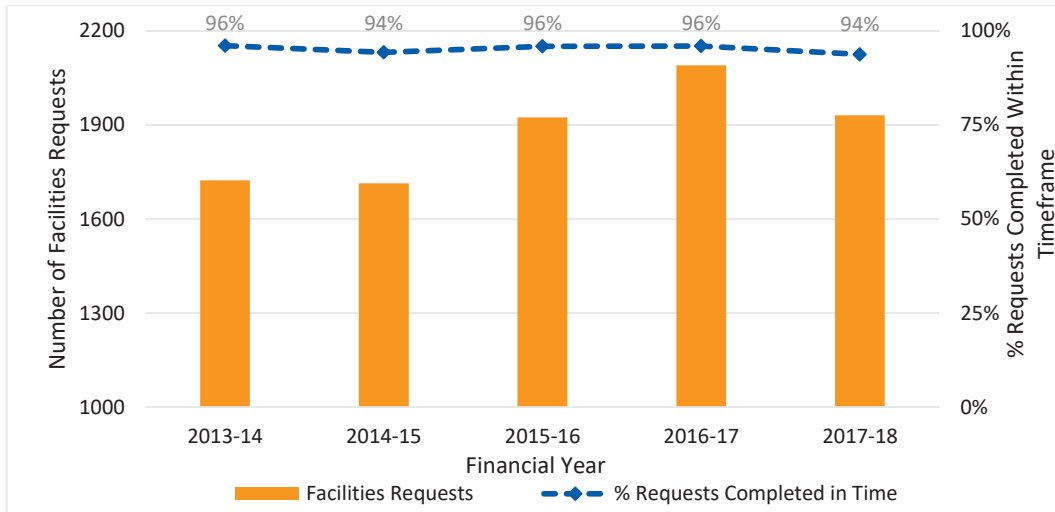


Figure 19 – Facility Maintenance Requests and Time-frame Performance

Compliance

Compliance with the National Construction Code (NCC), Building Code of Australia (BCA), and Disability Discrimination Act (DDA) is an important indicator for the safety and accessibility of buildings. Figures 20 and 21 below compare the findings from Council’s last two condition audits.

Instances of non-compliance have fallen dramatically in all respects, due to an on-going, targeted rolling program to address compliance issues. There still remains a reasonable number of DDA compliance issues, which are typically addressed as facility works occur.

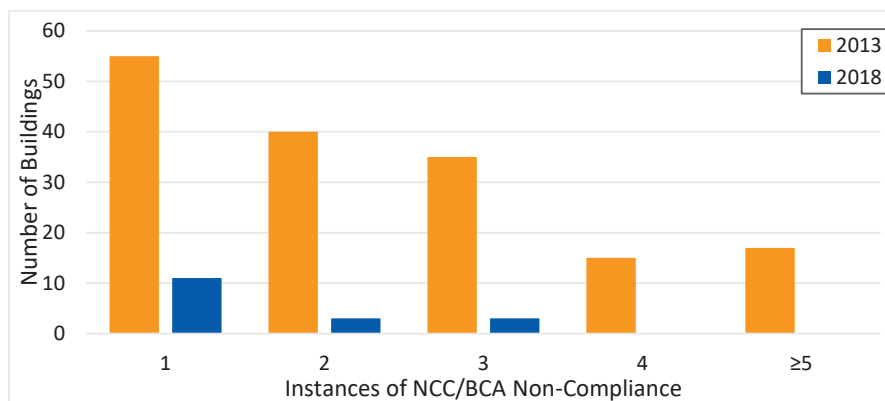


Figure 20 – Compliance with National Construction Code (NCC) and Building Code of Australia (BCA)

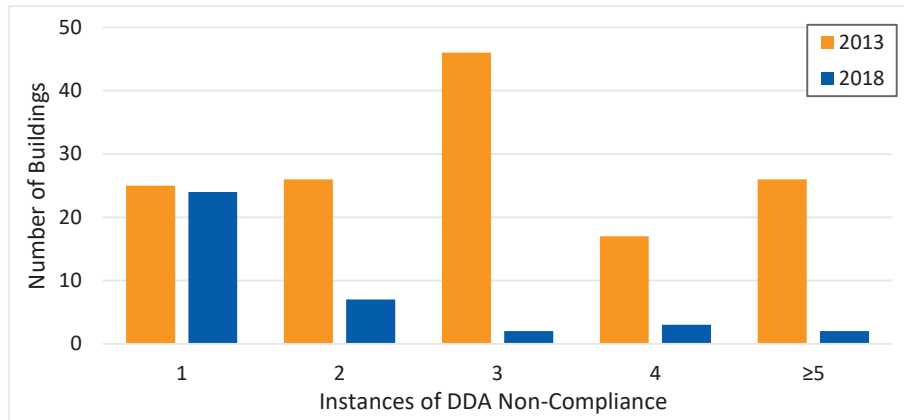


Figure 21 – Compliance with requirements of Disability Discrimination Act 1992 (DDA)

CHAPTER 6. Sustainable Investment Scenarios

6.1 Overview

The way that Council manages a building is, in part, a response to its performance against defined service levels relating to place, service, and asset. Based on the totality of available knowledge for each asset, Council must decide whether to continue in a ‘business as usual’ fashion, close level of service gaps, minimise spending, integrate, divest, or make a major service modification. The validity of each outcome depends on service direction and available data.

Potential asset outcomes have been simplified into five ‘investment scenarios’, briefly described below in Table 7, and in detail in Section 6.2. Each one has been designed to align in whole (or in part) to the Place-Service-Asset framework described in Chapter 4. The investment scenarios can reasonably be applied at a macro level, to address building stock at a whole of service aggregate level or at a discrete level, whereby specific investment decisions can be made to influence key building attributes.

Table 7 – Summary of Council’s five Investment Scenarios

| Scenario | Description | Responds to |
|---------------------------|--|---|
| Business as Usual | Like-for-like renewal of components based on expected deterioration | Buildings that are generally fit for purpose, providing services that are unlikely to change in the near future |
| Sweat the Asset | Minimise expenditure on an asset over the residual part of its life | Decreasing service demand/uncertain service futures, imminent relocations, possible disposals |
| Integrate in Place | Consolidation of buildings and services in proximity to each other, in areas of high demand. | Clusters of complementary facilities with generally lower functionality, but high utilisation/demand |
| Close the Gaps | Invest in an asset to improve levels of service in line with current demand | Facilities with high demand or utilisation that are unfit for purpose |

| | | |
|-------------------------------|--|---|
| Radical Transformation | Significant change of service or asset in response to financial or operating environment | A solution for facilities that are underutilised or unfit for purpose, which could involve disposal. Can also involve transformation of service delivery on a municipal scale (eg. Knox early years hubs) |
|-------------------------------|--|---|

6.2 Detailed Investment Scenario Descriptions

Business as Usual

The 'Business as Usual' approach is generally limited to renewing building components as they approach the end of their useful life. This model does not seek to extract value beyond an asset's expected life and on renewal, and will generally provide an equivalent service outcome to that previously provided, noting the need to bring certain building aspects up to current standards. Given that the current situation indicates that many of Council's buildings do not appear to be meeting fit for purpose requirements, it is likely that a 'like for like' scenario will continue to disenfranchise key user groups.

Building investment under the 'Business as Usual' model will provide existing user groups with minimal opportunity for growth and enhancement, unless Council seeks to rationalise its asset stock in line with current demand. Operationally, both this scenario and the 'Sweat the Asset' scenario require an increased reliance on maintenance budgets to keep facilities functional. Under these scenarios, it might be reasonable to explore user pays models to increase service outcomes. These models rely strongly on external grants to deliver level of service enhancements.

Sweat the Asset

Under this scenario, a conservative approach is taken to managing Council's building stock, seeking to extend the available life of the asset and avoid risk at a minimal cost. This scenario responds well to the current economic climate, but risks alienating key service groups, whose current needs and anticipated future may fail to be met.

Delivery on the ground would likely result in small investments timed to extend the useful life of an asset and defer asset renewal investment. Maintenance costs would increase with reduced renewal spending. 'Sweat the Asset' investments would deliver basic functionality improvements to mitigate risk, rather than large scale building enhancements to enhance storage and support co-location of user groups. Operationally, this model requires a tighter rein on leasing and licensing approaches when managing Council's building assets in order to exert stronger control over user groups to ensure that facilities are achieving maximum available utilisation. In some cases, it will result in little or no investment in Council facilities if a future need for cannot be identified.

Integrate in place

Council has long been progressing the definition of its activity centres, which are now expected to be vibrant and house supporting and complementary facilities that meet community needs. The 'Integrate in Place' approach seeks to make strategic building investments in activity centres and at key trip attractors in order to deliver community outcomes that deliver benefits across services. Aligning strongly with Council's Community Facility Planning Policy (2016), this approach will deliver complementary service outcomes which are both integrated and flexible to meet ever-changing community needs.

These larger style building assets can be seen as catalyst investments by Council which will foster further activation of its activity centres in accordance with endorsed structure plans. They may incorporate integrated commercial development as part of the project itself, or to create a stronger sense of identity for the area, which in turn fosters third party investment. To facilitate such investment, it's likely that decisions will be made to both invest in and divest Council assets to support accelerated delivery of community facility assets. Council's current work in the Strategic Asset Investment Strategy (described in Chapter 1) will guide and support this decision making.

Close the Gaps

The development of this BAMP has involved a focus on defining Levels of Service in terms of Place, Service, and Asset aspirations. The 'Close the Gaps' approach seeks to meet the requisite service standards articulated by the project team. This will result in a stronger alignment between Council's building assets and the services they support. In many cases, when buildings fall due for renewal, this approach will provide opportunity to expand or extend facility to fully support articulated requirements for the service supported.

Implementation of this model generally times investments to coincide with renewal of building facilities, however where a specific need can be demonstrated, it may support accelerated investment by Council through both the New/Upgrade program and the Major Projects program, noting the requirement to align with the financial capacity of Council.

This approach also provides opportunity to design and deliver facilities which are flexible enough to meet multiple community needs and requires collaborative planning approaches to achieve such an outcome. In part it may result in the disposal of lower value assets in order to effectively 'close the gaps'.

Radical Transformation

Using this approach, Council would be encouraged to think differently about how it provides buildings for services. Different models might be explored to provide facilities, including long term leasing to provide flexibility and responsiveness where service demands change. It may also respond to strategic decisions of Council to cease providing services in certain circumstances or cease investing in services which may not continue to be core to Council in the future.

The type of outcomes delivered under this model might include public/private facility partnerships, a more flexible approach to leasing and licensing agreements, and strategically mandating the sharing of facilities. In some cases, this might result in Council relinquishing exclusive rights for key user groups. Adopting such approaches may allow Council to provide a higher level of service for the facilities that it does directly support, resulting in a reduced inventory of buildings.

6.3 Asset Investment Planning

The five potential investment pathways identified above are used as a basis for framing the investment modelling undertaken in Chapter 7. Investment decisions have been informed by defining levels of services, evaluation of available data and input proposed by service owners to inform future direction. The methodology and findings of a workshop with service managers involving use of the five investment scenarios is detailed in Appendix 8.

It is clear that multiple investment pathways could often be reasonably applied to an individual building. There exist many co-dependant relationships between building assets both within and across services and many factors which could radically change demand for Council's building assets. Such examples include:

- The introduction or cessation of a Council service offering
- Spikes in demand for certain building assets based on growth
- Demographic or population changes at a regional or local level
- Regional service delivery models
- Changes in Government or private land holdings management
- Risk events associated with Council's assets.

While it is important to model a preferred scenario, it is equally acknowledged that the operating context may change and that potential alternate scenarios may be a realistic outcome or perhaps a preferred outcome. In such cases, these matters will be deliberated on by the Capital Works governance committee prior to presentation to both EMT and Council. Annual renewal modelling will equally be updated through the presentation of the buildings renewal programs and the new and upgrade and major projects programs.

CHAPTER 7. Financial Forecasting and Scenario Modelling

7.1 Overview

Accurate forecasts of how much needs to be spent by Council to achieve a desired level of service is critical when assessing financial sustainability. Council's financial modelling for buildings has historically been limited to 'like for like' renewal forecasting based on condition audit data. This type of modelling demonstrates the relationship between spending and building condition, which helps Council to budget sufficiently to prevent unacceptable deterioration. However, it does not consider whether renewal is actually the best outcome for each asset, or its relationship with capital investment.

The BAMP 2019 seeks to resolve this issue by conducting a 20 year financial forecast where each building is assigned one of the five investment scenarios detailed above in Chapter 6: 'Business as Usual', 'Sweat the Asset', 'Integrate in Place', 'Close the Gaps', and 'Radical Transformation'. This decision is based on:

- How well the asset meets levels of service, identified by the Knox Facility Planning Tool;
- Qualitative assessment by service managers of demand, fitness for purpose, and utilisation (in the absence of reliable data);
- Any future plans for an asset, eg. recommendations in adopted Council reports; and
- The spatial context of the asset, eg. if several buildings offering complementary services are within the same reserve, asset consolidation would be considered.

Once a preferred scenario has been selected for each building, financial modelling for capital, renewal, and maintenance costs can be calculated and analysed by using 'business as usual' as a base case. As such, renewal modelling similar to the BAMP 2009 is an important step in the process.

It is acknowledged that the levels of service documented through this BAMP are still a work in progress, and that there are significant gaps in asset and service knowledge with respect to current utilisation and future demand. The tools and methodologies established in this BAMP will be refined as Council collects more data, and formulates a more robust catalogue of levels of service. Through continuous improvements to the facility planning process, the scenario-based recommendations made in this chapter will eventually be superseded.

7.2 Renewal Modelling

Using information obtained from the 2018 building condition audit for Council building components, three models were compared to develop a reliable renewal forecast:

1. **Knox Model:** A traditional model for developing a renewal program, based on renewing components when they reach the end of their useful lives
2. **DCP Model:** Developed in-house by Knox staff. Similar to the Knox Model but more sophisticated, with the ability to schedule works in a practical way, and group certain components into rooms which are renewed all at once
3. **Moloney Model:** An industry standard model capable of developing a high level forecast for required renewal; simple, but useful for validating other models.

For the Knox and DCP Models, three scenarios were run on all Council-owned buildings to determine the cost to maintain various service levels, based on the timing of renewal:

- i. Before end of life (Failure, 0% life remaining)
- ii. Before condition 5 (Very Poor, 10% life remaining)
- iii. Before condition 4 (Poor, 20% life remaining)

It should be noted that the Council's current procedure is to renew components one year before they reach the end of their useful life, unless the component failure poses significant risk. In terms of the three scenarios being examined in this modelling, current practice sits somewhere between the end of life and condition 5 scenarios.

Average annual renewal requirements for the three scenarios over the next 20 years are shown in the Table 8 below.

Table 8 – Summary of Average Annual Building Renewal Requirement for each Model 2018-2038 (2018 dollars)

| | Knox Model ('000s) | DCP Model ('000s) |
|-------------|--------------------|-------------------|
| Condition 4 | \$7,000 | \$6,899 |
| Condition 5 | \$5,550 | \$5,625 |
| Failure | \$4,299 | \$4,905 |

To determine the most valid forecast, each model and scenario was compared against the Moloney Model and Council's existing renewal forecast developed in 2013.

The Condition 5 DCP Model was the closest match to a 2018 Moloney Model, with a relatively minor average annual difference of approximately \$500,000 over 20 years, shown below in Figure 22.

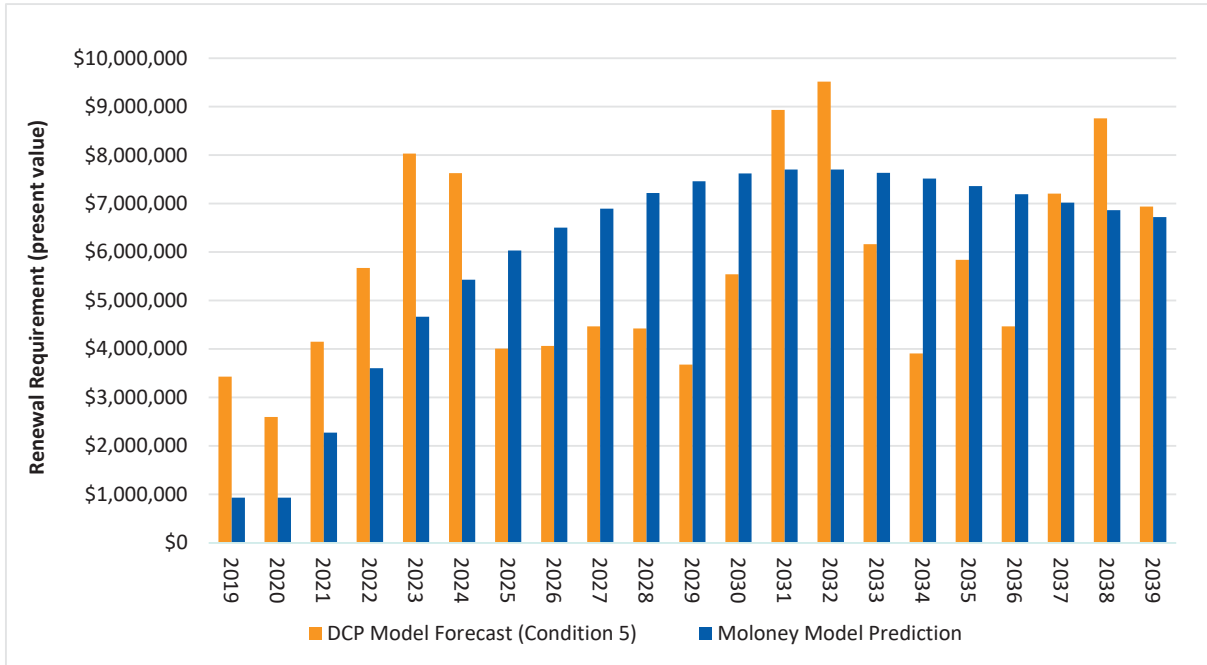


Figure 22 – Condition 5 DCP Model and 2018 Moloney Model Renewal Forecast Comparison

The model is also the most consistent with the results of renewal modelling undertaken in 2013, shown below in Figure 23.

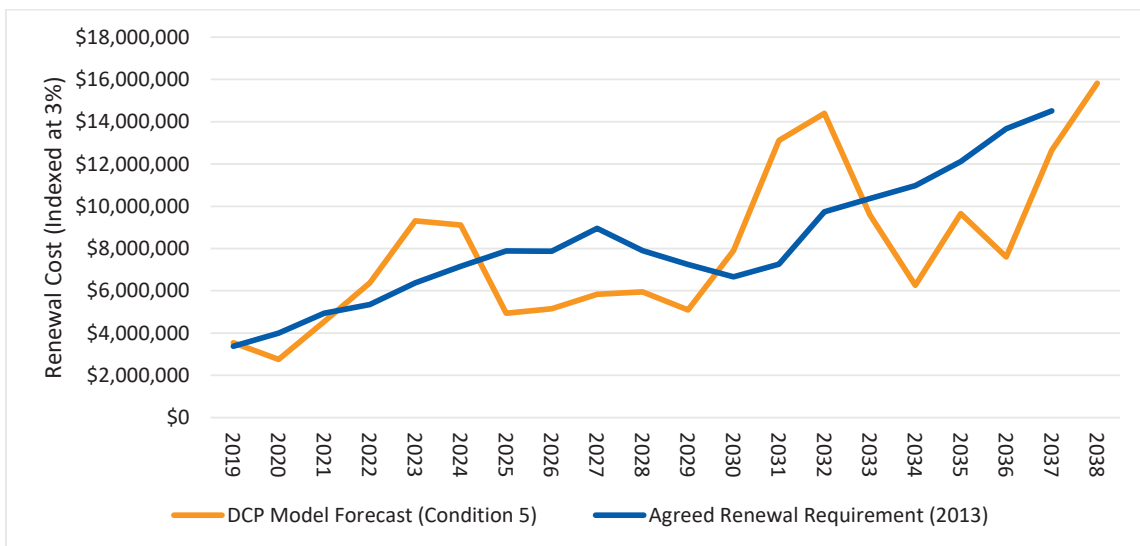


Figure 23 – DCP Model (Condition 5) and 2013 Renewal Forecast Comparison (both indexed at 3%)

As it is the most valid forecast, the Condition 5 DCP Model will be used as the basis for financial modelling in this BAMP.

Renewal of building components before condition 5 does not necessarily conflict with the overall condition 3 target set in Chapter 5. Buildings are made up of a wide array of components, each with a different useful life. A building’s overall condition rating will consequently be better than the condition of its lowest rated components.

Further details on renewal forecasting can be found in Appendix 9.

7.3 Scenario Modelling

A model was created to determine the ideal investment scenario for each building based on available data, as defined in Chapter 8. A wide range of factors were considered, including a combination of levels of service performance and professional judgment. The scope of scenario modelling was limited to habitable buildings, since they represent approximately 98% of the monetary value. The buildings that were not modelled in this chapter are assumed to be 'Business as Usual'.

The full list of factors considered and details on scoring mechanisms are documented in Appendix 10.

An overview of the investment scenarios recommended by the model are summarised below in Figure 24.

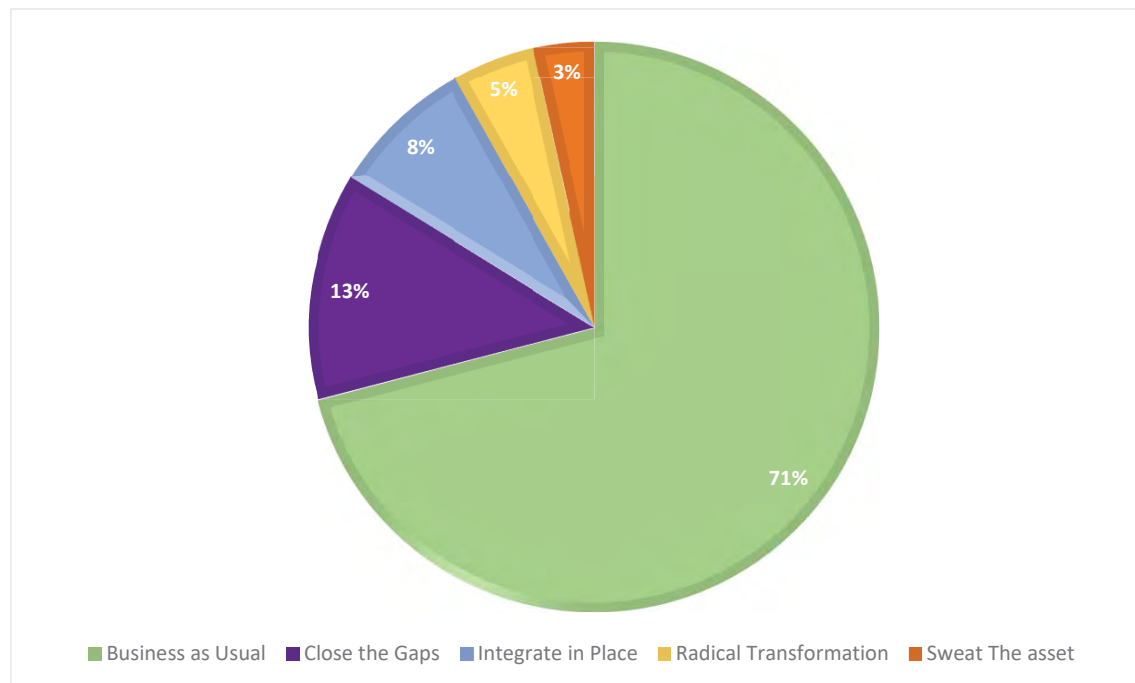


Figure 24 – Breakdown of Highest Scoring Building Investment Scenario

The highest scoring investment scenario for each building, as well as the second highest if there was a narrow margin, were presented to service managers for review. Council stakeholder preferences were found to match model outputs in approximately 70% of cases. The model was most frequently incorrect for buildings for which there are existing detailed plans such as masterplans or place-based initiatives like the Boronia Renewal Project.

Figure 25 below shows the breakdown of scenario outcomes based on service area preferences. The full list of model outputs and preferred building outcomes is contained in Appendix 11.

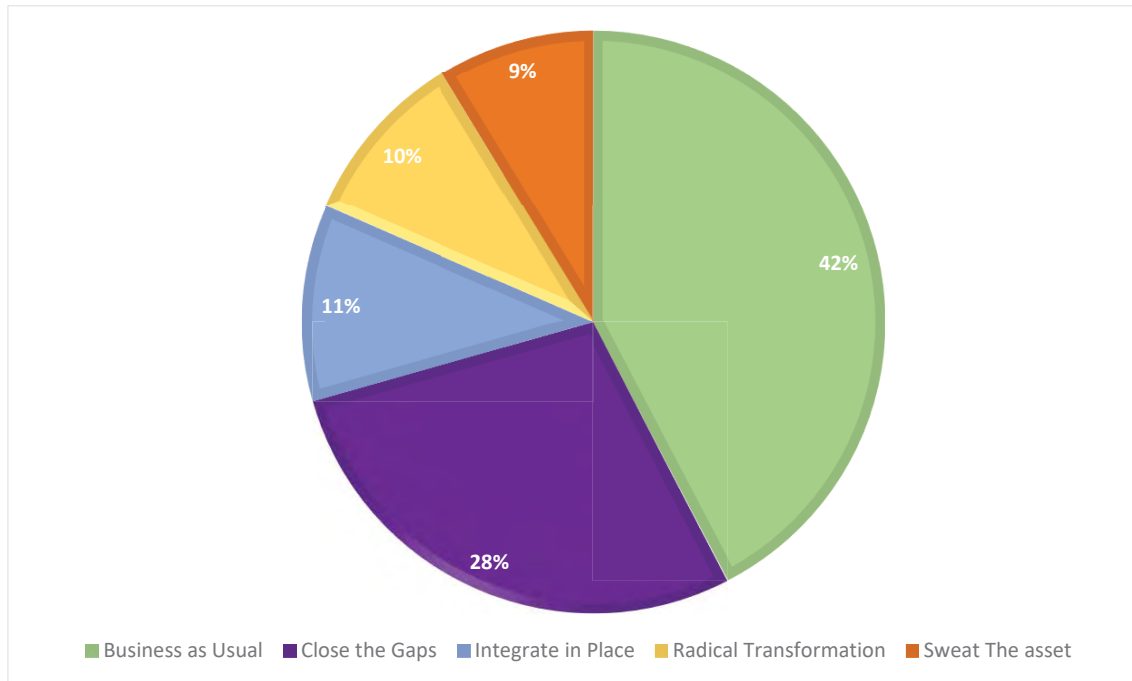


Figure 25 – Breakdown of Preferred Building Investment Scenarios

7.4 Financial Modelling

The financial modelling in the BAMP 2019 covers three types of expenditure: capital, renewal, and maintenance. Renewal and maintenance will be modelled over 20 years, and capital over 10 years.

Each of the five investment scenarios is assumed to involve a different combination of the three types of expenditure, shown below in Table 9.

The operational costs to deliver services in buildings is not included in the forecast, as Council’s financial accounting system does not record this type of spending at the required level of detail.

By changing the investment scenarios assigned to each building, the BAMP financial model can be used by strategic planners to compare and contrast the lifecycle costs incurred under various scenarios

Table 9 – Cost Estimation for Investment Scenarios

| Scenario | Capital Costs | Renewal Costs | Maintenance Costs |
|-------------------------------|--|---|---|
| Business as Usual | Negligible | DCP (Condition 5) forecast | Status quo |
| Sweat The asset | Negligible | A reduced % of Business as Usual | Greater than status quo due to declining building condition |
| Integrate in Place | Based on the value of buildings being integrated | Business as Usual until several years before integration, then Sweat the Asset. After integration, reduced requirements for a number of years | Significant reduction from status quo once new facility built, but will eventually return to normal levels |
| Close the Gaps | Based on current building fitness for purpose, and value | Business as Usual until Close the Gaps, then renewal costs increase due to increased building value | Temporary minor reduction from status quo upon upgrade, but eventually will be higher (due to increased building value) |
| Radical Transformation | Case-by-case assessment | Case-by-case assessment | Case-by-case assessment |

7.4.1 Capital Expenditure

Capital expenditure in the BAMP 2019 refers to new, upgrade, and expansion work. It is calculated by combining scenario-based estimations with Council's existing capital works program.

7.4.2 Renewal Expenditure

Renewal means like-for-like replacement of buildings, or building components. As noted in Table 9 above, renewal requirements for each building are typically based on the Condition 5 DCP forecast described in earlier in this chapter. For buildings not covered by the 2018 buildings condition audit, such as those proposed for the future, an annual renewal requirement is estimated by dividing the building replacement cost by its total expected useful life:

$$\text{Renewal Requirement (\$ per year)} = \frac{\text{Building Replacement Cost (\$)}}{\text{Building Useful Life (years)}}$$

7.4.3 Maintenance Expenditure

Maintenance expenditure is estimated using historical data. According to records held within LifeCycle, Council has been spending approximately \$1.9M annually maintaining \$258M worth of assets. This represents a maintenance requirement rounded up to 0.8% of total building value per year, which can be extrapolated to any new or upgraded assets.

The relationship between maintenance costs and asset condition is not accounted for in this forecast, meaning that this is a fairly conservative estimate.

7.4.4 Results

Capital Works Forecast

Capital works forecasts for the next ten years based on preferred scenarios are split into Upgrade and New below in Figure 26. The forecasts were created by distributing proposed investment across Council’s assets between financial years based on service area priorities, and by extracting information from Council’s existing five-year capital works program. Given that these forecasts do not take external funding into account, the actual cost to Council will be lower.

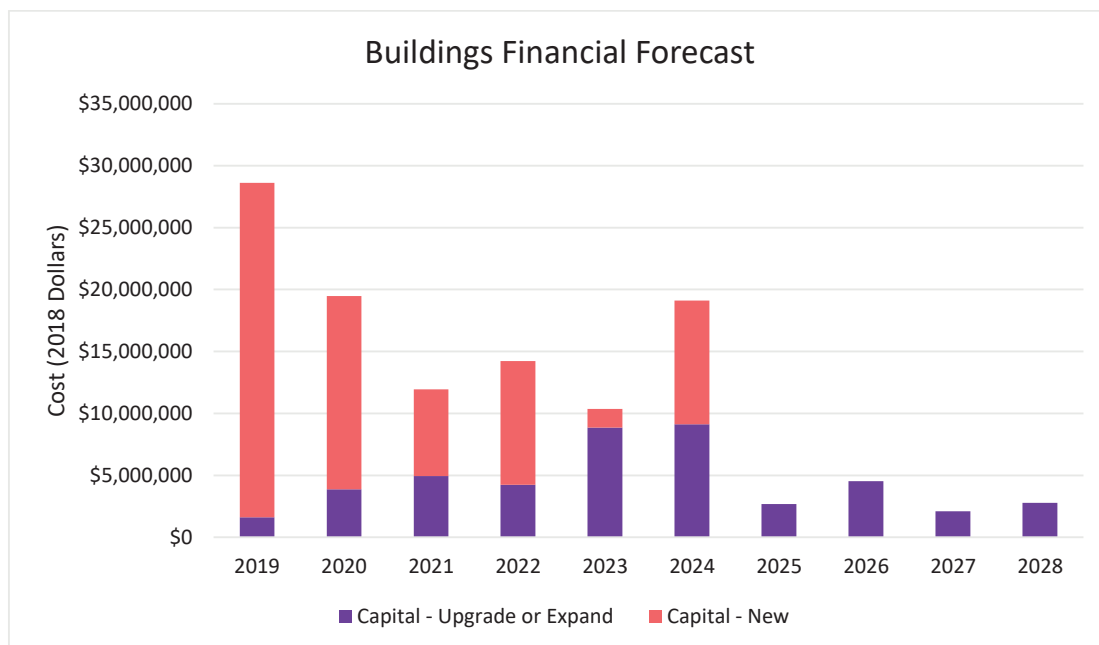


Figure 26 – Capital Forecast for Preferred Investment Scenarios

Renewal Forecast

The results of the preferred scenario forecast will be compared against a base case where all buildings are 'Business as Usual', and there are no disposals or new acquisitions

Figure 27 compares the renewal liability in these two cases. The renewal requirement for Preferred Scenarios is lower than Business as Usual because it includes actions which can reduce or postpone renewal requirements, such as upgrades and disposals.

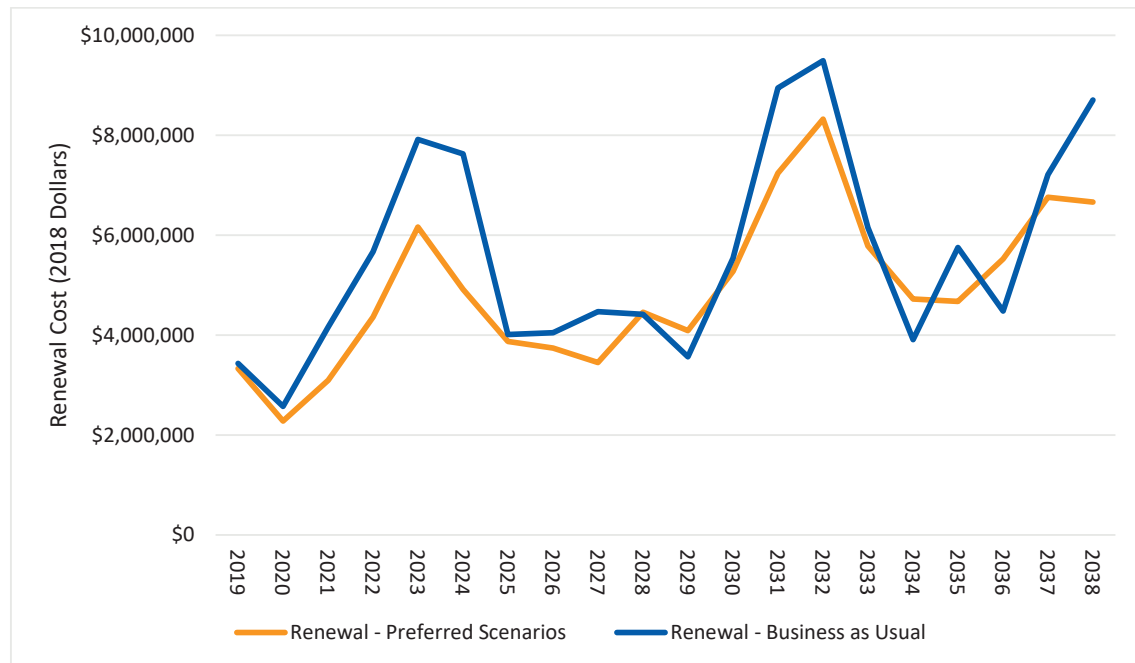


Figure 27 – Scenario Modelling Renewal Forecast Comparison

Maintenance Forecast

As previously noted, current maintenance requirements are steady at approximately \$1.9M per year. Figure 28 below shows the maintenance forecast for Council buildings if preferred investment scenarios are implemented. The significant jump from 2023 to 2028 is caused by the new and upgraded buildings proposed over the next few years beginning to require maintenance. Note that since maintenance costs are sometimes carried by building tenants or external organisations, Council’s actual maintenance expenditure requirements will be lower.

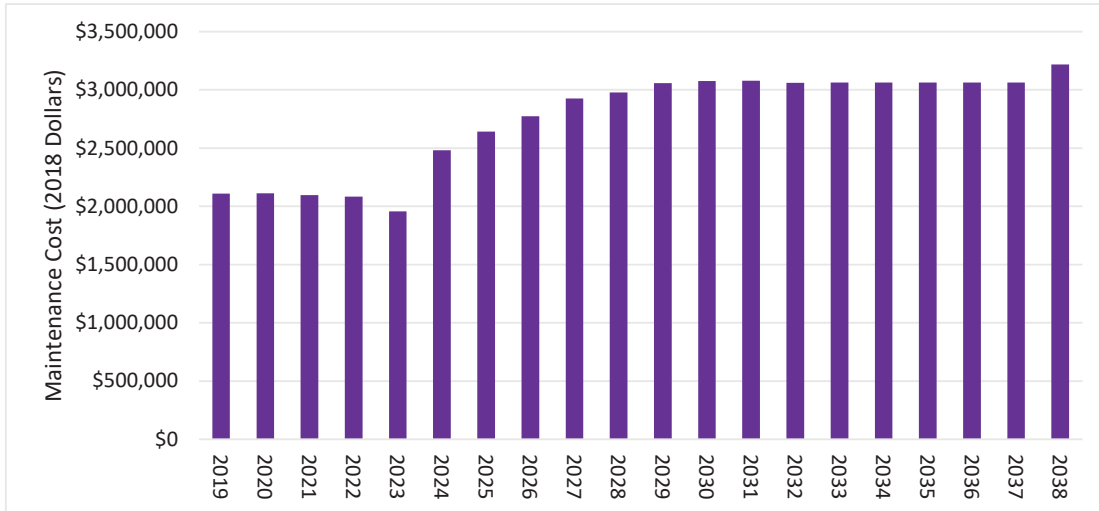


Figure 28 – Maintenance Requirement Forecast for Preferred Investment Scenarios

7.5 Discussion of Results

Council faces renewal requirement reductions of 10-15% over the next 20 years due to a sizeable capital works program in the Preferred Scenario. On the other hand, new facilities and upgrades would increase the amount Council needs to spend on maintenance by up to 50%.

Council’s current Operational and Maintenance budgets do not adequately reflect the additional lifecycle costs incurred by building infrastructure investment. Given the projected rise in spending requirements due to capital works, it is increasingly important that whole of life costs are accounted for during project planning, and allocated to future operational budgets.

Recommendation 11: Improve lifecycle costing in capital works scoping and prioritisation to adjust future operational budgets.

Timely investment can evidently mitigate the requirement for renewal and produce positive service outcomes, but requires careful planning and a solid evidence base. The preferred scenario for each building assigns the ‘Close the Gaps’ investment scenario to almost 30% of habitable buildings over the next 10 years, making it clear that service needs are not always being met. If Council were to follow service area preferences, it would involve five or six building upgrades a year in addition to any ‘Integrate in Place’ and ‘Radical Transformation’, resulting in an average annual cost in the order of \$3 to \$6 million.

Preferred investment scenarios indicate a continued focus on asset-based solutions, which is not in line with the aspirations of the BAMP. Council finances are becoming more constrained, and increased renewal requirements will reduce the amount that can be spent on capital works. The main impediment to the identification of non-asset based solutions has been a lack of fully developed 'Service' levels of service, which would facilitate a deeper understanding of the interrelationship between Asset, Service, and Place.

Recommendation 12: Continue documenting levels of service, particularly those under the 'Service' lens.

Nevertheless, the modelling undertaken has demonstrated the value of service levels, and feedback from service areas was positive; in some cases, recommendations from the model alerted service managers to building solutions that they had otherwise not considered.

The evidence-based BAMP modelling tools have the potential to add great value to Council's facility planning process. Further improvements to the Facility Planning Tool, documented levels of service, asset knowledge, and the calculations used to calculate and recommend scenarios, will continue to improve the accuracy of the investment scenario model beyond 70%.

CHAPTER 8. Conclusion

The Building Asset Management Plan 2019 set out to advance the foundations of building lifecycle management developed in the BAMP 2009, in line with the methodology described in the Council Facility Planning Policy (2016). In response to weaknesses identified in Council's planning processes, this BAMP has focussed on the development of an evidence-based, integrated approach to planning; aiming for the optimisation of places, services, and assets to meet community needs in the most efficient way.

Key to this paradigm shift are:

- Well defined levels of service underpinned by a Place-Service-Asset framework;
- Consistent approaches to the collection of data; and
- Improved coordination between service areas.

To achieve these outcomes, Council has engaged in extensive consultation and workshopping with internal stakeholders, proposed changes to the capital works process, and created prototype centralised systems to guide planning and facilitate the alignment of needs between service areas.

As additional strain is put onto Council's finances due to an ageing asset base, and major investment in new assets drives spending requirements upwards, the need for robust planning procedures becomes increasingly important.

Delivery of an integrated planning process is on-going, and will be progressed through the implementation of recommendations outlined in Chapter 9.

CHAPTER 9. Recommendations

9.1 Overview

This chapter summarises the recommendations made throughout this Asset Management Plan. Implementation, over the next five years, is expected to result in:

- Better coordinated, more transparent and evidence-based facility planning (including needs analysis and solution identification)
- Reduced duplication of effort in research and data collection, leaving more time for thorough analyses and solution identification
- More objective prioritisation of capital works projects, so that the most beneficial, integrated and cost-effective projects are implemented.

9.2 Improvement Recommendations

Table 10 below, summarises the improvement recommendations, highlighting the following:

- Recommended Action
- Key Responsibility (Project Leader)
- Implementation Year (ranging from 2019-20 to 2022-23)
- Estimated Implementation cost

Table 10 – Recommendations and Implementation Program

| Action ID | Recommended Action | Anticipated EFFORT | Anticipated BENEFIT | Key Responsibility (Project Leader) | Implementation Year | Upfront Cost | Ongoing Cost |
|-----------|---|--------------------|-----------------------|---|---------------------|--------------|--------------|
| 1 | Develop standard functional requirements for multipurpose facilities | Moderate | Moderate | Facilities | 3 | \$30,000 | N/A |
| 2 | Investigate further changes to Council's organisational processes to support the achievement of objectives and recommendations described in this BAMP | Moderate | Moderate | Sustainable Infrastructure | 2 | 0.2 EFT | N/A |
| 3 | Review building hierarchies | Low | Moderate | Asset Strategy | 1-2 | 0.1 EFT | N/A |
| 4 | Implement a booking system that can report on facility utilisation | High | Very High | Asset Strategy/IT | 1-2 | \$50,000 | N/A |
| 5 | Review Council's levels of service and target time-frames for building maintenance | Low | Moderate | Facilities | 1 | 0.1 EFT | N/A |
| 6 | Establish an inter-departmental review panel to align needs between service areas before solutions enter into Council's capital works program | Low | High | Sustainable Infrastructure/Community Services | 1 | 0.1 EFT | 0.1 EFT |
| 7 | Continue development of facility planning tool, and other modelling tools to support integrated planning, including staff training | High | High | Asset Strategy | 1-2 | 0.5 EFT | 0.05 EFT |
| 8 | Consolidate building capital works programs, and standardise ranking criteria to include Levels of Service | High | Potentially Very High | Asset Strategy/Capital Works | Commenced | 0.25 EFT | N/A |
| 9 | Improve consistency between building audits | Low | Moderate | Asset Strategy | 4 | 0.05 EFT | N/A |
| 10 | Introduce a level of service hierarchy | Low | Moderate | Asset Strategy | 1 | 0.1 EFT | N/A |
| 11 | Improve lifecycle costing in capital works scoping and prioritisation to adjust future operational budgets | High | High | Capital Works | 2-3 | 0.25 EFT | 0.1 EFT |
| 12 | Continue documenting levels of service, in particular those under the 'Service' lens | High | High | All Service Areas/Asset Strategy | 1-4 | 0.25 EFT | 0.1 EFT |

9.3 Implementation Approach.

Each Project Leader has responsibility for incorporating delivery of nominated recommendations into their annual business plan. For projects that cannot be delivered within existing resources, it will be necessary for the nominated Project Leader to prepare a budget submission to seek additional funding as part of Council's budget preparation process.

Further work is required to define the scope of nominated projects and review the project delivery time, resource and costs estimates.

Implementation of BAMP improvement recommendations will be monitored by the Asset Strategy team and reported internally on an annual basis.

9.4 Plan Review

Review of this Plan will occur at five yearly intervals and focus on:

- Updating the asset performance analysis based on future audits and levels of service;
- Evaluating the success of completed improvement recommendations;
- Assessing the applicability of outstanding improvement recommendations; and
- Updating the funding scenarios to reflect changes to Council priorities and assumptions regarding the value and size of the asset portfolio and the costs of asset renewal, upgrade, expansion and disposal.

The Asset Strategy team is responsible for the review and update of this asset management plan.

Appendix 1 – Issues and Opportunities with Current Approach

| LIFECYCLE PHASE | ISSUE | IMPACT | OPPORTUNITY |
|-----------------|---|---|--|
| Planning | Facility planning has historically been service led, without a common framework for investment decisions. | Investment decisions often siloed without regard to complementary investment opportunities. | An inter-departmental review panel acting as a filter to the capital works program would promote multi-disciplinary projects. |
| | Capital works ranking are driven by service areas, and each service has its own priority list in the capital works program. | Spending is split into service-based programs, insufficient checks between programs to ensure optimal investment is taking place. | Standardisation of ranking criteria and consolidation of capital works into one program will improve Council's ability to deliver the best projects. |
| | Community Facilities Planning Group provides improved awareness of service led planning analysis but doesn't influence Council investment | Planning expertise is enhanced however inconsistently applied across Council. | Establish Governance tool to directly inform investment planning |

| | | | |
|-------------------------|---|--|--|
| | Funding for planning activities is not consistently resourced | Certain service areas are better positioned to argue for infrastructure funding. | Align operational business case priority to close defined facility planning and data gaps. |
| | Asset based solutions appear to be the easiest and most reached for solution when planning for services | Council’s asset investment program is ever-growing, opportunities to improve service outcomes with minimal capital costs are being overlooked. | The facility planning tool will simplify strategic planning, and increase awareness of non-asset solutions |
| | Inconsistent approach to building and service data collection | Data formats are not standardised making it difficult to compare buildings and services; duplicate data is common | Centralised systems such as the asset register and the facility planning tool can resolve this issue |
| | Limited service and utilisation data | Difficult to optimise the usage of Council assets because utilisation levels cannot easily be identified | A centralised booking system can provide this information |
| Project Delivery | Limited staff experience in designing multipurpose buildings | Buildings typically don’t enable flexible use, making it difficult for future changes to building use. | Develop a standard design for multi-purpose and modular buildings |
| | Capital bid submissions can have major flaws such as under-estimated project costs | Projects are sometimes delivered with a reduced scope due to inadequate funding allocation | Introduce a process to enable re-assessment of project priority when the scope or budget changes |

| | | | |
|---------------------------------------|--|--|---|
| <p>Maintenance and Renewal</p> | <p>Strict 'like-for-like' renewal of assets can result in missed opportunities to improve asset</p> | <p>Renewals could bring more value if involved more consideration of ways to improve asset performance</p> | <p>Facility Planning Tool will enable Facilities to identify current service level gaps, and close them if feasible</p> |
| | <p>Routine maintenance frequencies, eg. how often buildings are painted, do not take into account considerations such as level of building utilisation</p> | <p>Inconsistent service levels across Council's buildings, since maintenance requirements vary depending on level of utilisation, and type of use.</p> | <p>Data obtained from a booking system would allow Council to adjust the frequency of routine maintenance based on utilisation.</p> |

Appendix 2 – Reference Group Workshops

Reference Group Workshops & Follow-up Meetings

A citizen-centric approach was adopted to ensure service levels would be consistent with community values. Several workshops and follow up meetings were held to delve into understanding:

- Who are Council's customers? (eg. age cohort, income, household types, employment, education level, cultural origins, mobility, behavioural/ lifestyle factors)
- How do they access services?
- What things are likely to be most important to the most dependant customers? What do they value?
- Which important things can Council realistically influence or change?

A key workshop involved asking participants to **walk in someone else's shoes**. Several personas, representing community members were developed.

| | | | |
|---------|--------------------------------------|--------|-----------------------------------|
| Jack | Elderly Man Living Alone | Paul | Stay-at-home Dad |
| Richard | President of the Local Football Club | Neil | Divorced Scout Leader and Father |
| Olivia | Teenager | Sarah | Community Bus Driver |
| Sandra | New Mother | Boris | Father with Health Concerns |
| Jean | Active Retiree | Steven | Concerned about Ageing Parents |
| Magda | Despairing Youth | Keely | Artist and Environmental Activist |

Walk in someone
else's shoes



| | | | |
|---------|---------------------------------------|----------|--|
| Janani | Mobility Impaired University Student | John | University Student |
| Wendy | Young Preschool Teacher | Maria | Small Business Owner - Mother of 2.5 |
| Brendan | Vision Impaired Student | Michael | Cricketer Club Treasurer - Transitioning to Retirement |
| Kostas | President of the Greek Social Club | Margaret | Grandmother Adjusting to Living Alone |
| Darren | Parent organising Son's 21st Birthday | Sanjeeva | Unemployed Recent Migrant Father |
| | | Scott | Investor - Lions Club President |

Level of Service Workshop - Walk in someone else's shoes – Personas

Participants were asked to choose a persona and walk in their shoes. They were prompted to describe themselves and describe how they interact with Council. A sample worksheet is reproduced below.

Draw them...

Paul is 45 years old and a stay at home dad. His eldest son Steve is 20 years old and has been struggling with drug and alcohol problems. Steve has just moved back home where Paul can keep an eye on him. Paul's wife is not thrilled to have Steve at home with the twins being young and impressionable. Paul is trying to get his son's problems sorted out.

My family
 oneliness -
 two families - one ex-wife
 new (2nd) wife + one son
 twins (8 yrs) one daughter

My social network
 - business network
 Kindergarten + parents
 MCH nurse
 Virtual/Internet connections
 Saturday party with twins
 swimming lessons

What do I value?
 Family Quality educ
 Responsibility
 Good mental health
 Supports wife's success
My Goals/Ambitions
 - Sort out son's problems
 - Keep the peace with wife
 - Protecting twins raising so not exposed to bottles

My frustrations
 - Son has fallen off the rails
 - wife being difficult
 - Being torn into two
 - Time part

Technology I use...
 TV iPhone
 Netflix Computer
 Internet (broadband)
 PS4/XBox

How I travel...
 Car
 walks

The primary Council service that I interact with is... *Counselling*
 Roads, rubbish, rakes, MCH, Library *childcare (twins)*
swimming pool Sports / Rec

Other Council services that I interact with include...
 Now counselling/advisory through community support group *(community support)*

What does the service provide for me?
 Advice
 Information
 Support
 Connection

My biggest fear using this service is... *(we won't qualify)*
 They don't understand or can't help *Medicare*
 Time consuming/costly
 They send me all over the municipality *(distance/travel)*

My perfect service experience would ...
 Be a one-stop shop providing all req'd services eg psychologist, specialist counselling services

Quote them...
 "If only my son *had more ambition*"
~~had his life sorted~~

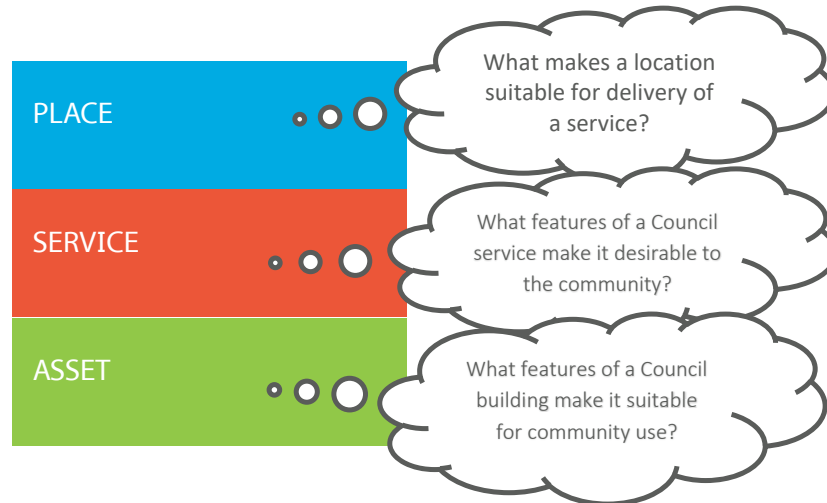
Level of Service Workshop - Walk in someone else's shoes – sample worksheet

The reference group, working collaboratively, established that a person's decision to use a service in a Council building, is impacted by the quality of the following:

- location (place);
- service; and
- assets.

Questions, such as those presented in the figure below, were then posed to help the reference group drill down into the concept of quality in more detail.

By posing the types of questions, illustrated above, many attributes were identified as important to a person’s assessment of service, place and facility quality. Many of these could be rolled up into one or more of the key themes summarised in below.



Key themes considered when a person decides whether to use a service in a Council building



Key themes for aspects of building quality split broadly into place (blue), service (purple), and asset (orange)

To be useful from an asset management perspective, the key themes needed to be expanded into service level targets that are specific and measurable.

While developing targets, staff were asked to draw on their experience and recent strategic planning work. They were asked to consider current and future community needs and to focus their attention on levels of service that can be used to:

- communicate what Council is trying to achieve
- optimise building and service utilisation
- optimise Council's investment in new buildings, upgrades, expansions, renewals, disposal and modification
- optimise service collocations and sharing of resources
- encourage innovation.

It is acknowledged that the reference group participants had limited time allocated within their business plans for the documentation of service levels. Further work is therefore required to refine and update the currently documented levels to ensure they adequately reflect strategic objectives and are going to be useful for future integrated place, service and asset planning.

Appendix 3 – List of Levels of Service

List of levels of service used to assess building performance in the BAMP (work in progress, subject to change):

| Level of Service Description | Lens | Theme | Classification | Tentative Weighting |
|--|---------|---------------------|----------------|---------------------|
| Maximum distance to bus stop/train station | Place | Accessibility | Priority | M |
| Maximum distance from Activity Centre | Place | Accessibility | Priority | M |
| Maximum distance to footpath or shared path | Place | Accessibility | Priority | M |
| Minimum number of organisations using a facility | Service | Social Connections | Priority | L |
| Maximum distance to playground | Place | Connections | Priority | L |
| Maximum distance to primary school | Place | Connections | Priority | L |
| Maximum distance to secondary school | Place | Connections | Priority | L |
| Minimum number of accessible parking bays | Place | Accessibility | Priority | L |
| Maximum frequency of public transport | Place | Accessibility | Priority | L |
| Maximum distance from households | Place | Accessibility | Priority | L |
| Has lighting between key access points | Place | Safety | Priority | L |
| Minimum number of community use meeting spaces | Place | Equitable Provision | Priority | L |
| Maximum number of DDA Compliance issues - External | Asset | Accessibility | Priority | M |
| Maximum number of DDA Compliance issues - Internal | Asset | Accessibility | Priority | M |
| Maximum distance from childcare facility | Place | Accessibility | Priority | L |
| Minimum meeting room size | Asset | Fit for Purpose | Priority | L |
| Maximum number of heating/cooling complaints per year | Asset | Responsive | Priority | L |
| Has heating and cooling climate control systems | Asset | Fit for Purpose | Priority | L |
| Has dedicated lockable weather proof storage | Asset | Fit for Purpose | Priority | L |
| Has kitchen (for light meals and refreshments) | Asset | Fit for Purpose | Priority | M |
| Has soundproofed counselling rooms | Asset | Fit for Purpose | Priority | L |
| Is parking in accordance with planning scheme? | Place | Accessibility | Priority | L |
| Has links to Council's footpath / shared path network? | Asset | Accessibility | Priority | M |
| Minimum hours of operation per week | Service | Connections | Priority | M |

| | Asset | Responsive | Priority | L |
|--|---------|------------------------------|-----------|---|
| Maximum distance to open space | Asset | | Priority | L |
| Is building assessed as 'at risk'? | Asset | Safety | Priority | H |
| Maximum walking time to bus stop / train station | Place | Accessibility | Priority | M |
| Is co-located with other complementary services? | Place | Accessibility | Priority | M |
| Minimum space for Community Wellbeing (250m dev. site) | Place | Accessibility | Priority | L |
| Min. catchment (all residents) within designated 'shortest' distance | Place | Equitable Provision | Priority | L |
| Maximum Internal condition rating (building audit) | Asset | Condition | Priority | M |
| Maximum Structural condition rating (building audit) | Asset | Condition | Priority | L |
| Maximum Services condition rating (building audit) | Asset | Condition | Priority | L |
| Maximum External condition rating (building audit) | Asset | Condition | Priority | L |
| Maximum number of ESM compliance issues | Asset | Safety | Priority | M |
| Can support alternative use at minimal cost | Asset | Flexibility | Desirable | L |
| Is suitable for multiple uses (building audit) | Asset | Flexibility | Priority | L |
| Minimum meeting room capacity (people) | Asset | Fit for Purpose | Priority | L |
| Has office and staffing space | Asset | Fit for Purpose | Priority | L |
| Meets energy efficiency target | Asset | Environmental Sustainability | Priority | L |
| Meets water efficiency targets | Asset | Environmental Sustainability | Priority | L |
| Maximum Insulation condition rating (building audit) | Asset | Environmental Sustainability | Priority | L |
| Maximum % decrease in building utilisation | Asset | Climate Adaptation | Priority | L |
| Maximum number of cleanliness complaints | Asset | Cleanliness | Priority | L |
| Desired % activities attended by multi age cohorts | Service | Social Connections | Priority | L |
| Desired % age cohorts in building at same time | Service | Social Connections | Priority | L |
| Minimum day-time hrs (pa) of community group utilisation | Service | Social Connections | Priority | H |
| Minimum % by standalone service | Service | Social Connections | Priority | L |
| Desired minimum number of different programs | Service | Flexibility | Priority | L |
| Minimum number of people using facility | Asset | Utilisation/Availability | Priority | L |
| Minimum % utilisation (hours) by user groups | Service | Utilisation/Availability | Priority | M |
| Minimum % utilisation (floorspace) by user groups | Service | Utilisation/Availability | Priority | M |
| Has adequate external lighting | Asset | Safety | Priority | L |
| Min. catchment (all residents) within designated 'driving' distance | Place | Equitable Provision | Priority | L |
| Min. catchment (all residents) within designated driving time | Place | Equitable Provision | Priority | L |

| | | | | |
|---|-------|------------------------------|-----------|---|
| Min. catchment (Knox residents) within designated 'shortest' distance | Place | Equitable Provision | Priority | M |
| Min. catchment (Knox residents) within designated 'driving' distance | Place | Equitable Provision | Priority | M |
| Min. catchment (Knox residents) within designated driving time | Place | Equitable Provision | Priority | M |
| Has commercial kitchen? | Asset | Fit for Purpose | Desirable | M |
| Max. distance to flexible facility | Place | Equitable Provision | Priority | L |
| Max. distance to complimentary building type | Place | Equitable Provision | Priority | M |
| Maximum Overall Condition of Building | Asset | Condition | Priority | M |
| Building Not Located in Flood Zone | Place | Environmental Sustainability | Desirable | M |
| Building has early warning system | Asset | Safety | Desirable | M |
| Well-Lit Parking for Staff near Building | Place | Safety | Desirable | L |
| Safety Perception Rating | Asset | Safety | Desirable | L |
| Distance to nearest small or larger reserve | Place | Connections | Desirable | L |
| Distance to nearest medium or larger reserve | Place | Connections | Desirable | L |
| Distance to nearest major reserve | Place | Connections | Desirable | L |
| Building has a rainwater tank | Asset | Environmental Sustainability | Desirable | L |
| Building has roof insulation | Asset | Environmental Sustainability | Desirable | L |
| Building has solar panels | Asset | Environmental Sustainability | Desirable | L |
| Building Contains Asbestos | Asset | Environmental Sustainability | Desirable | M |
| Building has an accessible toilet | Asset | Accessibility | Desirable | M |
| Number of accessible parking bays | Asset | Accessibility | Priority | L |
| Does the building have male amenities? | Asset | Fit for Purpose | Desirable | L |
| Does the building have female amenities? | Asset | Fit for Purpose | Desirable | L |
| Does the building have unisex amenities? | Asset | Fit for Purpose | Desirable | M |
| Does the building have children's amenities? | Asset | Fit for Purpose | Desirable | L |
| Does the building have laundry facilities? | Asset | Fit for Purpose | Desirable | M |
| Is the building easily convertible? | Asset | Flexibility | Desirable | L |
| Can the building support multiple uses without modification? | Asset | Flexibility | Desirable | L |
| Building Average daily Energy Use | Asset | Environmental Sustainability | Desirable | L |

| | | | | |
|-----------------------------------|-------|---------------|-----------|---|
| Distance to nearest shared path | Place | Accessibility | Desirable | L |
| Community Bus Access within 200m? | Asset | Accessibility | Priority | L |

‘Global’ targets that apply to all Habitable Buildings (subject to change):

| Level of Service Description | Lens | Target Type | Low Building Hierarchy | Middle Building Hierarchy | Top Building Hierarchy |
|--|---------|-------------|------------------------|---------------------------|------------------------|
| Maximum distance from Activity Centre | Place | At Most | N/A | 2000 metres | 1000 metres |
| Minimum number of accessible parking bays | Place | At Least | 1 | 2 | 2 |
| Average frequency of public transport within walking distance during operating hours | Place | At Most | 40 minutes | 30 minutes | 20 minutes |
| Has lighting between key access points | Place | | Yes | Yes | Yes |
| Minimum number of community use meeting spaces | Place | At Least | 0 | 1 | 2 |
| Maximum number of DDA Compliance issues - External | Asset | At Most | 5 | 2 | 0 |
| Maximum number of DDA Compliance issues - Internal | Asset | At Most | 5 | 2 | 0 |
| Has links to Council's footpath / shared path network? | Asset | | Yes | Yes | Yes |
| Is building assessed as "at risk"? | Asset | | No | No | No |
| Maximum walking time to bus stop / train station | Place | At Most | 15 minutes | 10 minutes | 10 minutes |
| Min. catchment (all residents) within designated 'shortest' distance | Place | At Least | 5000 people | 10000 people | 30000 people |
| Maximum Internal condition rating | Asset | At Most | 3 | 3 | 3 |
| Maximum Structural condition rating | Asset | At Most | 3 | 3 | 3 |
| Maximum Services condition rating | Asset | At Most | 3 | 3 | 3 |
| Maximum External condition rating | Asset | At Most | 3 | 3 | 3 |
| Maximum number of ESM compliance issues | Asset | At Most | 0 | 0 | 0 |
| Can support alternative use at minimal cost | Asset | | Yes | Yes | Yes |
| Is suitable for multiple uses (building audit) | Asset | | Yes | Yes | Yes |
| Maximum Insulation condition rating (building audit) | Asset | At Most | 3 | 3 | 3 |
| Maximum number of cleanliness complaints | Asset | At Most | 2 | 2 | 2 |
| Desired % activities attended by multi age cohorts | Service | At Least | 75 | 75 | 75 |

| | | | | | |
|---|---------|----------|---------------|---------------|---------------|
| Desired % age cohorts in building at same time | Service | At Least | 20 | 50 | 75 |
| Minimum % utilisation (hours) by user groups | Service | At Least | 100 | 60 | 85 |
| Minimum % utilisation (floorspace) by user groups | Service | At Least | 100 | 100 | 100 |
| Has adequate external lighting | Asset | | Yes | Yes | Yes |
| Min. catchment (all residents) within designated 'driving' distance | Place | At Least | 5000 people | 10000 people | 30000 people |
| Min. catchment (all residents) within designated driving time | Place | At Least | 5000 people | 10000 people | 30000 people |
| Min. catchment (Knox residents) within designated 'shortest' distance | Place | At Least | 5000 people | 10000 people | 30000 people |
| Min. catchment (Knox residents) within designated 'driving' distance | Place | At Least | 5000 people | 10000 people | 30000 people |
| Min. catchment (Knox residents) within designated driving time | Place | At Least | 5000 people | 10000 people | 30000 people |
| Maximum Overall Condition of Building | Asset | At Most | 3 | 3 | 3 |
| Building Located in Flood Zone | Place | | No | No | No |
| Well-Lit Parking for Staff near Building | Place | | Yes | Yes | Yes |
| Safety Perception Rating | Asset | At Least | 20 | 20 | 25 |
| Building has a rainwater tank | Asset | | Yes | Yes | Yes |
| Building has roof insulation | Asset | | Yes | Yes | Yes |
| Building has solar panels | Asset | | Yes | Yes | Yes |
| Building Contains Asbestos | Asset | | No | No | No |
| Building has an accessible toilet | Asset | | Yes | Yes | Yes |
| Number of accessible parking bays | Asset | At Least | 1 | 2 | 2 |
| Does the building have male amenities? | Asset | | Yes | Yes | Yes |
| Does the building have female amenities? | Asset | | Yes | Yes | Yes |
| Does the building have unisex amenities? | Asset | | Yes | Yes | Yes |
| Is the building easily convertible? | Asset | | Yes | Yes | Yes |
| Can the building support multiple uses without modification? | Asset | | Yes | Yes | Yes |
| Building Average Energy Use | Asset | At Most | 0.13 kWh/m2/d | 0.13 kWh/m2/d | 0.13 kWh/m2/d |

Department Specific Targets for habitable buildings (subject to change):

Note: these take priority over 'global' targets if they cover the same level of service

| Attribute Description | Council Department | Lens | Target Type | Low Building Hierarchy | Middle Building Hierarchy | Top Building Hierarchy |
|---|----------------------------|---------|-------------|------------------------|---------------------------|------------------------|
| Maximum distance to bus stop/train station | Active Ageing & Disability | Place | At Most | 200 metres | 200 metres | 200 metres |
| Maximum distance to bus stop/train station | Community Wellbeing | Place | At Most | 400 metres | 100 metres | 100 metres |
| Maximum distance from Activity Centre | Community Wellbeing | Place | At Most | 1000 metres | N/A | N/A |
| Maximum distance to footpath or shared path | Community Wellbeing | Place | At Most | 10 metres | 50 metres | 50 metres |
| Minimum number of organisations using a facility | Community Wellbeing | Service | At Least | 2 | 2 | 2 |
| Maximum distance to primary school | Family & Children Services | Place | At Most | 1000 metres | 1000 metres | 1000 metres |
| Minimum number of accessible parking bays | Active Ageing & Disability | Place | At Least | 3 | 3 | 3 |
| Maximum distance from childcare facility | Community Wellbeing | Place | At Most | | 400 metres | 3000 metres |
| Minimum meeting room size | Community Wellbeing | Asset | At Least | 40 square metres | 200 square metres | 800 square metres |
| Maximum number of heating/cooling complaints per year | Community Wellbeing | Asset | At Most | 2 | 2 | 2 |
| Has heating and cooling climate control systems | Community Wellbeing | Asset | | Yes | Yes | Yes |
| Has dedicated lockable weather proof storage | Community Wellbeing | Asset | | Yes | Yes | Yes |
| Has kitchen (for light meals and refreshments) | Community Wellbeing | Asset | | Yes | Yes | Yes |
| Minimum hours of operation per week | Community Wellbeing | Service | At Least | 40 hours | 40 hours | 40 hours |
| Maximum distance to open space | Active Ageing & Disability | Asset | At Most | 50 metres | 50 metres | 50 metres |
| Maximum distance to open space | Community Wellbeing | Asset | At Most | 100 metres | N/A | N/A |
| Maximum walking time to bus stop / train station | Active Ageing & Disability | Place | At Most | 10 minutes | 10 minutes | 10 minutes |
| Is co-located with other complementary services? | Community Wellbeing | Place | | Yes | Yes | Yes |
| Minimum space for Community Wellbeing space within 250m of a strategic development site | Community Wellbeing | Place | At Least | 450 square metres | 450 square metres | 450 square metres |

| Min. catchment (all residents) within designated 'shortest' distance | Community Wellbeing | Place | At Least | 5000 people | 10000 people | 30000 people |
|--|----------------------------|---------|----------|-------------|--------------|--------------|
| | | | | 20 people | 100 people | 400 people |
| Minimum meeting room capacity (people) | Community Wellbeing | Asset | At Least | Yes | Yes | Yes |
| Has office and staffing space | Community Wellbeing | Asset | | | | |
| Max. % decrease in building utilisation (including Heritage buildings) during peak summer and winter months (Jan-March and Jun- Aug) | | | | | | |
| Desired % different age cohorts in building at same time | Community Wellbeing | Asset | At Most | 10% | 10% | 10% |
| Min % of programming, community education, community support programs and activities offered by a standalone service | Active Ageing & Disability | Service | At Least | 50% | 50% | 75% |
| Has adequate external lighting | Community Wellbeing | Service | At Least | 60% | 60% | 60% |
| Has commercial kitchen? | Community Wellbeing | Asset | | Yes | Yes | Yes |
| Building has early warning system | Active Ageing & Disability | Asset | | Yes | Yes | Yes |
| Distance to nearest small or larger reserve | Family & Children Services | Asset | | Yes | Yes | Yes |
| Distance to nearest small or larger reserve | Active Ageing & Disability | Place | At Most | 50 metres | 50 metres | 50 metres |
| Does the building have childrens amenities? | Community Wellbeing | Place | At Most | 100 metres | N/A | N/A |
| Does the building have childrens amenities? | Active Ageing & Disability | Asset | | Yes | Yes | Yes |
| Does the building have laundry facilities? | Family & Children Services | Asset | | Yes | Yes | Yes |
| Community Bus Access within 200m? | Family & Children Services | Asset | | Yes | Yes | Yes |
| Community Bus Access within 200m? | Active Ageing & Disability | Asset | | Yes | Yes | Yes |
| Community Bus Access within 200m? | Family & Children Services | Asset | | Yes | Yes | Yes |

Appendix 4 – New Building Project Ranking Criteria

| Alignment with Strategic Plans | Maximum Score | Description | Score |
|---|---------------|--|-------|
| Community and Council Plan Initiatives, strategies and goals. | 20 | Project Aligns with a Council Plan Initiative | 20 |
| | | Project Aligns with a Council Plan Strategy | 15 |
| | | Project Aligns with two or more Council Goals | 10 |
| | | Project Aligns with 1 Council Goal | 5 |
| | | Project does not align with the Community and Council Plan | 0 |

| | | | |
|---|----|--|----|
| Council Strategies and Other Plans Masterplans, strategies, service plans, asset management plans, or implementation plans. | 10 | The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan | 10 |
| | | Project indirectly aligns with an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan | 5 |
| | | Project is not related to an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan | 0 |

| Risk | | | |
|--|----|---|----|
| Regulatory Compliance DDA, NCC, Australian Standards, etc. | 10 | Project is required to resolve one or more regulatory issues | 10 |
| | | Project will enable the facility to meet specific industry guidelines | 5 |
| | | Project does not resolve regulatory issues or respond to specific industry guidelines | 0 |

| | | | |
|--|----|--------|----|
| Risk if Project does not Proceed | 15 | High | 15 |
| Based on assessment from Corporate Risk Framework. | | Medium | 10 |
| | | Low | 5 |

| | | | |
|--|--|------------|---|
| | | Negligible | 0 |
|--|--|------------|---|

| Financial | | | |
|-------------------------|----|---|----|
| External Funding | 10 | Project to be 50% or more funded by a grant, or external organisation | 10 |
| | | Project to be 10-50% funded by a grant, or external organisation | 5 |
| | | Project <10% funded by grant or external organisation | 2 |
| | | Project completely Council funded | 0 |

| | | | |
|---|----|---------------------------------|----|
| Lifecycle Cost Impact | 10 | RI equal to or greater than 20% | 10 |
| Investment is prioritised for buildings where significant renewal works are planned in the near future. If project impacts multiple buildings, take weighted average. | | | |
| Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost | | RI equal to or greater than 10% | 5 |
| | | RI less than 10% | 0 |

| Asset Service Delivery Improvement | | | |
|--|----|---|----|
| Asset Performance Impact | 25 | Project will resolve one or more major asset performance deficiencies, resulting in greatly improved service delivery | 25 |
| How asset performance, and consequently service delivery (including community use), will be improved by the project. Measurements of performance include: - Levels of service (could include multipurpose facilities) - Fitness for Purpose - Utilisation - Demand | | Project will resolve one or more minor asset performance deficiencies, resulting in improved service delivery | 15 |
| | | Project will improve asset performance, but current service delivery is acceptable | 5 |
| | | Project does not improve asset performance | 0 |

Maximum Score **100**

Appendix 5 – Asset Performance Survey Rating System

Utilisation

The amount a building is typically used versus the maximum amount it could be used. Utilisation takes into account both hours available, and space.

| Rating | Description |
|--------|--|
| 1 | Very Good - Facility use is close to, or above 100% of capacity |
| 2 | Good - Facility use is around 80% of capacity |
| 3 | Fair - Facility use is around 60% of capacity |
| 4 | Poor - Facility use is around 50% of capacity |
| 5 | Very Poor - Facility use is around or under 40% of capacity |

Functionality/Fitness for Purpose

How well the building meets the needs of the services using it. Examples might include size, building features, storage, and comfort.

| Rating | Description |
|--------|---|
| 1 | Very Good - Facility Functionality enables best practice service delivery |
| 2 | Good - Facility functionality meets almost all requirements, with minimal to no impact on service |
| 3 | Fair - Facility functionality meets most requirements, there is some impact on service delivery but it is acceptable |
| 4 | Poor - Facility functionality does not meet many requirements, service delivery is impacted significantly |
| 5 | Very Poor - Facility is hardly functional, service delivery is severely impacted |

Change in Demand

Refers to how demand for the asset is changing - increasing, decreasing, or staying the same.

| Rating | Description |
|--------|----------------------------|
| 1 | Rapidly Increasing |
| 2 | Slightly Increasing |
| 3 | Stable |
| 4 | Slightly Decreasing |
| 5 | Rapidly Decreasing |

Appendix 6 – Level of Service Rating Formula

$$\text{Lens Service Rating (\%)} = \sum_{i=1}^n \left(\frac{S_i W_i}{W_i} \right) \times 100$$

Where:

i is a particular level of service of a certain lens, applicable to the specific building

S is the level of service status:

- S = 1 if a level of service target is met;
- S = 0.5 if a required level of service target is marginally missed or a desirable level of service is not met; and
- S = 0 if a required level of service is not met.

W represents a weighting based on the level of service hierarchy (High = 5, Moderate = 3, Low = 1)

Appendix 7 – Scenario Planning Workshop (Play Your Cards)

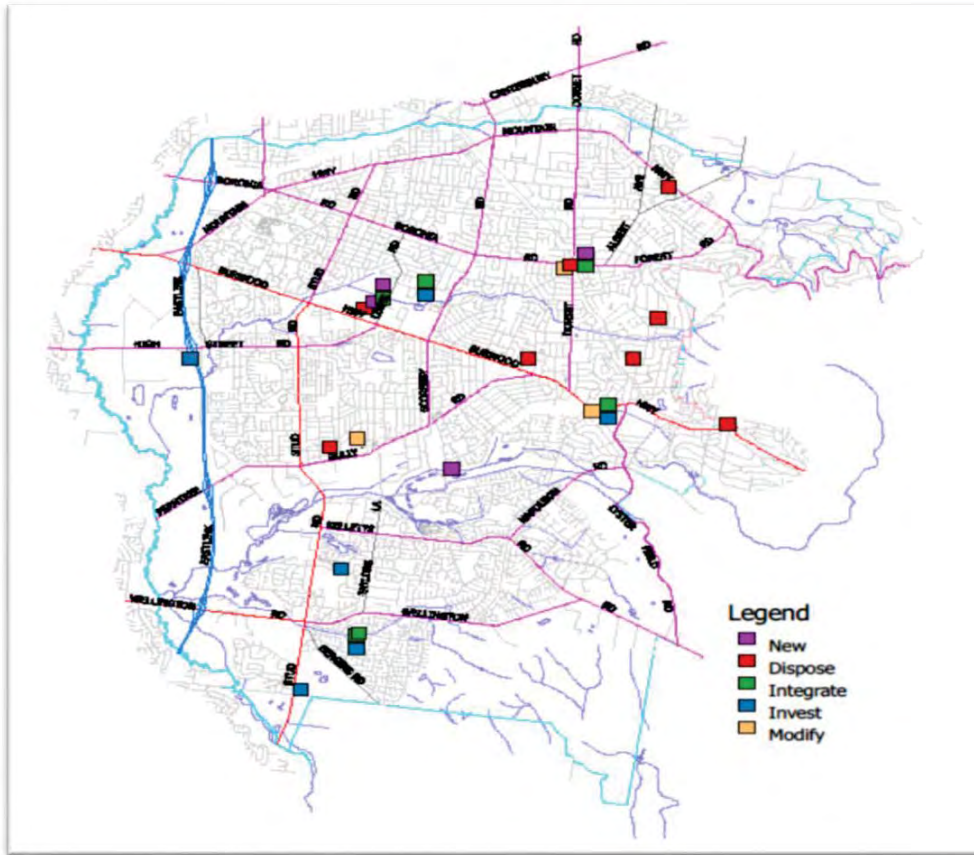
A **Play your Cards** workshop was also conducted to demonstrate how planning decisions can address gaps in delivery of desired service levels.

At this workshop, reference group participants were asked to consider Council’s entire building portfolio. Working in teams, the participants drew on their knowledge of Council’s strategic intent, community needs, services, places and Council buildings to propose the sites where they believe Council should:

- Create a new facility
- Dispose of an existing facility
- Integrate services
- Invest in the upgrade or expansion of a facility
- Modify services.



The map below illustrates the locations of various proposed projects.



Participants were required to justify their proposals by referring to the service level themes and gaps that would be closed (or reduced) by their proposal. Table 11 below summarises the justifications used.

Table 11 – Breakdown of Proposals by Theme of Justification

| Level of Service Theme | % Proposals Justified using the Level of Service Theme |
|---|--|
| Accessibility (incl. Transport Options) | 58% |
| Social Connection | 50% |
| Fitness for purpose | 46% |
| Utilisation/ Participation / | 42% |
| Condition | 19% |
| Contribute to economic development | 15% |
| Flexibility | 12% |
| Safety | 4% |

Appendix 8 – Renewal Modelling Report

Introduction

Council's most recent building condition audit was completed in March 2018, providing the data used to develop a building renewal program and associated financial forecast.

This year's modelling is significant because it aligns with the review of the Buildings Asset Management Plan (BAMP), and the proposed Developers Contribution Plan (DCP) which would reduce the flexibility of Council's renewal program and forecast. With less opportunity to adjust the building renewal program when issues are encountered, it is more important than ever to develop an accurate renewal forecast.

As part of this process the audit data needs to be checked for errors, a variety of models and scenarios need to be run and cross-referenced to determine which is the most valid, and finally the adopted model needs to be checked against the previous forecast undertaken in 2013 based on data from the 2012 audit.

Once the model passes these checks it will be refined through the development of the BAMP, entered into the Long Term Financial Forecast (LTFF), and used to inform future renewals.

Building Audit Data

The 2018 building condition audit included an audit of components in every building, documenting estimated values, conditions, and quantity.

The data was validated before undertaking analysis by checking useful lives and replacement costs. IPWEA Practice Note 12 'Useful Life of Infrastructure' (2017) and the American Society of Heating, Refrigerating and Air-Conditioning Engineers' HVAC database were used as references to update the useful life of many components, which were extended in virtually all instances.

In a similar fashion to the modeling undertaken after the 2012 audit, it has been assumed that Council maintains all components even though delineation of asset responsibility varies between lease agreements. This assumption has been made for the sake of simplicity, and the fact that these components would be unlikely to have a significant impact on the forecast.

Non Quantity Components

Non-Quantity Components are components for which individual quantities are not recorded in the audit. The value of these components is assumed to be dependent on building area and building type, with figures being taken from Rawlinsons Australian Construction Handbook (2016). The adopted rates per square metre are shown below.

Table of Non Quantity Unit Rates per m²

| COMPONENT: | Walls | Walls | Plumbing fixtures | Ceilings | Hygiene Amenity Fixtures | Lighting | Surface Finishing excluding floors | Windows | Tapware | Foundation |
|--|----------|----------|-------------------|----------|--------------------------|----------|------------------------------------|----------|----------|------------|
| ASPECT: | Exterior | Interior | Services | Interior | Interior | Services | Interior | Exterior | Interior | Structure |
| Amenities | \$322 | \$52 | \$46 | \$23 | \$29 | \$12 | \$40 | \$12 | \$12 | \$100 |
| Child / Education / Health / Community | \$322 | \$75 | \$12 | \$86 | \$8 | \$17 | \$40 | \$40 | \$6 | \$150 |
| Clubrooms | \$322 | \$75 | \$17 | \$86 | \$17 | \$17 | \$40 | \$37 | \$6 | \$150 |
| Halls / Libraries | \$322 | \$75 | \$12 | \$86 | \$8 | \$17 | \$40 | \$37 | \$6 | \$200 |
| Offices | \$322 | \$75 | \$12 | \$86 | \$8 | \$17 | \$40 | \$37 | \$6 | \$300 |
| Operational | \$322 | \$58 | NA | \$86 | \$8 | \$17 | \$40 | \$29 | \$6 | \$200 |
| Rental and Vacant | \$322 | \$75 | NA | \$86 | \$8 | \$17 | \$40 | \$37 | \$6 | \$150 |
| Scouts and Storage | \$322 | \$75 | NA | \$86 | \$8 | \$17 | \$40 | \$37 | \$6 | \$100 |
| Sheds and Storage | \$207 | \$23 | NA | \$17 | \$5 | \$12 | \$5 | \$23 | \$5 | \$100 |
| Sports and Pavilions | \$322 | \$75 | \$17 | \$86 | \$17 | \$17 | \$40 | \$37 | \$6 | \$150 |

This methodology is the same as what has been used in previous audits, except for addition of foundations as a Non-Quantity Component, and adjustments to useful life which are shown below.

Non-Quantity Component Useful Life Table (Years)

| Component | Aspect | Expected Useful Life: | Condition | | | | |
|------------------------------------|-----------|-----------------------|----------------------------|------|-----|-----|-----|
| | | | 1 | 2 | 3 | 4 | 5 |
| | | | Proportion life Remaining: | | | | |
| | | | 0.9 | 0.7 | 0.6 | 0.2 | 0.1 |
| Walls (Exterior) | Exterior | 60 | 54 | 42 | 36 | 12 | 6 |
| Walls (Interior) | Interior | 40 | 36 | 28 | 24 | 8 | 4 |
| Plumbing fixtures | Services | 40 | 36 | 28 | 24 | 8 | 4 |
| Ceilings | Interior | 50 | 45 | 35 | 30 | 10 | 5 |
| Hygiene Amenity Fixtures | Interior | 10 | 9 | 7 | 6 | 2 | 1 |
| Lighting | Services | 15 | 13.5 | 10.5 | 9 | 3 | 1.5 |
| Surface Finishing excluding floors | Interior | 12 | 10.8 | 8.4 | 7.2 | 2.4 | 1.2 |
| Windows | Exterior | 40 | 36 | 28 | 24 | 8 | 4 |
| Tapware | Interior | 20 | 18 | 14 | 12 | 4 | 2 |
| Foundation | Structure | 60 | 54 | 42 | 36 | 12 | 6 |

The condition of each Non-Quantity component was assumed to be equal to the overall condition of its associated aspect. For example, the ceilings of a building with an interior condition of 3 would also be in condition 3.

This assumption was made due to the prevalence of cases where a single building had multiple components associated with a single Non-Quantity component. For example, a building could have a condition 2 plaster ceiling in some rooms, and condition 3 ceiling tiles in others. Since the auditor was not required to record the quantity of these components, it was not possible to determine what proportion of the building’s total ceiling they each represented. As a consequence, a weighted condition based on individual component conditions could not be calculated.

In previous audits, the component value determined using Table 1 was equally divided between the associated components. This method resulted in significant inaccuracies, especially when one of these components was relatively small or large.

The use of Non-Quantity components should be reviewed before the next audit to avoid these approximations in future.

Model Overview

Building condition data, useful lives, and component costs are the key inputs into renewal modeling. The key outputs of this process are the creation of a renewal program to be delivered by Facilities, and an associated budget requirement which feeds into Council's long-term financial forecast.

Three methods of renewal modeling were undertaken using condition data from the 2018 audit: the Knox Model, Moloney Model, and DCP model.

Knox Model

The Knox Model is a simple method for calculating renewal using component data, and was relied upon the last time facility renewal modeling was undertaken in 2013. Its application involves determining the useful lives of every building component, and forecasting renewal expenditure equal to the component value when it reaches the end of its useful life. At this point the component is assumed to be new, and requires renewal again at the end of its next life.

Because of the tendency to round component useful lives to multiples of five, eg. 15, 20, 25 year useful lives, the Knox Model produces forecasts with spikes of renewal requirements at intervals linked to this pattern. The forecast has then historically been smoothed out to prevent sudden increases to mitigate impacts on budgeting, and also to represent variance between asset useful lives. It should be noted that arbitrarily changing a forecast in this way means the renewal program also needs to be adjusted.

The major limitations of this model are that it does not make any considerations for efficient renewal scheduling, and that it is based strictly on 'like for like' replacement. In reality, there are many cases where the mere renewal of a component will not meet modern standards, meaning that an insufficient amount is budgeted.

Moloney Model

The Moloney Model is a widely-used tool for estimating long-term renewal requirements based on condition data. It is not concerned with individual assets, instead conducting analysis on a network level.

In the case of buildings, the total value of the asset base is divided up across the four aspects – interior, exterior, services, and structure, which are each given an expected useful life. The condition distribution of each of these aspects is also provided on a 0-10 scale (requiring conversion from Council's 1-5 rating system).

Using these inputs, along with an intervention level and assumed asset deterioration curve, the model is able to estimate the budget required to renew assets as they reach the intervention level, such as in Figure 2 in the results section of this report.

This information is not detailed enough to develop a renewal program, but since the results are based on total asset replacement costs over their useful lives, it provides a good indication of long-term financial requirements. It is consequently a useful tool for checking that renewal forecasts developed by other models are within reason.

A powerful feature of the Moloney Model is its ability to model a proposed expenditure scenario against calculated renewal expenditure requirements. If the proposed scenario is less than what is required, Moloney will determine the percentage of assets that will be above intervention level due to that gap in funding. However due to limitations of the model, this feature is difficult to use effectively for assets that are modeled in multiple parts, such as buildings.

DCP Model

The DCP (Development Contribution Plan) Model was developed by the Asset Strategy team in preparation for DCP funding to be used for renewal projects.

It is a more sophisticated version of the Knox Model, due to the addition of two major features:

1. Renewal works are programmed for buildings at regular intervals based on building hierarchy (eg. every two years for a high priority facility, every 4 years for a low priority facility).
2. Components belonging to specific rooms are grouped into a component 'assembly'. These assemblies are given a value and renewed in their entirety based on a standard useful life.

The result is a renewal program that reduces the service disruption caused by frequent small renewals, is more simplistic from an operational perspective, and reflects the common practice of renewing entire building rooms rather than single components.

Model Configuration

Knox Model

The Knox Model was undertaken using mostly the same methodology as previous years, but is based on new component data with updated useful lives.

Previous implementations of the Knox Model for buildings has assumed that components are replaced at the end of their useful life. This time, three scenarios were modeled for renewal of components:

1. Before end of life (failure, 0% life remaining)
2. Before condition 5 (very poor, 10% life remaining)
3. Before condition 4 (poor, 20% life remaining)

Renewing components when they theoretically fail has negative impacts on building functionality, causes service disruption, and means renewals will become more reactive.

Renewing components at condition 5 does not mean Council's aspect condition target of condition 3 or better will not be met; buildings would generally still meet this requirement because there will always be a distribution of component conditions.

Renewing all components when they reach condition 4 would provide a high level of service, but would be more costly.

Moloney Model

Buildings were split into aspects using the settings shown below, based on IPWEA Practice Note 12 (page 34) as well as asset register building data for quantity and asset value. The intervention level was set at 8, which represents a 4 in Council's rating framework. The value of buildings was determined using a 3.6% index on top of 2014 valuations based on Rawlinsons Construction Handbook price index.

2018 Moloney Model Settings

| Asset Set Name - User Definable | Structure | Services | Interior | Exterior |
|--|-----------|----------|----------|----------|
| Valuation Distribution between Building sub Components | 30% | 20% | 25% | 25% |
| Retreatment Intervention Cond. Level | 8 | 8 | 8 | 8 |
| Total Design Life in Years | 70 | 40 | 25 | 40 |

In 2012, the configuration shown below was used:

2013 Moloney Model Settings

| Asset Set Name - User Definable | Structure Long Life | Exterior | Mechanical Services | Building Fit Out |
|--|---------------------|----------|---------------------|------------------|
| Valuation Distribution between Building sub Components | 32.0% | 33.6% | 6.9% | 27.5% |
| Retreatment Intervention Cond. Level | 8 | 8 | 8 | 8 |
| Total Design Life in Years | 70 | 45 | 25 | 25 |

Note that the asset set names utilised in 2013 did not correspond with Council's four building aspects, and the value for services was very low compared to estimates in the literature. This is because the 2013 values were extracted from the distribution of component values by aspect in the renewal data. This sum of every component cost was also assumed to be the value of each building.

The total value of buildings modelled in Moloney was \$220M in 2018, compared to \$138M in 2013. A discrepancy of this magnitude indicates that the 2013 values were underestimated, meaning 2013 Moloney Model renewal forecasting is much lower.

Building conditions for the 2018 model were converted from a 1-5 scale to a 0-10 using the raw average condition data for each building aspect from the audit (i.e. the ratings before they are rounded to the nearest integer). The conversions used are shown below.

2018 Conversion from Knox Condition Rating to Moloney

| Knox Condition (x) | Moloney Condition |
|---------------------|-------------------|
| $1 \leq x < 1.5$ | 0 |
| $1.5 \leq x < 2$ | 1 |
| $2 \leq x < 2.4$ | 2 |
| $2.4 \leq x < 2.7$ | 3 |
| $2.7 \leq x < 3$ | 4 |
| $3 \leq x < 3.4$ | 5 |
| $3.4 \leq x < 3.7$ | 6 |
| $3.7 \leq x < 4$ | 7 |
| $4 \leq x < 4.4$ | 8 |
| $4.4 \leq x < 4.7$ | 9 |
| $4.7 \leq x \leq 5$ | 10 |

DCP Model

Like the Knox Model, Council’s DCP Model uses component data obtained from the building condition audit as its main input. As a result, their configuration is largely identical and the same three condition based scenarios were run.

The key differences are based on determining visitation frequency for each facility, and the useful lives of ‘assemblies’. Refer to the tables below for the settings used, which were developed with Council’s Facilities team.

Assembly Useful Life Table

| Assembly Name | Useful Life (years) |
|----------------------------------|----------------------------|
| Painting (Int/Ext/Floor Coating) | 7 |
| Kitchen Refit | 15 |
| Amenities Refit | 15 |

Building Hierarchy Visitation Frequency

| Building Hierarchy | Renewal Frequency (years) |
|---------------------------|----------------------------------|
| 1 | 2 |
| 2 | 3 |
| 3 | 4 |
| 4 | 5 |

The cost of kitchen and amenities refits as well as painting differ based on the contents of each building. The renewal frequency refers to the interval length between renewal visits at a building, and is based on the asset hierarchy (1 is high priority, 4 is low priority).

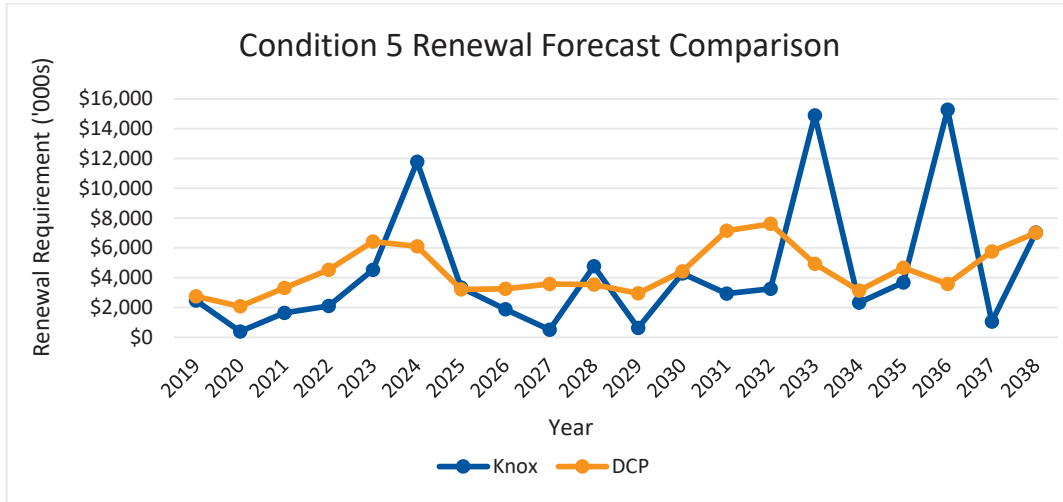
Results

The average annual renewal requirement over the next 20 years for the Knox and DCP Models can be found below in Table 8. The DCP model forecast is larger than the Knox Model for Condition 5 and Failure because the useful lives of assemblies remain static between scenarios.

Average Annual Renewal Requirement by Scenario ('000s)

| | Knox Model | DCP Model |
|-------------|-------------------|------------------|
| Condition 4 | \$5,600 | \$5,519 |
| Condition 5 | \$4,440 | \$4,500 |
| Failure | \$3,439 | \$3,924 |

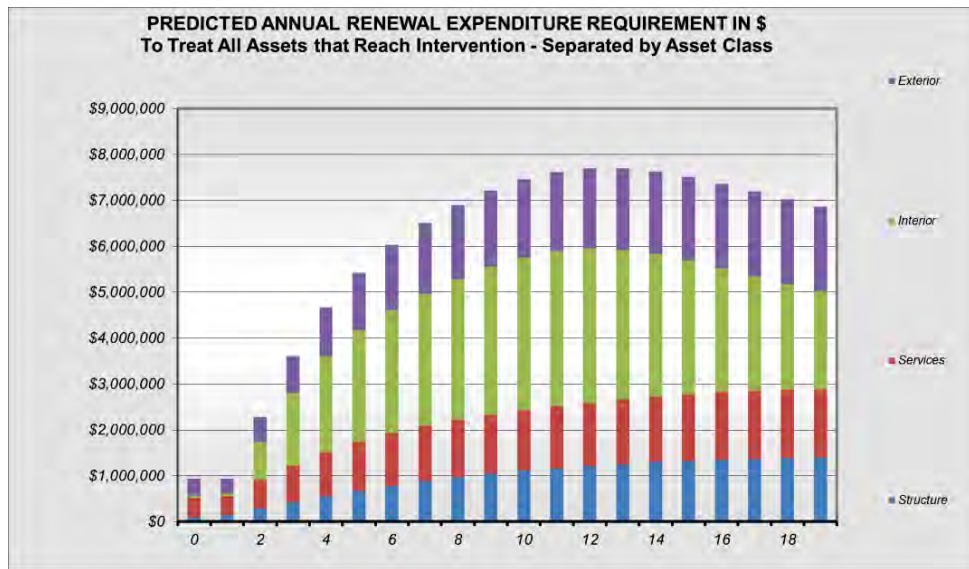
A graph comparing annual renewal requirements of the middle condition 5 scenarios can be found below.



Knox and DCP Model Condition 5 Forecast Comparison

The DCP model is smoother because it has in-built scheduling functionality which ensures that renewals are staggered across the years. On average, there is a trend of slight increase over the forecast period.

The renewal requirement split between building aspects determined by the Moloney Model is shown below.



Moloney Model Renewal Requirement (2018)

Spending requirements for building interiors peaks in approximately 10 years, whereas structural and services renewal needs steadily increase for the duration of the model, and into the longer term. Exterior spending remains relatively stable.

Few Council buildings currently have an aspect condition of 4 or greater (which is the intervention level for the Moloney Model), hence the low renewal requirements at the beginning of the forecast. Note that an aspect condition of 3 'Fair' or better, doesn't indicate that individual components within that building won't be condition 4 'Poor'.

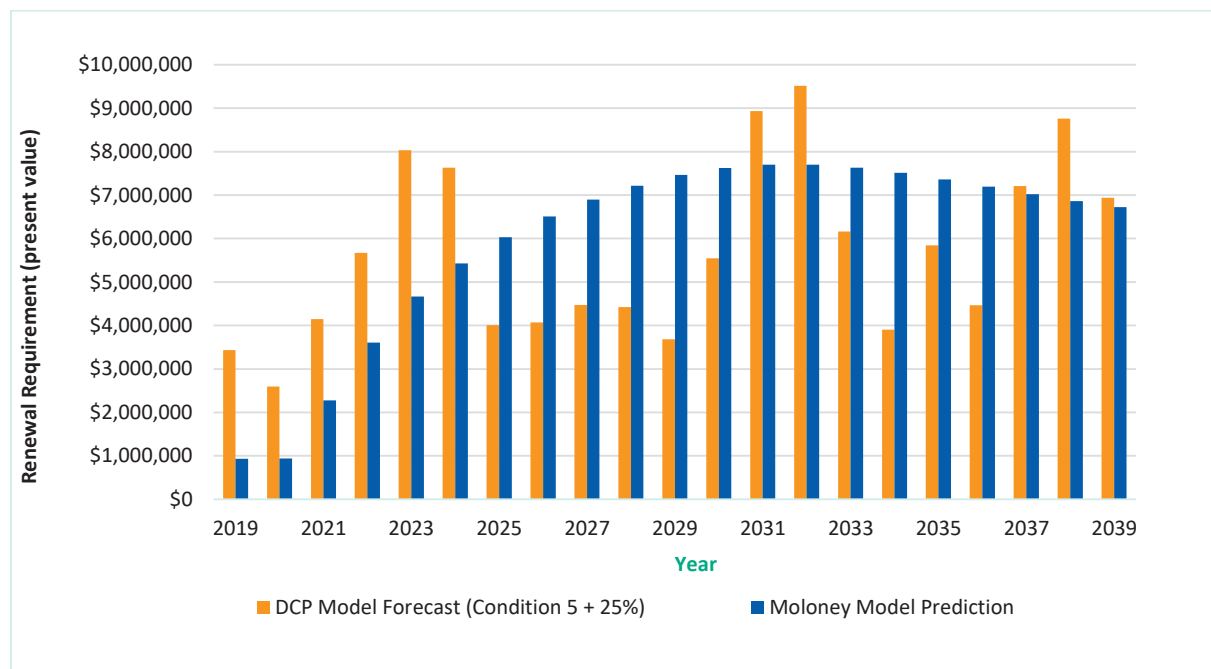
The Moloney Model is free of sudden peaks and troughs because it makes calculations based on the probability of a building aspect deteriorating in condition. Additionally, the model has a mechanism that prevents renewal requirements from increasing by more than a certain percentage in a single year.

Discussion

The Condition 5 middle scenario will be examined in detail to assess the validity of the DCP model. The component costs will be increased by 25% in this analysis to account for installation and disposal not being included in the values obtained from the building audit.

The Knox and DCP Models present similar results, but the relative smoothness of the DCP model and its scheduling features mean that it does not have to be manipulated as much as the Knox model before it is finalised. It is therefore recommended that this model be used as the basis for renewal forecasting and programming.

As previously discussed, the Moloney model is used as a checking tool, shown below in Figure 3.



DCP Model (Condition 5 + 25%) and Moloney Model Forecast Comparison

The Moloney estimate is slightly higher than the DCP Model, with an average annual difference between of approximately \$500,000. The Condition 4 + 25% scenario would have a greater gap, with an average of approximately \$750,000 greater yearly requirement when compared to the Moloney model.

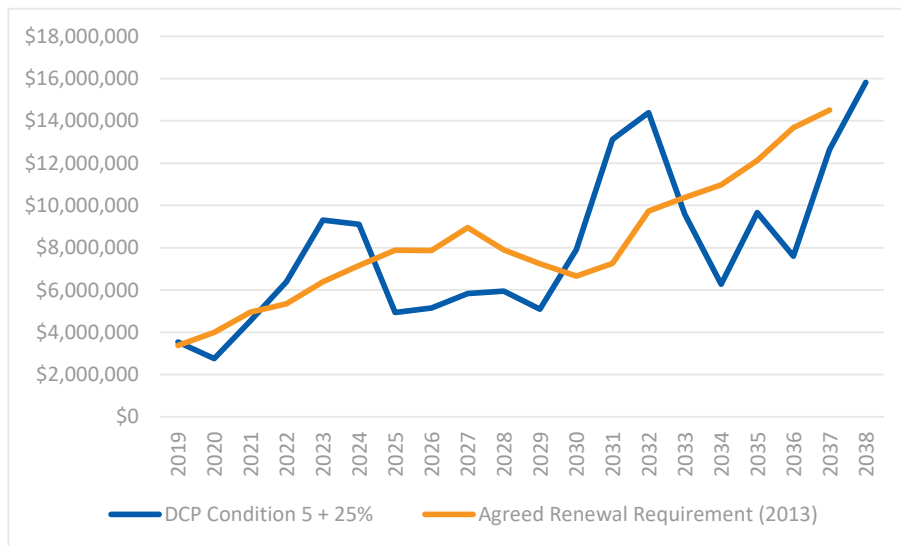
The Condition 5 + 25% model is the closest, and the relatively insignificant gap is potentially attributable to inaccuracies in asset valuations, or to the configuration of the Moloney Model. The evidence therefore suggests that the DCP Model Condition 5 + 25% scenario is the most reasonable forecast.

Comparisons between the new forecast and the current long term forecast based on 2013 analysis are shown in the table and figure below.

2018 DCP Model and Long Agreed Renewal Requirement based on 2013 Audit.

| | DCP Condition 5 + 25% | DCP Condition 5 + 25% (indexed at 3%) | AGREED RENEWAL REQUIREMENT 2013 (indexed at 3%) |
|-------------|-----------------------|---------------------------------------|---|
| 2019 | \$3,433,684 | \$3,536,694 | \$3,377,022 |
| 2020 | \$2,596,779 | \$2,754,923 | \$3,991,868 |
| 2021 | \$4,149,449 | \$4,534,215 | \$4,943,826 |
| 2022 | \$5,670,661 | \$6,382,378 | \$5,347,660 |
| 2023 | \$8,034,083 | \$9,313,704 | \$6,381,140 |
| 2024 | \$7,627,643 | \$9,107,805 | \$7,161,110 |
| 2025 | \$4,010,310 | \$4,932,176 | \$7,886,840 |
| 2026 | \$4,067,468 | \$5,152,547 | \$7,866,791 |
| 2027 | \$4,469,266 | \$5,831,379 | \$8,950,880 |
| 2028 | \$4,424,450 | \$5,946,091 | \$7,900,772 |
| 2029 | \$3,680,124 | \$5,094,153 | \$7,242,564 |
| 2030 | \$5,544,893 | \$7,905,692 | \$6,663,593 |
| 2031 | \$8,933,605 | \$13,119,300 | \$7,252,802 |

| | | | |
|-------------|-------------|--------------|--------------|
| 2032 | \$9,515,897 | \$14,393,648 | \$9,738,448 |
| 2033 | \$6,161,401 | \$9,599,262 | \$10,370,782 |
| 2034 | \$3,906,810 | \$6,269,282 | \$10,970,139 |
| 2035 | \$5,843,520 | \$9,658,448 | \$12,122,409 |
| 2036 | \$4,465,459 | \$7,602,144 | \$13,674,625 |
| 2037 | \$7,209,834 | \$12,642,487 | \$14,511,764 |
| 2038 | \$8,759,461 | \$15,820,561 | N/A |



Comparison between Existing Agreed Renewal Requirement (based on 2013 data) and DCP Condition 5 + 25% (both indexed at 3%)

The two forecasts are very similar once indexing takes place, which serves to further validate the 2018 modelling. The agreed renewal requirement is more linear because it was derived by finding the average of a smoothed out 2013 Knox Model and Moloney.

Conclusion

The validity of the DCP Model has been established through a range of checks against other models, both from 2018 and 2013.

Component data collected in the 2018 building audit has been checked rigorously for errors, and revised using up to date publications. The new forecast is based on deeper analysis than what has been undertaken previously; this enhanced reliability means that it will be more suitable under rigid DCP requirements. The scheduling component of the model will also result in greater operational efficiency when carrying out the renewal program.

The Condition 5 + 25% model is the closest fit to the Moloney Model. The Condition 4 and Failure DCP Models created using the same methodology can be used as forecasts for higher or lower levels of service respectively.

The model can now be refined using knowledge of how Council’s asset base will change over the coming years. This work will be undertaken as part of the BAMP, and involves removing buildings currently planned for disposal, as well as accounting for growth in the asset base. Renewal requirement in the short term is expected to decrease after this process since disposals are usually reserved for older buildings, and any new buildings will be in very good condition.

Use of non-quantity components as well as the lack of disposal and installation costs were two major shortcomings in the modelling process. It is recommended for the next audit to consider an alternative to the use of non-quantity components, and to provide indicative costs for component installation and disposal. These changes would further improve model accuracy.

Model Results

Knox Model Results Rounded to Nearest Thousand (2018 dollars)

| Year | Condition 4 ('000s) | Condition 5 ('000s) | Failure ('000s) |
|-------------|---------------------|---------------------|-----------------|
| 2019 | \$10,929 | \$2,462 | \$459 |
| 2020 | \$44 | \$395 | \$1,604 |
| 2021 | \$906 | \$1,637 | \$145 |
| 2022 | \$3,777 | \$2,112 | \$813 |
| 2023 | \$7,063 | \$4,524 | \$1,208 |
| 2024 | \$5,230 | \$11,783 | \$4,571 |
| 2025 | \$218 | \$3,342 | \$7,278 |
| 2026 | \$4,699 | \$1,875 | \$4,911 |

| | | | |
|-----------------|----------------|----------------|----------------|
| 2027 | \$994 | \$511 | \$1,501 |
| 2028 | \$7,056 | \$4,769 | \$1,127 |
| 2029 | \$42 | \$620 | \$2,422 |
| 2030 | \$14,723 | \$4,290 | \$7,282 |
| 2031 | \$5,448 | \$2,929 | \$654 |
| 2032 | \$4,026 | \$3,262 | \$3,998 |
| 2033 | \$11,554 | \$14,898 | \$3,277 |
| 2034 | \$11,717 | \$2,330 | \$3,250 |
| 2035 | \$70 | \$3,680 | \$3,440 |
| 2036 | \$7,134 | \$15,281 | \$13,719 |
| 2037 | \$12 | \$1,055 | \$3,788 |
| 2038 | \$16,347 | \$7,038 | \$3,344 |
| AVERAGE: | \$5,600 | \$4,440 | \$3,439 |

*Note: These values do not include installation/disposal costs

DCP Model Results Rounded to Nearest Thousand (2018 dollars)

| Year | Condition 4 ('000s) | Condition 5 ('000s) | Failure ('000s) |
|-------------|---------------------|---------------------|-----------------|
| 2019 | \$7,455 | \$2,747 | \$1,652 |
| 2020 | \$3,069 | \$2,077 | \$1,408 |
| 2021 | \$4,608 | \$3,320 | \$1,701 |
| 2022 | \$5,316 | \$4,537 | \$3,239 |
| 2023 | \$3,836 | \$6,427 | \$4,382 |
| 2024 | \$3,174 | \$6,102 | \$5,155 |
| 2025 | \$4,343 | \$3,208 | \$4,176 |

| | | | |
|-----------------|----------------|----------------|----------------|
| 2026 | \$4,906 | \$3,254 | \$2,754 |
| 2027 | \$6,527 | \$3,575 | \$3,258 |
| 2028 | \$5,228 | \$3,540 | \$3,395 |
| 2029 | \$5,013 | \$2,944 | \$4,739 |
| 2030 | \$6,486 | \$4,436 | \$3,561 |
| 2031 | \$8,067 | \$7,147 | \$5,302 |
| 2032 | \$6,938 | \$7,613 | \$4,630 |
| 2033 | \$6,019 | \$4,929 | \$3,380 |
| 2034 | \$5,168 | \$3,125 | \$4,610 |
| 2035 | \$5,386 | \$4,675 | \$6,870 |
| 2036 | \$3,351 | \$3,572 | \$5,318 |
| 2037 | \$6,268 | \$5,768 | \$4,711 |
| 2038 | \$9,220 | \$7,008 | \$4,234 |
| AVERAGE: | \$5,519 | \$4,500 | \$3,924 |

*Note: These values do not include installation/disposal costs

Appendix 9 – Scenario Modelling Methodology

Scenario modelling was conducted using a score-based system, taking inputs from:

- Level of service performance for 'Place' and 'Asset', as described in Chapter 5, converted into a 1-5 score, where:

| Rating | Description |
|--------|--------------------------------|
| 1 | Excellent/Rapidly Increasing |
| 2 | Good/Increasing |
| 3 | Fair/Stable |
| 4 | Poor/Decreasing |
| 5 | Very Poor / Rapidly Decreasing |

- Asset survey results as described in Appendix 5
- Contextual factors such as proximity to strategic sites and other complementary buildings, and if a disposal or sale is already planned for the building

The table below shows the scoring criteria used for each asset, and was developed through careful trial and error and consultation between the Asset Strategy team with key strategic facility planners. The tool is developed in such a way where planners can easily adjust weighting and scoring criteria.

Buildings are scored better depending on how well they perform against the given criteria. For example, if the criteria is less than 3, and the maximum score is 15, a 3 in the associated field will be scored 5, a 2 would be scored 10, and a 1 would be scored 15.

Scores were calculated for each scenario by finding the ratio of each building's score against the total available score. If a field was left blank, it was skipped and the available score for that indicator was not added to the total.



Scoring System for Investment Scenarios

| Scenario | Place | Asset | Overall Condition | Building within 500m of strategic development location? | Nearby Complementary Underutilised/demand reducing Flexible Facility? | Nearby complementary services proposed for consolidation? | Utilisation | Fitness for Purpose | Demand Change | Year of planned disposal or sale |
|------------------------|----------------|----------------|-------------------|---|---|---|----------------|---------------------|----------------------|----------------------------------|
| Maximum Score | 20 | 20 | 20 | 15 | 10 | 10 | 20 | 20 | 20 | 150 |
| Business as Usual | Fair or better | Fair or better | Fair or better | | | | | Fair or better | Stable or increasing | |
| Sweat The asset | Fair or worse | Fair or worse | Fair or worse | | | | | Fair or worse | Stable or decreasing | Less than or equal to 10 years |
| Integrate in Place | Good or better | Fair or worse | Fair or worse | Yes | Yes | Yes | Fair or worse | | | |
| Close the Gaps | Fair or better | Fair or worse | Any | Yes | | | Good or better | Fair or worse | Increasing | |
| Radical Transformation | Any | Poor or worse | Any | Yes | | | Any | Poor or worse | Stable or decreasing | |

Appendix 10 – List of Preferred Investment Scenarios by Building

The full list of habitable buildings, their highest scoring investment scenarios, and preferred service area scenarios are documented below. Note that a highest score scenario of N/A indicates that the building was not modelled, due to a lack of available data or because it is intrinsically linked to another facility (such as Knox Leisure Works, which has multiple buildings on the same site).

| Building Number | Building Name | Highest Score Scenario | Second Highest Score (if within 15%) | Stakeholder Preferred Scenario |
|-----------------|---|------------------------|--------------------------------------|--------------------------------|
| CB135 | Alchester Village - Playgroup Centre | Business as Usual | Close the Gaps | Close the Gaps |
| CB134 | Alchester Village Pre-School | Business as Usual | Close the Gaps | Close the Gaps |
| CB113 | Alexander Magit Pre-School & Playgroup | Business as Usual | Radical Transformation | Radical Transformation |
| CB175 | Alice Johnson Preschool & Playgroup Centre | Business as Usual | Close the Gaps | Business as Usual |
| CB322 | Ambleside - Archives | N/A | | Business as Usual |
| CB279 | Ambleside - Church Porch | Business as Usual | Close the Gaps | Close the Gaps |
| CB172 | Ambleside - Cottage | Business as Usual | Close the Gaps | Close the Gaps |
| CB170 | Ambleside - Historic Homestead | Close the Gaps | Business as Usual | Close the Gaps |
| CB280 | Ambleside - Isolation Room | Business as Usual | Close the Gaps | Close the Gaps |
| CB281 | Ambleside - Wattle & Daub | Business as Usual | Close the Gaps | Close the Gaps |
| CB144 | Batterham Reserve - Cricket & Football Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB142 | Batterham Reserve - Tennis Pavilion | Business as Usual | | Business as Usual |
| CB289 | Bayswater Bowling Club - Clubroom | Business as Usual | | Business as Usual |
| CB316 | Bayswater Branch Library | Business as Usual | | Integrate in Place |
| CB284 | Bayswater CFA | N/A | | Radical Transformation |

| | | | | |
|-------|---|------------------------|------------------------|-------------------------------|
| CB152 | Bayswater Senior Citizens - Garage | N/A | | Integrate in Place |
| CB151 | Bayswater Senior Citizens & MOW | Radical Transformation | Integrate in Place | Integrate in Place |
| CB38 | Bayswater Youth Hall | Integrate in Place | | Integrate in Place |
| CB78 | Bellbird Senior Citizens Club | Business as Usual | Sweat The asset | Sweat The asset |
| CB196 | Benedikt Reserve - Cricket Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB12 | Berrabri Children and Family Centre | Business as Usual | | Close the Gaps |
| CB15 | Billoo Park Children and Family Centre (MCH, Playgroup) | Business as Usual | | Close the Gaps |
| CB13 | Billoo Park Pre-School | Business as Usual | | Close the Gaps |
| CB320 | Birch Street Children and Family Centre | Business as Usual | | Business as Usual |
| CB14 | Birchfield Crescent Children's Centre | N/A | | Close the Gaps |
| CB182 | Boronia Amateur Swimming Club | Business as Usual | | Business as Usual |
| CB179 | Boronia Basketball Stadium | Close the Gaps | Sweat The asset | Sweat The asset |
| CB180 | Boronia Branch Library | Business as Usual | | Integrate in Place |
| CB244 | Boronia Community Youth Club | N/A | | Integrate in Place |
| CB16 | Boronia Progress Hall | Business as Usual | | Integrate in Place |
| CB246 | Boronia Radio Controlled Car Club | Business as Usual | Close the Gaps | Business as Usual |
| CB80 | Carrington Park - Cricket/Football Pavilion | Business as Usual | | Integrate in Place |
| CB168 | Carrington Park - Leisure Centre | Business as Usual | | Radical Transformation |
| CB169 | Carrington Park - Senior Centre | Business as Usual | | Radical Transformation |
| CB167 | Carrington Park - Tennis Pavilion | Integrate in Place | Radical Transformation | Radical Transformation |
| CB35 | Chandler Park - Cricket & Netball Pavilion | Business as Usual | | Close the Gaps |
| CB22 | Civic Centre - City Office & Council Chambers | Business as Usual | Integrate in Place | Business as Usual |
| CB27 | Civic Centre - Eastgate North | N/A | | Business as Usual |
| CB23 | Civic Centre - Eastgate South Building | N/A | | Business as Usual |
| CB298 | Civic Centre - Portable Office behind Eastgate Bld. | Business as Usual | | Business as Usual |

| | | | | |
|-------|--|--------------------|------------------------|------------------------|
| CB270 | Colchester Park - Cricket Pavilion | Business as Usual | Close the Gaps | Business as Usual |
| CB154 | Colchester Pre-School - Miller Park Reserve | Business as Usual | | Business as Usual |
| CB165 | Coleman Road Reserve - Tennis Pavilion | Business as Usual | | Business as Usual |
| CB66 | Cooinda Pre-School | Business as Usual | | Radical Transformation |
| CB234 | Coonara Community House | Business as Usual | | Business as Usual |
| CB286 | Coonara Community School | Business as Usual | Close the Gaps | Business as Usual |
| CB61 | Coorie Avenue Children and Family Centre | N/A | | Sweat The asset |
| CB99 | Dobson Park - Cricket & Football Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB229 | Egan Lee Reserve - Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB77 | Eildon Parade Children and Family Centre (Child Care) | N/A | | Sweat The asset |
| CB74 | Eildon Parade Children and Family Centre (Preschool / Playgroup) | Business as Usual | | Sweat The asset |
| CB76 | Eildon Park - Cricket & Football Pavilion | Business as Usual | | Business as Usual |
| CB75 | Eildon Park - Tennis Pavilion | Business as Usual | | Close the Gaps |
| CB193 | F W Kerr Pre-School & Playgroup Centre | Close the Gaps | Business as Usual | Business as Usual |
| CB115 | Factory - Leased Premises | N/A | | |
| CB177 | Fairpark Reserve - Cricket & Football Pavilion | Close the Gaps | | Integrate in Place |
| CB290 | Ferntree Gully Bowling Club - Clubroom | Business as Usual | | Business as Usual |
| CB37 | Ferntree Gully Cemetery - Office & Toilets | N/A | | Business as Usual |
| CB24 | Ferntree Gully Community Arts Centre and Library | Business as Usual | | Business as Usual |
| CB141 | Flamingo Pre-School & Playgroup Centre | Business as Usual | | Business as Usual |
| CB93 | Forest Road Bena Angliss Children and Family Centre (Preschool) | Business as Usual | | Business as Usual |
| CB94 | Forest Road Maternal & Health Centre | Business as Usual | | Business as Usual |
| CB81 | Gilbert Park - Softball Pavilion | Close the Gaps | Radical Transformation | Close the Gaps |
| CB111 | Glenfern Park - Archery Pavilion | Integrate in Place | | Radical Transformation |

| | | | | |
|-------|--|--------------------|------------------------|---------------------------|
| CB110 | Glenfern Park - Store | N/A | | Business as Usual |
| CB109 | Glenfern Park - Tennis Pavilion | Business as Usual | | Business as Usual |
| CB195 | Goodwin Estate Children and Family Centre | Business as Usual | | Close the Gaps |
| CB185 | Guy Turner Reserve - Cricket & Football Pavilion | Business as Usual | | Business as Usual |
| CB186 | Guy Turner Reserve - Tennis Pavilion | Business as Usual | | Business as Usual |
| CB8 | H.V. Jones Reserve - Meeting Room | Business as Usual | Radical Transformation | Integrate in Place |
| CB6 | H.V. Jones Reserve - Pavilion | Business as Usual | Close the Gaps | Integrate in Place |
| CB7 | H.V. Jones Reserve - Tennis Pavilion | Business as Usual | | Integrate in Place |
| CB112 | Haering Road Pre-School & Playgroup Centre | Business as Usual | | Business as Usual |
| CB256 | Heany Park - Brick Store | N/A | | Business as Usual |
| CB191 | Heany Park - Sports Pavilion & Open Shelter | N/A | | Business as Usual |
| CB254 | Heany Park - Timber Hut | N/A | | Business as Usual |
| CB17 | INFOLINK - Knox Information Support Centre | Close the Gaps | Business as Usual | Integrate in Place |
| CB57 | Kinderlea Pre-School and Health Centre | N/A | | Business as Usual |
| CB237 | Kings Park - Athletics Pavilion & External Toilet Block | Integrate in Place | | Integrate in Place |
| CB235 | Kings Park - Baseball Pavilion & External Toilet Block | Business as Usual | | Business as Usual |
| CB238 | Kings Park - Cricket & Football Pavilion | Business as Usual | Close the Gaps | Integrate in Place |
| CB39 | Knox Community Arts Centre | Business as Usual | Sweat The asset | Sweat The asset |
| CB230 | Knox Early Parenting Centre (KEPC) | N/A | | Sweat The asset |
| CB5 | Knox Gardens Reserve Pavilion and Community Hall | Business as Usual | | Business as Usual |
| CB147 | Knox Gymnasium | Sweat The asset | Close the Gaps | Sweat The asset |
| CB217 | Knox Leisure Works - Filter Room - 50m pool plant room | N/A | | Close the Gaps |
| CB296 | Knox Leisure Works - Leisure Pool Plant Room (Boiler Room) | N/A | | Close the Gaps |
| CB216 | Knox Leisure Works - Office/Cafe/Pools/Slide/Gym | Close the Gaps | Integrate in Place | Close the Gaps |

| | | | | |
|-------|--|--------------------|------------------------|-------------------------------|
| CB299 | Knox Leisure Works - Outdoor Pool Plant & Chemical Room | N/A | | Close the Gaps |
| CB218 | Knox Leisure Works - Pool Plant Room | N/A | | Close the Gaps |
| CB318 | Knox Leisure Works - Warm Water Pool Plant Room | N/A | | Close the Gaps |
| CB273 | Knox Library | Business as Usual | Close the Gaps | Radical Transformation |
| CB198 | Knox Model Aero Club | Business as Usual | Radical Transformation | Business as Usual |
| CB84 | Knox Park - Athletics Pavilion & Toilet Block | Business as Usual | Radical Transformation | Business as Usual |
| CB87 | Knox Park - BMX Track Clubrooms | Close the Gaps | | Close the Gaps |
| CB86 | Knox Park - Cricket & Soccer Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB85 | Knox Park - Dog Obedience Clubhouse | Business as Usual | | Business as Usual |
| CB88 | Knox Park - Grandstand | Business as Usual | | Business as Usual |
| CB114 | Knox Regional Netball Complex | Business as Usual | Integrate in Place | Close the Gaps |
| CB309 | Knox Regional Sports Park - Indoor Sports Stadium | Business as Usual | | Radical Transformation |
| CB310 | Knox Regional Sports Park - Soccer Pavilion | Business as Usual | | Close the Gaps |
| CB3 | Knoxfield Pre-School and Infant Welfare Centre | Business as Usual | | Business as Usual |
| CB9 | Kumala Road Hall | Integrate in Place | | Sweat The asset |
| CB271 | Lakesfield Reserve Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB130 | Lewis Park Reserve - Cricket & Football Pavilion | Close the Gaps | Radical Transformation | Close the Gaps |
| CB274 | Liberty Avenue Football/Cricket Pavilion | Business as Usual | | Close the Gaps |
| CB133 | Liberty Children and Family Centre | Business as Usual | | Close the Gaps |
| CB34 | Llewellyn Reserve - Football Pavilion | Close the Gaps | Sweat The asset | Radical Transformation |
| CB54 | Marie Wallace Bayswater Oval - Cricket & Football Pavilion | Integrate in Place | Business as Usual | Close the Gaps |
| CB53 | Marie Wallace Bayswater Oval - Curator's Store | N/A | | Business as Usual |
| CB306 | Marie Wallace Bayswater Oval - Curators Store and Timekeeper | N/A | | Business as Usual |

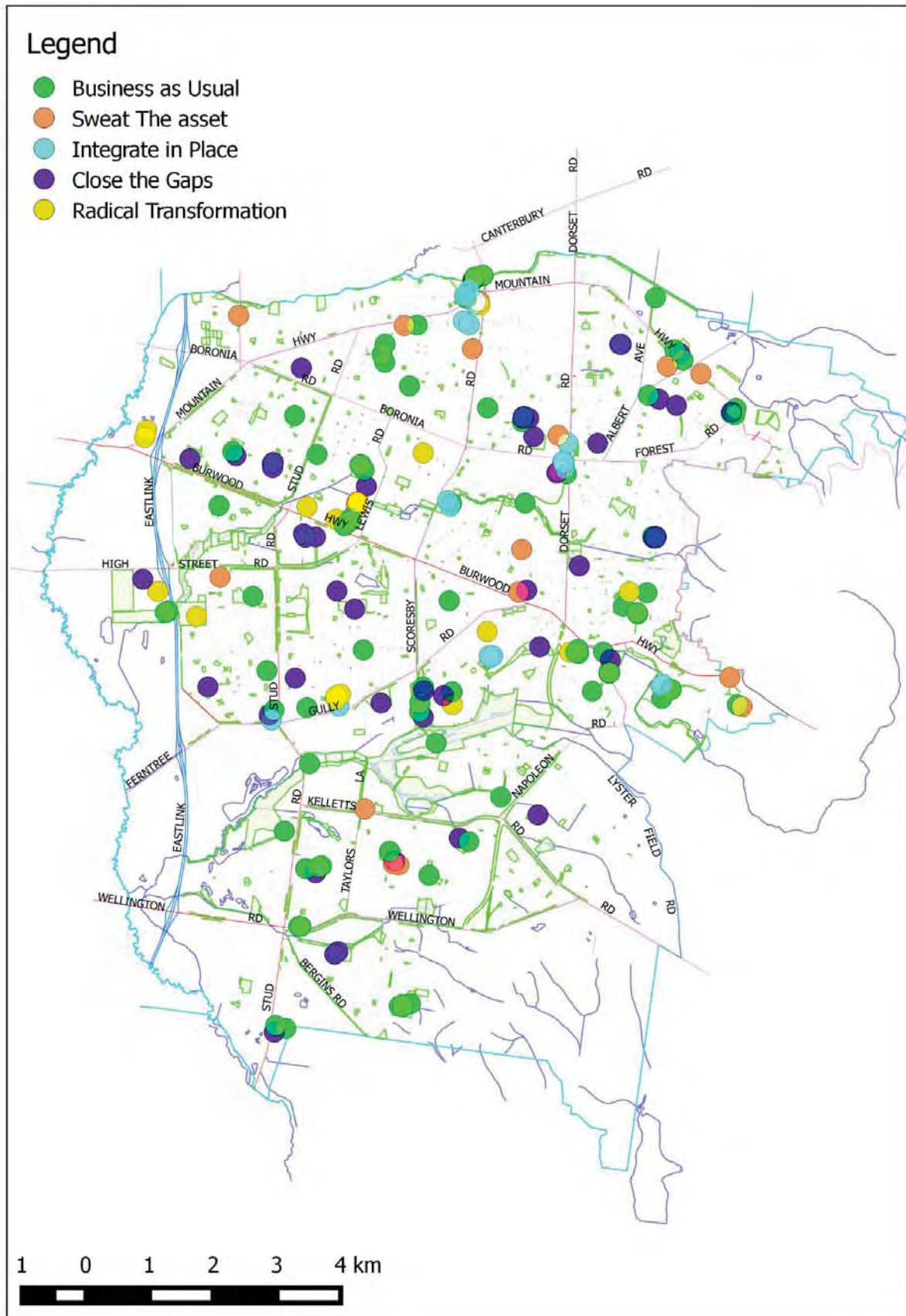
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|-------|--|--------------------|------------------------|-------------------------------|
| CB52 | Marie Wallace Bayswater Oval - Grandstand | N/A | | Business as Usual |
| CB287 | Marie Wallace Bayswater Oval - Scorer's Pavilion | N/A | | Business as Usual |
| CB305 | Marie Wallace Bayswater Oval - Store | N/A | | Business as Usual |
| CB49 | Marie Wallace Bayswater Park - Community Building | Business as Usual | Integrate in Place | Business as Usual |
| CB47 | Marie Wallace Bayswater Park - Cricket & Football Pavilion | Integrate in Place | Business as Usual | Integrate in Place |
| CB48 | Marie Wallace Bayswater Park - Netball Pavilion | Integrate in Place | Business as Usual | Integrate in Place |
| CB139 | Mariemont Pre-School | Business as Usual | | Business as Usual |
| CB157 | Miller Park Reserve - Football & Cricket Pavilion | Close the Gaps | Sweat The asset | Close the Gaps |
| CB156 | Miller Park Reserve - Tennis Pavilion | Business as Usual | | Business as Usual |
| CB68 | Millers Homestead - Historic House | N/A | | Sweat The asset |
| CB146 | Milpera Reserve - Cricket & Football Pavilion | Close the Gaps | Radical Transformation | Close the Gaps |
| CB294 | Miscellaneous - Building | N/A | | Business as Usual |
| CB163 | Murrindal Children and Family Centre | Business as Usual | | Business as Usual |
| CB208 | N G Haynes Pre-School & MCHC | Sweat The asset | | Sweat The asset |
| CB125 | Operations Centre - Amenities Block | N/A | | Radical Transformation |
| CB122 | Operations Centre - Office Complex and Workshops | N/A | | Sweat The asset |
| CB128 | Operations Centre - Residential Building | N/A | | Radical Transformation |
| CB58 | Orana Centre | Business as Usual | | Business as Usual |
| CB313 | Orana Neighbourhood House - extension | N/A | | Business as Usual |
| CB181 | Park Crescent Children and Family Centre (Marie Chandler) | Business as Usual | | Close the Gaps |
| CB62 | Park Ridge Children and Family Centre | Business as Usual | | Business as Usual |
| CB63 | Park Ridge Reserve - Soccer Pavilion | Close the Gaps | | Close the Gaps |
| CB59 | Picketts Reserve - Cricket & Football Pavilion | Business as Usual | Close the Gaps | Close the Gaps |

| | | | | |
|-------|--|------------------------|------------------------|---------------------------|
| CB304 | Placemakers - Knox & District Woodworkers Association | N/A | | Business as Usual |
| CB107 | Placemakers - Studio/Office/Workshop | Business as Usual | | Business as Usual |
| CB108 | Placemakers - Woodworks Building | Business as Usual | | Business as Usual |
| CB19 | Reta Matthews Reserve - Tennis Pavilion | Business as Usual | Radical Transformation | Business as Usual |
| CB192 | Riddell Road Pre-School & MCHC | Business as Usual | | Close the Gaps |
| CB106 | Rosa Benedikt Community Centre | Business as Usual | | Business as Usual |
| CB104 | Rowville Branch Library | Business as Usual | Close the Gaps | Business as Usual |
| CB232 | Rowville Children and Family Centre (Alan Clayton Preschool) | Business as Usual | | Business as Usual |
| CB231 | Rowville Children and Family Centre (Bernie Seebeck Preschool) | Business as Usual | | Business as Usual |
| CB105 | Rowville Community Centre | Business as Usual | | Business as Usual |
| CB102 | Rowville Community Centre - Football Pavilion | Close the Gaps | Business as Usual | Close the Gaps |
| CB103 | Rowville Community Centre - Tennis Pavilion | Business as Usual | | Business as Usual |
| CB189 | Rowville Recreation Reserve - Aimee Seebeck Hall | Business as Usual | | Business as Usual |
| CB199 | Rowville Recreation Reserve - Football & Cricket Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB190 | Rowville Recreation Reserve - Tennis Pavilion | Radical Transformation | Integrate in Place | Business as Usual |
| CB212 | Sasses Avenue Retarding Basin - Soccer Pavilion | Sweat The asset | Close the Gaps | Business as Usual |
| CB116 | Schultz Reserve - Cricket Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB92 | Scoresby Hall (Old School) | Business as Usual | Close the Gaps | Integrate in Place |
| CB200 | Scoresby Reserve - Cricket & Football Pavilion | Close the Gaps | Business as Usual | Close the Gaps |
| CB201 | Scoresby Reserve - Tennis Pavilion | Business as Usual | | Business as Usual |
| CB164 | Scoresby West Children and Family Centre | Business as Usual | | Business as Usual |
| CB288 | St John Ambulance Hall | Integrate in Place | | Integrate in Place |
| CB204 | Stamford House - Historic Home | N/A | | Business as Usual |

| | | | | |
|-------|--|------------------------|------------------------|------------------------|
| CB132 | State Emergency Service - Headquarters | Business as Usual | Close the Gaps | Sweat The asset |
| CB41 | Talaskia Community Child Care Centre | N/A | | Sweat The asset |
| CB42 | Talaskia Reserve Pavilion & Toilet Block | Sweat The asset | Radical Transformation | Business as Usual |
| CB209 | Taylor's Lane Children and Family Centre | Radical Transformation | Business as Usual | Sweat The asset |
| CB210 | Templeton Orchards Pre-School | Business as Usual | | Close the Gaps |
| CB211 | Templeton Reserve - Community Hall/Pavilion | Business as Usual | | Business as Usual |
| CB97 | The Basin Children and Family Centre (Playgroup) | Business as Usual | Close the Gaps | Close the Gaps |
| CB96 | The Basin Children and Family Centre (Preschool) | Business as Usual | | Business as Usual |
| CB150 | The Basin Community House | Sweat The asset | | Sweat The asset |
| CB95 | The Basin Progress Hall | Business as Usual | | Business as Usual |
| CB98 | The Basin Senior Citizens Club | Business as Usual | | Business as Usual |
| CB188 | The Fields Children and Family Centre | Business as Usual | | Business as Usual |
| CB219 | Tormore Reserve - Cricket & Football Pavilion | Radical Transformation | Integrate in Place | Close the Gaps |
| CB31 | Transfer & Recycling Station - Gatehouse | N/A | | Business as Usual |
| CB32 | Transfer & Recycling Station - Transfer Building | N/A | | Business as Usual |
| CB226 | Tyner Road Occasional Child Care Centre | N/A | | Close the Gaps |
| CB178 | University 3rd Age - Parkhills Campus | Business as Usual | Close the Gaps | Integrate in Place |
| CB194 | Upper Ferntree Gully Children and Family Centre | Radical Transformation | Business as Usual | Sweat The asset |
| CB223 | Walker Reserve - Football & Cricket Pavilion | Close the Gaps | Business as Usual | Close the Gaps |
| CB222 | Walker Reserve - Tennis Pavilion | Integrate in Place | Sweat The asset | Close the Gaps |
| CB136 | Wally Tew Reserve - W H Tew Pavilion | Business as Usual | Close the Gaps | Close the Gaps |
| CB161 | Wantirna Reserve - Tennis Pavilion | Business as Usual | | Radical Transformation |
| CB160 | Wantirna Reserve - Pavilion | Close the Gaps | Radical Transformation | Radical Transformation |
| CB307 | Waterford Valley | Integrate in Place | Business as Usual | Business as Usual |

| | | | | |
|-------|--|------------------------|------------------------|------------------------|
| CB227 | Wattle Senior Citizens Club - Activities Centre | Radical Transformation | Business as Usual | Radical Transformation |
| CB101 | Wattlevue Pre-School & MCHC | Radical Transformation | Business as Usual | Sweat The asset |
| CB67 | West Gully Pre-School & Playgroup | Close the Gaps | Radical Transformation | Business as Usual |
| CB241 | Windermere Pre-School | Business as Usual | | Business as Usual |
| CB242 | Windermere Reserve - Cricket & Football Pavilion | Close the Gaps | | Close the Gaps |
| CB243 | Windermere Reserve - Tennis Pavilion | Integrate in Place | Radical Transformation | Radical Transformation |
| CB303 | Youth Information Centre | Business as Usual | Close the Gaps | Radical Transformation |

Modelled Council Buildings by Stakeholder Preferred Scenario



8.3 Contract 2465 - Road Renewal Construction Program 2019-2020

SUMMARY: Coordinator - Project Delivery (Hans Pelgrim)

This report considers and recommends the appointment of a tenderer for Council's Road Renewal construction program for 2019/2020.

RECOMMENDATION

That Council:

- 1. accepts the adjusted tender submitted by Bitu-Mill (Civil) Pty Ltd for Option 1 for the Price of \$2,470,159.89 including GST (\$2,245,599.90 ex. GST) for Contract No. 2465 – Road Renewal Construction Program 2019/2020;**
- 2. authorises the Chief Executive Officer to formalise the contract documentation under delegated authority; and**
- 3. advises all tenderers accordingly.**

1. INTRODUCTION

This contract is for the construction of Council's approved construction program, 1001 - Road Sub-structure and Kerb & Channel Program, for 2019/2020, presented as one package with individual options available for submitting tenderers.

The Road Sub-Structure and Kerb and Channel Program funds road renewal and kerb & channel renewal works, as determined by Council.

In line with Council's Procurement Policy and after considering the complexity, value and risk associated with this contract, it was determined to call for public tender.

Tenderers were able to submit a tender for all projects as one package (Option 1) or submit a tender for separate parts or smaller packages (Option 2).

This report considers and recommends the appointment of Bitu-Mill (Civil) Pty Ltd to undertake the works for the 2019/2020 Road Renewal Construction Program, comprising of the local road projects detailed below:

- Project No. 930, Forest Road, Ferntree Gully;
- Project No. 799, Windermere Drive, Ferntree Gully;
- Project No. 934, Sheraton Crescent, Ferntree Gully;
- Project No. 932, Burwood Highway, service road, between Hayward Road & Dobson Street;
- Project No. 932, Burwood Highway. service road, between Ophelia Street & Carlisle Street;
- Project No. 925, 1101 Burwood Highway service road, Ferntree Gully;
- Project No. 928, Barmah Drive, Wantirna;
- Project No. 929, Albert Avenue, Boronia; and
- Project No. 1112, Selman Avenue, Ferntree Gully – between Spring Street & Station Street

2. DISCUSSION

Council has provided the resources to enable the projects identified for construction in the 2019/20 CWP budget (Program 1001) to be designed ahead of schedule. This has provided Council with the opportunity to repeat the successful approach of last financial year, in adopting a more efficient way to deliver these construction projects, in line with Council's Lean principles.

2.1 Proposed Works

The projects are essentially, typical road renewal projects which includes the rehabilitation of the road pavement, removal and reinstatement of kerb & channel, removal and reinstatement of driveways and footpath, asphalt re-sheeting and pavement patching, minor drainage improvements, line-marking and other associated works for the following roads:

- Forest Road, Ferntree Gully - between Myrtle Crescent & Olivebank Road;
- Windermere Drive, Ferntree Gully - between Bryden Drive & Chelmsford Court;
- Sheraton Crescent, Ferntree Gully – entire length;
- Burwood Highway, Ferntree Gully - service road, between Hayward Road & Dobson Street;
- Burwood Highway, Ferntree Gully - service road, between Ophelia Street & Carlisle Street;
- 1101 Burwood Highway - service road, adjacent to Toyota;
- Barmah Drive, Wantirna - between No. 49 & No. 57;
- Albert Avenue, Boronia – between Chandler Road & Bambury Street; and
- Selman Avenue, Ferntree Gully

The proposed works are to be funded through the 2019/20 Capital Works Program (CWP) and are to be planned to be delivered within the financial year.

2.2 Review of 2018/2019 Contract

Packaging of projects was first trialed in 2018/2019, which resulted in cost savings in the order of \$198,000 greater than estimated and negligible variations for a contract value in excess of \$2.3M.

These results were well above expectations and provided a sound reason for repeating the approach for 2019/2020.

From a delivery perspective, the projects progressed smoothly with minimal, negative feedback from the community. From a contract administration perspective, there was substantial advantages in managing one contract, including resources saved and administrative efficiencies gained.

In the past, road renewal projects were tendered for construction, either individually or in small packages and administered via a number of separate contracts as designs were completed.

By designing projects in the year prior to construction and packaging a greater number of renewal construction projects early in the new financial year, it is believed that significant benefits can be realised.

As this is only the second year of trialing this method, the tender documentation presented tenderers with an opportunity to bid for each project separately or for the entire package of projects. This tactic provided a variety of selection choices, tested the theory of larger packages being more cost efficient and allowed Council to make informed decisions.

This style of contract enables an efficient process and at the same time, provides economy of scale and a more seamless, efficient and flowing construction program.

2.3 Tenders Received

The contract was advertised in The Age on Saturday, 18 May 2019 on Saturday, 25 May 2019 and in The Leader on Tuesday, 21 May 2019, as a Lump Sum, Quality Assured contract, with the option to appoint for each project separately or as one entire package of projects. A pre-tender information meeting was held on 28 May 2019 to clarify complexities of the contract.

Four (4) contractors attended the pre-tender meeting and six (6) contractors submitted tenders electronically via Council's e-tendering portal.

The following tenders were received:

| Option 1 – Full Package | Option 2 – Separate Parts |
|---|---|
| <ul style="list-style-type: none">• Bitu-Mill (Civil) Pty Ltd | <ul style="list-style-type: none">• Etheredge Mintern Pty Ltd |
| <ul style="list-style-type: none">• Etheredge Mintern Pty Ltd | <ul style="list-style-type: none">• Fercon Pty Ltd |
| <ul style="list-style-type: none">• Fercon Pty Ltd | <ul style="list-style-type: none">• Parkinson Group Vic Pty Ltd |
| <ul style="list-style-type: none">• Parkinson Group Vic Pty Ltd | <ul style="list-style-type: none">• Streetworks Pty Ltd |
| <ul style="list-style-type: none">• Streetworks Pty Ltd | |
| <ul style="list-style-type: none">• Kalow Holdings Pty Ltd | |

Pre-evaluation checks on tenderers were carried out which included documentation conformance and a check of submitted tender amounts to identify errors that needed correction or clarification.

Short-listed tenderers were asked to clarify unusual individual item sub-totals, correct arithmetical errors and clarify addendum inclusions. Those tenderers re-submitted their tender accordingly.

Financial checks were obtained for preferred tenderers with a pass achieved.

All tenderers are known to Council and are similarly, well experienced. A number of tenderers have satisfactorily completed various contracts for council in recent years.

2.4 Tender Evaluation Panel

The Tender Evaluation Panel consisted of members experienced in the evaluation and award of major capital works projects.

All members of the Panel signed Conflict of Interest and Confidentiality Agreements that they had no conflict of interest or association with any of the submitting tenderers.

2.5 Tender Evaluation Results

Tender submissions for Option 1 & Option 2, initially in terms of pricing, were analysed in detail and compared to the Engineer's Estimate and to other corresponding bids.

The Tender Evaluation Panel determined to short-list four (4) tenderers for Option 1 and three (3) tenderers for Option 2.

Following analysis, the most competitive result came through consideration of Option 1. Based on this, Option 2 as an alternative was dismissed.

The Tender Evaluation Panel subsequently arrived at the following summary results:

| Preference Order – Option 1 | Tenderer |
|------------------------------------|-----------------------------|
| 1 | Bitu-Mill (Civil) Pty Ltd |
| 2 | Etheredge Mintern Pty Ltd |
| 3 | Parkinson Group Vic Pty Ltd |
| 4 | Fercon Pty Ltd |

2.6 Preferred Tenderer - Bitu-Mill (Civil) Pty Ltd

Bitu-Mill (Civil) Pty Ltd is the preferred and recommended tenderer, with an adjusted tender price of \$2,470,159.89 (including GST).

Bitu-Mill (Civil) Pty Ltd is a very large, Australia-wide, family owned construction company with a beginning dating back to 1979. It has only recently established itself in the local government sector in Victoria, having successfully gained recent civil contract work for a number of councils.

Bitu-Mill (Civil) Pty Ltd were not previously known to Council but was recently awarded Contract No. 2418 – Henderson Road Bridge construction for Council. Bitu-Mill (Civil) Pty Ltd is currently performing satisfactorily on this contract and also has current commitments for Yarra Ranges Shire Council and Frankston City Council. Reports from the supervisors of these works indicate that Bitu-Mill (Civil) Pty Ltd is performing very well with no concerns.

Bitu-Mill (Civil) Pty Ltd has a Certificate of Prequalification with VicRoads which includes a satisfactory Financial Level. Subsequently, a Financial Report (normally produced by Equifax Australasia Credit Ratings Pty Ltd) was not sought for this contractor.

The rates submitted for these works are very competitive and reflect the current market for this type of project.

Bitu-Mill (Civil) Pty Ltd scored very strongly against the evaluation criteria and it is anticipated that Bitu-Mill (Civil) Pty Ltd will performance well and successfully deliver the projects listed under this contract.

3. CONSULTATION

Residents living within the immediate confines of the listed projects will be notified of Council's decision and of the intended program for their particular street, well in advance of works commencing.

The residents will be further notified of proposed start and finish dates and the relevant contact details once a contractor has been appointed and the detailed works program is known. The successful contractor, together with Council, will liaise closely with the abutting owners/traders, Ventura Buses, PTV and Council's waste collection contractor prior to and during the works.

4. ENVIRONMENTAL/AMENITY ISSUES

No environmental or amenity issues needed to be further considered in the evaluation of this contract.

In relation to this group of projects, the delivery of this contract will significantly improve Council's assets and maintain infrastructure integrity well into the future while providing greater amenity to local businesses and residents.

5. FINANCIAL & ECONOMIC IMPLICATIONS

5.1 Projected Costs

The projected project cost and funding is summarised below:

| Description | Cost (excluding GST) |
|--------------------------------------|------------------------------|
| Adjusted Contract Lump Sum Price | \$2,245,599.90 |
| Project Management Fee | \$95,200.00 |
| Advertising and Tender Documentation | \$1,600.00 |
| Contingencies (~10%) | \$257,600.10 |
| Total Project Cost: | <u>\$2,600,000.00</u> |

5.2 Funds Available

Funds available from Council's 2019/20 Capital Works Program for the Road Sub-Structure and Kerb & Channel Renewal Program are:

| | |
|--|---------------------------|
| Program No. 1001 Sub-total Road Renewal projects | \$2,782,000 |
| Program No. 1001 Programmed works from audit | <u>\$170,000</u> |
| Funding Sub-Total: | <u>\$2,952,000</u> |

It is of note that, this contract provides for a package of road renewal projects. These projects have been assessed as having similar construction requirements and therefore, present opportunities for both economy of scale and administrative efficiency.

6. SOCIAL IMPLICATIONS

This project will have social implications during the construction in terms of temporary inconvenience and access restrictions.

The works will improve the amenity and access for the Knox community and the travelling public.

However, this will be kept to a minimum and all occupants will be notified of any restrictions prior to them occurring.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 1 - We value our natural and built environment

Strategy 1.3 - Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure

8. CONFLICT OF INTEREST

All evaluation panel members have signed the Conflict of Interest and Confidentiality Agreement in accordance with Council's Procurement Policy.

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author – Coordinator Project Delivery (Hans Pelgrim) - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director, Engineering and Infrastructure, Ian Bell; Manager, Community Infrastructure, David Yeouart - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The tender representing best value was presented by Bitu-Mill (Civil) Pty Ltd for the adjusted lump sum price of \$2,245,599.90 excluding GST (\$2,470,159.89 including GST).

The company is adequately resourced and available to successfully undertake this contract within the constraints of time, quality and cost as detailed in the contract documentation.

10. CONFIDENTIALITY

Confidential information is contained in Attachment 1 in the confidential agenda, in accordance with Section 89(2) of the Local Government Act 1989, as the information relates to contractual matters; and premature disclosure of the information could be prejudicial to the interests of Council or other persons.

Report Prepared By: Coordinator – Project Delivery, Hans Pelgrim

**Report Authorised By: Director, Engineering and Infrastructure, Ian Bell
Manager, Community Infrastructure, David Yeouart**

Attachments

A confidential attachment has been circulated under separate cover

9 Community Services Officers' Reports for consideration

Nil

10 Corporate Services Officers' Reports for consideration

10.1 Knox Regional Sports Park Redevelopment

SUMMARY: Acting Director Corporate Services, Phil McQue

This report considers the redevelopment and expansion of the Knox Regional Sports Park, in partnership with Knox City Council and the Victorian State Government committing \$107M towards the State Basketball Centre being the premier basketball facility in Australia, and the broader precinct being the premier sports park in Melbourne's East.

RECOMMENDATION

That Council resolves to:

1. Commit to the redevelopment and expansion of the State Basketball Centre at the Knox Regional Sports Park;
2. Note the State Government's contribution of \$83M, inclusive of \$1M for the preparation of a strategic business case to assess the potential development of a major sports arena at the Knox Regional Sports Park;
3. Note its financial contribution of \$25M to the redevelopment and expansion of the State Basketball Centre, which is contingent on the delivery of:
 - a. ten (10) additional domestic basketball courts;
 - b. a new gymnastics facility suitable for regional level competition; and
 - c. the relocation of the Victorian Association for Radio Model Soaring (VARMS) to the Rowville Recreation Reserve;
4. Authorise the Chief Executive Officer to negotiate and execute a Memorandum of Understanding, Funding Agreement and Project Management Plan with Sport and Recreation Victoria, the State Sports Centres Trust and Development Victoria for the '*design, procurement and delivery phase of the project*'; subject to the following principles being included:
 - a. the transition of the land and facilities at the Knox Regional Sports Park to the State Government, via the State Sports Centres Trust subject to:
 - i. the State Government indemnifying Council in relation to any future claims and liabilities arising from its ownership and management of the Centre as the Committee of Management;
 - ii. all current tenants at the Knox Regional Sports Park (with the exception of VARMS and the Knox Gymnastics Club) entering into separate agreements with the State Sports Centre Trust; and
 - iii. these agreements being developed on the basis that the existing Knox Regional Sports Park tenants and Knox Gymnastics Club will be no worse off than under their current arrangements.
 - b. the Knox Basketball Incorporated reserve fund being transferred to the State Sports Centre Trust, with the funds to be used for basketball facilities within the Knox Regional Sports Park.

- c. **the Football Victoria (formerly Football Federation of Victoria) reserve fund being transferred to the State Sports Centre Trust, with the funds to be used for football facilities within the Knox Regional Sports Park;**
 - d. **the existing facilities that comprise the State Basketball Centre and the Regional Football Centre are to remain operational during the redevelopment; and**
 - e. **Council seeking Councillor representation on the State Sports Centre Trust – Advisory Committee, to ensure ongoing Council input in the future direction of the Knox Regional Sports Park.**
5. **Note that the Masterplan for the Knox Regional Sports Park as endorsed by Council in August 2018 may be subject to future amendments, however the key community sporting components as endorsed by Council will be maintained; and**
6. **Note that further reports will be presented to Council to:**
 - a. **provide regular updates on the progress of the project;**
 - b. **formalise Council’s financial contributions, transfer of assets and management responsibilities; and**
 - c. **nominate Councillor membership of the State Sports Centre Trust – Advisory Committee.**

1. INTRODUCTION

The Knox Regional Sports Park is a 25 hectare parcel of Crown Land, with Council as the Committee of Management and owner of the site facilities, which includes the State Basketball Centre as well as facilities leased by Football Victoria and the Victorian Association for Radio Model Soaring (VARMS).

The State Basketball Centre comprises 6 indoor courts, a 3,200 seat show court and administration facilities for Knox Basketball Inc. (under a management lease with Council) and current tenants Basketball Australia and Basketball Victoria.

The State Basketball Centre hosts two professional basketball teams:

- Melbourne Boomers of the Women’s National Basketball League; and
- South East Melbourne Phoenix of the National Basketball League.

It is noted that South East Melbourne Phoenix are a newly established team of the National Basketball League, to be based at the State Basketball Centre.

Council has worked collaboratively with key stakeholders including Sport and Recreation Victoria since late 2017 to review the Site Masterplan and to progress project planning to redevelop and expand the site to accommodate a range of facilities. The draft Masterplan was endorsed by Council in April 2018 for the purpose of consultation, **shown at attachment a.**

In March 2018, the State Government of Victoria announced funding of \$200,000 towards a business case, facilitated by Sport and Recreation Victoria, to build ten (10) new courts and a regional level gymnastics facility at the State Basketball Centre, including the provision of a National Centre of Excellence and an administrative hub for basketball bodies in Australia.

In summary, there were two significant concurrent processes, being the consultation process on the draft Masterplan and the development of the business case. Both processes were finalised in August 2018, with Council endorsing the final Masterplan for the Knox Regional Sports Park at the August 2018 Council Meeting, **shown at attachment b.**

August 2018 Council Resolution

That Council:

1. *Endorse the final Masterplan for the Knox Regional Sports Park, as shown in Appendix A, including the following sporting components:*
 - a. *Ten (10) additional domestic basketball courts;*
 - b. *A new gymnastics facility suitable for regional level competition;*
 - c. *A Centre of Excellence facility and high-performance training centre;*
 - d. *An 8,000 seating capacity sports/entertainment arena with overflow parking for 2,500 vehicles within the adjacent Cathies Lane Landfill site;*
 - e. *Provide for the conversion of the existing 5-a-side soccer pitches to one (1) full size field, six (6) new 5-aside pitches, an extension to the existing pavilion; and*
 - f. *At grade car parking facilities and intersection upgrade works to facilitate parking demands and traffic flows*

2. *Note that the final Masterplan will now inform the base case for the State Government led Business Case process for the State Basketball Centre*

In September 2018, the Premier announced that a re-elected Andrews Government would commit \$83 million funding for the expansion State Basketball Centre, with Council contributing \$25 million, **shown at attachment c**. The announcement advised that expansion would include:

'...10 new community courts for community basketball...'

'...a new Australian Basketball Centre of Excellence...with Basketball Australia relocating their training facilities from Canberra'

It is noted that the announcement did not include itemised reference to a number of scope items required to deliver the election commitment and a functioning facility, including the regional gymnastics facility, ancillary buildings and services, car parking and intersection works.

Council subsequently advised Sport and Recreation Victoria that its contribution is contingent on the delivery of the ten (10) domestic basketball courts, the gymnastics facility and the relocation of VARMS as a part of the overall project scope.

Since September 2018, Sport and Recreation Victoria have been working with Council and key stakeholders to progress the project with the following objectives:

- Establish the State Basketball Centre as the national home and leading facility for basketball in Australia;
- Support other sports and recreation activities at the Knox Regional Sports Park;
- Establish appropriate governance and management arrangements for the expanded facilities; and
- Identify and implement a suitable business model for the facilities and the wider precinct.

With the re-election of the Andrew's Government on 24 November 2018, the State Government contribution was confirmed in the 27 May 2019 State Budget, which included \$83 million towards the State Basketball Centre redevelopment and the Knox Arena Business Case. This included funding of \$5 million in the 2019-20 financial year for:

- Development of a full business case for the State Basketball Centre redevelopment and the Knox Arena for submission to 2020-21 State Budget; and

- Planning and detailed design for the State Basketball Centre redevelopment.

The business case is to include options for the Centre's redevelopment aligned to the project scope required to deliver on the election commitment within the available funding envelope. The inclusion of Knox Arena will be presented as an option in the business case.

Sport and Recreation Victoria are now preparing for the delivery of the project, including establishing the project governance structures and delivery models. Development Victoria has been engaged by Sport and Recreation Victoria as the Project Manager, under the direction of the Minister for Priority Precincts, with the project to be nominated under the *Development Victoria Act (2003)*. Sport and Recreation Victoria and the State Sport Centres Trust will both be accountable to the Minister for Tourism, Sport and Major Events.

The main project activities identified for the next 12 months are:

- Project Governance Model finalised - 5 June 2019
- Project Steering Committee #1 (PMP, Program and Budget Approved) - 17 June 2019
- Consultant Procurements - June to September 2019
- Design Team Commence - September 2019
- Business Case Development – June to December 2019
- Business Case Submitted - January 2020
- State Basketball Centre - Design Development, Preparation of Functional and Technical Brief and Tender Documentation – January to June 2020

With the project now formally commenced, the State Government through Sport and Recreation Victoria are seeking Council's formal commitment to the project, including entering into a Memorandum of Understanding for the '*design, procurement and delivery*' phase of the project.

2. DISCUSSION

2.1 Memorandum of Understanding – Overview

This report is recommending that Council authorises the Chief Executive Officer to negotiate and execute a draft Memorandum of Understanding for the '*design, procurement and delivery*' phase of the State Basketball Centre incorporating the following objectives:

- Provide an overview of the project and establishes the preliminaries;
- Agree the key responsibilities of the parties;
- Establish the project governance structure;
- Adopt the project management plan as the principle instrument that gives effect to project delivery arrangements;
- Establish budget and financial management, and inter-agency financial transfer arrangements; and
- Outlines arrangements for delivery of the business case for a major sports arena.

The parties to the Memorandum of Understanding include:

- Knox City Council;

- Sport and Recreation Victoria - a business division of the Department of Jobs, Precincts and Regions;
- State Sport Centres Trust – a government entity established by the *State Sport Centres Act 1994*; and
- Development Victoria – a property and development agency of the Victorian Government.

Under the Memorandum of Understanding, Council will be responsible for:

- Supporting the transition of the land and facilities to the State;
- Disclosure of technical information in its possession;
- Discharging statutory responsibilities in relation to the project; and
- Stakeholder engagement, including interface with local community.

The Memorandum of Understanding proposes that the State Sport Centres Trust will be responsible for:

- Owning and maintaining assets and as such, ensuring that asset management and renewal and project planning and development activities deliver facilities of quality and that are of relevance to service needs;
- Providing strategic direction for the long-term vision of its facilities and their operation, in the context of the Victorian Government's Active Victoria strategy;
- Establishing commercial arrangements with tenants or prospective tenants; and
- Providing primary input into project activities relating to operations including costs, scope and service definition, specifications, and how facilities will be developed and operationalised.

2.2 Memorandum of Understanding – Principles to be Included

A number of key principles are proposed to be included by Council in the Memorandum of Understanding to support the negotiations for the transition of the land and facilities at Knox Regional Sports Park to the State Government, via the State Sports Centres Trust. These principles include:

1. ***The transition of the land and facilities at the Knox Regional Sports Park to the State, via the State Sports Centre Trust subject to;***
 - a. ***the State indemnifying Council in relation to any claims and liabilities arising from its ownership and management of the Centre as Committee of Management; and***
 - b. ***all current tenants at Knox Regional Sports Park (with the exception of VARMS and Knox Gymnastics Club) enter into separate agreements with the State Sports Centre Trust; and***
 - c. ***that these agreements are developed on the basis that the existing tenants and Knox Gymnastics Club will be no worse off than under their current arrangements.***

This principle relates to the transition of the Knox Regional Sports Park to the State Sport Centres Trust as the future owner and operator of the future State Basketball Centre and manager of Knox Regional Sports Park.

The State Sports Centres Trust is a public entity under the portfolio responsibility of the Minister for Tourism, Sport and Major Events, and with authority for the operation and management of the Melbourne Sport and Aquatic Centre, State Netball Hockey Centre, Lakeside Stadium, and the MSAC Institute of Training.

It is expected that the transition will occur by way of Council resigning as the Committee of Management and the appointment being cancelled by the relevant Minister, followed by an agreement as to the transfer of the improvements.

As a part of this process, Council will require that the State Government provide a release and indemnity to Council in relation to any claims and liabilities arising from its ownership and management of the Centre as Committee of Management. This include any claims arising out of the cancellation and/or transfer of any of the existing leases and licenses.

All tenants at the Knox Regional Sports Park currently have agreements with Council, with varying provisions included. There are no provisions in the agreements providing for mutual termination, with all agreements anticipating ending if the head lease ends. This does not preclude such an outcome being negotiated as a variation with all tenants.

Given the community nature of the existing tenants, it is a key principle that these existing tenants are provided with sustainable agreements, that ensure they are no worse off than under their current arrangements.

2. *The Knox Basketball Incorporated reserve being transferred to the State Sports Centre Trust, with the funds to be used for basketball facilities within the Knox Regional Sports Park.*

Council has a reserve fund for the Knox Basketball Incorporated with a current value of \$491,402 which was established to support asset renewal works associated with the facilities used by Knox Basketball Incorporated.

It is recognised that the reserve fund is attached to the land and facilities under the current lease arrangements linked to the Committee of Management. Therefore it should be transferred for basketball facility renewal works, in consultation with Knox Basketball Incorporated.

3. *The Football Victoria (formerly Football Federation of Victoria) reserve being transferred to the State Sports Centre Trust, with the funds to be used for football facilities within the Knox Regional Sports Park.*

Council has a reserve fund for the Football Victoria (formerly Football Federation of Victoria) with a current value of \$726,334 which was established to support asset renewal works associated with the facilities used by Football Victoria (formerly Football Federation of Victoria).

It is recognised that the reserve fund is attached to the land and facilities under the current lease arrangements linked to the Committee of Management. Therefore it should be for football facility

asset renewal works, in consultation with Football Victoria (formerly Footfall Federation of Victoria).

4. *The State Basketball Centre and Regional Football Centre are to remain operational during construction.*

The timeline for this project commences mid-2019 with constructing due for completion during 2023. It is important that the existing facilities, comprising the State Basketball Centre and the Regional Football (Soccer) Centre are to remain operational during the redevelopment, with Council to have input into the proposed arrangements.

5. *Council input into the future direction of the Knox Regional Sports Park.*

The State Sport Centres Trust is governed by a Board of Trustees and operates under the *State Sport Centres Act 2004*. The operations of the State Sport Centres Trust are overseen by the Minister for Sport, Tourism and Major Events, and Minister for Jobs, Innovation and Trade and Racing.

It is understood that the State Sports Centre Trust will establish an Advisory Committee for the Centre, and Council will be invited to join the Advisory Committee. Council will be seeking to have two (2) Councillor Representatives on the Committee.

2.3 Site Masterplan

As outlined, the 2019-20 State Budget allocated funding of \$5 million in the 2019-20 financial year for the development of a business case for the State Basketball Centre redevelopment and Knox Arena, for submission to the 2020-21 Budget and planning and detailed design for the State Basketball Centre redevelopment.

It is anticipated that the business case process and the planning and detailed design process may have an impact on Council's endorsed Masterplan, in terms of modifications to the overall site layout. This is not unusual and previously occurred in Stage 1 of the delivery of the Knox Regional Sports Park, where the site planning and detail design process identified enhancements in the overall site design which resulted in better outcomes for users and the broader community.

Any modifications would be subject to the key community sporting components as endorsed by Council being maintained.

2.4 Future Reports

As noted, the Memorandum of Understanding being discussed in this report is for the '*design, procurement and delivery phase of the project*'. It is expected that further reports will be presented to Council to advise on the progress of the project; to formalise Council's financial contributions, transfer of assets and management responsibilities; and to nominate Councillor membership of the State Sports Centre Trust – Advisory Committee.

3. CONSULTATION

Council has been in ongoing consultation with the following key stakeholders in relation to the redevelopment and expansion of the Knox Regional Sports Park, including:

- Department of Premier and Cabinet
- Department of Treasury and Finance
- Development Victoria
- Sport and Recreation Victoria
- State Sports Centre Trust
- Basketball Victoria
- Basketball Australia
- Knox Basketball Incorporated
- Knox Gymnastics Club
- Melbourne Boomers
- South East Melbourne Phoenix
- Victorian Association of Radio Model Soaring

The State Government has established two steering committees to progress the redevelopment and expansion of the Knox Regional Sport Park as outlined below, as well as a number of working sub groups.

Project Steering Committee

The Project Steering Committee is a high-level government representative forum with responsibility to ensure the project objectives are achieved. The Project Steering Committee has overall responsibility for the planning and delivery of the project, and to monitor the project in accordance with agreed timeframe and budget, and to the appropriate quality. The Project Steering Committee representatives include:

- Head, Sport, Recreation and Racing at Sport and Recreation Victoria - Chair
- Chief Executive Officer, State Sport Centres Trust
- Executive Project Manager (Civic Projects), Development Victoria
- Representative from the Commercial Division of the Department of Treasury of Finance
- Representative from the Department of Premier and Cabinet
- Chief Executive Officer or Director of Engineering and Infrastructure, Knox City Council.
- Representative of basketball and gymnastics.

Project Working Group

The Project Working Group is involved in the key delivery and administrative aspects of the project and reports to and carries out instructions from the Project Steering Committee.

The responsibilities of the Project Working Group are to:

- Discharge project activities, including the expenditure of project funds as approved by the Project Steering Committee and in accordance with the approved project management plan

- Act under the advice and guidance of the Project Steering Committee
- Make recommendations to the Project Steering Committee.

4. ENVIRONMENTAL/AMENITY ISSUES

The Knox Regional Sports Park is located at the intersection of EastLink and High Street Road, with its location considered beneficial to servicing Melbourne's East sporting community at all levels, with wider benefits across the region and State.

5. FINANCIAL & ECONOMIC IMPLICATIONS

It is proposed that a Funding Agreement separate to the Memorandum of Understanding will be established between Council and the Victorian Government for the proposed transfer of funds.

As previously mentioned, Council has committed a financial contribution of \$25M to the redevelopment and expansion of the Knox Regional Sports Park. It is anticipated that this contribution will be in two installments - \$12.5M in 2020-21 and \$12.5M in 2021-22.

6. SOCIAL IMPLICATIONS

Basketball and gymnastics are experiencing substantial growth in Victoria with a combined registered participation of almost half a million. Victoria is Australia's leader in the sport of basketball, with participation numbers the equal of every other state combined. Knox Basketball Incorporated has 11,000 members. Gymnastics has almost tripled participation over the last decade, with over 80% of participants being women and girls.

This investment responds to increasing demand for quality sporting facilities and would service local level participants and athletes along the development pathway, including sports women and men at the highest level. A more aspirational opportunity lies in the potential for the site to host a state significant arena to showcase basketball events and other entertainment offerings. To assess the arena option, the Victorian Government has committed \$1M for a business case.

The Knox Regional Sports Park currently hosts almost 800,000 visitors annually. Even without a new arena, the proposed redevelopment would increase to over 2M visitations per annum from local sports clubs in the Knox region and the more broad sports community of Melbourne's East.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 5 - We have a strong regional economy, local employment and learning opportunities

Strategy 5.2 - Plan for a range of key strategic centres that provide a diversity of employment, services and amenities to support the changing needs of our community

Goal 6 - We are healthy, happy and well

Strategy 6.2 - Support the community to enable positive physical and mental health

Goal 8 - We have confidence in decision making

Strategy 8.1 - Build, strengthen and promote good governance practices across government and community organisations

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author – Acting Director Corporate Services, Phil McQue - In providing this advice as the Author, I have no disclosable interests in this report.

Director Engineering and Infrastructure, Ian Bell - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The redevelopment and expansion of the Knox Regional Sports Park represents an opportunity for Council to be involved in creating the premier basketball facility in Australia, a centre of sports excellence, a regional level gymnastics facility, expanded administration facilities and supporting infrastructure, with a vision to transform it into the premier sports park in Melbourne's East.

10. CONFIDENTIALITY

Nil.

Report Prepared By: Acting Director Corporate Services, Phil McQue

Report Authorised By: Director Engineering and Infrastructure, Ian Bell

Attachments

1. Attachment A - Council Report - Draft Masterplan - April 2018 [**10.1.1 - 31 pages**]
2. Attachment B - Council Report - Final Masterplan - August 2018 [**10.1.2 - 22 pages**]
3. Attachment C - Sept. 2018 Media Release - Premier [**10.1.3 - 2 pages**]

COUNCILLOR TAYLOR VACATED THE CHAMBER AT 8.16PM DURING DISCUSSION ON ITEM 8.1 PRIOR TO THE VOTE

COUNCILLOR TAYLOR RETURNED TO THE CHAMBER AT 8.17PM DURING DISCUSSION ON ITEM 8.1 PRIOR TO THE VOTE

COUNCILLOR SEYMOUR VACATED THE CHAMBER AT 8.37PM AFTER THE VOTE ON ITEM 8.1 BUT PRIOR TO THE SUBSEQUENT MOTION

COUNCILLOR SEYMOUR RETURNED TO THE CHAMBER AT 8.40PM PRIOR TO THE VOTE ON ITEM 8.1 SUBSEQUENT MOTION

ALL WARDS

8.1 KNOX REGIONAL SPORTS PARK – DRAFT MASTERPLAN

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

At its Ordinary Meeting of 18 December 2017, Council reviewed a number of masterplan options for the Knox Regional Sports Park and resolved to undertake further investigation, consultation and financial modelling to develop a preferred draft Masterplan Option for consideration.

This report provides an overview of the investigation and consultation undertaken as part of the development of a preferred draft Masterplan Option and identifies recommendations for addressing identified sporting facility demands at/or alternate to the Knox Regional Sports Park. Preliminary cost estimates and staging proposals are also presented in this report.

RECOMMENDATION

That Council

1. Endorse the draft Masterplan for the Knox Regional Sports Park, as shown in Appendix D, including proposed staging and preliminary cost estimates for each sporting component;
2. Note that the implementation of the Masterplan for the Knox Regional Sports Park includes:
 - a. Decommissioning the Boronia Basketball stadium within the next five (5) years, subject to funding of stage 1 (Centre of Excellence, gymnastics and ten (10) additional domestic basketball courts);
 - b. Exploring the rezoning and potential disposal of the existing gymnastics facility at Picketts Reserve;
 - c. Refurbishment of the four (4) existing squash courts at Carrington Park;
 - d. Provision of two (2) full sized soccer fields as part of the Kingston Links development; and

- e. Supporting the relocation of VARMS to an alternative location at the conclusion of the current lease (July 2022);
3. Note that the future use of the site incorporating the Boronia Basketball Stadium and the ongoing future direction of the Boronia Library is to be referred to and considered as part of the Boronia Renewal Project;
4. Enact the consultation/communication plan following endorsement of the draft Masterplan for the Knox Regional Sports Park;
5. Following the consultation period, receive a further report in August 2018 to receive a final Masterplan for the Knox Regional Sports Park for consideration and endorsement; and
6. Note that Sport and Recreation Victoria (SRV) has funded and will facilitate the preparation of a Business Case for the expansion and operation of the State Basketball Centre, to be completed by August 2018.

1. INTRODUCTION

Four (4) Masterplan options were presented to Council at its meeting on 18 December 2017, with Council resolving to:

1. *Note that the review of the Stadium Schematic Masterplan (2010) and Site Masterplan has identified a number of possible scenarios at the Knox Regional Sports Park;*
2. *Note that these scenarios will require further investigation, consultation and financial modelling by Council – which will include:*
 - a. *Seeking the views of the key stakeholders – including potential financial contributions;*
 - b. *Seeking the views of key Government representatives and Department representatives (eg. SRV), including advice regarding possible grant funding opportunities and the required economic analysis and business case development;*
 - c. *Further develop cost estimates and associated financial modelling;*
 - d. *That these scenarios place a higher priority on the provision of domestic sporting and recreation facilities; and*
 - e. *That the inclusion of a NBL stadium with supporting infrastructure (i.e. car parking, road and intersection upgrades) is the lesser priority at the Knox Regional Sports Park site at this time;*
3. *Receive a further report via a Confidential Issues Briefing, with the information noted above.*

This report responds to the above resolution.

2. DISCUSSION

2.1 Background

The Knox Regional Sports Park (formerly the Eastern Recreation Precinct) is located on the south-west corner of High Street Road and George Street, Wantirna South. A Masterplan for the site was developed in 2009, including a variety of sporting facilities (Refer to Appendix A – Knox Eastern Recreation Precinct (ERP) Masterplan 2009).

The current Indoor Sports Stadium Schematic Masterplan includes basketball courts, a gymnastics facility and administration areas, proposed to be delivered over four (4) stages. *Stage One* of the stadium was completed in 2012.

A revision of the previous Eastern Recreation Precinct Masterplan 2009 has been undertaken to incorporate the demand for additional basketball courts identified through the recent adopted Knox Basketball Plan – Domestic Demand Analysis (27 November 2017) and the potential inclusion of an NBL stadium and elite training centre.

A recent review of the demand for basketball in Knox has identified an increase in participation following development of *Stage One* of the Eastern Recreation Precinct (ERP) Masterplan 2009.

Council is also considering the transitioning of Basketball from Boronia stadium to the Knox Regional Sports Park within the next five (5) years due to the existing structural deterioration, location within an existing floodway and that the forecast cost of renewal and maintenance over the next ten (10) years is in the order of \$6M.

The Eastern Recreation Precinct Masterplan (2009) proposal (Stages 2 and 4) for the stadium identified provision for eight (8) additional courts, however in view of the recently adopted Knox Basketball Plan – Domestic Demand Analysis and opportunities for future growth, an increase of the stadium to an additional ten (10) courts is considered necessary to provide for future usage.

Initial discussions have also been held in regard to the potential location of a stadium for an NBL (National Basketball League) basketball team and elite training facility at the site. Consideration of the potential location, facility size and parking requirements to cater for this type of stadium have been taken into account in the overall site plan.

The development of the revised site Masterplan presented in this report, is based on the consideration of community sporting demands, Council resolution (23 October 2017), Council Notice of Motion (13 November 2017) and Council resolution (18 December 2017).

Further consultation has been undertaken with Basketball Victoria (BV), Basketball Australia (BA), Knox Basketball Incorporated (KBI), Football Federation Victoria (FFV), Knox Gymnastics Club, Gymnastics Victoria, Knox Hockey Club and Victoria Association of Radio Model Soaring Inc. (VARMS), to confirm the functional needs and stakeholder requirements.

This report also reiterates the need to assess and consider the financial and operational viability of the facility elements for Council and for the other key stakeholders, capital and operating funding strategies and facility management models.

Further to this, the State Government of Victoria announced on Sunday 18 March 2018, funding of \$200,000 towards a business case to build up to ten (10) new courts and a State level gymnastics facility at the State Basketball Centre in Knox, including the provision of a National Centre of Excellence and Administration hub for basketball bodies in Australia. (Refer to Appendix B – State Government Media Release.)

It is expected that this business case will be prepared by the State Government with Council as a project partner. Completion of the business case is anticipated in August 2018.

2.2 Vision for Basketball and the State Basketball Centre

The key Basketball organisations (Knox Basketball Incorporated, Basketball Victoria and Basketball Australia) have a vision for the State Basketball Centre as a centre of excellence with a further show court/stadium that would have the capacity to cater for NBL games and other significant events. The Basketball organisations have been doing their own planning in this regard. They are also of the view that with the possible decentralisation of some elements of the Institute of Sport from Canberra, there is the prospect that the State Basketball Centre could be the home for the Basketball in Australia.

Discussions had also taken place between the Basketball organisations and key stakeholders in regard to a further NBL side being located in Melbourne with the prospective home being the State Basketball Centre. This would require at a minimum a show court/stadium with a capacity of 8,000 seats.

It is recognised that 50% of basketball participation in Australia is in Victoria, and 50% of those are within the Eastern suburbs. The State Basketball Centre is seen by the basketball organisations to be the natural location for a National Headquarters. The Basketball organisations are of the view that the State Basketball Centre has the potential to be the centre for basketball excellence in Australia.

The Basketball organisations are also of the view that such an undertaking would have a significant positive impact on the Knox community and economy. This would include flow on interest in investment such as accommodation, hotels, entertainment, etc. It is understood that there has been limited formal business or economic analysis undertaken by the Basketball organisations to support this vision.

It is recognised that to proceed, funding would need to be provided by State/Federal Government and other key stakeholders.

2.3 Draft Masterplan

Subsequent to the development of the preliminary Masterplan options for the Knox Regional Sports Park, presented to Council at its meeting on 18 December 2017, further discussions with stakeholder groups and an assessment of demands and needs for sporting activities in Knox has been undertaken. (Refer to Appendix C – Sporting Facility Demand Analysis)

A number of discussions have also been held with Members of Parliament and key government representatives on Council's Masterplan options and to seek preliminary advice.

Government representatives advised Council to explore the possibility of a Centre of Excellence constructed as a separate component to the NBL stadium, but remaining integrated with the ten (10) domestic basketball courts and overall stadium.

Consolidation of all feedback and assessment undertaken to date has been articulated in the presented draft Masterplan (Refer to Appendix D – Draft Knox Regional Sports Park Masterplan) and discussed below.

Note, the advantages and disadvantages outlined below focus only on the spatial inclusion and do not include commentary on the relevant business cases, relative capital, life cycle and ongoing operational costs.

NBL Stadium

The provision of an 8,000 spectator NBL stadium is included in the draft Masterplan as a facility which can be provided as a future stage. The NBL stadium is shown as an integrated facility with the indoor stadium containing domestic basketball and the Centre of Excellence. An integrated facility provides the benefits of a grass-roots-to-elite centre, provides for a central access and controlled entry and enables the sharing of amenity and administration areas.

Previous Masterplan options presented to Council included an NBL stadium and Centre of Excellence integrated together. The presented draft Masterplan depicts the NBL stadium and Centre of Excellence as separate discrete elements within the overall facility, enabling the opportunity for a staged approach to their construction.

Previous Masterplan options also incorporated a 5-level multi-deck carpark to cater for approximately 2,500 parking spaces at a cost of \$70M. Insufficient space within the Knox Regional Sports Park site is available to provide this amount of at-grade car parking.

Alternate opportunities for car parking have been explored, identifying the Cathies Lane landfill site, directly adjacent to the Knox Regional Sport Park (west side), as a potential overflow parking area. The Cathies Lane landfill site is currently undergoing rehabilitation works which are expected to continue for the next 20 years. Environmental consultants were engaged by Council to assess the potential use of the landfill site for overflow car parking.

The environmental report indicates that a section of the landfill site could be used for overflow parking to cater for the patrons of the NBL Stadium. The carpark would require a permeable surface (i.e. gravel) and significant drainage works, particularly along the access roads where significant subsurface water flow was detected. The landfill site is approximately 300m from the proposed new stadium entry (550m from the furthest car parking space).

A preliminary cost estimate for provision of overflow car parking on the adjacent landfill site is in the order of \$6M. This is a net cost reduction of \$64M from the initial multi-deck car park proposal shown in previous Masterplan options.

Centre of Excellence

The presented draft Masterplan provides for a Centre of Excellence as a separate component to the NBL stadium. The Centre of Excellence provides an elite training facility for athletes, comprising a 25m pool, ice bath, spa, half-court basketball, general sports training area and gymnasium, as well as amenities, administration, meeting spaces and would integrate sports science, sports medicine and performance management. The facility proposal in the draft Masterplan is indicative only and will require further analysis and advice on the most contemporary training components.

The Centre of Excellence would be delivered in partnership with Basketball Australia and Gymnastics Australia. Gymnastics Victoria has indicated its support for this initiative and advised that the current provision at the Australian Institute of Sport will be reviewed in 2020.

Domestic Basketball

A recent review of the demand for basketball in Knox has identified an increase in participation following development of *Stage One* of the Eastern Recreation Precinct Masterplan 2009. Council is also considering the decommissioning of the Boronia Basketball stadium within the next five (5) years, which will result in the net loss of six (6) courts. The original Schematic Masterplan 2009 proposal (Stages 2 and 4) for the stadium identified provision for eight (8) additional courts, however in view of the recently adopted Knox Basketball Plan, Domestic Demand Analysis and opportunities for future growth, an increase of the stadium to an additional ten (10) courts is considered necessary to provide for future usage.

The distance between the two facilities (i.e. Boronia Basketball Stadium and KRSP) is approximately 7km. This will place an additional travel requirement for some members of the basketball community (e.g. residents of Boronia and The Basin). It is noted however that most members currently travel to a number of facilities depending on where games are scheduled, including Fairhills Secondary College, Rowville Secondary College, Rowville Community Centre and the State Basketball Centre. Any additional travel required should be offset by the high standard and modern facilities that the State Basketball Stadium would offer.

The draft Masterplan provides for:

- 10 basketball courts (an increase from the 8 courts in the 2009 masterplan);
- Basketball courts to be designed to allow for netball usage (increased runoff areas);
- Retention of existing show court (3,200 seating capacity); and
- Additional office, administration and storage areas.

Gymnastics

Council's Leisure team undertook a Sporting Facility Demand Analysis which identified the current gymnastics facility, located in Pickett Reserve, is at capacity. There has been a significant participation increase with membership from 726 participants to 929 in last 5-year period. In addition, there is a waiting list of over 400 potential new participants with many enquiries not even registering for the waiting list.

The inclusion of a gymnastics facility at the Knox Regional Sports Park enables the facility to be a multi-purpose facility, catering for sports other than just basketball. The draft Masterplan provides for a gymnastics facility suitable for State Level competition, including a 500-seat spectator viewing area, a trampolining area, change rooms and administration areas. The overall size of the facility in the draft Masterplan has been increased from 2,700m² to 3,000m² to allow for State Level competition, providing greater state funding grant opportunities.

The inclusion of gymnastics into the Masterplan also provides Council with the possible option to divest or repurpose the current facility located at Pickett Reserve.

Squash

The Sporting Facility Demand Analysis undertaken for squash and racquetball participation and future demand in Knox previously presented to Council (4 December 2017), recommended that an additional facility was not justified given participation rates. Council provided direction to investigate the possible inclusion of a squash facility in the Knox Regional Sports Park Masterplan review. As such previous Masterplan Options considered the provision of a 9-court squash facility, at a cost of \$5.5M.

The Knox Regional Sports Park stadium footprint is however extremely tight and the inclusion of a squash facility would impact on the functionality and capacity of the other key sporting uses.

Carrington Park Leisure Centre currently has four (4) disused squash courts which were repurposed for other activities. The Carrington Park Leisure Centre has been subjected to drainage issues with damage to parts of the structure and interior of the building. The parts of the building that were subject to structural issues have now been rebuilt. The cost of refurbishing the existing four (4) courts for re-use by squash and racquetball and other activities (e.g. personal fitness) is in the order of \$350,000. These costs do not include refurbishment of the entire Leisure Centre.

The refurbishment of the four (4) courts at Carrington Park would provide for the current participation and identified future demand and provide a cost effective alternative to the Knox Regional Sports Park.

The provision of a new squash facility at the Knox Regional Sports Park has therefore been excluded from the draft Masterplan.

Carrington Park has a draft masterplan which was prepared in 2015. Whilst not formally endorsed by Council at this time, this plan could be revisited if expanded squash and racquetball facilities are to be included at this site in the future.

Soccer

Football Federation of Victoria (FFV) have identified that they would like to develop the Knox Regional Sports Park as one of their regional facilities. The current demand analysis however does not support significant expansion of the soccer facilities at the Knox Regional Sports Park in line with the ERP Masterplan in 2009.

The growth in soccer in the Knox region is in female participation, particularly in the southern part of the municipality (Rowville/Lysterfield).

The Leisure Plan 2014-19 has identified the future growth in soccer and locality, recommending two (2) full size fields to be provided as part of the Kingston Links development.

The current nine 5-a-side pitches at Knox Regional Sports Park are also not being fully utilised, with a preference by FFV to convert these pitches to one full size field, and to provide six new 5-a-side pitches to the south of the pavilion, as shown in the presented draft Masterplan. An extension to the existing pavilion (240m²) will provide greater administration, amenities, meeting and social spaces.

Hockey

The need for a hockey facility has arisen as a result of the pending closure of the current facility located within The Knox School grounds in the next 3-year period. Participation levels are currently based at 300 membership.

A regional study, with 3 neighbouring Councils (Monash, Maroondah and Yarra Ranges) has commenced to identify the need and a potential site for a shared regional facility. The regional study is due for completion in June 2018.

As such, the draft Masterplan has excluded the provision of hockey pending the outcome of the study report.

VARMS

VARMS are currently located at the Knox Regional Sports Park, with their current lease expiring in July 2022. The area required to operate VARMS is significant, with a clear fly zone area of 150m wide, 300m length, 30m buffer from any infrastructure and a no-fly zone restrictions over carparks.

The draft Masterplan with the NBL stadium included, does not provide for VARMS to be retained at the Knox Regional Sports Park due to the reduced and inadequate operating space available.

Whilst the draft Masterplan displays a preliminary layout of the indoor stadium facility and the overall site layout, further detailed assessment of the facility footprint, site configuration and parking requirements needs to be undertaken to ascertain the full extent of the proposed development. As such, there may be a possibility of retaining VARMS, with a fly zone that partially incorporates the wetland area to the south-west of the site. Council has however previously restricted flying in this vicinity as there had been significant damage to remnant vegetation and issues with tree heights. The development of the proposed future NBL stadium will however not provide for the retention of VARMS.

This is consistent with the initial master-planning of the site, as reported at Council Strategic Planning Committee (11 August 2009), that whilst every effort was made to accommodate VARMS in *Stage One* of the development, it was unlikely that VARMS could be accommodated with the ultimate development of the site.

Council officers have also explored numerous potential alternate sites for the relocation of VARMS within the municipality, however, no suitable site has been identified to date.

Investigation has included the following sites:

- Dandenong Police Paddocks - not suitable due to PCZ zoning;
- Land between Wellington Road and Ferntree Gully Roads - Melbourne Water has subsequently developed these as wetlands;
- Chesterfield Farm - power lines issues;
- Stamford Park - masterplan and concept design completed, predominately focused on provision of passive open space, ephemeral wetlands, walking trails, recreational lake, playground and village green; and
- Land South of Burwood Highway, also to the south of Wantirna Reserve - topography not suitable.

Should VARMS no longer be accommodated on site, Council officers will work actively with the group to find a new location. As it is a regional facility, the future option may be within an adjoining municipality.

2.4 Traffic Management Considerations

The Knox Regional Sports Park currently has limited public transport options with only a bus service operating at a 20-30 minute frequency along the High Street Road frontage of the site. This is insufficient to cater for visitors to major events on the site.

Adequate access and parking for vehicles must therefore be provided as part of any Masterplan option. Traffic consultants were engaged to provide preliminary advice into the options being considered.

An assessment of parking space requirements, based on the Knox Planning Scheme, was undertaken with approximately 400-600 additional parking spaces required for the site without an NBL stadium or 3,000 parking spaces with an NBL stadium. A substantive bus zone area will also need to be considered to supplement car parking provision, particularly to service high levels of spectators during major events. Shuttle bus services are also commonly activated by event organisers to support major events. Shuttle services are typically deployed from nearby railway service stations, activity centres and *Park and Ride Areas*.

The development of an NBL stadium at the Knox Regional Sports Park will also result in an additional 3,000 vehicle movements into and then out of the site when the NBL stadium is at full capacity. This would require the construction of two 150m long right turn lanes out of George Street into High Street Road, and the construction of a 110m long deceleration left turn lane on High Street Road into George Street.

The construction of a new left in/left out access to the west of the soccer facilities, with an additional left turn deceleration lane on High Street Road, would also be required. Preliminary discussions with VicRoads has identified support for this additional entry/egress point at High Street Road.

Whilst significantly lower traffic movements are expected without the NBL stadium, intersection upgrade works at the George Street and High Street Road intersection will still be required as part of any further expansion/development works. This is consistent with the conditions set by VicRoads for any further development of the site subsequent to completion of *Stage One* of the ERP Masterplan 2009.

3. CONSULTATION

Further consultation has been undertaken with Members of Parliament, Sports and Recreation Victoria (SRV), Basketball Victoria (BV), Basketball Australia (BA), Knox Basketball Incorporated (KBI), Football Federation Victoria (FFV), Knox Gymnastics Club, Gymnastics Victoria, Knox Hockey Club and VARMS, to confirm the functional needs and stakeholder requirements for consideration in the development of the revised masterplan.

Key aspects of feedback from key stakeholders is as follows:

- Consultation with BV, BA and KBI identified their support for a separate Centre of Excellence facility to the NBL stadium, with the future NBL Stadium as an integral part of the overall indoor stadium to encourage and promote the sport as a grass roots-to-elite sport;
- The State Government announced on Sunday 18 March 2018, funding of \$200,000 towards a business case to build up to ten (10) new courts at the State Basketball Centre in Knox including the provision of a National Centre of Excellence and Administration hub for basketball bodies in Australia. Completion of the business case is anticipated in August 2018;
- VARMS has indicated a desire to remain at the current site based on the restriction of activities applicable to a new site and the impacts this will potentially have on their membership and club viability;

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- FFV has identified their aspiration to continue with an improved Knox Regional Football Centre at the Knox Regional Sports Park with the provision of facilities in accord with the adopted Masterplan 2009. Further consultation with FFV has gained their overall support of the proposed facilities upgrades for soccer proposed in draft Masterplan; and
- A further review of hockey is being undertaken with other Councils across the Eastern Region.

Consultation with the community and stakeholders will be required following Council adoption of a draft Masterplan. The proposed consultation/communications plan and timeline is outlined in Table 1.

| Activity | Audience | Date |
|---|--|---------------------|
| Council Meeting – Endorsement of draft Masterplan | Councillors / General community | 23 Apr 2018 |
| Community Consultation commences with survey live on website (4 weeks) | General community | 24 Apr- 22 May 2018 |
| Publish article in Knox News | All households in Knox | 26 Apr 2018 |
| Media Release – announcing the commencement of community consultation on the draft masterplan | Local Media | Apr 2018 |
| Targeted consultation on the draft Masterplan with key stakeholders e.g. sporting clubs/organisations including Knox Basketball & member clubs, Knox Gymnastics, Sport & Recreation Victoria, VicRoads, DEWLP | Key stakeholders | Apr / May 2018 |
| Specific webpage for project knox.vic.gov.au/krspmasterplan | General community | Apr / May 2018 |
| Signage installed at KRSP calling for submissions on draft masterplan | Visitors to KRSP | Apr / May 2018 |
| Publish link to survey on Council's social media (Facebook, Twitter, etc.) | General community | Apr / May 2018 |
| Publish ad within newspapers (Community news, Leader) | General community | Apr / May 2018 |
| Establish a display (including a copy of the draft masterplan) within the Civic Centre foyer, at KRSP, Boronia Park and Pickets Reserve | Visitors to Council offices/ KRSP, Boronia Basketball Stadium, Knox Gymnastics | Apr / May 2018 |
| Utilise digital screens within Customer Service and ERL to promote survey | Visitors to Council/libraries | Apr / May 2018 |
| Council Issues Briefing – report on community feedback | Councillors | Jul 2018 |

| Council Meeting – Endorsement of final Masterplan | Councillors / General community | Jul / Aug 2018 |
|---|---------------------------------|----------------|
| Report back to the community on outcome of consultation, next steps | General community | Aug 2018 |

Table 1 – Community and Stakeholder consultation

Changes to the adopted Masterplan 2009 would need to be undertaken in accord with the requirements of the Heads of Agreement / Memorandum of Understanding. It is anticipated that this would require the approval of the State Government (Department of Environment, Water, Land and Planning – DEWLP and Sport and Recreation Victoria) as well as the stakeholders who were part of the original masterplan.

Council and DEWLP have been working towards a longer term lease for the site recognising the significant capital investment. The new lease has also provided an opportunity to realign the boundary that abuts the north-west corner of the Knox Material Recycling Centre. It is envisaged that in order to complete the administrative process, a report to Council will be required to approve the surrender of the existing lease and support entering a new longer term lease. Council will be required to execute the new lease and a Land Management Agreement. The Crown is currently preparing plans of the Crown Allotment which is anticipated by end May/early June 2018.

It is anticipated that the feedback from the consultation period will be considered by Council in July/August 2018.

4. ENVIRONMENTAL/AMENITY ISSUES

A previous assessment of the Knox Regional Sports Park site was undertaken in 2013, identifying nationally endangered vegetation in the south-west corner of the site. The site contains nationally endangered *Eucalyptus yarraensis*, as well as many other species that are endangered in Knox and across Melbourne.

The site is listed as a Site of Biological Significance (Site 58) and contains an Environmental Significance Overlay.

Protection and retention of the vegetation area will be required through the design and planning stages of the development.

The original ERP Masterplan 2009 included Water Urban Sensitive Design / wetland treatments. The draft Masterplan will incorporate these treatments to manage drainage in an environmentally sensitive manner.

5. FINANCIAL & ECONOMIC IMPLICATIONS

Preliminary cost estimates and a preferred implementation / staging plan for the draft Masterplan comprises of three (3) stages, as follows: -

Stage 1 – Indoor sports facility (\$87.5M)

(Centre of Excellence, ten (10) domestic basketball courts, gymnastics, intersection upgrades, parking and site works)

Stage 2 – Soccer facilities (\$4.3M)

Stage 3 – NBL Stadium and overflow parking (\$52.2M)

It is expected that funding of the masterplan implementation will attract a one-third contribution from the State and Federal government. Council's funding component can also potentially be supplemented by contributions for sporting groups.

The inclusion of gymnastics into the masterplan provides Council with the possible option to divest or repurpose the current facility located at Pickett Reserve that may provide some funding towards the development. Furthermore, under the current Knox Gymnastics agreement, the club are required to set aside an annual amount toward the improvement of gymnastics infrastructure in Knox.

Opportunities for further Government grants may be possible depending on the elements that are included in each option. In order to maximise the attraction of government grants from Sport and Recreation Victoria, Council would need to provide evidence that the development is multipurpose and is intended for community use.

Council would also be seeking funding contributions from key sporting club stakeholders. This will be explored in detail during the Business Case process coordinated by SRV.

6. SOCIAL IMPLICATIONS

There is a significant community benefit in providing courts for over 10,000 participants to take part in Knox basketball competitions. This includes improvement to the health and wellbeing of our community and the provision of opportunity for social interaction and community development.

Participation in sports develops healthy living habits, and provides physical benefits such as developing coordination, physical fitness and strength.

However, it is important that any significant investment by Council, or other levels of government and sporting associations, is based on reasonable certainty that the facilities can be financially sustainable and well utilised. If not, capacity for investment in other identified community priorities would be negatively affected.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 1: We value our natural built environment.

Strategy 1.3 Ensure the Knox local character is protected and enhanced through the design and location of urban design and infrastructure:

Goal 5: We have strong regional economy, local employment and learning opportunities.

Strategy 5.1 Attract new investment to Knox and support the development of existing local business, with a particular focus on the Advanced Manufacturing, Health, Ageing and Business Services sector:

Goal 6: We are healthy, happy and well

Strategy 6.2 Support the community to enable positive physical and mental health.

Goal 7: We are inclusive, feel a sense of belonging and value our identity

Strategy 7.3 Strengthen community connections.

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible – Ian Bell, Director Engineering and Infrastructure – In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Monica Micheli, Executive Engineer – Major Initiatives Unit – In providing this advice as the Author, I have no disclosable interests in this report

9. CONCLUSION

The draft Masterplan consolidates the consultation and assessment undertaken and presents the following recommendations:

- Provide ten (10) additional domestic basketball courts at Knox Regional Sports Park and decommission the Boronia Basketball stadium within the next 5-years;
- Provide a new gymnastics and trampoline facility, suitable for State level competition and divest the existing gymnastics facility in Pickett Reserve;
- Provide a separate Centre of Excellence facility to the proposed future NBL stadium and high performance gymnastics programs to enable independent staging of works;
- Provision for an 8,000 seating capacity NBL Stadium with overflow parking for 2,500 vehicles within the adjacent Cathies Lane Landfill site;

- Provide four (4) squash courts at Carrington Park Leisure Centre by refurbishing the existing court facilities;
- Provide for the conversion of the existing 5-a-side soccer pitches to one (1) full size field, six (6) new 5-a-side pitches, an extension to the existing pavilion and include the provision of two (2) full size soccer fields as part the Kingston Links development to cater for growth in the southern area of the municipality; and
- Provide for the retention of VARMS at the Knox Regional Sports Park until the end of their lease in July 2022, with further extensions pending detailed facility and car parking design outcomes and/or development timeframes for the proposed NBL stadium. Council will continue to work with the club to seek alternate locations (possibly outside of the municipality) during this time.

10. CONFIDENTIALITY

There are no confidential issues associated with this report.

COUNCIL RESOLUTION

MOVED: CR. HOLLAND

SECONDED: CR. COOPER

That Council

1. **Endorse the draft Masterplan for the Knox Regional Sports Park, as shown in Appendix D, including proposed staging and preliminary cost estimates for each sporting component;**
2. **Note that the implementation of the Masterplan for the Knox Regional Sports Park includes:**
 - a. **Decommissioning the Boronia Basketball stadium within the next five (5) years, subject to funding of stage 1 (Centre of Excellence, gymnastics and ten (10) additional domestic basketball courts);**
 - b. **Exploring the rezoning and potential disposal of the existing gymnastics facility at Picketts Reserve;**
 - c. **Refurbishment of the four (4) existing squash courts at Carrington Park;**
 - d. **Provision of two (2) full sized soccer fields as part of the Kingston Links development; and**
 - e. **Supporting the relocation of VARMS to an alternative location prior to the conclusion of the current lease (July, 2022), including:**

- Writing to the Premier, Deputy Premier, the Minister of Sport and the Minister for Energy, Environment and Climate Change seeking the State Government's active support to work with Council to find an alternative site for VARMS, preferably within State Government open space associated with the Dandenong Valley Parklands, Dandenong Police Paddocks or similar.
 - Writing to the Mayors and CEOs of the surrounding municipalities (Yarra Ranges, Greater Dandenong, Casey, Whitehorse, Maroondah and Monash) to seek their support in finding a possible Council owned or managed site for VARMS;
3. Note that the future use of the site incorporating the Boronia Basketball Stadium and the ongoing future direction of the Boronia Library is to be referred to and considered as part of the Boronia Renewal Project;
 4. Enact the consultation/communication plan following endorsement of the draft Masterplan for the Knox Regional Sports Park;
 5. Following the consultation period, receive a further report in August 2018 to receive a final Masterplan for the Knox Regional Sports Park for consideration and endorsement;
 6. Note that Sport and Recreation Victoria (SRV) has funded and will facilitate the preparation of a Business Case for the expansion and operation of the State Basketball Centre, to be completed by August 2018: and
 7. Actively work with Squash Victoria to identify possible sites for the purpose of the developing a new state level squash facility and headquarters within the City of Knox including consideration of land that may become available through other levels of Government adjacent to the Knox Regional Sports Park.

CARRIEDSUBSEQUENT MOTIONMOVED: CR. GILLSECONDED: CR. COOPER

That Council initiate discussions with Melbourne Water and the State Government to work towards an increase to the footprint of the Boronia retarding basin at Boronia Park.

CARRIED

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APPENDIX A – Knox Eastern Recreation Precinct (ERP) Masterplan (2009)



Media Release

The Hon John Eren MP
Minister for Tourism and Major Events
Minister for Sport
Minister for Veterans



Sunday, 18 March, 2018

VICTORIA NETS USA DREAM TEAM AND BOOMERS SERIES

The USA Dream team is coming to Melbourne for an exclusive series between the USA Basketball Men's National Team and the Australian Boomers next year at Etihad Stadium.

Minister for Tourism and Major Events John Eren joined representatives from Basketball Australia and USA Basketball today to announce the two-game series in August 2019.

It will be the first time the USA Dream Team will play in Australia since the 2000 Sydney Olympics and will give thousands of fans the chance to see some of the world's best basketballers battle it out on the court, before heading to China for the FIBA World Cup later that month.

To ensure basketball continues to grow at the grassroots level, the Labor Government has announced funding towards a business case to build up to ten new courts at the State Basketball Centre in Knox.

The upgrade would provide a National Centre of Excellence and Administration hub for basketball bodies in Australia, as well as the ability to host major championships.

This comes on top of more than \$20 million the Labor Government has invested to upgrade facilities that benefit local basketballers, from the Bendigo Stadium expansion to the Collingwood Indoor Sports Centre.

The Labor Government is also investing in a high performance centre and new youth pathway programs with Basketball Victoria and Melbourne United at the Melbourne Sports and Aquatic Centre.

The Basketball USA-Australia series will be played at Etihad Stadium on 22 and 24 August 2019. A waitlist for tickets is now open at teglive.com.au.

Quotes attributable to Minister for Tourism and Major Events John Eren

"This exclusive blockbuster series will not only inspire our young athletes to hit the court, but attract fans from interstate and overseas – and that's good news for Victorian jobs, businesses and the economy."

"We're proud to back the talent of tomorrow by delivering the courts and pathways our kids need to make it to the big leagues."

Quote attributable to Basketball Australia CEO Anthony Moore

"With these two games occurring just prior to the 2019 FIBA World Cup in China, our Boomers and the USA will be at full strength and the quality of basketball that Australian sports fans will witness will be extraordinary."

Quote attributable to USA Basketball CEO Jim Tooley

"The USA-Australia game at the 2016 Rio Olympics was intense, passionate and a very competitive game that came down to the final minutes. We expect these games in 2019 will again showcase international basketball at its highest level and offer sports fans a very memorable event."

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Appendix C- Sporting Facility Demand Analysis

Introduction

As part of the Knox Regional Sports Park Masterplan review, officers have undertaken a review of key sporting groups (existing tenants and possible new) for potential inclusion in a revised Masterplan. The initial proposal submitted to Council by Basketball Victoria and Knox Basketball Incorporated, included only a basketball consideration. This has since been expanded to include Gymnastics, Soccer, Hockey, Squash and VARMS.

In considering facility requests and developing a revised Masterplan, it has been necessary to consider the overarching Council strategic framework including the Council and Community Plan 2017 – 2021, the Knox Leisure Plan 2014 – 2019 and the Knox Open Space Plan 2012 – 2022 as well as a number of regional plans which relate to either facilities or sports.

The staging of this project and the infrastructure developments included on the site should also be complimentary and workable from an operational perspective and a consideration of shared spaces but also allowing site flexibility to remain for future additions as required.

Strategic Documents

Council

Council and Community Plan 2017 – 2021

Goal 1 – We value our nature and built environment

Strategy 1.3 - Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure

Goal 6 - We are Healthy, Happy and Well

Strategy 6.2 - Support the community to enable positive physical and mental health

Knox Leisure Plan 2014 – 2019

- Basketball has experienced the largest increase (16%) in local participation in the 12 months leading up to the Leisure Plan's development.
- Cricket and AFL also recorded increased participation levels, whilst participation in Tennis, Netball and Soccer have remained relatively stable.

Regional**Melbourne East Sport and Recreation Strategy 2016**

- There are high participation rates in primary sports across the region, including basketball, netball, football, cricket and soccer.
- There is current demand for more indoor courts for basketball and netball, and an immediate need for a gymnastics facility.
- There is an immediate need for additional hockey pitches in the region.
- Formalised sports such as tennis, basketball, soccer, netball, football and cricket are prominent and are the highest structured participation sports in the region.

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Sport Specific

Basketball

Strategic Documents:

- Basketball Victoria Strategic Plan 2017 – 2020
- Knox Basketball Plan – November 2017

Regional Perspective:

Basketball is a high participation sport which operates through several associations. The areas of Knox, Maroondah, Whitehorse and Dandenong are the largest associations in the East. Whilst most surrounding Councils have at least a 6 court stadium, basketball continues to grow. The KRSP is now the home of Knox Basketball Inc, Basketball Victoria and Basketball Australia.

| Sport Proposal | Demand Analysis | Actual Demand | Recommendation |
|---|--|--|--|
| <p>Domestic Basketball</p> <ul style="list-style-type: none"> • Knox Basketball recorded larger than anticipated increase in participation (22%) since 2012 • Membership was reported at 10,444 • KBI requested that Council deliver an additional eight (8) courts at KRSP to meet future need | <ul style="list-style-type: none"> • Currently there are approximately 10,444 players affiliated with KBI. This figure is anticipated to increase to over 12,500 in the next twenty years resulting in increasing demand for basketball competition infrastructure. In addition to this other additional pressures on basketball infrastructure including junior domestic training, increasing participation from local Chinese communities and a focus on 3-on-3 basketball is anticipated to place further demand for basketball courts • Council, at its meeting of 27 November 2017 adopted plans for an additional ten (10) courts at the State Basketball Stadium to future proof Council's basketball infrastructure. | <p>Short Term – six (6) courts to replace the courts at Boronia</p> <p>Medium Term – four (4) additional courts – potentially two of these courts could be used for netball (would need to allow for additional run off)</p> <p>With additional courts comes the need for additional office, administration and storage areas as well as additional amenity areas (change rooms and toilets)</p> | <ul style="list-style-type: none"> • As per Basketball Plan adopted in November 2017: <ul style="list-style-type: none"> ○ 10 basketball courts ○ Additional office, administration and storage areas ○ Additional amenity areas (change rooms and toilets) |

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| | | | |
|---|--|---|---|
| <p>National Basketball League (NBL)</p> <ul style="list-style-type: none"> • NBL Stadium (8,000 seating capacity) • Centre of Excellence, elite training centre and change areas • Specialist fitness / training area • NBL office area, media area • Player lounge, corporate viewing areas, retail • Child minding (crèche) facility • Two outdoor (3-on-3) courts • Theatre | <ul style="list-style-type: none"> • The addition of two outdoor 3-on-3 courts would take up open space and might also need to allow for a spectator area • Child minding facilities come with their own regulatory requirement and would also need to be supported from a business case perspective. • No Men's NBL team has been confirmed • Theatre – could be incorporated in the future Arts Centre at Knox Central. • Any commercial element on the site may need to be checked for consistency with the allowable activities on the site under the current lease | <ul style="list-style-type: none"> • It is expected that Melbourne will secure a second NBL side in the next couple of years | <ul style="list-style-type: none"> • A further feasibility and business case is required |
|---|--|---|---|

COUNCIL – ENGINEERING & INFRASTRUCTURE

23 April 2018

Gymnastics

Strategic Documents:

- Gymnastics Victoria Strategic Plan 2017 – 2021
- Gymnastics Victoria – Knox Gymnastics Club Regional Gymnastics Facility Proposal – 2017
- Draft Knox Gymnastics Facility Strategic Review 2013

Regional Perspective:

Gymnastics across the region is provided in both community and private facilities. Monash Council are progressing towards the establishment of a regional facility to be completed in the coming year.

| Sport Proposal | Demand Analysis | Actual Demand | Recommendation |
|--|---|--|---|
| <p>Gymnastics</p> <ul style="list-style-type: none"> • Significant participation increase with memberships increasing from 726 participants to 929 in 5 years (2012-2017) • Waiting list of over 400 potential new participants • 2,200+ gymnastics facility which would include space for office space, new programs (parkour and ninjutsu) and canteen | <ul style="list-style-type: none"> • The increased participation and significant waiting list at Knox Gymnastics still exists despite the establishment of a second (private) gymnastics facility in the municipality • Trampolining is affiliated with gymnastics and as such can be co-located within a gymnastics facility. Council currently supports the Omega Trampoline Club that has 114 members and operates from Carrington Park Leisure Centre and Rowville Community Centre • Current gymnastics space at Pickett Reserve is 700m² however is undersized for amount of activities | <p><i>to</i></p> <ul style="list-style-type: none"> • Demand for a municipal facility to accommodate Knox Gymnastics with possible co-location of Omega Trampoline Club • Gymnastics facility, as recommended by Gymnastics Victoria and supported by Sporting Dimensions Guide (2008) including office space and storage • Trampolining area for four (4) trampolines • Competition viewing area (500 seating capacity). • No evidence provided for new programming e.g. parkour, cheerleading, etc. | <ul style="list-style-type: none"> • Gymnastics facility suitable for State level competitions, including trampolining |

COUNCIL – ENGINEERING & INFRASTRUCTURE

23 April 2018

Soccer

Strategic Documents:

- Football Federation Victoria Strategic Map – 2012 – 2015
- Football Federation Victoria Business Plan for the Knox Regional Football Centre Expansion – February 2018

Regional Perspective:

FFV have identified that they would like to develop the Knox Regional Football Centre, the Darebin facility and a facility in Geelong as their three regional facilities.

Soccer is a high demand sport, particularly through increased female participation. This is confirmed through the Leisure Plan which identified a need for two (2) additional pitches in the southern part of the municipality (Rowville/Lysterfield).

| Sport Proposal | Demand Analysis | Actual Demand | Recommendation |
|---|--|---|--|
| <p>Soccer</p> <ul style="list-style-type: none"> • A total of four (4) full size pitches one of which would have the capacity for small sided games • Pavilion upgrade • Re-use of the 5-a-side pitches | <ul style="list-style-type: none"> • The current facility is not at capacity, participation on site is stable • The FFV State Facilities Plan indicates a requirement for three (3) additional community pitches in Knox by 2026 The rationale linking the need for community pitches to the Knox Regional Sports Park is unclear • FFV have indicated that this should be a regional facility however no consultation has been undertaken with the Eastern Region Councils • Two full size community pitches are planned to be provided at Kingston Links development, consistent with the Leisure Plan 2014-19 • Only 1 in 10 annual participation KPIs achieved • Financial assessment: total income falling since 2013, team entry fee income behind forecast and declining. | <p>+</p> <ul style="list-style-type: none"> • Convert existing 5-a-side pitch area to a full size • Two (2) additional full size pitches can be provided at the Kingston Links site in the coming years | <ul style="list-style-type: none"> • Two (2) pitches to be provided at Kingston Links • Convert current 5-a-side pitches to one full sized pitch with dividing netting • Six (6) new 5-a-side pitches • Pavilion upgrade |

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Squash

Strategic Documents:

- Squash Victoria Strategic Plan 2017 – 2020
- Squash and Racquetball in Knox Issues Briefing Report December 2017

Regional Perspective:

Squash is a declining sport across the region and across the State. In the metropolitan area many squash courts are privately owned and this trend is reflected in Knox also with all the facilities in Knox under private ownership.

| Sport Proposal | Demand Analysis | Actual Demand | Recommendation |
|--|---|---|---|
| <p>Squash</p> <ul style="list-style-type: none"> • No expressed demand for additional courts • Currently 112 registered squash and racquetball players and 125 non-affiliated players • Total of 23 courts currently operating within Knox | <ul style="list-style-type: none"> • Participation data from Squash and Racquetball Victoria and current venue owners indicates a reduced demand for the sport over the past 5 years • Any new spaces provide flexibility for a range of other uses (i.e. pilates, yoga, etc.) • Industry benchmarks indicates there is no demand for additional squash facilities (taking into account future loss of 15 courts across two venues in the next three years) • A more detailed response is provided in Council's Issues Briefing – 4 December 2017 | <ul style="list-style-type: none"> • No current demand and limited future demand | <ul style="list-style-type: none"> • Not to be included in KRSP • Can re-establish squash at Carrington Park Leisure Centre – potentially four (4) courts |

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Hockey

Strategic Documents:

- Hockey Victoria Strategic Plan 2017 - 2020
- Hockey Victoria Facilities Master Plan 2015 – 2025
- Regional Hockey Plan 2018 – Monash, Maroondah, Knox and Yarra Ranges

Regional Perspective:

The MERSRS identified an immediate need within the region for additional hockey pitches (an additional one pitch was identified at Ashwood Reserve in Monash). With the proposed closure of the Knox School Hockey field this is even more evident.

| Sport Proposal | Demand Analysis | Actual Demand | Recommendation |
|--|---|--|--|
| <p>Hockey</p> <ul style="list-style-type: none"> • New synthetic pitch • Demand required as a result of the impending expiry of agreement with The Knox School for provision of community pitch • Current membership 300 (impacted upon by uncertainty of permanent future home) | <ul style="list-style-type: none"> • Additional pitches are required in the eastern suburbs where hockey participation is extremely high and current pitches are at capacity • Council has also endorsed a regional feasibility to look at the needs of hockey within the region and the re-establishment of a facility in the area. This might identify additional options for Council's consideration | <ul style="list-style-type: none"> • Two (2) hockey pitches • New pavilion with amenities and storage • Car parking | <ul style="list-style-type: none"> • Immediate demand for one hockey pitch however preliminary findings indicate that for a regional facility, two pitches would be required • Await outcome of Regional Hockey Plan due June 2018 |

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VARMS

Strategic Documents:

- VARMS Strategic Plan 2018 – 2020

Regional Perspective:

There has generally been an increase in the amount of radio controlled model clubs looking for space in Knox, this includes car and off road groups. There has also been an increase in the amount of flying models such as drones, helicopters, etc. VARMS is one of only three other flying fields in the Eastern Region.

| Sport Proposal | Demand Analysis | Actual Demand | Recommendation |
|--|---|---|--|
| <p>VARMS</p> <ul style="list-style-type: none"> • No expressed demand for additional airfields • The current flying field (300m x 150m with an additional 30m buffer) is assessed as the minimum size that will safely accommodate the range of flying activities undertaken at the Club. Preference is 200m x 400m north/south with additional flyer over areas around • Desire to expand club house • The Club has the only MAAA and CASA approved flying field in the eastern region • Long term Strategic Plan seeks to achieve continuing tenancy at current location | <ul style="list-style-type: none"> • Fulfils unique/boutique sporting activity and interest • Located at its current site for the last 30 years • Significant increase in membership – from 80 to 230 between 2010 and 2017. 10% of members currently reside within Knox. This is only one of three facilities in the state • There is a strong social program (including operating as a Men's Shed) • VARMS is the only site where all radio controlled gliders can be flown in safety within greater Melbourne | <p>(1)</p> <ul style="list-style-type: none"> • The current site appears sufficient for regular competitions (slope and thermal soaring) • The club have flagged a possible extension to their shed on site • Currently licence for 5 years plus 2 years, ending in 2022 | <ul style="list-style-type: none"> • Consider retaining on site in the interim, if possible |

Open Space

Strategic Documents:

- Knox Open Space Plan 2012 – 2022

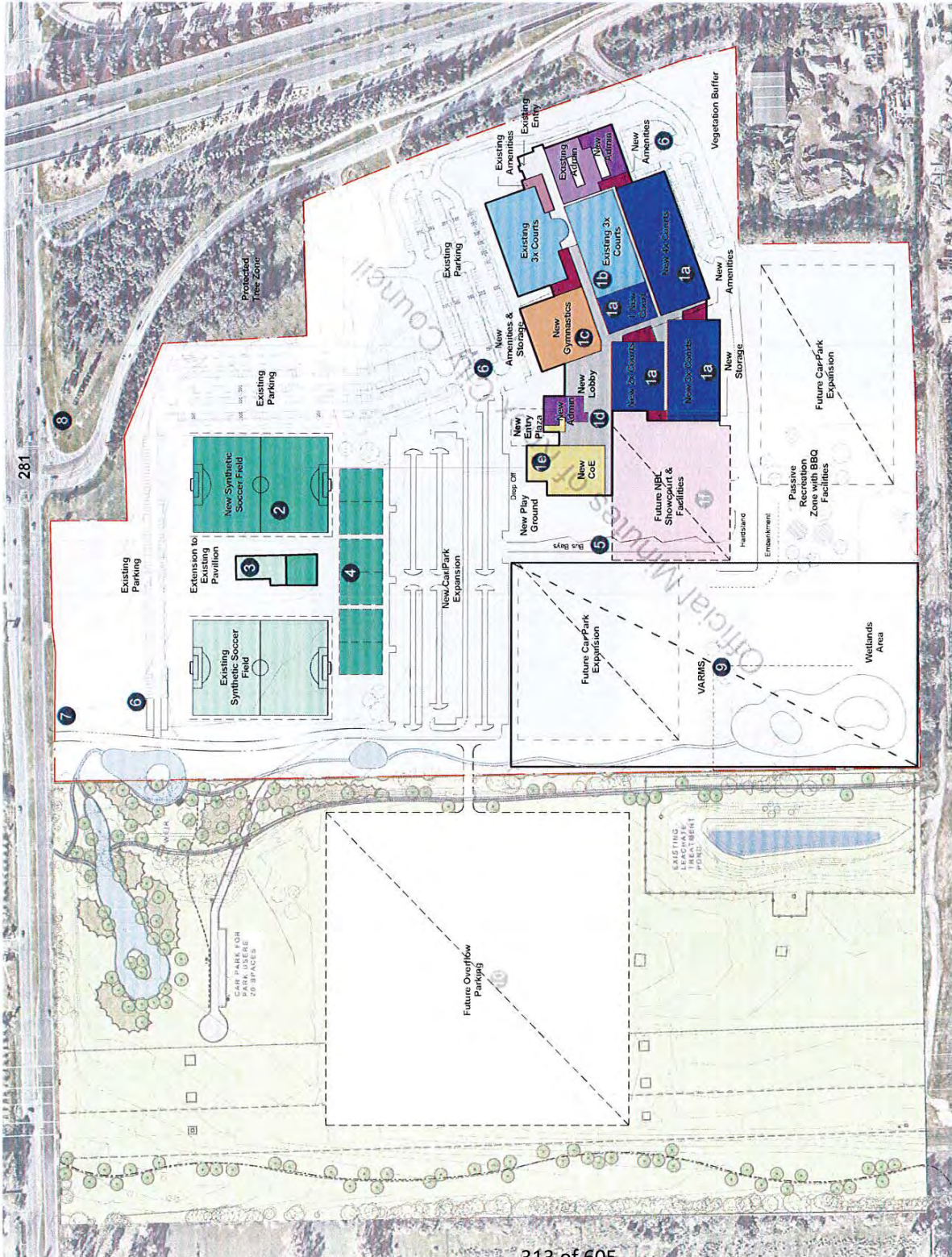
Regional Perspective:

Whilst the Knox Open Space Plan initially identified that Knox had an adequate provision of open space when considering adjacent land provision by Parks Victoria, there are some major barriers that are currently compromising this provision. Open space in the region needs to be maintained and balanced with the associated private land developments.

The original concept master plan for the KRSP (then ERP) identified a need to balance the active spaces and built up areas with some passive areas and connecting path networks. The adjacent land was also identified as a future site for passive recreation and connections to neighbouring areas and shared trails.

ITEM 8.1 - APPENDIX D

- 1a** 10 basketball court expansion, including change rooms and storage
- 1b** Relocation of 1 existing court to improve compliance & spectator seating
- 1c** New Gymnastics Centre fit for state competition, including 500 seat spectator area to mazzanine over change areas
- 1d** New entry, self serve area, cafe, foyer & administration offices. Includes reception, retail and control at entry
- 1e** New Centre of Excellence - elite athletes training facility
- 1f** Future NBL 8000 seat stadium including admin support areas
- 2** Current 5 a side fields to be converted to 1 new synthetic soccer field
- 3** Extension & refurbishment of existing soccer pavillion to provide a controlled entry for paying users
- 4** 6 new 5-a-side soccer pitches to be built with new fencing & lighting - ground works required due to slope of site
- 5** New bus zone for school groups, teams & potential public bus stop - to be relocated West when NBL stadium is built
- 6** Alterations to existing carpark to enable expansion of building
- 7** New access road to High Street Road
- 8** Upgrade of High Street Road/George Street intersection to increase capacity
- 9** VARMS location in the interim until NBL stadium is built
- 10** Allotment for future overflow parking (2000-5000 spaces) on adjoining landfill site with culvert bridge connection



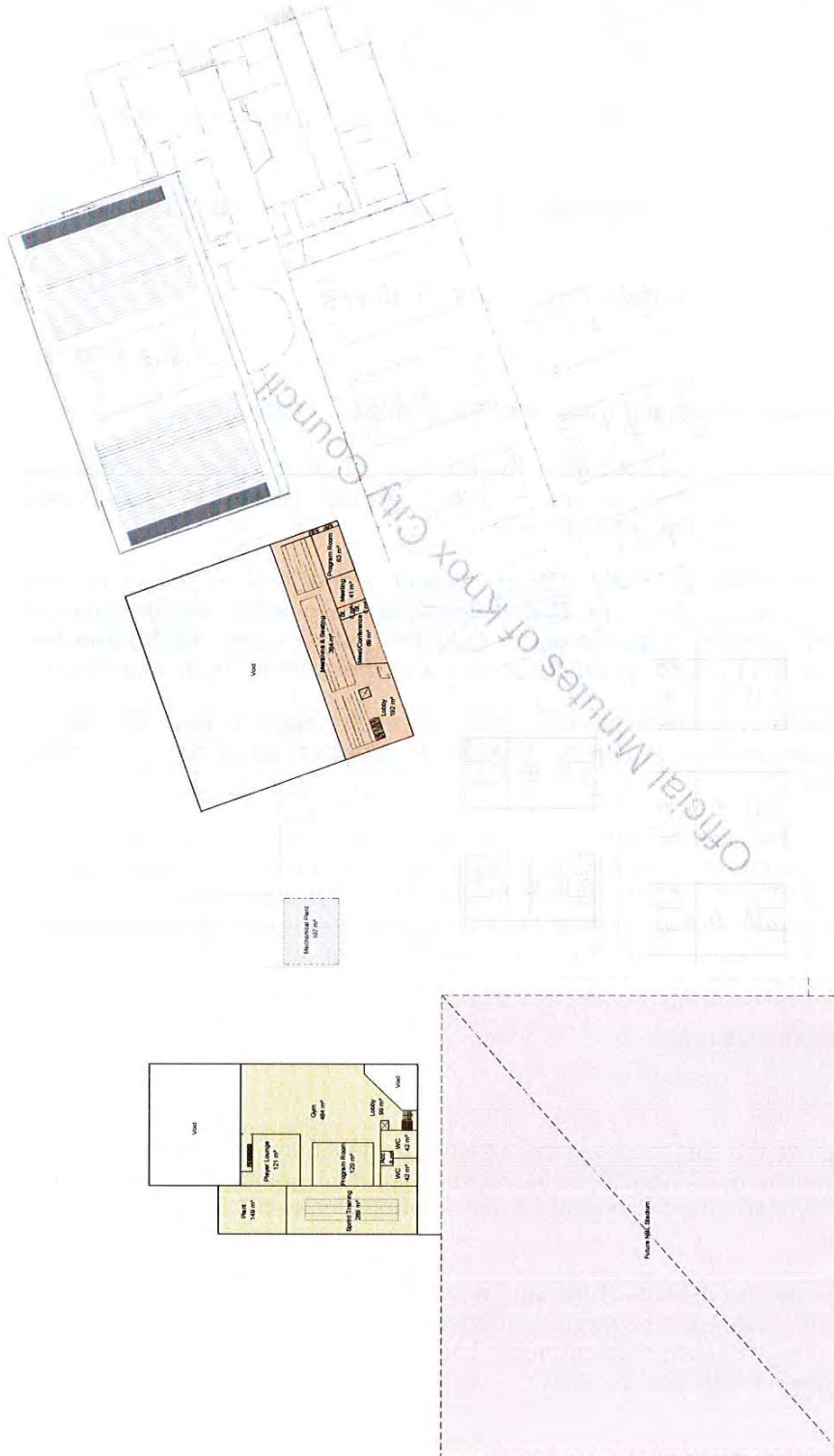
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**KNOX REGIONAL SPORTS PARK
MASTERPLAN- OPTIONS 5**
NTS MARCH, 2018
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MP - 09



NOTE:
 The internal planning drawings shown here is provided as an indicative scoping study only. It is not the intent of this drawing to confirm the project scope and required internal spaces.

Further detailed briefing and spatial requirements are required to finalise the project brief.

The cost assessment undertaken as part of this high level Master Plan feasibility have relied on these indicative layout and preliminary areas schedules. As such, they should be considered a preliminary cost assessment only. Further cost analysis will be required to determine the final budget based on a more refined set of spatial requirements.

— Represents extent of existing building



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**KNOX REGIONAL SPORTS PARK
 GROUND FLOOR PLAN - OPTION 5**
 SCALE 1:1000 MARCH, 2018
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MP-11

ALL WARDS**8.1 KNOX REGIONAL SPORTS PARK – FINAL MASTERPLAN**

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

At its Ordinary Meeting of 23 April 2018, Council reviewed the proposed draft Masterplan for the Knox Regional Sports Park. The draft Masterplan was endorsed by Council, with a community consultation period and key stakeholder engagement to be undertaken prior to a final Masterplan being presented to Council for consideration.

This report provides an overview of the community consultation feedback and key stakeholder engagement and presents the final Masterplan for the Knox Regional Sports Park.

The State Business Case is being developed in parallel with the Masterplan process, with the draft Masterplan used as the basis for development of the site.

RECOMMENDATION

That Council

1. Endorse the final Masterplan for the Knox Regional Sports Park, as shown in Appendix A, including the following sporting components:
 - a. Ten (10) additional domestic basketball courts;
 - b. A new gymnastics facility suitable for regional level competition;
 - c. A Centre of Excellence facility and high-performance training centre;
 - d. An 8,000 seating capacity sports/entertainment arena with overflow parking for 2,500 vehicles within the adjacent Cathies Lane Landfill site;
 - e. Provide for the conversion of the existing 5-a-side soccer pitches to one (1) full size field, six (6) new 5-a-side pitches, an extension to the existing pavilion; and
 - f. At grade car parking facilities and intersection upgrade works to facilitate parking demands and traffic flows
2. Note that the final Masterplan will now inform the base case for the State Government led Business Case process for the State Basketball Centre.

1. INTRODUCTION

A draft Masterplan was presented to Council at its meeting on 28 April 2018, with Council resolving to:

1. *Endorse the draft Masterplan for the Knox Regional Sports Park, as shown in Appendix B, including proposed staging and preliminary cost estimates for each sporting component;*
2. *Note that the implementation of the Masterplan for the Knox Regional Sports Park includes:*
 - a. *Decommissioning of the Boronia Basketball stadium within the next five (5) years, subject to funding of stage 1 (Centre of Excellence, gymnastics and ten (10) additional domestic basketball courts;*
 - b. *Exploring the rezoning and potential disposal of the existing gymnastics facility at Picketts Reserve;*
 - c. *Refurbishment of the four (4) existing squash courts at Carrington Park;*
 - d. *Provision of two (2) full sized soccer fields as part of the Kingston Links Development; and*
 - e. *Supporting the relocation of VARMS to an alternate location at the conclusion of the current lease (July 2022), including:*
 - *Writing to the Premier, Deputy Premier, the Minister of Sport and the Minister of Energy, Environment and Climate Change seeking the State Government's active support to work with Council to find and alternate site for VARMS, preferably within State Government open space associated with the Dandenong Valley Parklands, Dandenong Police Paddocks or similar.*
 - *Writing to the Mayors and CEOs of the surrounding municipalities (Yarra Ranges, Greater Dandenong, Casey, Whitehorse, Maroondah and Monash) to seek their support in finding a possible Council owned or managed site for VARMS.*
3. *Note, that the future use of the site incorporating the Boronia Basketball stadium and the ongoing future direction of the Boronia Library is to be referred to and considered as part of the Boronia Renewal Project;*
4. *Enact the consultation/communication plan following endorsement of the draft Masterplan for the Knox Regional Sports Park;*
5. *Following the consultation period, receive a further report in August 2018 to receive a final Masterplan for the Knox Regional Sports Park for consideration and endorsement;*
6. *Note that Sport and Recreation Victoria (SRV) has funded and will facilitate the preparation of a Business Case for the expansion and operation of the State Basketball Centre, to be completed by August 2018; and*
7. *Actively work with Squash Victoria to identify possible sites for the purpose of developing a new state level squash facility and headquarters within the City of Knox including consideration of land that may become available*

through other levels of Government adjacent to the Knox Regional Sports Park.

This report addresses Items 1, 4, 5, 6 and 7 of the Council resolution of 28 April, 2018. In relation to Item 2 of the resolution, these actions will be progressed with the implementation of the Masterplan. It is noted however, that the letters required under Point 2e have been sent.

As noted in Item 6, prior to Council's endorsement of the draft Masterplan, the State Government of Victoria announced on Sunday 18 March 2018, funding of \$200,000 towards a Business Case to build up to ten (10) new courts and a gymnastics facility at the State Basketball Centre in Knox, including the provision of a National Centre of Excellence and Administration hub for basketball bodies in Australia.

The Business Case is currently in progress, with completion due at the end of August 2018. Council is a key partner in the development of the Business Case with oversight of the project via the Project Steering Committee and Project Working Group.

Council's draft Masterplan has been adopted by the State Government as the basis for the development of the site for the Business Case process. The Business Case process has involved a review of stakeholder functional requirements based on demonstrated need. An architect and quantity surveyor have also been engaged in the process to develop and cost out a more detailed revision of the draft Masterplan.

Stakeholder feedback received by Council as part of the draft Masterplan consultation process, has also been included for consideration in the Business Case development.

2. DISCUSSION

2.1 Background

The Knox Regional Sports Park (formerly the Eastern Recreation Precinct) is located on the south-west corner of High Street Road and George Street, Wantirna South. A Masterplan for the site was developed in 2009, including a variety of sporting facilities (Refer to Appendix C – Knox Eastern Recreation Precinct Masterplan 2009).

The current Indoor Sports Stadium Schematic Masterplan includes basketball courts, a gymnastics facility and administration areas, proposed to be delivered over four (4) stages. *Stage One* of the stadium was completed in 2012.

A revision of the previous Eastern Recreation Precinct (ERP) Masterplan 2009 has been undertaken to incorporate the demand for additional basketball courts identified through the recent adopted Knox Basketball Plan – Domestic Demand Analysis (27 November 2017) and the potential inclusion of a sports/entertainment arena and elite training centre.

A recent review of the demand for basketball in Knox has identified an increase in participation following development of *Stage One* of the Knox Regional Sports Park.

Council has noted that the implementation of the Masterplan will result in the de-commissioning of the Boronia stadium within the next five (5) years. The

de-commissioning is influenced by existing structural deterioration, its location within an existing floodway and forecast cost in the order of \$6M for renewal and maintenance over the next ten (10) years. Existing services at Boronia stadium will be relocated to the Knox Regional Sports Park.

The Schematic Masterplan (2009) proposal (Stages 2 and 4) for the stadium identified provision for eight (8) additional courts, however in view of the recently adopted Knox Basketball Plan – Domestic Demand Analysis and opportunities for future growth, an increase of the stadium to an additional ten (10) courts is considered necessary to provide for future usage.

Initial discussions have also been held in regard to the potential location of a stadium for a NBL (National Basketball League) basketball team and elite training facility at the site. Consideration of the potential location, facility size and parking requirements to cater for this type of stadium have been taken into account in the overall site plan.

The development of the draft Masterplan was based on the consideration of community sporting demands, Council resolution (23 October 2017), Council Notice of Motion (13 November 2017) and Council resolution (18 December 2017).

As a part of the development of the draft Masterplan, consultation was undertaken with Basketball Victoria (BV), Basketball Australia (BA), Knox Basketball Incorporated (KBI), Football Federation Victoria (FFV), Knox Gymnastics Club, Gymnastics Victoria, Knox Hockey Club and Victoria Association of Radio Model Soaring Inc. (VARMS), to confirm the functional needs and stakeholder requirements.

A draft Masterplan was subsequently prepared and submitted to Council for endorsement at its meeting 23 April 2018.

Following endorsement of the draft Masterplan, the consultation/communication plan was enacted to seek community and key stakeholder feedback. The results of the consultation process are included in this report, and has informed the development of the final Masterplan (refer to Appendix A – Final Masterplan – Knox Regional Sports Park).

2.2 Community Consultation

Following Council endorsement of the draft Masterplan, the consultation /communication plan was enacted during the period 26 April - 28 May 2018.

The following provides an overview of the community feedback received (a full report of the draft Masterplan - Community Consultation is included in Appendix D):

- Council's online survey generated a total of 1,518 responses, with participants linked to the following sporting /leisure group:
 - 405 responses from soccer
 - 308 responses from basketball
 - 182 responses from VARMS
 - 154 responses from hockey
 - 129 responses from gymnastics

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- 15 response from football
- 24 responses from other groups/individuals;
- Of the responses received, 51% were from Knox residents, with 61% of all respondents noted that they visit KRSP at least once per month;
- Support for new/improved facilities as proposed in the draft Masterplan highlighted the following needs:
 - A gymnastics centre to accommodate growth in participation
 - Increased opportunity for people to participate in sport
 - Co-location of a range of sports at the one site
 - More car parking, change rooms and seating for spectators;
- Support for the draft Masterplan (on a scale of 1 to 5; 1=no support, 5=very high support), was rated as following:

| | |
|---|-----|
| ○ Improved access and traffic condition | 3.7 |
| ○ Car parking | 3.6 |
| ○ Child-friendly areas | 3.5 |
| ○ Centre of Excellence | 3.3 |
| ○ Soccer field | 3.2 |
| ○ New basketball courts | 3.0 |
| ○ Gymnastics facilities | 2.9 |
- Comments received in regards to the *Least Liked* aspects of the draft Masterplan, include:
 - Hockey - 130 responses, no provision for hockey facilities
 - VARMS - 125 responses, no provision for VARMS on-site and potential loss of the sport
 - Soccer - 176 responses, not enough soccer pitches
 - Basketball - 87 responses, too many courts (loss of local atmosphere), loss of Boronia stadium
 - Parking - 80 responses, not enough parking, traffic congestion

In addition to the online survey, social media is estimated to have reached approximately 4,600 people, generating interest and encouragement in providing feedback on the draft Masterplan through Council's online survey.

The results of the survey indicate an overall support for the expansion of the Knox Regional Sports Park as proposed in the draft Masterplan. The main concerns expressed were from both the Hockey and VARMS sporting groups on their exclusion from the site. Other main concerns related to the provision of adequate parking concerns about traffic congestion.

2.3 Stakeholder Consultation

Following Council's endorsement of the draft Masterplan, stakeholder consultation meetings were held with each relevant sporting group to present the draft Masterplan and seek feedback. The following provides an overview of the feedback received.

Basketball Associations

Meeting held with Knox Basketball Inc. and Basketball Victoria. Key feedback includes:

- The State Basketball Centre has the potential to be the centre for basketball excellence in Australia, with the view that development of the draft Masterplan would have a significant positive impact on the Knox community and economy.
- Overall support for the inclusion of ten (10) additional basketball courts.
- Overall support for the provision of a Centre of Excellence.
- Overall support for the inclusion of an 8,000 seat sports arena.
- Acknowledgement of the proposed decommission of Boronia Basketball stadium.
- Consideration of additional administration area inclusive of KBI, Basketball Victoria and Basketball Australia.
- Separate administration area for Centre Management.
- Minor suggestions on specific design elements, including function rooms, change rooms, amenities, etc.

Gymnastics

Meeting held with Knox Gymnastics and Gymnastics Victoria. Key feedback includes:

- Support for the provision of a new regional gymnastics facility.
- Current participation levels and waiting lists are in excess of existing facilities.
- Preference for fit-out costs, including equipment, to be included in build cost.
- Acknowledgement of the proposed disposal of the existing gymnastics facility at Picketts Reserve, subject to the development of the new facility at the Knox Regional Sports Park.

Soccer

Meeting held with Football Federation of Victoria. Key feedback includes:

- Support for the provision of additional soccer facilities as nominated in the draft Masterplan.
- Support for the provision of two (2) full sized fields as part of the Kingston Links Development.

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- FFV working towards locating a State Facility to host the Women's World Cup series in 2023, requiring six (6) full sized pitches. Acknowledgement that the Knox Regional Sports Park has insufficient area to accommodate this need.

VARMS

Meeting held with VARMS members. Key feedback includes:

- Preference for group to remain located at the Knox Regional Sports Park.
- Request for facility footprint design to consider possibility of retaining VARMS on site.
- Acknowledgement that the initial Eastern Recreation Precinct (ERP) Masterplan 2009 noted the relocation of VARMS from the site beyond Stage One.
- General acceptance to be relocated to a suitable alternate site.

Hockey

Meeting held with Knox Hockey. Key feedback includes:

- Concerns over loss of current facilities at the Knox School and no provision of replacement facilities at the Knox Regional Sports Park.
- Acknowledgement of the Regional Study being undertaken (completion August 2018) to determine recommendations for the provision and location of hockey facilities region wide.

Squash

Meeting held with Squash Victoria. Key feedback includes:

- Squash Victoria are seeking a facility which they can control and manage – and potentially gain a commercial return. This facility would include general courts, show courts with seating for major events, amenities, training facilities as well as offices for administration and operational purposes.
- The Knox Regional Sports Park is located on Crown Land with Council having a lease with the State Government for the use of this land. One of the requirements of the lease is that Council cannot utilise the land for commercial purposes.
- Carrington Park was suggested as a possible Council facility for the development of squash. This was dismissed however and it is clear that Squash Victoria have a preference to have their own facilities (which they would manage) located within close proximity of an activity such as basketball. Squash Victoria see that they may be able to benefit (possible participant attraction) by being located in close proximity of a highly popular sport such as basketball.
- No formal response has been received from Squash Victoria, subsequent to the above meeting.

2.4 Final Masterplan

The final Masterplan has addressed the key aspects identified through the consultation process, as follows:

Basketball

It is important to retain a sense of the local sports/club existing at the Boronia Stadium within the proposed extension of the State Basketball Centre. This element of the design, whilst architectural in essence, has been discussed at the Project Working Group meetings, with configuration of courts, access ways, team areas and signage incorporated to retain a sense of visual identify for the Knox Basketball Inc. club. Further aspects will need to be defined throughout the detailed design process.

An expansion of the sports administration hub, including additional administration areas to provide suitable accommodation for Knox Basketball Inc., Basketball Victoria and Basketball Australia, a separate central management area, Melbourne Boomers WNBL and potential new NBL team, has been referred to the State Business Case for consideration. Similarly, other specific design elements have been noted and referred accordingly.

Gymnastics

The gymnastics facility, located in Picketts Reserve, is currently operating at capacity. There has been a significant increase in membership from 726 participants to 929 in the last 5-year period. In addition, there is a waiting list of over 400 potential new participants.

The proposed inclusion of a regional gymnastics facility in the draft Masterplan has been supported by both the Knox Gymnastics Club and Gymnastics Victoria. Discussion regarding State versus Regional level facility requires further demand analysis. One concern identified by Knox Gymnastics was the cost of fit-out of the proposed new regional facility. Both of these issues have been referred to the State Business Case for consideration.

Soccer

The FFV submission received by Council supports the proposed extension of soccer facilities as shown on the draft Masterplan. The proposed facilities are in line with those requested by FFV.

Community feedback received through Council's online survey in regards to the provision of additional soccer pitches is not consistent with the FFV submission and is not supported by demand analysis undertaken for soccer by Council Officers. (The Sporting Demand Analysis has been previously submitted to Council as part of the draft Masterplan Report at the 23 April 2018 Council meeting).

Two additional full sized soccer pitches, as per the recommendations included in the draft Masterplan report (23 April 2018), have now been nominated in the Kingston Links development plan. Council received a report on the Final Amendment C142 Package for Kinston Links at its meeting on 12 June 2018.

VARMS

VARMS are currently located at the Knox Regional Sports Park, with their lease due to expire in July 2022.

The Project Working Group, part of the State Business Case development, has been working progressively towards identifying the full scope of facility and site requirements to develop the Knox Regional Sports Park. The footprint of the building and the extensive parking space requirements do not provide for the retention of VARMS on the current site.

This is consistent with the initial master-planning of the site, as reported at Council Strategic Planning Committee (11 August 2009), that whilst every effort was made to accommodate VARMS in *Stage One* of the development, it was unlikely that VARMS could be accommodated with the ultimate development of the site.

Council Officers have written to the Premier, Deputy Premier, the Minister of Sport and the Minister of Energy, Environment and Climate Change seeking the State Government's active support to work with Council to find and alternate site for VARMS, preferably within State Government open space associated with the Dandenong Valley Parklands, Dandenong Police Paddocks or similar.

Council Officers have also been liaising with Park Victoria, DELWP and adjoining municipalities in locating a suitable alternate site. Whilst discussions are progressing, no suitable location has been confirmed at this stage.

Hockey

The need for a hockey facility has arisen as a result of the pending closure of the current facility located within The Knox School grounds in the next 3-year period. Participation levels are currently based at 300 membership. Provision of hockey facilities and location of alternate sites is being investigated as part of the Regional Hockey Study currently being undertaken with neighbouring municipalities Monash, Maroondah and Yarra Ranges.

Squash

The draft Masterplan recommendations included for the refurbishment of four (4) disused squash courts at Carrington Park. Discussions with Squash Victoria have not indicated support for this upgrade at Carrington Park, with a preference expressed to have their own facilities, which they would manage.

The investigation of a separate squash facility at/or close to the Knox Regional Sports Park will be progressed by Council with Squash Victoria.

Centre of Excellence

The key basketball organisations (Knox Basketball Incorporated, Basketball Victoria and Basketball Australia) are of the view that with the possible decentralisation of some elements of the Institute of Sport from Canberra, there is the prospect that the State Basketball Centre could be the home for the Basketball Institute of Sport. This has been supported by SRV and DV through the Business Case development.

WNBL & NBL

The key Basketball organisations (Knox Basketball Incorporated, Basketball Victoria and Basketball Australia) have a vision for the State Basketball Centre as a centre of excellence with a further show court/stadium that would have the capacity to cater for WNBL and NBL games and other significant events.

The current State Basketball Centre does not meet the Melbourne Boomers match day or training requirements, impacting the venue's status as a State Centre. There is an identified need to expand the current facilities to deliver an event day experience as the home venue for regular season games and home finals. Expansion of the current facilities, including an upgrade of the existing show court or a new show court capable of hosting major events, an administrative base for a professional organisation and a high-performance training facility, have been subsequently incorporated into the State Business Case development for consideration.

Discussions have also taken place between the Basketball organisations and key stakeholders in regard to a further NBL side being located in Melbourne with the prospective home being the State Basketball Centre. This would require at a minimum a show court/stadium with a capacity of 8,000 seats. The owner of the NBL, announced on 13 July 2018 that a new license has been issued.

Traffic and Parking

A preliminary traffic report was undertaken in developing the draft Masterplan to inform the provision of parking at the Knox Regional Sports Park. The report identified the need for an additional 600 car parking spaces and a substantive bus zone area. The site analysis undertaken indicates that sufficient space is available to cater for the required parking demand. The number of parking spaces has been assessed based on the Knox Planning Scheme, however, further detailed demand analysis will be required to determine the final parking spaces required to cater for the demand. This assessment will be cognisant of the limited public transport facilities available to service the site.

The adjacent Council Landfill site at Cathies Lane is the preferred location for the required 2,500 parking spaces as overflow parking to meet the parking demand for the proposed 8,000 seat sports arena. The Cathies Lane landfill site is currently undergoing rehabilitation works which are expected to continue for the next 20 years. Environmental consultants were engaged by Council to assess the potential use of a section of the landfill site for overflow car parking and have provided preliminary advice supporting this. The landfill site is approximately 300m from the proposed new stadium entry (550m from the furthest car parking space). The cost estimate for provision of overflow car parking on the adjacent landfill site is in the order of \$6M.

The initial traffic modelling undertaken as part of the ERP Masterplan identified the need to upgrade works at the George Street and High Street Road Intersection. Conditions set by VicRoads require these works to be undertaken as part of any further development of the site. This would require the construction of two 150m long right turn lanes out of George Street into High Street Road, and the construction of a 110m long deceleration left turn lane on High Street Road into George Street.

COUNCIL – ENGINEERING & INFRASTRUCTURE

27 August 2018

Preliminary liaison with VicRoads and Eastlink has also been undertaken, in particular the proposed additional egress from the site directly onto High Street Road (adjacent to the existing soccer facilities). Initial feedback does not preclude this proposal from consideration, however will require a detailed Traffic Impact Assessment Report to be undertaken and submitted for formal approval.

3. CONSULTATION

The development of the final Masterplan presented in this report is based on the consideration of community and stakeholder feedback,

Council endorsed the draft Masterplan at its meeting 23 April 2018. The consultation/communication plan was enacted during the period 26 April – 28 May 2018.

Consultation on the draft Masterplan with key stakeholders also took place during this period, including, Basketball Victoria (BV), Basketball Australia (BA), Knox Basketball Incorporated (KBI), Football Federation Victoria (FFV), Knox Gymnastics Club, Gymnastics Victoria, Knox Hockey Club, Squash Victoria and VARMS.

Table 1 summarises the consultation/communication plan enacted following the endorsement of the draft Masterplan.

| Activity | Audience | Date |
|---|--|---------------------|
| Council Meeting – Endorsement of draft Masterplan | Councillors / General community | 23 Apr 2018 |
| Community Consultation commences with survey live on website (4 weeks) | General community | 26 Apr- 28 May 2018 |
| Publish article in Knox News | All households in Knox | 26 Apr 2018 |
| Media Release – announcing the commencement of community consultation on the draft masterplan | Local Media | Apr 2018 |
| Targeted consultation on the draft Masterplan with key stakeholders e.g. sporting clubs/organisations, Sport & Recreation Victoria, VicRoads, DEWLP | Key stakeholders | Apr / May 2018 |
| Specific webpage for project knox.vic.gov.au/krspmasterplan | General community | Apr / May 2018 |
| Signage installed at KRSP calling for submissions on draft masterplan | Visitors to KRSP | Apr / May 2018 |
| Publish link to survey on Council's social media (Facebook, Twitter, etc.) | General community | Apr / May 2018 |
| Publish ad within newspapers (Community news, Leader) | General community | Apr / May 2018 |
| Establish a display (including a copy of the draft masterplan) within the Civic Centre foyer, at KRSP, Boronia Park and Pickets Reserve | Visitors to Council offices/ KRSP, Boronia Basketball Stadium, Knox Gymnastics | Apr / May 2018 |

COUNCIL – ENGINEERING & INFRASTRUCTURE

27 August 2018

| | | |
|---|--|--------------------|
| Utilise digital screens within Customer Service and ERL to promote survey | Visitors to Council/libraries | Apr / May 2018 |
| Council Issues Briefing – report on community feedback | Councillors | 6 Aug 2018 |
| Council Meeting – Endorsement of final Masterplan | Councillors / General community | 27 Aug 2018 |
| Report back to the community on outcome of consultation, next steps | General community | Sep 2018 |

Table 1 – Consultation/Communication Plan for draft Masterplan - Knox Regional Sports Park

Changes to the adopted Masterplan 2009 would need to be undertaken in accord with the requirements of the Heads of Agreement / Memorandum of Understanding. This would require the approval of the State Government (Department of Environment, Water, Land and Planning – DEWLP and Sport and Recreation Victoria). Preliminary consultation with DELWP has been undertaken, with formal approval to be sought following Council's endorsement of the final Masterplan.

4. ENVIRONMENTAL/AMENITY ISSUES

A previous assessment of the Knox Regional Sports Park site was undertaken in 2013, identifying nationally endangered vegetation in the south-west corner of the site. The site contains nationally endangered *Eucalyptus yarraensis*, as well as many other species that are endangered in Knox and across Melbourne.

The site is listed as a Site of Biological Significance (Site 58) and contains an Environmental Significance Overlay.

A vulnerable bird species, Latham's Snipe, has also been identified flying to the Knox Regional Sports Park, as part of their migrations from Japan every year. They have been recorded roosting in the grass and wetland area. The wetland area in the south-west corner of the KRSP site is to remain untouched as part of the development of the Masterplan.

Protection and retention of the vegetation area within the wetland, as well as a hydrology assessment on the balance of the site and impacts on the wetland, will be required through the design and planning stages of the development.

The original ERP Masterplan 2009 included Water Urban Sensitive Design / wetland treatments. The final Masterplan proposal similarly incorporates these treatments to manage drainage in an environmentally sensitive manner.

5. FINANCIAL & ECONOMIC IMPLICATIONS

A quantity surveyor (QS) was engaged as part of the Masterplan development to provide indicative costings. These costings are purely a guide to compare options and should not be used to set budgets, as follows:

| Masterplan Component | Cost |
|---|-----------------|
| Domestic Basketball | \$47.7M |
| Gymnastics | \$12.6M |
| Centre of Excellence | \$27.2M |
| Soccer | \$4.3M |
| Sports/Entertainment Arena (8,000 seat) (incl. 2,500 car park) | \$52.2M |
| TOTAL | \$144.0M |

Table 2 – Indicative cost estimates per sporting element

The costings are inclusive of site costs (in the order of \$44M) which have been apportioned amongst the sporting components. It is noted that the estimated cost for the Sports/Entertainment Arena does not include the increased costs required for a multi-purpose event venue.

It is further noted that these indicative costings only provide for a limited project contingency. These costs and the required contingency sums are being revised through the State Government led Business Case process.

The preferred implementation / staging plan for the final Masterplan comprises of three (3) stages:

Stage 1 – Basketball, Gymnastics, Centre of Excellence

Stage 2 – Soccer

Stage 3 – Sports/Entertainment Arena, incl. overflow parking

It is expected that funding of the masterplan implementation will attract a one-third contribution from the State and Federal government.

The inclusion of gymnastics into the masterplan provides Council with the possible option to divest or repurpose the current facility located at Picketts Reserve that may provide some funding towards the development. Furthermore, under the current Knox Gymnastics agreement, the club are required to set aside an annual amount toward the improvement of gymnastics infrastructure in Knox.

Council is also currently undertaking the Boronia Renewal study, which may identify future land sale opportunities and capital reinvestment, including expansion of the retarding basin, rehabilitation of Boronia Park, and future utilisation / decommissioning of the basketball stadium and library.

6. SOCIAL IMPLICATIONS

There is a significant community benefit in providing courts for over 10,000 participants to take part in Knox basketball competitions. This includes improvement to the health and wellbeing of our community and the provision of opportunity for social interaction and community development. A sense of loss for the local home of basketball through the de-commissioning of Boronia Stadium is anticipated to be experienced by the community.

Participation in sports develops healthy living habits, and provides physical benefits such as developing coordination, physical fitness and strength. However, it is important that any significant investment by Council, or other levels of government and sporting associations, is based on reasonable certainty that the facilities can be financially sustainable and well utilised. If not, capacity for investment in other identified community priorities would be negatively affected.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

- Goal 1: We value our natural built environment.
- Strategy 1.3 Ensure the Knox local character is protected and enhanced through the design and location of urban design and infrastructure:
- Goal 5: We have strong regional economy, local employment and learning opportunities.
- Strategy 5.1 Attract new investment to Knox and support the development of existing local business, with a particular focus on the Advanced Manufacturing, Health, Ageing and Business Services sector:
- Goal 6: We are healthy, happy and well
- Strategy 6.2 Support the community to enable positive physical and mental health.
- Goal 7: We are inclusive, feel a sense of belonging and value our identity
- Strategy 7.3 Strengthen community connections.

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible – Matt Hanrahan, Acting Director Engineering and Infrastructure – In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Monica Micheli, Executive Engineer – Major Initiatives Unit – In providing this advice as the Author, I have no disclosable interests in this report.

9. CONCLUSION

The final Masterplan, as shown in Appendix A, consolidates the consultation and assessment undertaken, and presents the following recommendations:

- Provide ten (10) additional domestic basketball courts at Knox Regional Sports Park and subsequent decommissioning of the Boronia Basketball stadium;

- Provide a new gymnastics facility suitable for regional level competition and explore the rezoning and potential disposal of the existing gymnastics facility in Picketts Reserve;
- Provide a Centre of Excellence facility and high-performance training centre;
- Provision for an 8,000 seating capacity sports/entertainment arena with overflow parking for 2,500 vehicles within the adjacent Cathies Lane Landfill site;
- Provide for the conversion of the existing 5-a-side soccer pitches to one (1) full size field, six (6) new 5-a-side pitches, an extension to the existing pavilion;
- Provide two (2) full sized soccer fields as part of the Kingston Links development;
- Support the relocation of VARMS to an alternate location at the conclusion of the current lease (July 2022) or prior to commencement of site development works;
- Support Squash Victoria in identifying a suitable sporting facility to meet their demands; and
- Support the recommendations of the Regional Hockey Study 2018 in providing an alternate facility/location.

10. CONFIDENTIALITY

There are no confidential issues associated with this report.

COUNCIL RESOLUTION

MOVED: CR. PEARCE

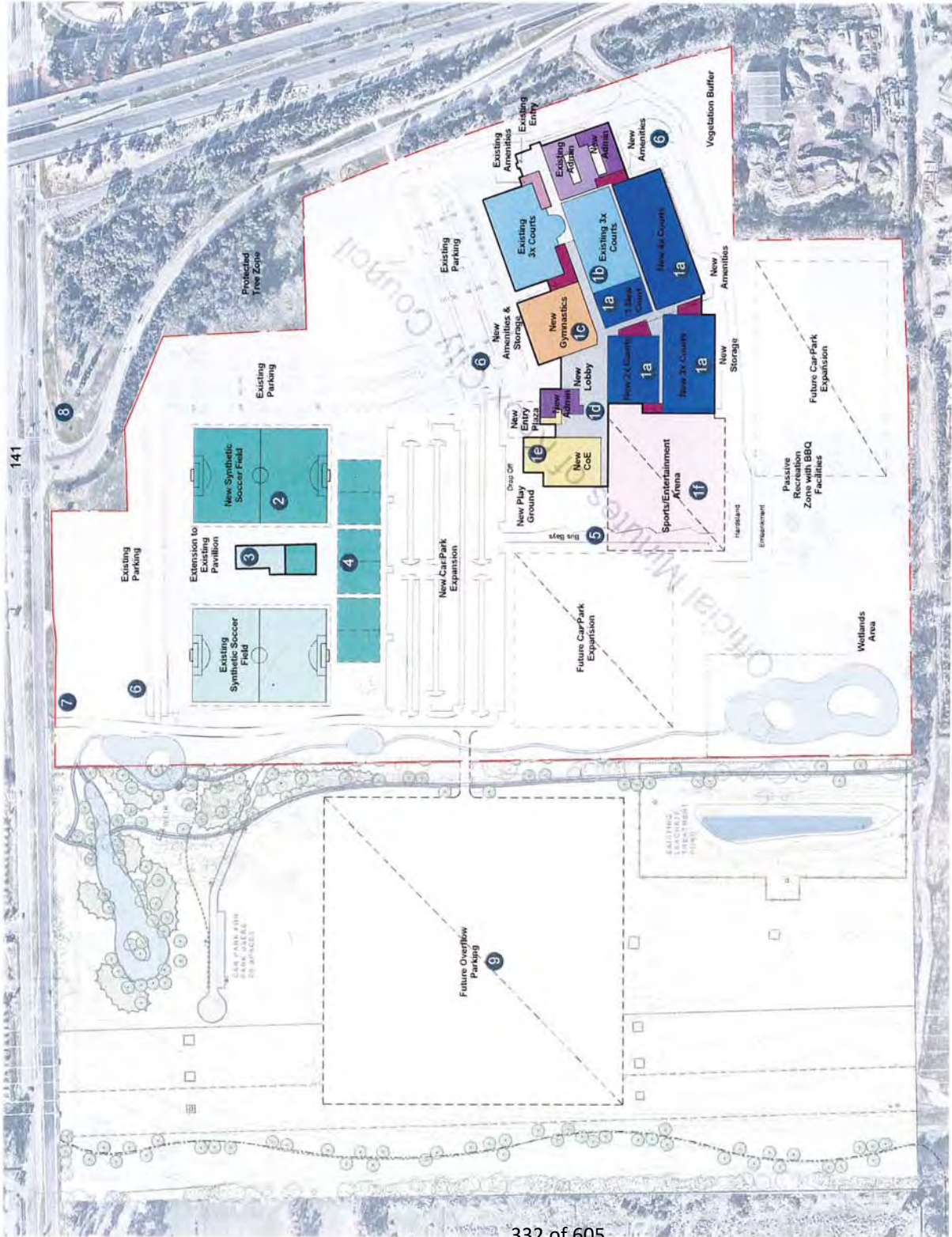
SECONDED: CR. COOPER

That Council

1. **Endorse the final Masterplan for the Knox Regional Sports Park, as shown in Appendix A, including the following sporting components:**
 - a. **Ten (10) additional domestic basketball courts;**
 - b. **A new gymnastics facility suitable for regional level competition;**
 - c. **A Centre of Excellence facility and high-performance training centre;**
 - d. **An 8,000 seating capacity sports/entertainment arena with overflow parking for 2,500 vehicles within the adjacent Cathies Lane Landfill site;**
 - e. **Provide for the conversion of the existing 5-a-side soccer pitches to one (1) full size field, six (6) new 5-a-side pitches, an extension to the existing pavilion; and**

APPENDIX A

- 1a** 10 basketball court expansion, including change rooms and storage
- 1b** Relocation of 1 existing court to improve compliance & spectator seating
- 1c** New Gymnastics Centre fit for regional competition, including 500 seat spectator area to mezzanine over change areas
- 1d** New entry, self serve area, cafe, foyer & administration offices. Includes reception, retail and control at entry
- 1e** New Centre of Excellence - elite athletes training facility
- 1f** 8000 seat Sports/Entertainment Arena including admin support areas
- 2** Current 5 a side fields to be converted to 1 new synthetic soccer field
- 3** Extension & refurbishment of existing soccer pavillion to provide a controlled entry for paying users.
- 4** 6 new 5-a-side soccer pitches to be built with new fencing & lighting - ground works required due to slope of site
- 5** New bus zone for school groups, teams & potential public bus stop
- 6** Alterations to existing carpark to enable expansion of building
- 7** Proposed new access road to High Street Road
- 8** Upgrade of High Street Road/George Street intersection to increase capacity
- 9** Allowance for future overflow parking (2000-5000 spaces) on adjoining landfill site with culvert bridge connection



KNOX REGIONAL SPORTS PARK
 MASTERPLAN - FINAL
 NIS MARCH 2018
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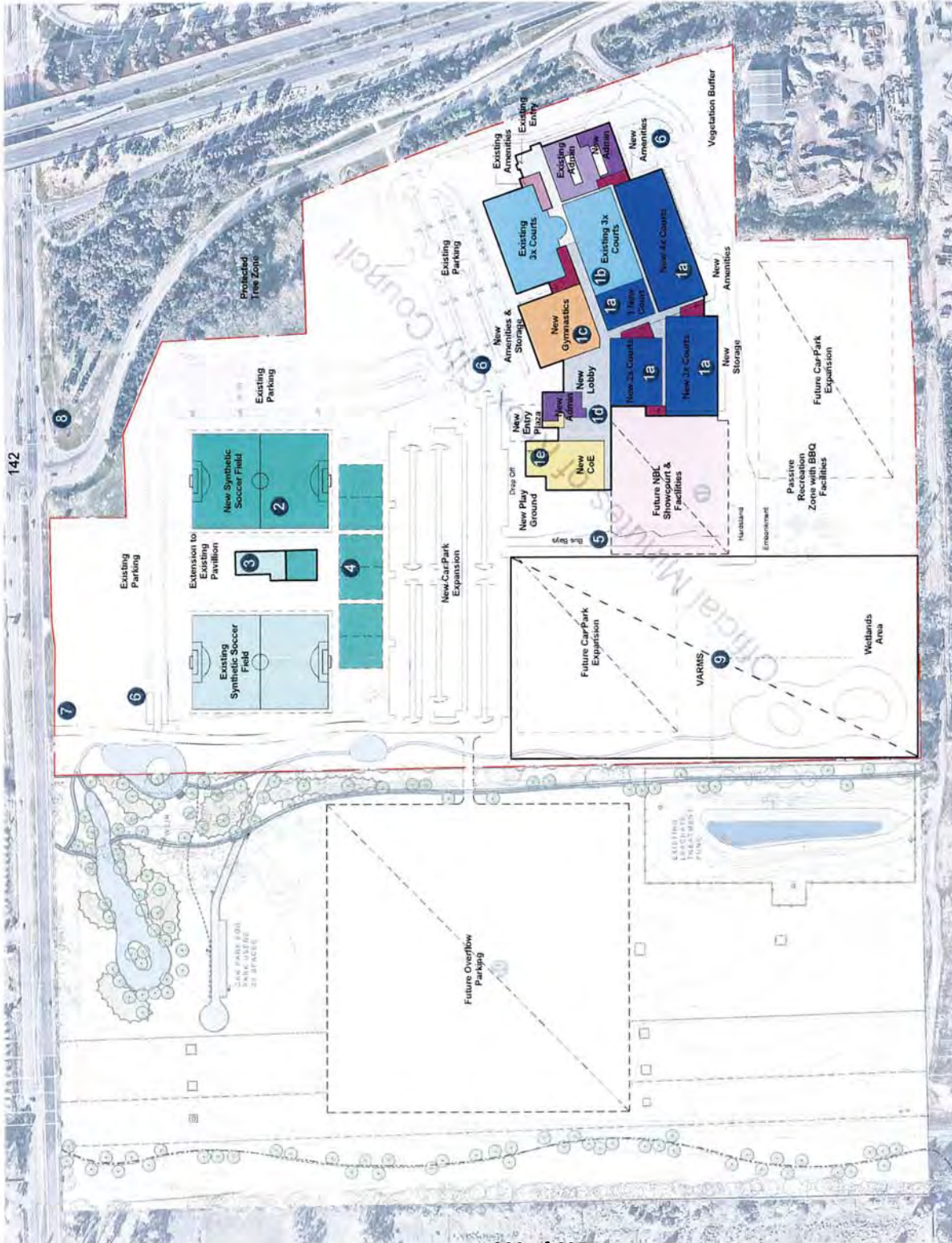
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APPENDIX B

- 1a** 10 basketball court expansion, including change rooms and storage
- 1b** Relocation of 1 existing court to improve compliance & spectator seating
- 1c** New Gymnastics Centre fit for state competition, including 300 seat spectator area to maximise over change areas
- 1d** New entry, self serve area, cafe, foyer & administration offices. Includes reception, retail and control at entry
- 1e** New Centre of Excellence - elite athletes training facility
- 1f** Future NBL 8000 seat stadium including admin support areas
- 2** Current 5-a side fields to be converted to 1 new synthetic soccer field
- 3** Extension & refurbishment of existing soccer pavilion to provide a controlled entry for paying users
- 4** 6 new 5-a-side soccer pitches to be built with new fencing & lighting - ground works required due to slope of site
- 5** New bus zone for school groups, teams & potential public bus stop - to be relocated West when NBL stadium is built
- 6** Alterations to existing carpark to enable expansion of building
- 7** New access road to High Street Road
- 8** Upgrade of High Street Road/George Street intersection to increase capacity
- 9** VARMS location in the interim until NBL stadium is built
- 10** Allotment for future overflow parking (2000-3000 spaces) on adjoining landfill site with culvert/bridge connection



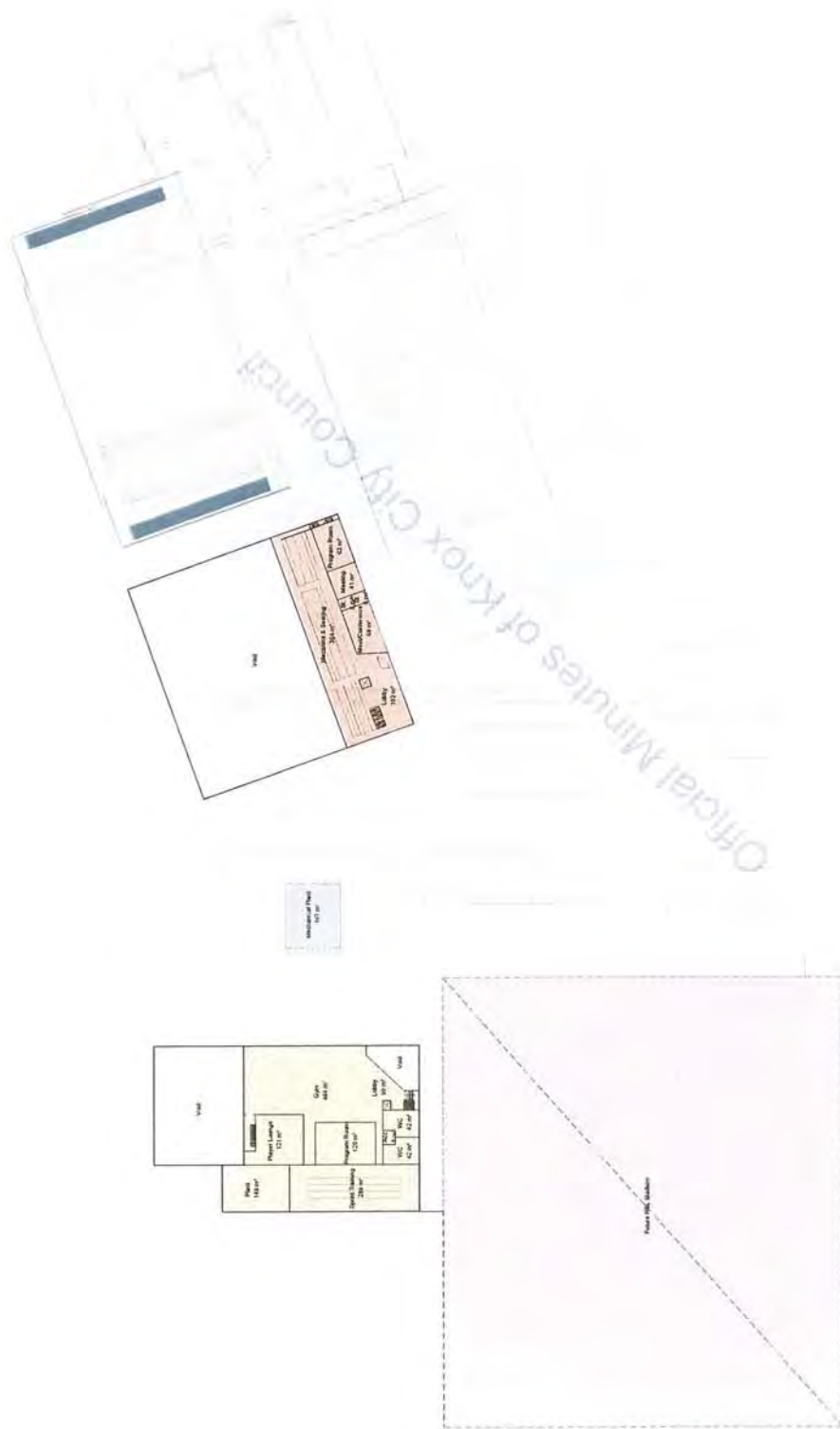
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MP-09



NOTE:
 The internal planning drawings shown here is provided as an indicative scoping study only. It is not the intent of this drawing to confirm the project scope and required internal spaces.

Further detailed briefing and spatial requirements are required to finalise the project brief.

The cost assessment undertaken as part of this high level Master Plan feasibility have relied on these indicative layout and preliminary areas, schedules. As such they should be considered a preliminary cost analysis only. Further cost analysis will be required to determine the final budget based on a more refined set of spatial requirements.

— Represents extent of existing building



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KNOX REGIONAL SPORTS PARK
 GROUND FLOOR PLAN - OPTION 5
 SCALE 1:1000 MARCH, 2018
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MP-11

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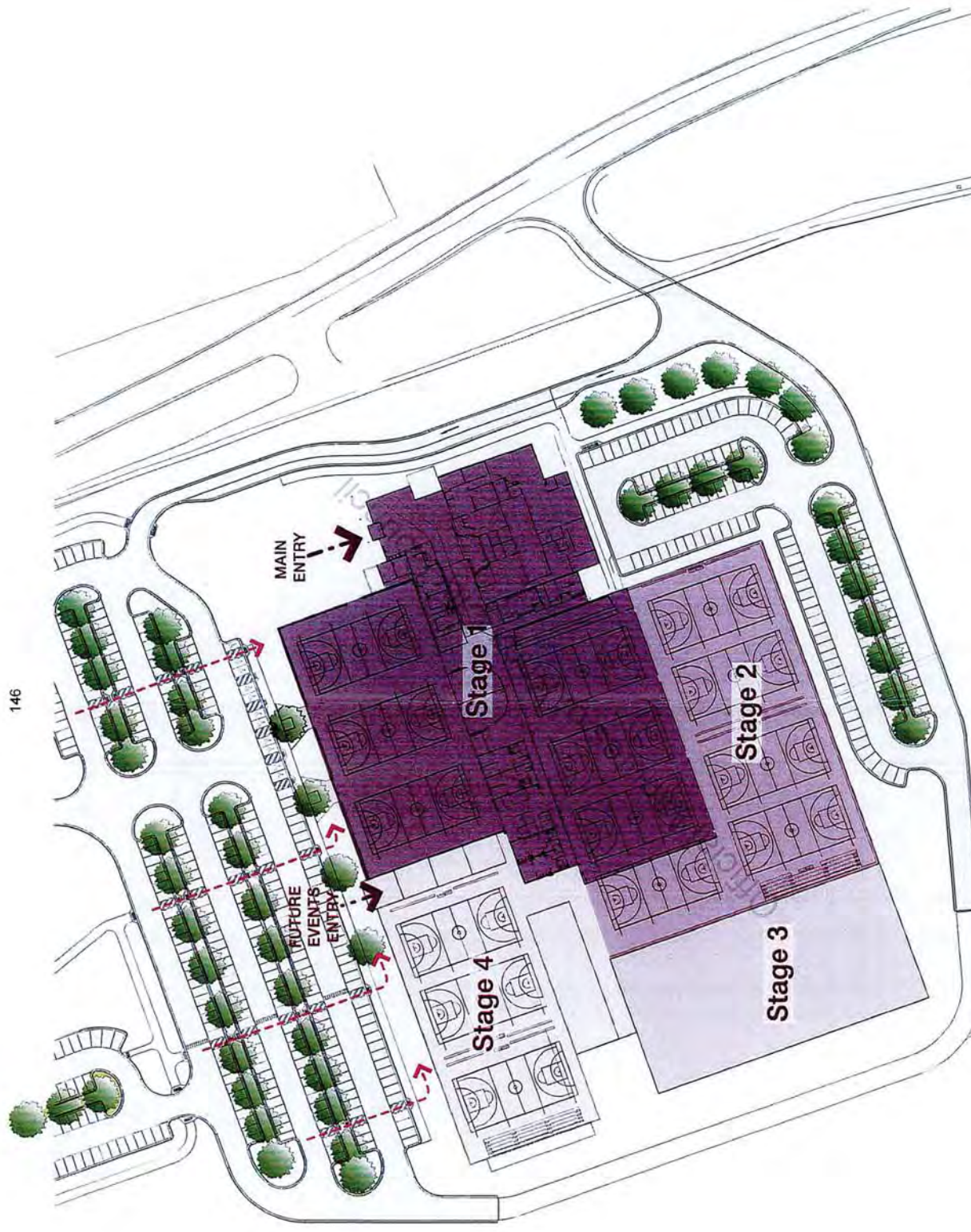
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Schematic
KNOX - EASTERN RECREATION PRECINCT
Knox City Council - Master Plan

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Media Release

The Hon Daniel Andrews MP
Premier



Sunday, 1 September 2018

VICTORIA: THE BASKETBALL CAPITAL OF AUSTRALIA

Victoria will cement its position as Australia's basketball capital with the National Basketball League's (NBL) new ninth team to be based in Melbourne, along with a massive expansion of basketball programs and facilities under a re-elected Andrews Labor Government.

Premier Daniel Andrews today joined basketballers at the State Basketball Centre at Knox Regional Sports Park to announce the new team and a \$126 million package to grow basketball from the grassroots to elite level.

The new NBL team will be a Melbourne team with its headquarters and training at the Knox Regional Sports Park in Melbourne's outer eastern suburbs. The team's name will be announced by the NBL.

A re-elected Labor Government will deliver a massive expansion of basketball facilities at Knox. This will include training and administration facilities for the new Melbourne NBL team and upgraded facilities for Women's National Basketball League (WNBL) team, the Deakin Melbourne Boomers, who are based there.

It will also include 10 new community courts for local basketball competitions in Melbourne's growing south-east.

Labor will also build a new home for the Australian Basketball Centre of Excellence at Knox as part of the \$107 million expansion project, with Basketball Australia relocating their training facilities from Canberra.

A re-elected Labor Government will provide \$82 million towards the expansion project, with Knox City Council to contribute the remaining \$25 million.

Labor will also invest \$5 million to establish seven new high-performance basketball hubs around the state. These hubs will provide young players with elite basketball training programs, allowing them to train at the highest level in their local area with a clear pathway to playing top level basketball in Australia or the American NBA.

A re-elected Labor Government will also invest \$13 million to upgrade Melbourne Arena, formerly Hisense Arena, to better cater for a range of sports, including basketball and netball.

Labor will also look to the future with \$1 million to develop a business case to build the Knox Arena, a new 6,000 to 8,000 seat stadium at Knox that would bring major sports and entertainment events to Melbourne's suburbs.

Quotes attributable to Premier Daniel Andrews

"Victoria is the home of basketball - more people hit the court here each week than in any other state and only Labor will help basketball keep growing in Victoria from the grassroots to elite level."

"That means new courts and better facilities for local clubs or if your kids dream of playing for Australia or the NBA - we'll give them a pathway to get there."

Quote attributable to Minister for Sport John Eren

"This will boost community and women's sport with more local courts and better women's facilities at Knox, and a clear pathway for girls to one day play for Australia or the WNBL through the training hubs around the state."

Quote attributable to Australian Basketball Legend Lauren Jackson

"This announcement is fantastic support for basketball and in particular it's pleasing to know the facilities and game day experience for our elite athletes and fans alike is being catered for. At the Deakin Melbourne Boomers

Media contact: Lisa Maksimovic 0421 597 669 | lisa.maksimovic@minstaff.vic.gov.au

we are striving to elevate girls and women in basketball and this exciting development will go a long way to doing this."

10.2 Councillor Workplace Policies

SUMMARY: Acting Manager Governance, Andrew Dowling

The Councillor Equal Opportunity and Sexual Harassment Policy and the Councillor Workplace Bullying and Violence Policy have been reviewed and are presented to Council for consideration.

RECOMMENDATION

That Council:

- 1. Adopt the Councillor Equal Opportunity and Sexual Harassment Policy as set out in Attachment 1 to the officers' report; and**
- 2. Adopt the Councillor Workplace Bullying and Violence Policy as set out in Attachment 2 to the officers' report.**

1. INTRODUCTION

Council adopted the current Councillor Workplace Bullying and Violence Policy and the current Councillor Equal Opportunity and Sexual Harassment Policy in 2013. Governance staff have undertaken routine reviews of these policies to ensure they remain current and effective.

2. DISCUSSION

The revised policies retain Council's existing strong policy position:

- That inappropriate behaviour will not be tolerated, or excused on the grounds of lack of intent or ignorance;
- That Council and Councillors are committed to providing a workplace safe from inappropriate behaviour and to modelling and promoting appropriate standards of behaviour; and
- That appropriate action will be taken in relation to inappropriate behaviour.

The revised policies are generally consistent with their predecessors, with iterative improvements including:

- Providing a more consistent and improved structure for both policies;
- Ensuring the policies include consistent definitions;
- Updating references to the current Council and Community Plan and related internal staff policies; and
- Clearer procedural guidance for Councillors and staff in the event that any issues arise under the policy, with appropriate references to the Councillors to the Code of Conduct.

A copy of the draft Councillor Equal Opportunity and Sexual Harassment Policy is included at Attachment 1. A copy of the draft The Councillor Workplace Bullying and Violence Policy is included at Attachment 2.

Previous versions of the policies are included at Attachments 3 and 4 respectively.

3. CONSULTATION

The revised policies have been the subject of consultation with Councillors and staff via the Staff Consultative Committee. Staff from the People and Culture Department have also had an opportunity to review and provide input to the revised policies.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no environmental or amenity issues arising as a consequence of this report.

5. FINANCIAL & ECONOMIC IMPLICATIONS

There are no financial or economic implications arising as a consequence of this report.

6. SOCIAL IMPLICATIONS

There are no social implications arising as a consequence of this report.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 8 - We have confidence in decision making

Strategy 8.1 - Build, strengthen and promote good governance practices across government and community organisations

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author – Acting Manager Governance, Andrew Dowling - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Acting Director Corporate Services, Phil McQue - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

It is appropriate for Council to review its policies at reasonable intervals and the revised Councillor Workplace Bullying and Violence Policy and the Councillor Equal Opportunity and Sexual Harassment Policy are recommended for Council's consideration.

10. CONFIDENTIALITY

There are no items of a confidential nature in this report.

Report Prepared By: **Acting Manager Governance & Strategy, Andrew Dowling**

Report Authorised By: **Acting Director Corporate Services, Phil McQue**

Attachments

1. Draft Councillor Equal Opportunity & Sexual Harassment Policy (2019) [**10.2.1 - 7 pages**]
2. Draft Councillor Workplace Bullying & Violence Policy (2019) [**10.2.2 - 7 pages**]
3. Current Councillor Equal Opportunity & Sexual Harassment Policy [**10.2.3 - 7 pages**]
4. Current Councillor Workplace Bullying & Violence Policy [**10.2.4 - 4 pages**]

Councillor Equal Opportunity & Sexual Harassment

| | | | |
|----------------|-----------|----------------------|-------------------------------|
| Policy Number: | 2013/02 | Directorate: | Corporate Services |
| Approval by: | Council | Responsible Officer: | Manager Governance & Strategy |
| Approval Date: | 22/7/2019 | Version Number: | 3 |
| Review Date: | 22/7/2022 | | |

1. Purpose

Knox City Council strongly supports the ongoing development and implementation of initiatives and policies to eliminate and prevent discrimination, vilification, victimisation and sexual harassment in the workplace.

This document is intended to inform and support Councillors and staff to:

- understand Council's obligations, and expectations;
- model and promote appropriate standards of behaviour; and
- where alleged inappropriate behaviour is observed or reported, take appropriate action;

in relation to equal opportunity and the prevention of sexual harassment in the workplace.

2. Scope

This Policy applies to behaviour that occurs in the workplace which includes:

- Any context with a connection to the business of Council or the duties of a Councillor; even if the behaviour occurs outside normal working hours;
- Any council related events such as conferences and council related social functions; and
- On the phone, through SMS, via email and via social media.

This Policy applies to all Councillors. This Policy also applies to staff in some circumstances, in conjunction with Policy 2012/09, Equal Opportunity & Sexual Harassment Policy



3. References

3.1 Knox Community and Council Plan

- Goal 8 - We have confidence in decision making

3.2 Relevant Legislation includes but is not limited to:

- Age Discrimination Act 2004 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Fair Work Act 2009 (Cth)
- Human Rights and Equal Opportunity Commission Act 1986 (Cth)
- Racial Discrimination Act 1975 (Cth)
- Sex Discrimination Act 1984 (Cth)
- Privacy Act 1988 (Cth)
- Equal Opportunity Act 2010 (Vic)
- Racial & Religious Tolerance Act 2001 (Vic)
- Occupational Health and Safety Act 2004 (Vic)
- Information Privacy Act 2000 Victoria (Vic)
- Victorian Charter of Human Rights and Responsibilities Act 2006 (Vic)

3.3 Charter of Human Rights

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

3.4 Related Council Policies and Procedures, include but are not limited to:

- Councillor Code of Conduct
- Councillor Workplace Bullying and Violence Policy
- Internet, Email and Web Browsing Policy
- Internal Equal Opportunity & Sexual Harassment Policy (Staff, #2012/09) (where a staff member is affected)

4. Definitions

| <i>Term</i> | <i>Definition</i> |
|----------------------------------|--|
| “Council” | means Knox City Council. |
| “Councillor” | means any person who holds the office of a Councillor of Knox City Council. |
| “Discrimination” | means direct or indirect discrimination on the basis of a protected attribute. |
| “Direct discrimination” | will occur if a person treats, or proposes to treat, a person with a protected attribute unfavourably because of that attribute. |
| “Indirect discrimination” | will occur where a person imposes, or proposes to impose, a requirement, condition or practice that has, or is likely to have, the effect of disadvantaging people with a protected attribute, and that is not reasonable. |
| “Equal Opportunity” | refers to the fair and equitable treatment of all people who are employed or seeking employment with Council. Equal opportunity seeks to identify and eliminate disadvantage. |



| <i>Term</i> | <i>Definition</i> |
|---|---|
| “Protected Attribute” | the personal characteristics which are protected by law and specified in Clause 5.1.2 |
| “Sexual Harassment” | Sexual Harassment is unwelcome conduct of a sexual nature. Sexual harassment can be physical, verbal or written. It involves behaviour that could reasonably be expected to make a person feel offended, humiliated or intimidated. |
| “Staff”, “staff member” or “member of staff” | means any Employee of Council whether permanent, temporary or casual, and includes contractors, and volunteers carrying out work for or on behalf of Knox City Council. |
| “Victimisation” | means victimisation as defined by relevant legislation. In general terms, a person victimises another person if the person subjects or threatens to subject the other person to any detriment because the other person has made a complaint of discrimination or sexual harassment; or because has given assistance, evidence or information in connection with a complaint or investigation of discrimination or sexual harassment. |
| “Vexatious Allegation” | means an allegation that is malicious and without reasonable cause. |
| “Vilification” | is behaviour that incites or encourages hatred of, serious contempt for, revulsion or severe ridicule of another person or group of people on the grounds of their race or religion. |
| “Workplace” | means a place, whether or not in a building or structure, where work or business events are carried out for or on behalf of Knox City Council. Where ever work is carried out on for or on behalf of Knox City Council is deemed to be a workplace. |

5. Council Policy

Council considers that any incident of discrimination, vilification, victimisation or sexual harassment is a serious breach of proper standards of conduct and professional behaviour. Such incidents will not be tolerated; or excused on the grounds of lack of intent or ignorance.

Council is committed to providing a work environment where people are treated fairly, and to implementing reasonable and proportionate measures to eliminate discrimination, victimisation and sexual harassment from the workplace.

Council is also committed to providing a workplace where no-one is victimised or suffers any reprisal for raising a concern or making a complaint of discrimination, vilification, victimisation or sexual harassment, or for participating in an associated investigation process.

Council and Councillors will model and promote appropriate standards of behaviour and where alleged inappropriate behaviour is observed or reported, take appropriate action (under the Councillors Code of Conduct or otherwise) to eliminate unlawful discrimination or harassment irrespective of whether a complaint is made.



5.1. What is Unlawful Discrimination?

- 5.1.1. Unlawful discrimination is discrimination on the basis of any of the protected attributes outlined in Clause 5.1.2 of this Policy, unless it has been necessary and permitted by law.
- 5.1.2. It is against the law to discriminate against a person on the basis of the following protected attributes:

| <i>Protected Attributes in Commonwealth Laws</i> | <i>Protected Attributes in Victorian Laws</i> |
|---|---|
| <ul style="list-style-type: none"> • Race (RDA) • Colour (RDA) • Descent (RDA) • National or ethnic origin (RDA) • Immigrant status (RDA) • Disability (DDA) • Religion (FWA) • Political opinion (FWA) • Sex (SDA) • Marital / relationship status (SDA) • Gender identity / intersex status (SDA) • Family responsibilities (SDA) • Pregnancy / potential pregnancy (SDA) • Breastfeeding (SDA) • Age (ADA) • Absence from work on maternity or paternity leave (FWA) | <ul style="list-style-type: none"> • Race (EOA) • Disability (EOA) • Religious belief or activity (EOA) • Political belief or activity (EOA) • Sex (EOA) • Sexual orientation (EOA) • Marital status (EOA) • Gender identity (EOA) • Status as a parent or carer (EOA) • Pregnancy (EOA) • Breastfeeding (EOA) • Age (EOA) • Industrial activity (EOA) • Physical features (EOA) • Lawful sexual activity (EOA) • Employment activity (EOA) • Expunged homosexual conviction (EOA) • Personal association with any of the above (EOA) |
| <p><i>Key:</i> RDA = Racial Discrimination Act 1975 DDA = Disability Discrimination Act 1992 SDA = Sex Discrimination Act 1984 ADA = Age Discrimination Act 2004 FWA = Fair Work Act 2009</p> | <p><i>Key</i> EOA = Equal Opportunity Act 2010</p> |

- 5.1.3. Unlawful discrimination may occur without any intention to discriminate, or without a person being aware they are discriminating. Motive and knowledge are irrelevant when assessing whether discrimination has taken place.

5.2. What is Lawful Discrimination?

There may be limited circumstances where it is necessary and lawful for Council to discriminate in the workplace.

This lawful discrimination is limited to circumstances where the discrimination is:

- permissible under State or Territory anti-discrimination laws
- based on the inherent requirements of the particular position concerned.



5.3. What is Sexual Harassment?

5.3.1. Sexual harassment is not gender specific behaviour and can be explicit or subtle.

Any of the following behaviours which may offend, humiliate or intimidate another person may constitute sexual harassment:

- an unwelcome sexual advance;
- an unwelcome request for sexual favours;
- engaging in any unwelcome conduct of a sexual nature;
- unwelcome comments about a person's sex life or physical appearance;
- suggestive behaviour such as leering and ogling;
- unnecessary physical intimacy such as brushing up against a person;
- sexually offensive comments, anecdotes or jokes;
- displaying sexually offensive visual material (such as photos, screen savers, pinups or calendars), reading material, objects or jokes;
- transmission of sexually explicit material via electronic/digital media or hard copy (such as sexually explicit emails or text messages);
- unwelcome sexual propositions, advances or continued requests to date;
- indecent assault or rape (also criminal offences);
- making any remark or statement with sexual connotations to a person or about a person in his or her presence, whether verbally or in writing;
- pinching, patting, touching or embracing;
- belittling comments based on sex role stereotyping;
- sexist behaviour.

It should be noted that the above is not an exhaustive list.

5.3.2. Conduct of a sexual nature may still be considered sexual harassment if it is in the presence of another person who finds the conduct intimidating, offensive or humiliating. Councillors should not assume that others will be happy to “play along” or tolerate sexually oriented conduct or comments. Perceived acceptance of sexually oriented conduct or comments may simply be the result of intimidation or a power imbalance in the employment relationship.

5.3.3. Sexual harassment is not behaviour that is based on mutual attraction, friendship and respect. If the interaction is consensual, welcome and reciprocated it is not sexual harassment.

5.4. What is vilification?

Behaviour likely to be considered racial or religious vilification includes, but is not limited to:

- making a racially abusive or racist comment, joke, song or gesture in a Knox City Council workplace;
- comments about the race or religion of a person that could incite contempt, ridicule of, or hatred for, that person or group of people;
- offensive racist comments or drawings on Council documentation; and
- making racist comments or jokes on e-forums, social network sites or blogs.

It is against the law to vilify, or assist someone to vilify, a person or group of people because of their race or religion.



6. Reports of Discrimination, Sexual Harassment, Vilification or Victimisation

- 6.1. Any report of discrimination, vilification, victimisation or sexual harassment will be treated seriously, with discretion, sensitivity and in a confidential manner.
- 6.2. Council has a duty of care to take a proactive approach to complaints relating to this Policy. Allegations that call into question the safety of Councillors or staff must be managed appropriately, and be investigated if necessary, in order for the Council and the CEO to meet their corporate and individual OHS obligations. This may mean that Council will take action even if Complainant does not wish to pursue the complaint.
- 6.3. While it is strongly encouraged to exhaust Council's internal processes to resolve any complaint of discrimination, vilification, victimisation or sexual harassment, the right exists to make an application to have the matter dealt with by the Equal Opportunity and Human Rights Commission or the Victorian Civil and Administrative Tribunal (VCAT).

7. Confidentiality

All persons who are party to complaints are required to maintain confidentiality. This includes Councillors, Managers, People & Culture staff, Governance staff, Contact Officers, OH&S Representatives, the complainant, the respondent, any witnesses assisting and those managing the process.

Witness statements taken as part of an investigation process are to be clearly marked as confidential documents.

The Chief Executive Office shall be responsible for ensuring that the secure filing of all documentation regarding any complaint

8. Making and Resolving Complaints

- 8.1. Council's response to any concern or complaint under this policy, including any associated investigation required, shall be timely, discrete, sensitive and confidential.
- 8.2. If a Councillor believes that they are being or have been sexually harassed, discriminated against, vilified or victimised, by another Councillor they should invoke the internal resolution procedure in the Councillor Code of Conduct.
- 8.3. If a staff member believes that they are being or have been sexually harassed, discriminated against, vilified or victimised, by a Councillor:
 - 8.3.1. They may pursue an informal resolution through the Chief Executive Officer, including if practicable a confidential mediation session.
 - 8.3.2. They may make a formal complaint about a Councillor by submitting a complaint in writing directly to the Chief Executive Officer.
 - a) The Chief Executive Officer will notify the Mayor and obtain legal advice as to whether or not the complaint should be investigated. The legal advice will consider the merits of the complaint and:
 - i. whether the allegation(s) appear to be frivolous, vexatious or politically motivated; and
 - ii. whether the allegation(s), if substantiated, would amount to a breach of relevant legislation, the Councillor Code of Conduct or Council's policies or procedures.



- b) If the legal advice recommends investigation:
 - i. the Chief Executive Office will notify the Mayor.
 - ii. the Mayor will inform the affected Councillor of the allegation;
 - iii. the CEO shall conduct an investigation of the complaint or appoint a suitably qualified person / organisation to conduct the investigation on his behalf;
 - c) Following conclusion of the CEO's investigation, the CEO may, following the receipt of legal advice:
 - i. refer the findings to the Chief Municipal Inspector or other appropriate authority for further investigation; and/or
 - ii. refer adverse findings to the Mayor to invoke Phase 3 of the internal resolution procedure under the Councillor Code of Conduct to appoint an arbiter to consider the findings of the investigation.
 - iii. refer favourable findings to the Mayor to inform the affected Councillor of the outcomes of the investigation.
- 8.3.3. In any instance where the Mayor is the subject of the complaint, the role of the Mayor in clause 8.3.2 shall be fulfilled by the Deputy Mayor, the immediate past Mayor, or another Councillor as appropriate in the discretion of the Chief Executive Officer.
- 8.4. If a Councillor believes that they are being or have been sexually harassed, discriminated against, vilified or victimised, by a staff member:
- 8.4.1. They may pursue an informal resolution through the Chief Executive Officer, including if practicable a confidential mediation session.
 - 8.4.2. They may make a formal complaint in writing directly to the Chief Executive Officer. The Chief Executive Officer will then action the matter in accordance with the internal Equal Opportunity & Sexual Harassment Policy and Procedure.
 - 8.4.3. Where any complaint involves the conduct of the Chief Executive Officer, it shall be managed in accordance with Division 4 of the Local Government Act 1989.
- 8.5. The resolution of an issue or complaint may be assisted by a Councillor electing, on a 'without admission basis', to:
- a) undertake restricted duties for the duration of any investigation, such as attending only formal Council, Special Committee or Issues Briefing meetings.
 - b) taking a leave of absence until the outcome of any investigation has been determined.
- 8.6. Any party to a complaint may be supported by a representative or support person.

9. 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 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.

Councillor Workplace Bullying and Violence

| | | | |
|----------------|-----------|----------------------|-------------------------------|
| Policy Number: | 2013/03 | Directorate: | Corporate Services |
| Approval by: | Council | Responsible Officer: | Manager Governance & Strategy |
| Approval Date: | 22/7/2019 | Version Number: | 3 |
| Review Date: | 30/7/2022 | | |

1. Purpose

Knox City Council strongly supports the ongoing development and implementation of initiatives and policies to eliminate and prevent workplace bullying and violence in the workplace.

This document is intended to inform and support Councillors and staff to:

- understand Council's obligations, and expectations;
- model and promote appropriate standards of behaviour; and
- where alleged inappropriate behaviour is observed or reported, take appropriate action;

in relation to workplace bullying and occupational violence.

2. Scope

This Policy applies to behaviour that occurs in the workplace, which includes:

- Any context with a connection to the business of Council or the duties of a Councillor; even if the behaviour occurs outside normal working hours;
- Any council related events such as conferences and council related social functions; and
- On the phone, through SMS, via email and via social media.

This Policy applies to all Councillors. This Policy also applies to staff in some circumstances, in conjunction with the Internal Workplace Bullying (OHS-014) Policy.



3. References

3.1 Knox Community and Council Plan

- Goal 8 - We have confidence in decision making

3.2 Acts of Parliament

- Occupational Health and Safety Act 2004 (Vic)
- Equal Opportunity Act 2010 (Vic)
- Equal Opportunity for Women in the Workplace Act 1999 (Cth)
- Fair Work Act 2009 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Privacy Act 1988 (Cth)
- Sex Discrimination Act 1984 (Cth)
- Racial Discrimination Act 1975 (Cth)
- Age Discrimination Act 2004 (Cth)
- Human Rights & Equal Opportunity Commission Act 1986 (Cth)
- Charter of Human Rights & Responsibilities Act 2006 (Vic)
- Racial and Religious Tolerance Act 2001 (Vic)
- Information Privacy Act 2000 (Vic)

3.3 Charter of Human Rights

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

3.4 Related Council Policies and Procedures, include but are not limited to:-

- Councillor Code of Conduct
- Councillor Equal Opportunity & Sexual Harassment Policy
- Internet, Email and Web Browsing Policy
- Internal Workplace Bullying (OHS-014) Policy (where a staff member is affected)

4. Definitions

| <i>Term</i> | <i>Definition</i> |
|------------------------------------|---|
| “Council” | means Knox City Council |
| “Councillor” | means any person who holds the office of a councillor of the Knox City Council. |
| “Physical attack” | means the direct or indirect application of force by a person to the body of, or to clothing or equipment worn by another person, where that application creates a risk to health and safety. |
| “Repeated behaviour” | means the persistent nature of the behaviour and can refer to a range of behaviours over time. |
| “Risk to Health and Safety” | includes risk to the physical or mental health of that person. |



| Term | Definition |
|---|---|
| “Social Media” | means services that are primarily web-based and provide a collection of various ways for users to interact, which include, but are not limited to chat, messaging, email, computer, internet, intranet, video, voice chat, file sharing, blogging and discussion groups. |
| “Threat” | means a statement or behaviour that causes a person to believe they are in danger of being physically and/or psychologically attacked. |
| “Unreasonable behaviour” | means behaviour that a reasonable person, having considered the circumstances, would see as unreasonable, including: <ul style="list-style-type: none"> • behaviour of an individual or a group; • behaviour that is victimising, humiliating, intimidating or threatening; and • behaviour that uses a system of work as a means of victimising, humiliating, undermining or threatening |
| “Victimisation” | means victimisation as defined by relevant legislation. In general terms, a person victimises another person if the person subjects or threatens to subject the other person to any detriment because the other person has made a complaint of discrimination or sexual harassment; or because has given assistance, evidence or information in connection with a complaint or investigation of discrimination or sexual harassment. |
| “Workplaces” | means a place, whether or not in a building or structure, where work or business events are carried out for or on behalf of Knox City Council. Where ever work is carried out on for or on behalf of Knox City Council is deemed to be a workplace. |
| “Staff”, “staff member” or “member of staff” | means any employee of Council whether permanent or temporary or casual, and includes contractors, and volunteers carrying out work for or on behalf of Knox City Council |

5. Council Policy

Council considers any incident of workplace bullying or occupational violence to be a serious breach of proper standards of conduct and professional behaviour. Such incidents will not be tolerated; or excused on the grounds intent or ignorance.

Council is committed to providing an open, friendly and harmonious working environment that is free from workplace bullying and occupational violence.

Council is also committed to providing a workplace where no-one is victimised or suffers any reprisal for raising a concern or making a complaint of bullying or occupational violence, or for participating in an associated investigation process.

Council and Councillors will model and promote appropriate standards of behaviour and where alleged inappropriate behaviour is observed or reported, take appropriate action (under the Councillors Code of Conduct or otherwise) to eliminate bullying and occupational violence irrespective of whether a complaint is made.



5.1. What is Workplace Bullying?

Workplace bullying is repeated instances of unreasonable behaviour directed towards a Councillor; staff member; or group of staff members or Councillors; that creates a risk to health and safety.

A broad range of behaviours can be workplace bullying and these behaviours can be direct or indirect.

Examples of direct workplace bullying include repeated instances of:

- Verbal abuse, including swearing or shouting
- Aggressive or intimidating conduct
- Abusive or intimidating emails, letters or other forms of electronic or written communication, social media;
- Spreading rumours or innuendo about someone;
- Intimidation;
- Putting someone down; and
- Interfering with someone's personal property or work equipment.
- Pressure to behave in an inappropriate manner;

Examples of indirect workplace bullying include repeated instances of:

- Unjustified criticism or complaints;
- Deliberately excluding someone from workplace activities;
- Assigning tasks not within the position description that are unreasonably above or below a worker's ability;
- Making impossible requests of workers or requests that are unreasonably above or below a worker's ability
- Deliberately changing work arrangements such as rosters and leave with the intent of inconveniencing particular workers;
- Deliberately withholding or denying information that is vital for effective work performance; and
- Unreasonable, excessive scrutiny at work.

5.2. What is Occupational Violence?

Occupational Violence is any incident where a Councillor or staff member is threatened or physically attacked by direct or indirect application of force that creates a risk to health and safety with or without consideration of the attackers intent, including:

- striking, scratching, biting, spitting or any other type of direct physical contact;
- throwing objects;
- attacking with any type of weapon;
- pushing, shoving, tripping or grabbing; and
- any form of indecent physical contact.

Physical assault is a criminal matter and should be referred to the police. Some forms of workplace bullying may be an offence under criminal law (e.g. threats to harm someone and damage to property).



5.3. Responsibility to Prevent Workplace Bullying

Council has a legal responsibility to ensure that its decisions and policies do not promote workplace bullying in the workplace and all incidents of workplace bullying are dealt with appropriately. Council also has the additional obligations to take reasonable steps to prevent its staff members from being bullied or physically threatened by Councillors.

Councillors have an obligation to uphold the General Councillor conduct principles which require a Councillor to act lawfully and to treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other Councillors, Council staff and other persons.

Council considers that workplace bullying is a serious breach of the Occupational Health and Safety Act and Council's Values and Behaviours, including proper standards of conduct and professional behaviour, which will not be tolerated.

6. Reports of Bullying, Occupational Violence, Vilification or Victimisation

- 6.1. Any report of discrimination, vilification, victimisation or sexual harassment will be treated seriously, with discretion, sensitivity and in a confidential manner
- 6.2. Council has a duty of care to take a proactive approach to complaints relating to this Policy. Allegations that call into question the safety of Councillors or staff must be managed appropriately, and be investigated if necessary, in order for the Council and the CEO to meet their corporate and individual OHS obligations. This may mean that Council will take action even if Complainant does not wish to pursue the complaint.
- 6.3. While it is strongly encouraged to exhaust Council's internal processes to resolve any complaint of discrimination, vilification, victimisation or sexual harassment, the right exists to make an application to have the matter dealt with by the Equal Opportunity and Human Rights Commission or the Victorian Civil and Administrative Tribunal (VCAT).

7. Confidentiality

All persons who are party to complaints are required to maintain confidentiality. This includes Councillors, Managers, People & Culture, Contact Officers, OH&S Representatives, the complainant, the respondent, any witnesses assisting and those managing the process. Witness statements taken as part of an investigation process are to be clearly marked as confidential documents.

The Chief Executive Officer shall be responsible for ensuring the secure filing of all documentation regarding any complaint

8. Making and Resolving Complaints

- 8.1. Council's response to any concern or complaint under this policy, including any associated investigation required, shall be timely, discrete, sensitive and confidential.
- 8.2. If a Councillor believes that they have experienced workplace bullying or occupational violence by another Councillor they should invoke the internal resolution procedure in the Councillor Code of Conduct.



- 8.3. If staff member believes that they have experienced workplace bullying or occupational violence by a Councillor:
- 8.3.1. They may pursue an informal resolution through the Chief Executive Officer, including if practicable a confidential mediation session.
 - 8.3.2. They may make a formal complaint about a Councillor by submitting a complaint in writing directly to the Chief Executive Officer.
 - a) The Chief Executive Officer will notify the Mayor and obtain legal advice as to whether or not the complaint should be investigated. The legal advice will consider the merits of the complaint and:
 - i. whether the allegation(s) appears to be frivolous, vexatious or politically motivated; and
 - ii. whether the allegation(s), if substantiated, would amount to a breach of relevant legislation, the Councillor Code of Conduct or Council's policies or procedures.
 - b) If the legal advice recommends investigation:
 - i. the Chief Executive Officer will notify the Mayor.
 - ii. the Mayor will inform the affected Councillor of the allegation;
 - iii. the Chief Executive Officer shall conduct an investigation of the complaint or appoint a suitably qualified person / organisation to conduct the investigation on his/her behalf;
 - c) Following conclusion of the Chief Executive Officer's investigation, the Chief Executive Officer may, following the receipt of legal advice:
 - i. refer the findings to the Chief Municipal Inspector or other appropriate authority for further investigation; and/or
 - ii. refer adverse findings to the Mayor to invoke Phase 3 of the internal resolution procedure under the Councillor Code of Conduct to appoint an arbiter to consider the findings of the investigation.
 - iii. refer favourable findings to the Mayor to inform the affected Councillor of the outcomes of the investigation.
 - 8.3.3. In any instance where the Mayor is the subject of the complaint, the role of the Mayor in clause 8.3.2 shall be fulfilled by the Deputy Mayor, the immediate past Mayor, or another Councillor as appropriate in the discretion of the Chief Executive Officer.
- 8.4. If a Councillor believes that they are or have experienced workplace bullying or occupational violence by a staff member:
- 8.4.1. They may pursue an informal resolution through the Chief Executive Officer, including if practicable a confidential mediation session.
 - 8.4.2. They may make a formal complaint in writing directly to the Chief Executive Officer. The Chief Executive Officer will then action the matter in accordance with the internal Workplace Bullying Policy and Workplace Bullying Resolutions Procedure.
 - 8.4.3. Where any complaint involves the conduct of the Chief Executive Officer it shall be managed in accordance with Division 4 of the Local Government Act 1989.



- 8.5. The resolution of an issue or complaint may be assisted by a Councillor electing, on a 'without admission basis', to:
- a) undertake restricted duties for the duration of any investigation, such as attending only formal Council, Special Committee or Issues Briefing meetings.
 - b) taking a leave of absence until the outcome of any investigation has been determined.
- 8.6. Any party to a complaint may be supported by a representative or support person.

9. 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 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.

KNOX POLICY

COUNCILLOR EQUAL OPPORTUNITY & SEXUAL HARASSMENT POLICY

| | | | |
|-----------------------|--------------|-----------------------------|-----------------------|
| Policy Number: | 2013/02 | Directorate: | Corporate Development |
| Approval by: | Council | Responsible Officer: | Manager - Governance |
| Approval Date: | 9 April 2013 | Version Number: | 2 |
| Review Date: | 9 April 2017 | | |

1. PURPOSE

To outline Knox City Council's policy in relation to discrimination, vilification, victimisation and sexual harassment.

Council is committed to providing a work environment where people are treated fairly. It aims to ensure an understanding of Council's expectations in relation to equal opportunity and the prevention of sexual harassment in the workplace.

Council recognises that discrimination, vilification, victimisation and sexual harassment are unacceptable and strongly supports the ongoing development and implementation of initiatives and policies to eliminate and prevent discrimination, vilification, victimisation and sexual harassment in the workplace.

Under legislation, Council has a positive duty to take reasonable and proportionate measures to eliminate discrimination, victimisation and sexual harassment from the workplace.

2. SCOPE

This Policy applies to all Councillors.

3. REFERENCES

3.1 Council Plan

- A Well Governed and Leading Organisation

3.2 Relevant Legislation

Includes but is not limited to:

- Age Discrimination Act 2004 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Fair Work Act 2009 (Cth)
- Human Rights and Equal Opportunity Commission Act 1986 (Cth)

EQUAL OPPORTUNITY & SEXUAL HARASSMENT POLICY

- Racial Discrimination Act 1975 (Cth)
- Sex Discrimination Act 1984 (Cth)
- Privacy Act 1988 (Cth)
- Equal Opportunity Act 2010 (Vic)
- Racial & Religious Tolerance Act 2001 (Vic)
- Occupational Health and Safety Act 2004 (Vic)
- Information Privacy Act 2000 Victoria (Vic)
- Victorian Charter of Human Rights and Responsibilities Act 2006 (Vic)

3.3 *Charter of Human Rights*

This Policy has been assessed against and complies with the Victorian Charter of Human Rights.

3.4 *Related Council Policies and Procedures, include but are not limited to:*

- Councillor Code of Conduct
- Workplace Bullying and Violence Policy
- Internet, Email and Web Browsing Policy

4. DEFINITIONS

In this Policy:

| | |
|----------------------------------|--|
| “Council” | means Knox City Council. |
| “Councillor” | means any person who holds the office of a member of Knox City Council. |
| “Discrimination” | unlawful discrimination can be direct or indirect. |
| “Direct discrimination” | will occur if a person treats, or proposed to treat, a person with a protected attribute unfavourably because of that attribute. |
| “Indirect discrimination” | will occur where a person imposes, or proposes to impose, a requirement, condition or practice that has, or is likely to have, the effect of disadvantaging people with a protected attribute, and that is not reasonable. |
| “Equal Opportunity” | refers to the fair and equitable treatment of all people who are employed or seeking employment with Council. Equal opportunity seeks to identify and eliminate disadvantage. |

EQUAL OPPORTUNITY & SEXUAL HARASSMENT POLICY

| | |
|-------------------------------|---|
| “Sexual Harassment” | Sexual Harassment is unwelcome conduct of a sexual nature. Sexual harassment can be physical, verbal or written. It involves behaviour that could reasonably be expected to make a person feel offended, humiliated or intimidated. |
| “Staff” | means any Employee of Council whether permanent or temporary or casual. |
| “Victimisation” | A person victimises another person if they subject them to, or threaten them to unfair treatment because they have either made a complaint of discrimination or sexual harassment, or assisted a person making such a complaint. |
| “Vexatious Allegation” | means an allegation that is malicious and without reasonable cause. |
| “Vilification” | is behaviour that incites or encourages hatred of, serious contempt for, revulsion or severe ridicule of another person or group of people on the grounds of their race or religion. |
| “Workplace” | means a place, whether or not in a building or structure, where work or business events are carried out for or on behalf of Knox City Council. Where ever work is carried out on for or on behalf of Knox City Council is deemed to be a workplace. |

5. COUNCIL POLICY

Council considers that any incident of discrimination, vilification, victimisation or sexual harassment is a serious breach of proper standards of conduct and professional behaviour, and will not be tolerated. If a Councillor is found to have discriminated against, victimised or sexually harassed any other worker or clients, action will be taken in accordance with the Councillor Code of Conduct.

5.1 *Unlawful Discrimination*

5.1.1 Discrimination on the basis of any of the protected personal characteristics outlined in Clause 5.1.2 of this Policy will not be tolerated, unless it has been necessary and permitted by law.

5.1.2 Under the Equal Opportunity Act 2010, it is against the law to discriminate against a person on the basis of the following protected attributes:

EQUAL OPPORTUNITY & SEXUAL HARASSMENT POLICY

- Age
- Breastfeeding
- Carer Status
- Disability
- Gender Identity
- Industrial Activity
- Employment Activity
- Lawful sexual activity
- Marital status
- Parental status
- Physical features
- Political belief or activity
- Pregnancy
- Race (including colour, nationality, ethnicity and ethnic origin)
- Religious belief or activity
- Sex
- Sexual orientation
- Personal association with someone who has, or is assumed to have, any of these personal characteristics

5.1.3 A person may discriminate against another person without any intention to discriminate, or without being aware they are discriminating. Motive and knowledge are irrelevant when assessing whether discrimination has taken place.

5.1.4 Unless necessary and permitted by law, Council will not discriminate against any person by denying or limiting access to employment, promotion, transfer, training or other benefits or by dismissing any person that is considered discriminatory on the basis of protected attributes.

5.2 Lawful Discrimination

There may be limited circumstances where it is necessary and lawful for Council to discriminate in the workplace. This lawful discrimination is limited for the following circumstances:

- To meet genuine and reasonable requirements of employment;
- To take into account special limitations that a person's impairment or physical features may impose on the capacity to undertake the employment; and
- To protect the health and safety and property of any person or member of the public.

EQUAL OPPORTUNITY & SEXUAL HARASSMENT POLICY

5.3 Sexual Harassment

5.3.1 Sexual harassment in the work environment (including at training programs, conferences, work functions) is not permissible and will not be tolerated.

5.3.2 Sexual harassment is not gender specific behaviour and can be explicit or subtle. Sexual harassment may constitute any of the following behaviours which may offend, humiliate or intimidate another worker. Examples include but are not limited to:

- an unwelcome sexual advance;
- an unwelcome request for sexual favours;
- engaging in any unwelcome conduct of a sexual nature;
- unwelcome comments about a person's sex life or physical appearance;
- suggestive behaviour such as leering and ogling;
- unnecessary physical intimacy such as brushing up against a person;
- sexually offensive comments, anecdotes or jokes;
- displaying sexually offensive visual material (such as photos, screen savers, pinups or calendars), reading material, objects or jokes;
- transmission of sexually explicit material via electronic/digital media or hard copy (such as sexually explicit emails or text messages);
- unwelcome sexual propositions, advances or continued requests to date;
- indecent assault or rape (also criminal offences);
- making any remark or statement with sexual connotations to a person or about a person in his or her presence, whether verbally or in writing;
- pinching, patting, touching or embracing;
- belittling comments based on sex role stereotyping;
- sexist behaviour.

5.3.3 Conduct of a sexual nature may still be considered sexual harassment if it is in the presence of another person who finds the conduct intimidating, offensive or humiliating. Councillors should not assume that others will be happy to "play along" or tolerate sexually oriented conduct or comments. Perceived acceptance of sexually oriented conduct or comments may simply be the result of intimidation.

5.3.4 Sexual harassment is not behaviour that is based on mutual attraction, friendship and respect. If the interaction is consensual, welcome and reciprocated it is not sexual harassment.

EQUAL OPPORTUNITY & SEXUAL HARASSMENT POLICY

6. VICTIMISATION

No one is to be victimised or suffer any reprisal for:

- Raising a concern or making a complaint of discrimination, vilification or sexual harassment;
- Exercising a right to lodge a complaint with the relevant authority; and
- Acting as witness as part of the investigation process.

7. VILIFICATION

It is against the law to vilify, or assist someone to vilify, a person or group of people because of their race or religion. Behaviour likely to be considered racial or religious vilification includes, but is not limited to:

- making a racially abusive or racist comment, joke, song or gesture in a Knox City Council workplace;
- comments about the race or religion of a person that could incite contempt, ridicule of, or hatred for, that person or group of people;
- offensive racist comments or drawings on Council documentation; and
- making racist comments or jokes on e-forums, social network sites or blogs.

8. REPORTS OF DISCRIMINATION, SEXUAL HARASSMENT, VILIFICATION OR VICTIMISATION

- 8.1 Any report of discrimination, vilification, victimisation or sexual harassment will be treated seriously and sensitively by Council and, if investigated will be done confidentially and as quickly as is reasonably possible.
- 8.2 Intent or ignorance will not be considered an excuse in relation to discrimination, vilification, victimisation or sexual harassment.
- 8.3 Council has a duty of care to take a proactive approach to managing a complaint relating to this Policy and this may mean that Council will take action where the Complainant does not wish to pursue the complaint.
- 8.4 While it is strongly encouraged to exhaust Council's internal processes to resolve a complaint of discrimination, vilification, victimisation or sexual harassment, the right exists to make an application to have the matter dealt with by the Equal Opportunity and Human Rights Commission or the Victorian Civil and Administrative Tribunal (VCAT).

EQUAL OPPORTUNITY & SEXUAL HARASSMENT POLICY

9. CONFIDENTIALITY

All persons who are party to complaints are required to maintain confidentiality. This includes Councillors, Managers, People Performance, Contact Officers, OH&S Representatives, the complainant, the respondent, any witnesses assisting and those managing the process. Witness statements taken as part of an investigation process are to be clearly marked as confidential documents.

10. DOCUMENTATION

All documents relating to the complaint will be kept in a sealed file maintained by the Chief Executive Officer.

11. REPRESENTATION

Either party may be supported by a representative in any complaint relating to a breach of this policy. Legal representation is not permitted for either party in a matter that is handled internally.

12. BREACH OF THIS POLICY

Following an investigation, and where a breach of this Policy has been substantiated, action will be taken in accordance with the Councillor Code of Conduct.

KNOX POLICY



COUNCILLOR WORKPLACE BULLYING AND VIOLENCE POLICY

| | | | |
|-----------------------|--------------|-----------------------------|-----------------------|
| Policy Number: | 2013/03 | Directorate: | Corporate Development |
| Approval by: | Council | Responsible Officer: | Manager - Governance |
| Approval Date: | 9 April 2013 | Version Number: | 2 |
| Review Date: | 9 April 2017 | | |

1. PURPOSE

To outline Knox City Council's Policy in relation to Workplace Bullying & Violence and its obligations in accordance with Occupational Health and Safety legislation. Council is committed to providing an open, friendly and harmonious working environment that is free from workplace bullying and violence. Council strongly supports the ongoing development and implementation of initiatives and policies to eliminate and prevent workplace bullying and violence in the workplace. Council recognises that workplace bullying and violence is unacceptable and that it is not aligned with our organisational values and behaviours.

2. SCOPE

This Policy applies to all Councillors.

3. REFERENCES

3.1 Acts of Parliament

- Occupational Health and Safety Act 2004 (Vic)
- Equal Opportunity Act 2010 (Vic)
- Equal Opportunity for Women in the Workplace Act 1999 (Cth)
- Fair Work Act 2009 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Sex Discrimination Act 1984 (Cth)
- Racial Discrimination Act 1975 (Cth)
- Age Discrimination Act 2004 (Cth)
- Australian Human Rights Commission Act 1986 (Cth)
- Charter of Human Rights & Responsibilities Act 2006 (Vic)
- Racial and Religious Tolerance Act 2001 (Vic)
- Information Privacy Act 2000 (Vic)

WORKPLACE BULLYING AND VIOLENCE POLICY

4. DEFINITIONS

In this Policy:

“Council” means Knox City Council

“Councillor” means any person who holds the office of a member of the Knox City Council.

5. COUNCIL POLICY

5.1 What is Workplace Bullying

Workplace bullying is repeated instances of unreasonable behaviour directed towards a worker, or group of workers, that creates a risk to health and safety. A broad range of behaviours can be workplace bullying and these behaviours can be direct or indirect.

Examples of direct workplace bullying include repeated instances of:

- Verbal abuse, including swearing or shouting;
- Abusive or intimidating emails, letters or other forms of electronic or written communication, social media;
- Spreading rumours or innuendo about someone;
- Intimidation;
- Putting someone down; and
- Interfering with someone’s personal property or work equipment.

Examples of indirect workplace bullying include repeated instances of:

- Unjustified criticism or complaints;
- Deliberately excluding someone from workplace activities;
- Assigning tasks not within the position description that are unreasonably above or below a worker’s ability;
- Giving workers impossible assignments;
- Deliberately changing work arrangements such as rosters and leave with the intent of inconveniencing particular workers;
- Deliberately withholding or denying information that is vital for effective work performance; and
- Unreasonable, excessive scrutiny at work.

WORKPLACE BULLYING AND VIOLENCE POLICY

Within this definition:

“unreasonable behaviour” means behaviour that a reasonable person, having regard to all the circumstances, would expect it to victimise, humiliate, undermine or threaten

“behaviour” includes actions of individuals or a group, and may involve using a system of work as a means of victimising, humiliating, undermining or threatening

“risk to health and safety” includes risk to the mental or physical health of the employee

5.2 What is Occupational Violence

Occupational Violence is any incident where an employee is threatened or physically attacked by direct or indirect application of force that creates a risk to health and safety with or without consideration of the attackers intent, including:

- striking, scratching, biting, spitting or any other type of direct physical contact;
- throwing objects;
- attacking with any type of weapon;
- pushing, shoving, tripping or grabbing; and
- any form of indecent physical contact.

Within this definition:

“threat” means a statement or behaviour that causes a person to believe they are in danger of being physically attacked

“physical attack” means the direct or indirect application of force by a person to the body of, or to clothing or equipment worn by, another person, where that application creates a risk to health and safety.

Physical assault is a criminal matter and should be referred to the police. Some forms of workplace bullying may be an offence under criminal law (e.g. threats to harm someone and damage to property).

5.3 Responsibility to Prevent Workplace Bullying

Council has a legal responsibility to ensure that its decisions and policies do not promote workplace bullying in the workplace and all incidents of workplace bullying are dealt with appropriately. Council also has the additional obligations to take reasonable steps to prevent its staff members from being bullied or physically threatened by Councillors.

WORKPLACE BULLYING AND VIOLENCE POLICY

Council considers that workplace bullying is a serious breach of the Occupational Health and Safety Act and Council's Values and Behaviours, including proper standards of conduct and professional behaviour, which will not be tolerated. If a Councillor is found to have bullied or physically threatened any staff member, action in accordance with the Code of Conduct will be taken.

Any allegation of workplace bullying will be treated seriously and sensitively by Council and, at the request of the complainant will be investigated confidentially and quickly.

Council will support a staff member where it is alleged that the staff member has been bullied by a Councillor(s).

6. CONFIDENTIALITY

All persons who are party to complaints are required to maintain confidentiality. This includes Councillors, Managers, People Performance, Contact Officers, OH&S Representatives, the complainant, the respondent, any witnesses assisting and those managing the process. Witness statements taken as part of an investigation process are to be clearly marked as confidential documents.

7. DOCUMENTATION

All documents relating to the complaint will be kept in a sealed file maintained by the Chief Executive Officer.

8. VICTIMISATION

No one is to be victimised or suffer any reprisal for:

- Making a complaint of workplace bullying or violence;
- Exercising a right to lodge a complaint with the relevant authority; and
- Acting as witness as part of the investigation process.

9. REPRESENTATION

Either party may be supported by a representative in any complaint relating to Workplace Bullying. Legal representation is not permitted for either party in a Workplace Bullying matter that is handled internally.

10. BREACH OF THIS POLICY

Following an investigation, and where a breach of this Policy has been substantiated, action in accordance with the Code of Conduct will be taken.

10.3 Knox City Council Attendance at the Australian Local Government Association National Assembly 2019

SUMMARY: Chief Executive Officer, Tony Doyle

This report seeks to brief Council of the activities and learnings from the 2019 Australian Local Government Association General Assembly, held in Canberra from 16 June 2019 to 19 June 2019.

RECOMMENDATION

That Council note and receive the report on the Australian Local Government Association National Assembly 2019.

1. INTRODUCTION

Representing Knox City Council at the 2019 Australian Local Government Association (ALGA) General Assembly in Canberra was Cr Jake Keogh, Mayor, Cr Peter Lockwood, Deputy Mayor, Cr Tony Holland and Tony Doyle, Chief Executive Officer.

The General Assembly is convened annually and is the peak annual event for local Government in Australia. The assembly attracts representations from the 527 Councils across Australia and in 2019 attracted 880 delegates. The theme of the 2019 conference was Future Focused.

The General Assembly is an important development forum for Councillors and officers. It also provides an invaluable opportunity for Local Government to engage directly with the Federal Government, to develop national policy and learn about industry best practice. Speakers at the General Assembly include local government leaders, national political leaders and leading Australian experts and academics from fields of interest and relevance to local government.

2. DISCUSSION

2.1 General Assembly

The conference opening was Sunday 16 June 2019 and provided attendees with an opportunity to view exhibitions from sponsors and vendors. Of particular note amongst these were:

- Microsoft Australia: This stand provided an opportunity to view and try the latest devices as well as discuss platform solutions with Microsoft staff. Council's Lean thinking program is leading to opportunities for field staff to access systems on the go and undertake administrative tasks without the need to return to the office. The most recent generation of devices will support our desire to provide staff with a fully mobile office through having full pc capability in very a very portable size. A relationship is already held with Microsoft by Council's IT department. Follow up to be undertaken by CEO with the IT department.
- UniPhi: UniPhi have an impressive suite of project management software that support all functions of a Project Management Office, including budgeting, resource planning, project collaboration, reporting and issues management. Follow up to be undertaken by Council's Project Management Office.

- Bannercode: This organisation is a leader in street pole banner raise & display systems. Information has been passed onto the Director of Engineering & Infrastructure.
- Pronester Planner: Pronester provides meeting management systems. Information passed onto Manager Governance.
- Postvention Australia: Postvention is the national association for the bereaved by suicide, responding to the grief, trauma and distress by all those impacted by a suicide death. Information passed onto Manager Community Well Being.
- IT Security/Firewall: Discussions were held with a number of data security vendors regarding latest developments.

Assembly speakers over the two and a half days were informative across a range of topics including key note speakers on politics, technology, community engagement and innovation. Speakers included the Acting Prime Minister and several Members of Parliament.

The conference program is attached as Attachment 1.

The conference was opened by the Acting Prime Minister, The Hon. Michael McCormack. The Deputy Prime Ministers comments included:

- Reflected on the importance of local government as the first tier of government closest to the community.
- Acknowledgment of the depth and breadth of services local government provide.
- A critical focus of the Federal Government was its infrastructure agenda, which included \$4bn for urban congestion.
- Information regarding the Building Better Regions Fund which needs to be for important community infrastructure projects.
- Acknowledgement that local government should be recognised in the constitution, but the timing of a referendum needed to be driven by likelihood of a public vote being successful.
- A commitment that the level of funding in the Roads to Recovery program would continue, which the government increased by 25% increase in last budget.
- The 550th mobile tower under the Federal Mobile Black Spot program has just been opened.
- An invitation to send details of smaller infrastructure projects to the department for consideration.

ALGA President David O'Loughlin followed the Acting Prime Minister and spoke about ALGA's advocacy agenda, noting achievements over the last year including:

- Reflected on change political landscape since last year's election
- The changes to Roads to Recovery Program and the making Bridges Renewal Program permanent
- Protection of communities from impacts natural disasters with \$200m over 4 years
- Freight routes productivity improvement with \$6m for engineering assessments, however have been unsuccessful so far with first and last mile transport funding
- \$100m over 4 years to promote healthier communities
- \$100m supporting communities going digital
- Mobile blackspot funding
- Unsuccessful getting LG federal funding restored to 1% of Commonwealth tax revenue

The ALGA President called for Councils to acknowledge their Financial Assistance Grants publically through annual reports, budget documents and media releases.

Other speakers of note included:

- Australia's Future Infrastructure Challenges: The 2019 Australian Infrastructure Audit and What it Means for Local Government — Romilly Madew AO, Chief Executive, Infrastructure Australia. This was a very informative presentation detailing the challenges of population growth, particularly its concentration on infill within Australia's largest cities, with three quarters of the growth occurring in major centres.
- "The Role of Local Government in Housing Australians in the 21st Century", Professor Andrew Beer, Dean of Research and Innovation, UniSA Business School and "Why and How Local Government and the Private Sector Should Work Together to Increase Affordable Housing", Robert Pradolin, Founding Board Member, Housing All Australians Gary Spivak, Housing Development Officer, City of Port Phillip. These presentations provided a spot light on housing in Australia and the role Local Government has to play. Presentations from these sessions are attached as Attachment 2 and Attachment 3. Housing All Australians was particularly insightful detailing examples of private and public sector collaboration to address the chronic shortage of low income housing. This emerging appetite for the private sector to be part of the solution on a pro bono basis could have application in Knox. Follow up will be undertaken by Council's CEO.

Motions at the General Assembly were debated across a number of sessions and the resolutions are attached as Attachment 4.

Knox City Council's resolution calling for the Federal Government to co-fund citizenship with Local Government was strongly supported and carried. The following resolution was carried:

'That the National General Assembly calls on the Federal Government to provide a financial contribution to local government in recognition of its role in the administration of the Australian citizenship program.'

Other topics of note were:

- Constitutional recognition for Local Government
- Increase in Federal Assistance Grants to pre freezing of indexation levels
- Road funding
- Transport
- Climate change
- Water Management
- Homelessness
- Waste/recycling

2.2 Advocacy

The location of the General Assembly has traditionally made the event an important opportunity to build political relationships in Canberra and advocate for policies and funding that would benefit the Knox community.

Meetings conducted over the last two ALGA conferences have been instrumental in Council securing a substantial amount of grant funding for projects.

Due to this year's event closely following the Federal election, Parliament was not sitting which meant the majority of politicians were not in Canberra. One meeting was held with a Senator during which we discussed a number of projects of importance to the Knox Community, including transport, modular change facilities.

3. CONSULTATION

No consultation was undertaken in relation to this report.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no environmental or amenity issues in relation to this report.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The total cost of Councils attendance at the General Assembly General was \$10,939.78, inclusive of travel, accommodation, meals and conference registration.

6. SOCIAL IMPLICATIONS

There are no direct social implications from this report.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 8 - We have confidence in decision making

Strategy 8.1 - Build, strengthen and promote good governance practices across government and community organisations

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author and Officer Responsible - Chief Executive Officer, Tony Doyle - In providing this advice as the Author, I have no disclosable interests in this report.

9. CONCLUSION

The General Assembly is Australia's largest and most influential gathering of local government councillors, mayors and officers. This year's theme 'Future Focused' reflects the forward thinking the sector is undertaking.

Knox City Council representatives at this year's General Assembly benefited from attending and learning from this informative program, whilst also having the unique opportunity to advocate and lobby on behalf of the Knox community.

10. CONFIDENTIALITY

There are no items of a confidential nature in this report.

Report Prepared By: Chief Executive Officer, Tony Doyle

Report Authorised By: Chief Executive Officer, Tony Doyle

Attachments

1. NGA Conference Program [**10.3.1 - 52 pages**]
2. Australia's Future Infrastructure Challenges [**10.3.2 - 15 pages**]
3. The Role of Local Government in Housing Australians in the 21st Century [**10.3.3 - 15 pages**]
4. ALGA Motions and Resolutions [**10.3.4 - 23 pages**]

**Future
Focused**

NGA 19

16—19 June 2019, Canberra
National Convention Centre

**Conference
Handbook**



 AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

Celebrating 25 Years of NGA

NGA 19

Foundation Sponsors



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Australian Packaging Covenant Organisation
Destined > ALGWA > Detpak | RecycleMe™

National General Assembly
16–19 June 2019



Dear Colleagues,

Welcome to the 25th National General Assembly of Local Government where you will meet and share with delegates from across the country as we explore this year's Assembly theme, *Future Focused*.

This NGA provides the first opportunity to probe and influence the policies Scott Morrison's renewed Federal Government will implement over the next three years. Debate on council motions will allow you to shape our relationship with the government and make clear our requests for partnerships, policies and leadership.

As 2019 marks the International Year of Indigenous Languages, it's an honour for ALGA to host a special panel on first languages in Australia on June 17. Melinda Holden, Karina Lester and Geoff Anderson will share their expertise on *Unlocking the Treasure of Australia's First Languages*.

Addressing affordable housing remains a major concern for local governments across Australia. On Tuesday June 18, Alan Morris of the University of Technology Sydney will discuss affordability impacts in our largest cities and regional and rural centres. He will be followed by two PhD candidates, Laura Hodgson, and Lenka Thompson, who will share their respective research on their research on how Airbnb has changed housing markets, and how councils can assist with affordable housing.

Other challenging and exciting discussions include community and council experiences with alcohol and drug problems, and dealing with recycling and climate change.

The NGA also provides a chance for delegates to meet our exhibitors and discover the latest developments in recycling technologies, LED lighting, indigenous procurement, government funding, and much more. With lots of discussion about electric vehicles and what the technology means for the future of transport in Australia, we're delighted to announce that Nissan Australia has provided two of its newest electric cars, the second generation Leaf, to the Assembly, two months before it goes on sale. I look forward to test driving it, and encourage you too to get behind the wheel.

As with every year, delegates will also have the opportunity for networking. The NGA is the only event on the local government calendar that truly brings councils together nationwide to meet, celebrate, learn and build relationships.

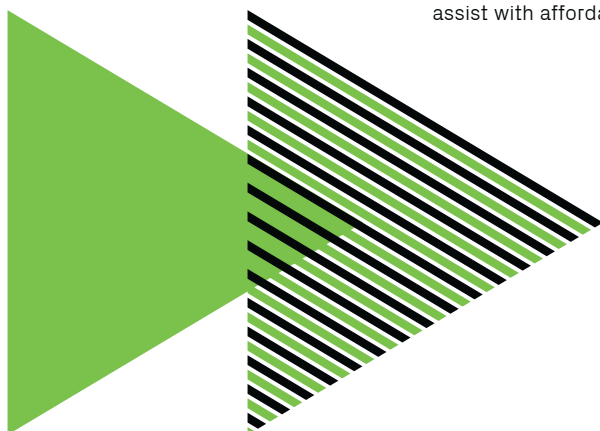
The 25th NGA is the biggest yet. I want to thank our ALGA team and Conference Coordinators for all their hard work in drawing this event together. I also wish to thank our foundation sponsors McArthur, JLT and the Department of Infrastructure, without whose support our Assembly would not be possible.

I hope you enjoy the Assembly, feel inspired and challenged by our speakers, meet our exhibitors and fellow delegates, and can apply some of what you've learned to your local community.

Here's to a successful NGA!

A handwritten signature in black ink, appearing to read 'David O'Loughlin'.

Mayor David O'Loughlin
ALGA President



Program

SUNDAY 16 JUNE

05:00pm Welcome Reception & Exhibition Opening
07:00pm National Convention Centre
Sponsored by: **Tyre Stewardship Australia**
Lina Goodman, CEO, Tyre Stewardship Australia
Mat Jones, CEO, Soldier On Australia

MONDAY 17 JUNE

09:00am **Opening Ceremony**
Wally Bell, Welcome to Country
David O'Loughlin, ALGA President

09:15am **Acting Prime Minister's Address**
The Hon Michael McCormack MP

09:45am **ALGA President's Address**
David O'Loughlin, ALGA President

10:00am **MORNING TEA**

10:30am **Keynote Address – The Federal Election and Local Government**
Karen Middleton, Chief Political Correspondent, The Saturday Paper

11:15am **Post Election Opportunities for Local Government**
Mayors from across Australia will discuss the implications for local government of incoming Federal Government policy.

12:00pm **LUNCH** Sponsored by: Jardine Lloyd Thompson

01:00pm **Keynote Address – Crowd Powered Communities**
Exploring a future in which the technology of design and production are in the hands of our communities.
Steve Sammartino, Australian Futurist, Author, Technologist and Speaker

01:40pm **Councils Using Technology to Excel**
Lifesaving Communications During Natural Disasters
Eileen Deemal-Hall, CEO, Wujal Wujal Aboriginal Shire Council

Bundaberg Region's Intelligent Community
Ben Artup, Executive Director, Strategic Projects and Economic Development, Bundaberg Regional Council

Let's Talk About 21st Century Government
Colin Fairweather, CIO, City of Melbourne
Daniela Mazzone, Principal Lead, IT Capability and Partnerships, City of Melbourne

02:55pm **MobileMuster Awards**
Spyro Kalos, Manager, MobileMuster, AMTA

03:00pm **AFTERNOON TEA**

03:30pm **Unlocking the Treasure of Australia's First Languages**
Melinda Holden, Director, First Languages Australia
Karina Lester, Director, First Languages Australia
Geoff Anderson, Director, First Languages Australia

MONDAY 17 JUNE - CONTINUED

04:00pm **Debate on Motions**

04:55pm **ALGA President's Closing Address**

05:00pm **Close of Day 1**

07:00pm **Networking Dinner**
11:00pm Australian War Memorial
Sponsored by: **Paladin Risk Management Services**
Rod Farrer, Managing Director, Paladin Risk Management Services

TUESDAY 18 JUNE

09:00am **Housing, Infrastructure and Population**
Australia's Future Infrastructure Challenges: The 2019 Australian Infrastructure Audit and What it Means for Local Government — Romilly Madew AO, Chief Executive, Infrastructure Australia
The Role of Local Government in Housing Australians in the 21st Century — Professor Andrew Beer, Dean of Research and Innovation, UniSA Business School
Why and How Local Government and the Private Sector Should Work Together to Increase Affordable Housing — Robert Pradolin, Founding Board Member, Housing All Australians
Gary Spivak, Housing Development Officer, City of Port Phillip

10:30am **MORNING TEA** Sponsored by: Australian Packaging Covenant Organisation

11:00am **Disasters – Are You Ready?**
Naomi Westwood, Acting Assistant Commissioner, Business Registry, Australian Taxation Office

11:10am **Debate on Motions**

12:25pm **Charles Sturt University Innovation in Community Leadership Education**
Jenny Kent, Associate Dean Academic, Faculty of Business Justice and Behavioural Sciences, Charles Sturt University

12:30pm **LUNCH** Sponsored by: Charles Sturt University

01:30pm **Concurrent Sessions**
Housing your Community – Menzies Theatre
Australia is confronted by escalating housing challenges. This has fueled a search for new policy solutions and a new range of actors, including local governments.

Australia's Local Governments: Comparing Sydney and Melbourne With Other Metro, Regional and Rural Centres — Professor Alan Morris, University of Technology Sydney

The Impact of Airbnb on Housing Markets — Laura Hodgson, PhD Scholar, UniSA

How Councils Can Assist With Affordable Housing — Lenka Thompson, PhD Scholar, UTS

Affordable Housing in Waverley LGA: Challenges and Ideas — Tim Sneesby, Manager Strategic Planning, Waverley Council

TUESDAY 18 JUNE - CONTINUED

01:30pm Concurrent Sessions

Reducing Community Harm – Bradman Theatre
Alcohol and other drug harms are prevalent in our communities. To provide insights into the benefits of preventative initiatives, international expert and council experiences will be explored.

Working With Local Government in Alcohol and Drug Misuse in Youth – A Preventative Approach from Iceland — Dr Jón Sigfússon, Director, Planet Youth, Icelandic Center for Social Research and Analysis, Reykjavik University

An Australian Community Led Approach to Alcohol and Drug Misuse — Dr Erin Lalor, CEO, Alcohol and Drug Foundation

Blue Mountains Local Drug Alcohol Team — Lead organisation: Blue Mountains City Council, Representative: Cr Don McGregor

Murray Bridge Safe Drug Action Team — Lead organisation: Rural City of Murray Bridge, Representative: Cr Brenton Lewis

Moree Local Drug Action Team — Lead organisation: Moree Plains Shire Council, Representative: Mark Connolly, Economic and Community Development Manager

Your Community, Your Environment – Royal Theatre
Recycling and Climate Change are the two biggest environmental issues facing Local Government. To explore these issues further, we have a panel specializing in these topics.

How the Australasian Recycling Label will Assist Local Government in Reducing Recycling Contamination Rates — Peter Brisbane, Government Partnership Manager, APCO
 Ryan Collins, Head of Sustainable Resource Programs, Planet Ark

Developing Australia’s Circular Economy — Rose Read, CEO, National Waste Recycling Industry Council

Promoting Regional Circular Economy through use of Glass Sand and Recycled Organic Compost in Council Projects — Tony Farrell, Deputy CEO, Lake Macquarie City Council

Climate Change Action in Alice Springs — Damien Ryan, Mayor, Alice Springs Town Council

03:00pm AFTERNOON TEA

03:30pm Taking Smart Cities Off Grid
 David Wilson, Managing Director, Green Frog Systems

03:35pm Debate on Motions

04:30pm Address by Opposition Spokesperson

05:00pm Close of Day 2

07:00pm National General Assembly Dinner
 EPIC, Exhibition Park in Canberra

WENESDAY 19 JUNE

09:00am Engaging with your Community into the Future
 Kylie Cochrane, Community Engagement Specialist, Aurecon

09:30am Dealing with Disaster – New Zealand Perspective
 Samantha Kennedy, Head of Australia, New Zealand and Asia Pacific, Pivotel
 Andrew Howe, Emergency Management Advisor, Civil Defence and Emergency Management, Canterbury

10:00am MORNING TEA

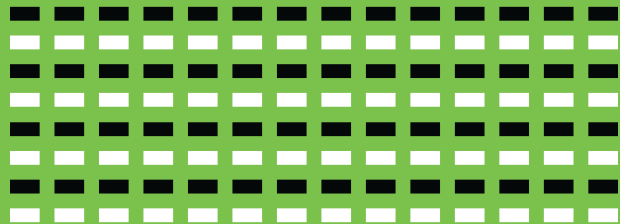
10:30am Six Layers of Intentional Leadership
 David Pich, Chief Executive, Institute of Managers and Leaders

11:00am Minister for Regional Services, Decentralisation and Local Government
 The Hon Mark Coultou MP

11:30am Keynote Address – Overcoming the Odds
 Kurt Fearnley, Paralympic Champion

12:15pm ALGA President’s Closing Address
 ALGA National Lobbying Priorities

12:30pm LUNCH



**Join the Conversation
 #NGA19**

Associated Events



Australian Local Government Women's Association Breakfast

Monday 17 June, 2019
Murray Room,
National Convention Centre

7:00am - 8:15am

The ALGWA National President is pleased to invite members, friends and colleagues to our Annual Networking Breakfast as part of the National General Assembly.

Seating is strictly limited; find booking details on www.algwa.net.au

National Growth Areas Alliance Members' Lunch

Monday 17 June 2019
Torrens Room,
National Convention Centre

12:30pm - 1:30pm

The NGAA is pleased to invite members to a members' lunch, to be held during the ALGA National General Assembly in Canberra. As always, this event is a chance to hear about NGAA activities, to reconnect with colleagues from around the nation and to hear from guest speakers on their response to the challenges growth suburbs are facing.

Please RSVP for catering purposes via <https://www.trybooking.com/BBYQF>

CELEBRATING 100 YEARS OF WOMEN COUNCILLORS!

On December 10 1919 Susan Grace Benny was elected to Brighton Council in South Australia – making her the first woman elected to any level of Australian government.

In 1920 Mary Rogers was elected to Richmond City Council, Victoria, making her the first woman in Victoria, and Elizabeth Clapham was elected to Cottesloe Town Council, Western Australia, becoming the first woman in WA.

In 1925 Dr. Ellen Kent-Hughes was elected to Kingaroy Shire Council, Queensland becoming the first woman in Queensland, and in 1928 Lilian Fowler was elected to Newtown Municipal Council, NSW, becoming the first woman in NSW.

What is your Council doing to celebrate these milestones?



**AUSTRALIAN LOCAL
GOVERNMENT WOMEN'S
ASSOCIATION**

ABOUT THE ASSOCIATION

For nearly 70 years the Australian Local Government Women's Association (ALGWA) has supported, helped and encouraged women in local government. The ALGWA has branches in every state and the Northern Territory, are non-party political and are all volunteers. The ALGWA provides leadership, mentoring, training, networking, advocacy, empowerment and advice for both elected women and women officers. Membership is open to all – men and women – who support women's participation on local government.

In the year when we celebrate 100 years of women in local government celebrate by joining the ALGWA and supporting more women in local government.

Find your branch at www.algwa.net.au



Established in 2012, Soldier On is a not-for-profit veteran support organisation delivering a range of services to contemporary veterans, and their families. Over 3000 veterans and families are currently being supported by our staff in nine locations across Australia. Soldier On provides a holistic model of support, focusing on three key areas. Whichever services are required, our staff are here to help them connect with others and to secure their futures.

How can local government members help raise awareness about issues faced by contemporary veterans and their family members, and how Soldier On works to assist them?

Local government members can raise awareness among constituents about Soldier On by attending events and fundraisers in their local area. Another way is by displaying Soldier On flyers and journals in their offices, as well as directing their social media coordinators to occasionally share posts around employment, education, and activity opportunities.

Local governments can support Soldier On fundraising events, especially around ANZAC Day and Remembrance Day, by attending fundraisers around ANZAC Day and Remembrance Day, or stopping by fundraising events. This is possible by liaising with our fundraising team to enquire about upcoming local events.

Local governments can encourage local businesses to become more veteran-friendly by:

- Educating themselves on the benefits of hiring a veteran and/or partner
- Asking local businesses if they have considered hiring a veteran and/or partner
- Talking with local businesses about the benefits of hiring a veteran and/or partner

Local governments should encourage veterans and/or family members within their community who may need our service to access them, but should not push them to do so. This can be done by having information about Soldier On readily accessible.

Local governments can encourage the local community to start their own fundraising activities for Soldier On in a few ways:

- By talking about the need for better services for contemporary veterans and service personnel who have served and protected Australia, and their family members who have supported them.
- Talk about how Soldier On provides services to contemporary veterans, service personnel and their families with almost no government assistance.
- Encourage the community to either hold, or get behind, various fundraising events such as fun runs, bake-offs, or swimming competitions through their own media channels.

For more information head to our website: soldieron.org.au

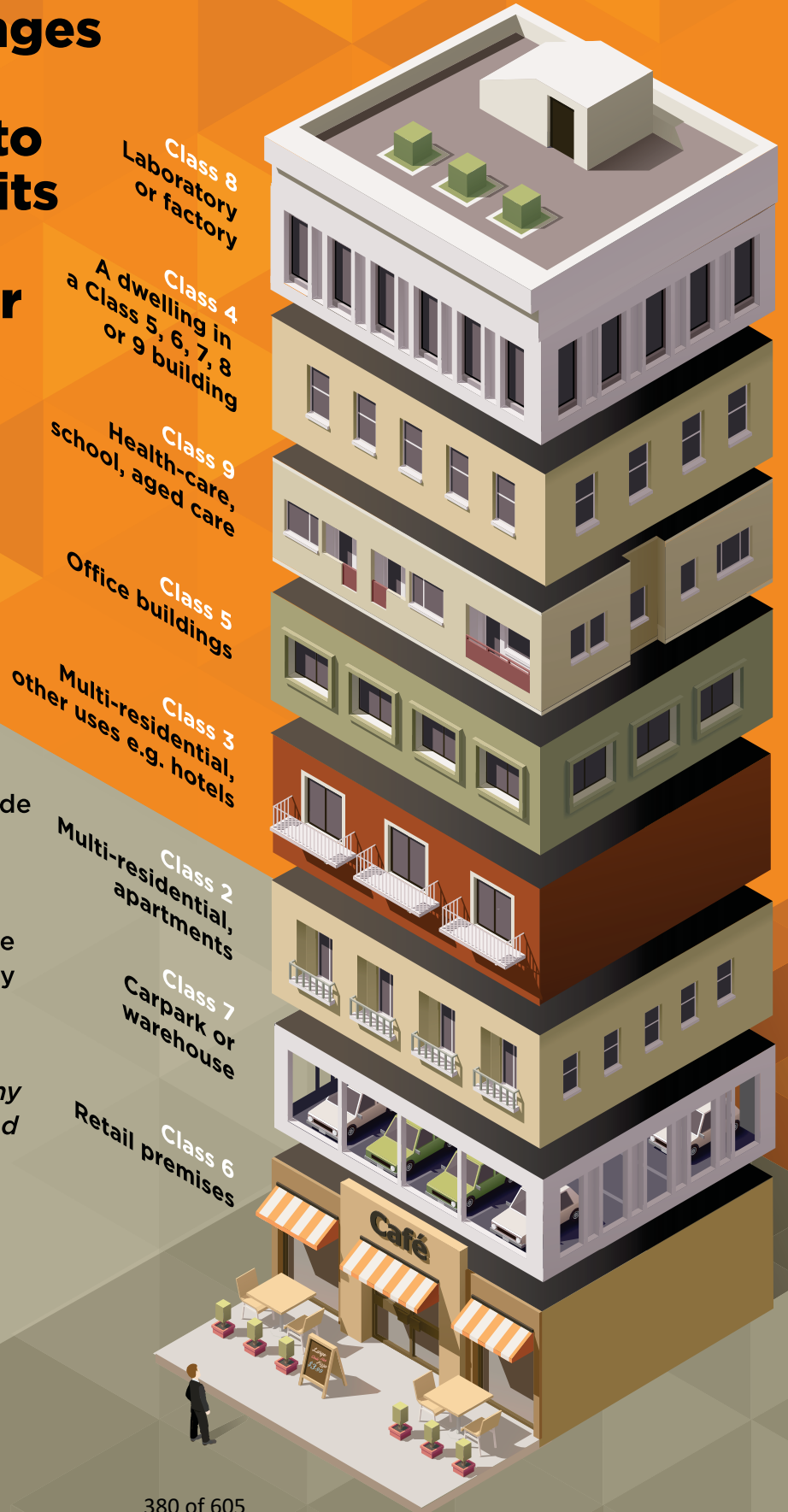
Attendees will be able to donate direct to Soldier On via donation points throughout the event.

A Class Act.

2019 NCC changes create more opportunities to gain the benefits of building mid-rise timber projects.

From May 1, 2019 changes to the National Construction Code introduce Deemed-to-Satisfy provisions that allow timber building systems for all Class 2-9 buildings with an effective height of up to 25m - typically 8 storeys.

Discover more about new opportunities to gain the many benefits of building with wood at woodsolutions.com.au.



The 2019 Assembly App

The 2019 Assembly app is downloadable on both Android via the Play store and App store for Apple users.

In the store, search and download the 'Attendify App'. Once this has been downloaded you simply search for 'National General Assembly' and click join event.

You will then create a profile (just your name, email and password), to have the ability to engage with other participants. Options include sharing ideas via the activity feed or private messages direct to another delegate.



An Overview of the Content on the App

Sponsors

A full list of Assembly Sponsors is available on the app. Please take the time to review who is supporting the 2019 NGA. Tap/click on each sponsor listing to browse through to the company website.

Exhibition

Each exhibitor is listed on the app. Tap/click on their name to see more information which includes company websites, contacts, email addresses and a profile on the company itself. There is also a handy link to their position on the floorplan.

Program and Speakers

The Assembly Program is also available on the app. You can click/tap on the presentations to find information on the speaker.

Notifications

At the Assembly, notifications about sponsored events will come through the app.

Interactive Maps

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LINA GOODMAN

**Chief Executive Officer,
Tyre Stewardship Australia**

Lina joined Tyre Stewardship Australia Ltd as Chief Executive Officer, in January 2019. Lina has more than 20 years' experience in resource recovery and environmental innovation, bringing together projects and partners to deliver business and environmental improvements that also increase and enhance reputation.

Lina started her career at Visy Recycling which spanned 14 years and included roles in Marketing and Sales. Later joining Honeywell, a Fortune 100 company, Lina worked within the energy performance sector. At TIC Group, Lina was the General Manager of Marketing and Head of Sales, she was instrumental in delivering circular economy benefits through TIC's Mattress Recycling, Reverse Logistics and Solvup businesses.

With a Bachelor of Business and a Master's in Business (Marketing), Lina currently sits on the Advanced Manufacturing Board, a role appointed by the Victorian Minister for Industry and Employment.



MAT JONES

Chief Executive Officer, Soldier On

Mat Jones is a former Army officer who served for 13 years in a variety of operational roles. He deployed to Iraq and Afghanistan and was instrumental in the urgent operational acquisition of the ADF's Counter Rocket Artillery and Mortar (C-RAM) capability. Since transitioning from Defence Mat has held several senior leadership roles in business and the charity sector.

Mat is a passionate advocate for veterans and has been the CEO of Soldier On since November 2018. He has seen a number of close friends and colleagues go through significant hardship post their military service and he is committed to helping others as they successfully transition from military to civilian life.

Mat is a graduate of the Australian Defence Force Academy, Royal Military College-Duntroon and the Australian Technical Staff Officers Course. He has a First Class Honours degree in Physics and a Masters of Management majoring in Capability Development and Technology.



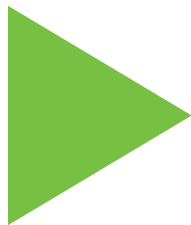
KAREN MIDDLETON

**Chief Political Correspondent,
The Saturday Paper**

Karen Middleton is a journalist with 30 years' experience, reporting on national and international politics for print and broadcast media. The Chief Political Correspondent for Schwartz Media's weekly long-form newspaper, The Saturday Paper, Karen also appears on ABC TV's political talk shows Insiders, The Drum and Q and A and on Network Ten's The Project.

She is a regular contributor on ABC local radio and Radio National, Radio New Zealand and Monocle24 radio in the UK and an occasional correspondent for BBC TV and radio and TRT World TV, Istanbul. Previously the Chief Political Correspondent for SBS Television, Karen joined the Federal Parliamentary Press Gallery in 1987 and served as its president for four years from 2004.

A Churchill fellowship recipient, she is the author of two books: Albanese - Telling it Straight, a 2016 biography of Labor frontbencher Anthony Albanese; and An Unwinnable War - Australia in Afghanistan, the political backstory to Australia's longest military commitment, published in 2011. As a television correspondent, Karen made three visits to Afghanistan during the conflict, embedded with the Australian Defence Force. She lives in Canberra.





STEVE SAMMARTINO

Australian Futurist, Author, Technologist and Speaker

Steve wrote his first lines of computer code at age ten, and is one of Australia's most respected futurists.

A media commentator, Steve is the technology reporter for ABC Radio National and the in house futurist for 3AW, where he provides expert assessment on the rapidly evolving technology sector. His breadth of experience gives him an uncanny ability to make sense of how technology is shaping society and the economy. Steve is currently working with the Australian Government on designing future-proof transport and education infrastructure.

Steve has delivered to audiences in stadiums in excess of 10,000, as well as intimate board room settings for the Fortune 500.

Steve likes to work with companies who require an unbiased view of impending technological shifts; startups reinventing industries; and Government bodies focussing on the hard economics of the future. He also likes exploring changes in business systems, capital flows and consumer behaviour.



EILEEN DEEMAL-HALL

Chief Executive Officer, Wujal Wujal Aboriginal Shire Council Cape York Queensland

Eileen grew up in Cape York in the Aboriginal Community of Hope Vale.

Eileen has a career history that involves working across sectors including public, private and not for profit.

Her current tenure with a focus on building a five generational platform for Wujal Wujal Council. The use of technology in climate mapping, disaster resilience and sustainability in a 'different kind of clever' approach are key themes that resonate.



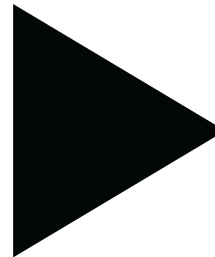
BEN ARTUP

Executive Director Strategic Projects and Economic Development, Bundaberg Regional Council

Ben is an economist with 20 years of experience in economic development spanning roles in government, corporate advisory and the not for profit sector.

Ben currently leads Bundaberg Regional Council's strategic projects and economic development team. Ben will present on Council's new Intelligent Communities Strategy, which aims to position Bundaberg as the model for a regional intelligent community across Australia.

Ben will talk about two of the strategy's signature projects, including: smart water-metre trials, and how the Council is reducing urban glow to support sea turtle survival using open data technology and citizen science.





COLIN FAIRWEATHER

Chief Information Officer, City of Melbourne

As the CIO for the City of Melbourne, Colin is responsible for the delivery of technology and information services and is a member of the organisation's leadership team. Colin has many years' experience in local government and has highly developed domain knowledge with particular expertise in people leadership and organisational dynamics.

Colin has a deep interest in cities, data and using technology to address urban challenges and to deliver value. He established CityLab as a disruptive force to challenge thinking and drive innovative ideas to improve city amenity and was instrumental in establishing one of the first local government open data platforms in Australia.

Colin is currently leading the build of a digital services platform that aims to enhance customer services. He speaks widely about his take on 21st century government and how new technologies such as SaaS, AI and digital platforms combined with progressive leadership, capability uplift and collaboration can drive positive outcomes.



DANIELA MAZZONE

Principal Lead, IT Capability and Partnerships, City of Melbourne

Daniela has over 15 years' experience in the technology, legal and local government sectors in Australia and the UK. Daniela is a qualified solicitor with extensive experience in diverse, large-scale business transformations in both the private and public sectors.

Daniela is passionate about creating innovative combinations of technology, policy and governance to improve community outcomes and build future government services. Addressing the notion of 21st century government, Daniela's drive is to enable better outcomes for people through digital technologies and public and private sector collaborations.

In her current role, Daniela is responsible for developing connections and aligning priorities between agents of change in the City of Melbourne and the local government sector to improve digital customer service. Through building strategic industry partnerships and commercial relationships across all levels of government, Daniela is working to ensure the City of Melbourne plays a leading role in Australia's emerging, interconnected digital government landscape.



SPYRO KALOS

Manager, MobileMuster, AMTA

With extensive experience within the telecommunications industry, Spyro is the manager of MobileMuster. He is an operational expert within the industry with broad experience across call centres, sales and channel management, including roles at Optus and Vodafone. Joining AMTA in 2008 as the Channel Operations Manager he was responsible for channel performance and engagement, before moving into the role of Manager. He is an advocate for educating consumers on extending the use of old technology or recycling it when they no longer have a need





MELINDA HOLDEN

Director, First Languages Australia

Melinda Holden, a Warrgamay and Goreng Goreng woman, has a Diploma in Linguistics and Planning and a Diploma in Material Production. She played a key role in the establishment of the North Queensland Region Aboriginal Corporation Language Centre. Melinda has developed several resource materials in her mother's language. She is also a member of the Queensland Indigenous Languages Advisory Committee.



KARINA LESTER

Director, First Languages Australia

Karina Lester is an Anangu woman from Central Australia and a speaker of the Yankunytjatjara language. She is a manager for the Mobile Languages Unit in South Australia, working closely with regional and remote communities on a diverse range of projects and is also an Anangu Interpreter and Translator. Karina has had extensive experience with the media, including work with the ABC and as a producer with Nganampa Wangka (Radio Adelaide).



GEOFF ANDERSON

Director, First Languages Australia

Geoff came to understand the power of language when he found personal healing by coming to learn his own Wiradjuri language. He is now a powerful advocate within the Parkes community and its schools, helping to teach people of all ages. Geoff is a member of the Parkes Aboriginal Education Consultative Group and the Wiradjuri Council of Elders.




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ROD FARRER

Principal, Paladin Risk Management Services

Rod is an accomplished risk consultant with extensive experience in the delivery of professional consultancy services to Government, corporate and not-for-profit sectors.

Rod's Risk Management expertise is highly sought after as is the insight he provides in his risk management training and workshop facilitation. Rod was recognised by the Risk Management Institution of Australia as the 2016 Risk Consultant of the Year and one of the first five Certified Chief Risk Officers in Australasia.

Rod is the Principal of Paladin Risk Management Services, a Canberra-based specialist risk management consultancy business that has been in business since 2007. Rod established the Paladin Risk Management Training Academy in 2013 with the intent of passing on his knowledge to those working in, or who have a desire to work in, the risk management industry



ROMILLY MADEW AO

Chief Executive, Infrastructure Australia

Romilly commenced as Chief Executive of Infrastructure Australia in April 2019. Recently awarded an Order of Australia in acknowledgment of her contribution to Australia's sustainable building movement, Romilly is recognised around the world as a leader and advocate for change in the property and construction sector. She led the Green Building Council of Australia for 13 years, representing over 650 companies with a collective annual turnover of \$40 billion, and presiding over the Green Star rating system, which has seen more than 2,250 projects certified across the country. Romilly holds board positions with the Sydney Olympic Park Authority and Chief Executive Women, and has sat on numerous ministerial panels including the Cities Reference Group, National Urban Policy Forum and the China/Australia Services Sector Forum. Her achievements have previously been recognised with national and international awards, including the 2015 International Leadership Award from the US Green Building Council, and the 2017 World Green Building Council Chairman's Award. An honorary fellow of the Planning Institute of Australia, Romilly has been named one of the '100 Women of Influence' by the Australian Financial Review and Westpac, and is a National and NSW winner of the Telstra Business Women's Award.



ANDREW BEER

Dean of Research and Innovation, UniSA Business School

Andrew Beer is a Fellow of the Regional Australia Institute, a member of the UK's Academy of Social Sciences, and Chair of the Publications Committee of the London-based Regional Studies Association.

With a background in geography, Andrew has a long history of research on housing, ageing, and regional issues, including work in both metropolitan and non-metropolitan Australia. He has published extensively and his high-quality books, book chapters and journal articles cover topics such as housing affordability, governance, place leadership, structural adjustment, Australia's ageing population, and regional studies.

Andrew has led several major research projects including a current Australian Research Council Linkage Project which is examining the relationship between local government and housing.

His work has had a substantial impact on policy, the investment decisions of government and private housing providers, and on housing options for people with a disability.

Andrew is frequently interviewed by various media organisations in relation to his areas of expertise. He also writes for mainstream outlets such as The Conversation and InDaily.

His latest book, co-authored with Terry Clower, called *Globalization, Planning and Economic Local Development* is expected to be published later this year.



ROBERT PRADOLIN

Founding Board Member, Housing All Australians

Robert has been active in the property industry for over 30 years, most recently as General Manager of Frasers Property Australia (formally Australand). Over his time with Frasers, Robert steered it into the social and affordable housing space with the redevelopment of three significant Victorian government projects. Robert believes that 'housing for all – rich and poor' is not only a fundamental human need, but is also in the long-term economic interest of Australia. He is also providing strategic advice to WoodSolutions on how timber can assist with housing affordability and sustainability.



GARY SPIVAK

Housing Development Officer, City of Port Phillip

Gary has had 33 years' experience in developing and supporting social and affordable housing for the City of Port Phillip as its Housing Development Officer.

This has involved development of: community housing under the Port Phillip Housing Program 1985 - 2006, Australia's largest local government housing program, including air space development and partnerships with private developers; development of strategic partnerships, such as establishment of the Port Phillip Housing Trust; undertaking research projects to support affordable housing and identify new affordable housing models; and preparation of affordable housing policy and facilitation of affordable housing projects.



NAOMI WESTWOOD

Acting Assistant Commissioner, Business Registry, Australian Taxation Office

Naomi is Acting Assistant Commissioner, Business Registry, with the Australian Taxation Office. She is responsible for the administration and improvement of the Australian Business Register (ABR). This work includes the registration of businesses for Australian business numbers (ABNs) and the maintenance of the accuracy and currency of information held on the ABR.

At front of mind for Naomi is unlocking the social and economic value of ABR data and creating an ecosystem in which the ABR is a valuable source of trusted business information, and whose services are used by businesses, governments and communities.

Outside of work, Naomi is married and the mother of two adult children. She enjoys travelling in luxury and also outback camping. Watching blockbuster movies and epic TV show with her family is also high on her list of priorities. Her biggest passion outside her family is following the Adelaide Crows in the AFL.





ASSOCIATE PROFESSOR JENNY KENT

Charles Sturt University Innovation in Community Leadership Education

Associate Professor Jenny Kent is Associate Dean Academic in the Faculty of Business Justice and Behavioural Sciences at Charles Sturt University. Within that role Jenny has overarching responsibility for the quality of courses and subjects in the Faculty. Her earlier teaching encompassed a broad range of undergraduate and postgraduate accounting subjects taught face to face and online. Jenny's research interests have been primarily in rural issues, public sector and not-for-profit accounting, and accounting education. Jenny has also been a member of a number of research teams which have successfully completed projects for the Department of Primary Industries and Energy; the Greater Murray Health Service; Woolworths Ltd; the NSW Premiers Dept. and the Dept. of Agriculture; DEST and the Rural Education Program of the Foundation for Rural and Regional Renewal; and the Australian Learning and Teaching Council.



ALAN MORRIS

Research Professor, Institute for Public Policy and Governance, University of Technology Sydney

Alan Morris is a research professor in the Institute for Public Policy and Governance at the University of Technology Sydney. He has published extensively in highly rated peer reviewed journals in Australia, the United Kingdom, the United States and South Africa. His most recent book, *Gentrification and Displacement: The Forced Relocation of Public Housing Tenants in Inner Sydney* (2016, Springer), examines the displacement of public housing tenants in Millers Point, one of oldest public housing areas in Australia. *The Australian Dream: Housing Experiences of Older Australians* (2016, CSIRO Publishing) examines the impact of housing tenure on older Australians who are dependent on the age pension. In 2015 his book, *A Practical Introduction to In-depth Interviewing*, was published by SAGE.



LAURA HODGSON

PhD Scholar, University of South Australia

Laura Hodgson is in her third year of a PhD at the University of South Australia, investigating the impact of Airbnb on New South Wales housing markets. Laura is interested in the decision-making and complex relationships between government, the community and non-government actors during this period of disruption.

Laura's interest in governance and public policy matters has developed from her work in governance in Local Government, and a Graduate Diploma in Public Policy Administration (Flinders University 2016). Laura completed her Honours thesis, Environmental Security in the Philippines in 2014 (University of Adelaide). Laura's employment experience includes an early career in the Australian Army, through which she completed her Bachelor of Arts (UNSW 2013) and as a Yoga teacher and business owner. Laura is the recipient of a scholarship from the Australian Housing and Urban Research Institute and winner of the 2018 Business School Three Minute Thesis Competition, which took her to compete in the UniSA Grand Final.





LENKA THOMPSON

PhD Scholar, University of Technology Sydney

Lenka Thompson is completing her PhD in Australian local government's capacity to provide affordable housing, focusing on what local governments around Australia are doing to provide affordable housing and understanding why these local governments are active in this space while others are not. Her passion for housing and local government came during her five year term as councillor at Moreland City Council in Melbourne between 2012 and 2016. During her time, she was the councillor responsible for accessible and affordable housing and was co-Chair of Moreland Housing Matters Advisory Group, which helped lead the review of Moreland's fourth affordable housing strategy. In July 2014 she was awarded the Municipal Association of Victoria's McArthur's Fellowship of \$12,000 to travel to England and research affordable housing models to be implemented in Victorian Local governments. Lenka's research focused on Community Land Trusts (CLT) and the use of public land for the provision of affordable housing. The research took her to 12 different CLTs across England for field-based assessment, including interviews with municipal authorities, councillors, financiers and developers. Lenka recently sat on Victoria's YWCA Housing's Development Committee, which aimed to provide affordable, secure and safe housing for women at risk.



TIM SNEESBY

Manager of Strategic Planning, Waverley Council

Tim Sneesby has held positions in both the public and private sectors. He has previously worked at SGS Economics and Planning, and for local government in London. Tim is responsible for collecting contributions towards affordable housing, and is leading the development of Waverley's latest Local Housing Strategy. Tim is an active member of the Planning Institute of Australia, and has been the recipient of the Australian Young Planner of the Year award (2014).



DR JÓN SIGFÚSSON

Director, Planet Youth

Jón Sigfússon is the Director of Planet Youth, an evidence based drug prevention program, as well as the Director of the Icelandic Centre for Social Research and Analysis, (ICSRA). Jón leads work with local governments in developing capacity within local communities to reduce the impact of alcohol and other drugs on youth. Planet Youth is now running in 23 countries around the world.

The research output produced by the Centre continues to be at the forefront of international research efforts, which is evidenced by publications in peer-reviewed journals covering a wide spectrum of health and social issues concerning adolescents. Furthermore, Jón has published and lectured extensively in evidence based policymaking in the field of drug prevention and adolescence substance abuse prevention. He holds a Master of Public Health and Education from the University of Reykjavik, Iceland.





DR ERIN LALOR

Chief Executive Officer, Alcohol and Drug Foundation

Dr Erin Lalor was appointed Chief Executive Officer of the Alcohol and Drug Foundation in November 2017.

Erin has over 20 years of leadership experience in the health sector, working in clinical, academic and executive roles, and was most recently the CEO of the National Stroke Foundation and a Director of the World Stroke Organisation.

She sits on a number of advisory committees in relation to public health, clinical improvements and evidence-based approaches to healthcare delivery. Erin is currently Deputy Chair of the Australian Institute of Health & Welfare and member of AIHW's Primary Health Care Advisory Committee, a Board member of VincentCare, and a member of the Liquor Control Advisory Council, VicHealth Alcohol Taskforce and the National Alliance for Action on Alcohol. Erin has a strong track record in developing and strengthening organisations, and brings a vast range of skills and experience to the ADF.

Erin has a Bachelor of Applied Science (Speech and Hearing Science) and completed her PhD in 1997.



DON MCGREGOR

Councillor, Blue Mountains City Council

Cr McGregor was born in 1944 and raised in Narrabeen on Sydney's Northern beaches.

Left school (Balgowlah Boys High) at 15 to begin working life as a labourer and after a series of mainly labouring jobs he worked for twenty years in the printing industry.

On moving to Katoomba in the early eighties Don worked in residential construction until he retired in 2008. Don was elected to Blue Mountains City Council in 2012 in Ward 1 and re-elected in 2016.

Don has been the chair of the Blue Mountains City of the Arts Trust advisory committee 5 years and has been active on other council committees, including the organising committee of Midnight Basketball Katoomba. Don is also on the board of Belong Blue Mountains and am a Vice President of Western Sydney Regional Organisation of Councils.

One of Don passions is supporting Youth within the Blue Mountains.



BRENTON LEWIS

Mayor, The Rural City of Murray Bridge

Brenton was born in Murray Bridge and completed education to matriculation before entering the workforce. The first years were spent in a Stock & Station Agency completing formal book keeping and moving into management. This role took him to several locations around South Australia. Brenton was recruited by Noske Industries to manage their farming division, which led to his appointment as the project manager of a 5000 sow piggery complex and a feed mill at Charlton in Victoria. Brenton returned to South Australia and became Pfizer Agricare Manager for South Australia and the Northern Territory.

Brenton spent many years in Agribusiness after commencing in a local Company known as Farmtec, which led to an appointment as the Business Development Manager for IAMA in SA, which was then extended to Business Manager for SA, VIC and Southern NSW.

Brenton joined the Murraylands Regional Development Board in 2002 to enable working in his homeland and was appointed CEO in 2004. Brenton oversaw the amalgamation of Murraylands and Riverland RDA in 2010 as the CEO and then resigned this role in July 2015.

Brenton ran and was appointed Mayor of The Rural City of Murray Bridge in 2014.

Brenton is a member of the Australian Institute of Company Directors, he was appointed as Business Ambassador for South Australia and Paul Harris Fellow. Brenton has been and still currently an active member of many boards and committees.



MARK CONNOLLY

Economic and Community Development Manager, Moree Plains Shire Council

Mark has been with Moree Plains Shire Council for 15 years and is currently the Economic and Community Development Manager. In this role, Mark oversees many community and economic projects and works with his team on the development and sustainability of projects such as the Local Drug Action Team.

PETER BRISBANE

Government Partnership Manager, Australian Packaging Covenant Organisation

Peter Brisbane has worked in product stewardship and waste policy and programs for the past seven years. Before joining APCO in June 2018, he was Director of Product Stewardship and Waste for the Commonwealth Government Department of the Environment and Energy.

RYAN COLLINS

Head of Sustainable Resource Programs, Planet Ark

After nearly a decade working in the banking and finance industry, Ryan was drawn to a career in environmental conservation, which saw him work in Sydney, Papua New Guinea, Solomon Islands and Fiji in diverse areas such as operations, threatened species and sustainable agriculture. With a background in psychology and environmental management, Ryan's role at Planet Ark since 2012 has been focused on developing engaging and positive environmental behaviour change programs to help individuals, schools and businesses recycle and reduce waste through a suite of campaigns including Business Recycling, Recycling Near You, Cartridges 4 Planet Ark, Australasian Recycling Label and National Recycling Week.





ROSE READ

Chief Executive Officer, National Waste and Recycling Industry Council (NWRIC)

Rose thrives on delivering practical sustainability solutions in collaboration with industry, government and the community. She has worked extensively in electronics product stewardship, successfully implementing MobileMuster – Australia’s leading mobile phone recycling program over a ten-year period. Rose also headed-up MRI PSO Pty Ltd, an approved co-regulatory arrangement under the National Television and Computer Recycling Scheme. In August 2018 she commenced as CEO of the NWRIC. Rose also holds the title of Adjunct Professor with the Institute for Sustainable Futures at the University of Technology, Sydney.



TONY FARRELL

Deputy Chief Executive Officer, Lake Macquarie City Council

Tony Farrell is Deputy CEO at Lake Macquarie City Council (NSW) and a Director of Hunter

Tony’s background is in town planning, but these days he leads a strategic arm of Council focusing on major initiatives and projects that enhance the City’s economy and improve services and infrastructure for the community.

His achievements include leading the development and implementation of Council’s widely acclaimed waste strategy, which has delivered an almost three-fold increase in kerbside domestic waste diversion, and a 92% increase in civil construction waste diversion.



DAMIEN RYAN

Mayor, Alice Springs Town Council

Mayor Ryan’s professional career began in 1972, in the retail photographic industry in Alice Springs. He has also worked within the tourism industry, as licensee of the Mt Ebenezer Roadhouse and operator of Dunmarra Roadhouse.

Mayor Ryan is a graduate of the Australian Institute of Company Directors, and a Justice of the Peace.

Mayor Ryan is President of the Local Government Association NT, Board Member of the Local Government Association of Australia, an NT Grants Commissioner, Co-Deputy Chair of the Outback Highway Development Council, and Board Member of the Finke Desert Race.

Elected as Mayor of Alice Springs in March 2008, Mayor Ryan is passionate about promoting and working for the Alice Springs Community.

He works tirelessly towards making Alice Springs the best possible place to live, work and visit.

Mayor Ryan is strongly committed to the economic sustainability and development of Alice Springs.





DAVID WILSON

Managing Director, Green Frog Systems

David's vision is to deliver Smart City and Smart Lighting solutions through environmentally friendly, off-grid solar technology solutions. His strong background in hardened hardware and software solutions for military and agricultural equipment, followed by extensive experience in solar energy, has led to him establishing Green Frog Systems with its HQ in South Australia. Following success in every state and territory in Australia, Green Frog Systems has expanded into the USA, UK and New Zealand with plans to become a true global enterprise.

The strength of the GFS product innovation roadmap was backed by the Federal Government through the Accelerating Commercialisation Grant, resulting in the launch of the new GFS-Aspire lighting platform and the GFS-SAM Management platform, an off-grid platform for the Internet of Everything.



KYLIE COCHRANE

Community Engagement Specialist, Aurecon

Kylie is the chair of the International Association of Public Participation Australasia (IAP2), and an Australasian IAP2 board member. She is Aurecon's Global Lead for Communication and Stakeholder Engagement.

With a career spanning over 25 years, Kylie brings vast experience in community and stakeholder engagement, strategic communication and issues management in the resources, energy, and community development sectors.

She is passionate about engagement and committed to promoting the professionalism of engagement practice. She enjoys working on challenging engagement projects and brings proven understanding and experience on key infrastructure projects with significant community concern.

Kylie has been an Institute of Public Administration Australia board member and the engagement representative on the NSW Government Independent Water Advisory Panel. Kylie is the founder of Women in Transport – a series of networking events across Sydney and Melbourne for women working in the infrastructure industry and the men who support them.



SAMANTHA KENNEDY

Head of Australia, New Zealand and Asia Pacific, Pivotal

Samantha Kennedy spearheads Pivotal Group as the Head of Australia, New Zealand and Asia Pacific operations. Pivotal is an Australian owned and operated telco with unrivalled expertise in critical, remote and maritime communications, supporting more than 35,000 Australians and New Zealanders who travel or operate outside of mobile coverage. As the former Director of Strategy and Innovation at Optus and Gold Coast Innovation Hub's current executive in residence, Samantha has more than 26 years' senior industry experience, with a focus in disruptive digital technologies and strategic partnerships. A passionate supporter of local government, Samantha is also Chair of Redland City Councils economic development advisory board.





ANDREW HOWE

Emergency Management Advisor, Civil Defence And Emergency Management Canterbury

During a 20 year career in the New Zealand Army Andrew got a taste for emergency management by being the Defence Liaison Officer for various local councils which included planning for a lahar response in the central North island, various flooding responses plus various training activities and exercises.

For the past 14 years Andrew has held various roles in the Canterbury Regional Emergency Management Office based in Christchurch. For the last past 8 years he has been the Operational Readiness Coordinator which includes ensuring the Regional Emergency Coordination Centre is operational from a staffing, ICT and telecommunications point of view. During these 14 years Andrew has been involved with snow, flooding, wind storm, rural fires, earthquakes and shooting responses which all had various challenges. Andrew's office claim to fame is being the only member of the office that was there for all three of Canterbury's earthquakes!

With the extensive rebuild of Christchurch following the February 2011 earthquake Andrew was part of the multi-agency working group responsible for the design and development of the dedicated Emergency Operations Centre located in the Justice and Emergency Services Precinct (JESP)

Andrew is also an instructor for Emergency Operations Centre and specialized Logistics training and has assisted as a subject matter expert for the development of a national Civil Defence Emergency Management Logistics Guideline.

In his spare time Andrew enjoys claybird shooting, hunting and time on his boat fishing with his two sons.



DAVID PICH

Chief Executive, Institute of Managers and Leaders Australia and New Zealand

As the first national Chief Executive of the Institute of Managers and Leaders Australia and New Zealand (formerly the Australian Institute of Management), one of Australia's oldest, largest and most pre-eminent Membership-based organisations, David advocates for sound management and leadership practise in the workplace and beyond.

He began his career in a senior HR role at Hewlett-Packard, and followed this in executive roles in marketing, PR and consulting at PwC and Computer Associates. His first CEO appointment was at a medical research start-up at a major teaching hospital in Sydney.

David is a graduate of Cambridge University and Western Sydney University. He sits on the Board of the Intensive Care Foundation of Australia and New Zealand and lives in Brisbane with his wife and two daughters. He has a passion for long distance running, although the sub-3-hour marathon continues to elude him.



KURT FEARNLEY OAM

Paralympic Champion

Kurt Fearnley OAM is one of Australia's most well known and respected athletes.

Kurt has been the winner of some of the worlds most prestigious marathons, including London, Paris, Rome, Los Angeles, Chicago and New York. The latter two, he won five times. He won the Paralympic men's wheelchair marathon in Athens in 2004 and retained his title in Beijing in 2008. In Athens he also won gold in the 5000m track event.

Off the racing circuit, Kurt has been a winning crew member in the Sydney to Hobart Yacht Race, taking line honours in 2011 on board the yacht Loyal. However, he is most well known for his amazing feat of crawling the 96km Kokoda Track.

Kurt is actively involved in various charities, as a board member, patron and ambassador. In 2016 Kurt was elected by his peers to be one of six Summer Paralympic Athletes to serve on the International Paralympic Committee's Athletes Commission.

He was the flag bearer at the closing ceremony of the Gold Coast Commonwealth Games and as usual made every Australian proud of not only his achievements but of the way he conducted himself.

On the 22nd of January 2013 he gave the 2013 Australia Day Address.



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Information and events

Registration desk open times

Sunday 16 June 2019

8.00 am–7.00 pm
National Convention Centre

Monday 17 June 2019

8.00 am–5.00 pm
National Convention Centre

Tuesday 18 June 2019

8.30 am–5.00 pm
National Convention Centre

Wednesday 19 June 2019

8.30 am–2.00 pm
National Convention Centre

Social Functions

Welcome Reception and Exhibition Opening

Sunday 16 June 2019

National Convention Centre

5.00 pm–7.00 pm
Dress: Smart Casual

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Networking Dinner

Monday 17 June 2019

Anzac Hall, The Australian War Memorial

7.00 pm–11.00 pm
Dress: Smart Casual

To showcase another spectacular venue at our Nation's Capital, we are taking the Networking Dinner to the Australian War Memorial, where we will dine amongst large war relics, including the massive Lancaster bomber, 'G for George', a midget submarine, and a rare First World War aircraft.

Sponsored by:



General Assembly Dinner

Tuesday 18 June 2019

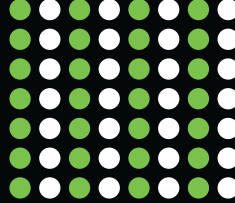
Exhibition Park in Canberra (EPIC)

7.00 pm–11.00 pm

Dress: Lounge suit/collar and tie for men and cocktail style for women

With Parliament House undergoing further renovations this year to the Great Hall, we are excited to take delegates to a new location; Exhibition Park in Canberra. The space offers us ample opportunity to provide guests with great entertainment, food and networking opportunities.

Partners Program



Lake Cruise to Monet

Monday 17 June

Enjoy the view from the recently refurbished MV Southern Cross Yacht as you cruise around Lake Burley Griffin learning about Canberra monuments, museums and political landmarks. After lunch, there will be an opportunity to view the exhibition Monet: Impression Sunrise at the National Gallery of Australia. This exclusive exhibition will feature Monet pieces on loan from Paris and London, along with works inspired by the impressionist master, including by JMW Turner.

Meet in the Crowne Plaza Lobby at 10.00am

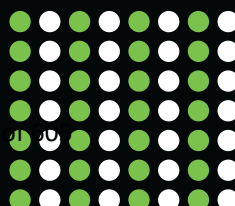


Pottery and Wine Experience

Tuesday 18 June

Today we will be travelling just out of Canberra to the nearby town of Murrumbateman. Here we will be visiting Hillgrove Pottery where we will be treated to a history of pottery, demonstrations and a tour of the centre. We will also be joined by local boutique winery, Idyllic Hills Wines, who will provide tastings and the opportunity for you to ask any questions you have ever had about the process of wine making. We will then begin making our way back to Canberra with a stop for lunch along the way.

Meet in the Crowne Plaza Lobby at 10.00am



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TEAM AT STAND

#64a

General Information



Coach Transfers

Welcome Reception and Exhibition Opening — Sunday 16 June 2019

Coaches will collect delegates from all General Assembly hotels (except Crowne Plaza Canberra) at approximately 4:45pm. The return coaches will depart at 7:00pm.

Daily Shuttles to and from the National Convention Centre

A shuttle service between all General Assembly hotels (except Crowne Plaza Canberra) and the National Convention Centre will operate daily.

Monday 8.00 am–8.45 am
and returning at 5.10 pm.

Tuesday 8.00 am–8.45 am
and returning at 5.10 pm.

Wednesday 8.00 am–8.45 am
and returning to hotels at 2.00 pm.
A service from the Convention Centre to the airport will also depart at 2.00pm.

Networking Dinner – Australian War Memorial – Monday 17 June 2019

Coaches will collect delegates from all General Assembly hotels (INCLUDING Crowne Plaza Canberra) at approximately 6:50pm. A return shuttle service will commence at 10:15pm.

General Assembly Annual Dinner – Exhibition Park in Canberra – Tuesday 18 June 2019

Coaches will collect delegates from all General Assembly hotels (INCLUDING Crowne Plaza Canberra) at approximately 6:40pm. A return shuttle service will operate between 10:30pm and 11:45pm.

Car Parking

Parking for delegates is available underneath the National Convention Centre for a cost of approximately \$18.00 per day. Alternatively, voucher public parking is available 200m from the entrance at a cost of approximately \$13.50 per day. The voucher machines are coin operated.

Photographs and filming

During the National General Assembly contracted photographers will take images throughout the event, media are also likely to film various sessions and social functions.

If you have your picture taken or are recorded, it is assumed that you are giving consent for ALGA to use the digital content.

Any images or recordings may be used for promotional, advertising or reporting of the Assembly and may be used on broadcast television.

If you do not want to be included in any photography or recordings, please advise the conference organisers who can be found at the registration desk.

Name tags

This year name tags feature a QR Code – embedded in this is the following information:

Title, Name, Surname
Council Location / Organisation
State, Email, Phone

QR codes can be read by any QR scanner downloaded onto your phone. For assistance with downloading a QR Scanner app please see the registration desk.

Only allow your QR CODE to be scanned if you are happy to disclose this information.

Assembly Hotel Addresses and Phone Numbers

Crowne Plaza

1 Binara Street, Canberra City

Telephone 02 6247 8999

Waldorf Apartment

2 Akuna Street, Canberra City

Telephone 02 6229 1234

Avenue Hotel

74 Northbourne Ave, Canberra City

Telephone 02 6246 9500

Novotel

65 Northbourne Ave, Canberra City

Telephone 02 6245 5000

Mantra

84 Northbourne Ave, Canberra City

Telephone 02 6243 2500

Adina James Court Apartments

74 Northbourne Ave, Canberra City

Telephone 02 6240 1234

QT

1 London Circuit, Canberra City

Telephone 02 6247 6244

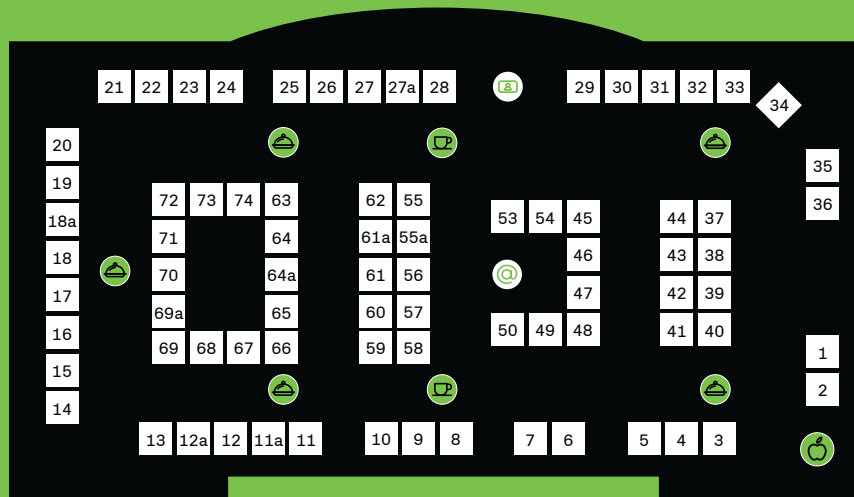
Canberra Cabs

Telephone 132 227

Local Government Expo 19






2019-07-21 - Ordinary Meeting Of Council

Attachment 10.3.1



National Convention Centre Floor Plan

Key

-  Tea + Coffee
-  Buffet
-  Dietary
-  Screen
-  Internet Area

| NO. | ORGANISATION |
|---------|---|
| 1 - 2 | Australian Local Government Association |
| 3 | Department of Home Affairs |
| 4 | Quik Corp |
| 5 | AURIN |
| 6 | Telstra |
| 7 | Whispir |
| 8 | Infor |
| 9 | Australian Packaging Covenant Organisation |
| 10 | Urban Aluminium Pty Ltd |
| 11 | Australian Digital Health Agency |
| 11a | Risk Dynamyx |
| 12 | Alcohol and Drug Foundation |
| 12a | Rural Aid |
| 13 | Pivotel |
| 14 | Go1 |
| 15 | First Languages Australia |
| 16 & 17 | WoodSolutions |
| 18 | ECOTECH ACOEM Group |
| 18a | UniPhi |
| 19 & 20 | McArthur |
| 21 | Destined |
| 22 | Paladin Risk Management Services |
| 23 | No BuTTs International Pty Ltd |
| 24 | Murray Darling Association |
| 25 | Continance Foundation of Australia |
| 26 | Australian Local Government Women's Association |
| 27 | Soldier On |
| 27a | Australian Industrial Ecology Network and National Waste Recycling Industry Council |
| 28 | Campervan & Motorhome Club |
| 29 & 30 | Komatsu |
| 31 & 32 | Local Government Association of Queensland |
| 33 | Horizon Print Management |
| 34 | Bannerconda |
| 35 | Onstage Presentations |
| 36 | Green Frog Systems Pty Ltd |

| NO. | ORGANISATION |
|-----------------|--|
| 37, 38, 39 & 40 | Jardine Lloyd Thompson Pty Ltd |
| 41 | Asbestos Safety and Eradication Agency |
| 42 | Postvention Australia |
| 43 | Australian Institute of Company Directors |
| 44 | Spearpoint Solutions and Technology Pty Ltd |
| 45 | MobileMuster |
| 46 | Japan Local Government Centre (CLAIR, Sydney) |
| 47 | Markstone Group |
| 48 | Redman Solutions |
| 49 | WALGA |
| 50 | Australian Institute for Commercial Recovery |
| 53 | Australia & New Zealand Recycling Platform |
| 54 | International Association for Public Participation |
| 55 | Tyre Stewardship Australia |
| 55a | Charles Sturt University |
| 56 | Optus |
| 57 | Caravan Industry Association of Australia |
| 58 | Salary Packaging Australia |
| 59 | Civil Aviation Safety Authority |
| 60 & 61 | Microsoft |
| 61a | Zeplin |
| 62 | Institute of Managers and Leaders |
| 63 | NHP Electrical Engineering Pty Ltd |
| 64 | National Economics (NIEIR) |
| 64a | Squiz |
| 65 | Corporater |
| 66 | Australian Business Register |
| 67 & 68 | Department of Infrastructure, Transport, Cities and Regional Development |
| 69 | Department of Social Services |
| 69a | Spectur Ltd |
| 70 | Agsafe - DrumMUSTER |
| 71 | Bayer CropScience |
| 72 | PMH Insights |
| 73 | Bigmate |
| 74 | Local Government FOCUS |
| FOYER | Nissan Motor Co. (Australia) Pty Ltd |

Exhibition Profiles



Booth 1 & 2

AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION

8 Geils Court,
Deakin ACT 2600

T 02 6122 9400

E alga@alga.asn.au

W www.alga.asn.au

CONTACT Adrian Beresford-Wylie,
Chief Executive

The Australian Local Government Association (ALGA) is the national voice of local government, advocating at the federal level on behalf of Australia's seven state and territory local government associations and their combined membership of more than 530 councils.

The ALGA Board determines ALGA policy and is made up of representatives from each of the state and territory local government associations. The Board is informed through consultation with councils as well as events such as this National General Assembly.

Some of the key national advocacy priorities as determined by the ALGA Board include:

- Strengthening the financial sustainability of local government
- Maintain a sustainable delivery of services in regions and cities
- Ensuring our infrastructure meets the needs of local communities
- Promoting local government's role in innovation and digital transformation.

Come along and meet some of the people who represent local government at the Federal level and discuss these and other issues with them.

Booth 3

DEPARTMENT OF HOME AFFAIRS

PO Box 25
Belconnen ACT 2616

W www.citizenship.gov.au

We are committed to achieving our mission to protect Australia's border and manage the movement of people and goods across it.

The Department of Home Affairs is a central policy agency, providing coordinated strategy and policy leadership for Australia's national and transport security, federal law enforcement, criminal justice, cyber security, border, immigration, multicultural affairs, emergency management and trade related functions.

Our organisation strives to make fair and reasonable decisions for people entering or leaving the country, ensuring compliance with Australia's immigration laws and integrity in decision-making. Every day, with the invaluable assistance of Australia's local government councils, we help people take the final step in their migration journey to become Australian citizens.

Booth 4

QUIK CORP

37 Production Avenue
Warana QLD 4575

T 07 5493 8944

E info@quikcorp.com.au

W www.quikcorp.com.au

CONTACT Chris Coren

Quik Corp has been working alongside local government for over 30 years, bringing you a range of innovative equipment for vegetation control, primarily focussed on the use of herbicides as a mechanism of control for unwanted weed species.

Quik Corp is proud to introduce our new range of chemical free-steam units, as well as a fully organic herbicide alternative for targeting weeds in public areas and helping to reduce the use of synthetic herbicides in sensitive areas. With these exciting new products, we offer a tailor-made approach to your weed control activities.

Our new range compliments our integrated vehicle systems for vegetation and pest management control.

Booth 5

AURIN

University of Melbourne
Gratton Street
Carlton VIC 3010

T 03 9035 6550

E Xavier.goldie@unimelb.edu.au

W www.aurin.org.au

CONTACT Xavier Goldie

AURIN is a collaborative national network of leading researchers and data providers across the academic, government, and private sectors. We provide a one-stop online workbench with access to thousands of multidisciplinary datasets, from over 100 different data sources.

Local Government Expo 19



whispir



Booth 6

TELSTRA

www.telstra.com.au
CONTACT Contact your Local Account Executive

Telstra Corporation Ltd. is an Australian telecommunications and media company which builds and operates telecommunications networks and markets voice, mobile, internet access, pay television and other entertainment products and services.

Booth 7

WHISPIR

Level 15, 360 Collins Street
 Melbourne VIC 3000

T 03 8630 9900
E pthilak@whispir.com
W www.whispir.com
CONTACT Princi Thilak

Whispir helps organisations improve communication by creating conversations, engaging audiences and delivering critical information. With intuitive tools and smart features, Whispir automates manual processes to enhance operations with data driven decision making, transparent reporting and real-time feedback. Create a seamless user experience in community services, facilitate effective crisis management, increase administrative efficiencies and much more. With Whispir, the possibilities are endless.

Booth 8

INFOR

Level 17, 357 Collins Street
 Melbourne VIC 3000

T 03 8608 8500
E jane.gibson@infor.com
W www.infor.com/en-au/products/pathway

Infor is a global leader in business cloud software products for companies in industry specific markets. Infor builds complete industry suites in the cloud and efficiently deploys technology that puts the user experience first, leverages data science, and integrates easily into existing systems.

Over 3,900 public sector organisations worldwide rely on Infor to help overcome market disruptions and achieve business-wide digital transformation.

Booth 9

AUSTRALIAN PACKAGING COVENANT ORGANISATION

Level 11, 55 Clarence Street
 Sydney NSW 2000

T 02 8381 3700
E apco@packagingcovenant.org.au
W www.packagingcovenant.org.au

The Australian Packaging Covenant Organisation (APCO) is a not for profit organisation working to reduce the harmful environmental impacts of packaging on Australian communities. In 2018 APCO was charged by government to deliver the new National Packaging Targets and make all packaging reusable, recyclable or compostable by 2025. To achieve this goal, APCO works closely with government and industry to deliver a range of sustainable packaging initiatives, including design, recycling, waste to landfill reduction and circular economy projects. Recognised as one of Australia's leading product stewardship organisations with a strong national and global collaborative network, APCO is committed championing sustainable, environmentally friendly packaging solutions and building a circular economy in Australia. In partnership with Planet Ark and PREP Design, APCO developed the Australasian Recycling Label, a new evidence-based recycling system to take the confusion out of recycling and give Australians the confidence to start recycling right.



Australian Government
Australian Digital Health Agency



Booth 10

URBAN ALUMINIUM PTY LTD

10/7 Gundah Road
Mount Kuring-Gai NSW 2080

T 02 9056 5700

E info@urban-al.com.au

W www.urban-al.com.au –
www.gmpoles.com.au

Urban Aluminium Pty Ltd was formed in 2018 to design and manufacture industry leading, sustainable and cost-effective aluminium “Smart Poles” and architectural light poles for Smart Cities. We are an Australian company operating Australia wide.

We are part of the GM Poles Group, a privately-owned ISO 9001 Quality Assured company who, in 2018, celebrated 20 years of manufacturing steel columns for lighting, surveillance, and communication applications throughout Australia.

We are an engineering led business and offer footing design, pole installation, soil testing, foundation cages and hold stock of both steel and aluminium poles and cages for prompt delivery.

Booth 11

AUSTRALIAN DIGITAL HEALTH AGENCY

Level 25, 175 Liverpool Street
Sydney NSW 2000

T 02 8298 2600

E help@digitalhealth.gov.au

W www.digitalhealth.gov.au

The Australian Digital Health Agency officially commenced operations on 1 July 2016 and is tasked with improving health outcomes for all Australians through the delivery of Australia’s Digital Health Strategy-Safe, seamless and secure in collaboration with partners across the community. The Agency is the System Operator of My Health Record, which is an electronic summary of an individual’s health information that can be shared securely online between the individual and registered healthcare providers involved in their care to support improved decision making and continuity of care.

Booth 11A

RISK DYNAMYX

Suite 1 13-25 Church Street
Hawthorn VIC 3122

T 1300 190 160

E enquiries@riskdynamyx.com

W www.riskdynamyx.com

RiskDynamyx is a security risk assessment application that measures potential hazards continuously rather than at a single point of time. We use our extensive property knowledge and security expertise to apply big data from around the world to your particular locale and alert you to any changes that could harm your property and your people.

It’s cloud-based and a world-first.

Regardless of your property portfolio size or where your staff work, Councils have at a glance an understanding of where risk exists and how they should be treating it.

It means improved security and a safer work environment for all.

Booth 12

ALCOHOL AND DRUG FOUNDATION

Level 12, 607 Bourke Street
Melbourne VIC 3000

T 03 9611 6100

E adf@adf.org.au

W www.adf.org.au

The Alcohol and Drug Foundation’s purpose is to prevent and minimise the harm caused by alcohol and other drugs in Australia. We work in partnership with others to support and create evidence-based policies and practise to achieve these goals. We co-design our evidence-based programs with communities and support them to build capacity to create change.



Booth 12A

RURAL AID

3/8 Colebald Street East
 Acacia Ridge QLD 4110

T 1300 327 624

E contact@ruralaid.org.au

W www.ruralaid.org.au

Rural Aid is one of the largest rural charities in Australia. A nationwide charity, it was founded by Charles and Tracy Alder in 2015. Its focus is twofold – to provide support to farmers and rural communities in times of natural disaster as well as supporting the sustainability of the agricultural sector.

The charity first came to prominence through its highly successful Buy a Bale campaign which predominantly provides fodder to farmers in drought. It has now expanded its range of programs to include undertaking community activities, offering financial assistance, mental health counselling, a volunteer program and others.

Booth 13

PIVOTEL

Locked Bag 100
 Southport QLD 4215

T 1300 882 448

E mail@pivotel.com.au

W www.pivotel.com.au

Pivotel supports more than 60,000 Australians and New Zealanders who travel or operate outside of mobile coverage. Pivotel's headquarters are located on the Gold Coast, with offices in Brisbane, Sydney, Perth, Wellington, Auckland and North America.

Pivotel is a licensed mobile carrier and operates satellite and cellular ground infrastructure in Australia and is the only Australian carrier with direct connection to the world's four major mobile satellite networks - Iridium, Inmarsat, Thuraya and Globalstar.

The company's suite of satellite and mobile technologies enable remote connectivity via satellite phones and data, personnel and asset trackers, IOT, Machine to Machine connections and specialist LTE services.

Booth 14

GO1

Unit 4 & 5, 2908 Logan Road
 Brisbane QLD 4119

T 1300 552 914

E support@go1.com

W www.go1.com

GO1 makes it easy for local government to train their staff with the world's largest compliance, professional development and general training marketplace. By providing a single platform that extends from first aid training through to degree bearing courses, GO1 makes it easy to find and compare the best training options available. The content library features over 100,000 courses created by local and international experts. Customers include Oxford University, National Australia Bank, St John Ambulance, Local Government NSW, Bundaberg Regional Council, Northern Beaches Council and more.

Booth 15

FIRST LANGUAGES AUSTRALIA

2 Milton Street
 Newcastle NSW 2303

T 02 4940 9144

E office@firstlanguages.org.au

W www.firstlanguages.org.au

CONTACT Faith Baisden

First Languages Australia is the peak body committed to ensuring the future strength of all Aboriginal and Torres Strait Islander languages.

We share the stories of the people, the histories and the diversity of our languages; we work to bring the best tools and technologies to our communities to enrich their teaching and sharing of language; and we pledge that by bringing strong partners to share our commitment, the first voices of this land will be heard clearly and loudly into the future.



Booth 16 & 17

WOODSOLUTIONS

Level 11,
10 – 16 Queen Street
Melbourne VIC 3000

T info@woodsolutions.com.au

E www.woodsolutions.com.au

CONTACT Eileen Newbury

WoodSolutions is a website dedicated to professionals, companies and individuals involved in design, building design and construction with timber and wood products. It collates and distributes non-proprietary information, produces technical publications and design guides, and educates through professional seminars, expert advice, research and online learning tools. Our aim is to offer a nationwide support network that will create the next generation of architects, designers, developers, engineers, planners, wood workers and consumers.

Booth 18

ECOTECH ACOEM GROUP

1492 Ferntree Gully Road
Knoxfield VIC 3180

T 03 9730 7823

E email@ecotech.com

W www.ecotech.com

CONTACT Matthew Cook

Together we create solutions that shape the future"... For over 40 years ECOTECH has pioneered innovative solutions in environmental monitoring for air, water, gas, noise, vibration, blast, meteorology, fine particulate and dust. Headquartered in Australia, and certified to internationally recognised quality standards, ECOTECH operates in more than 80 countries, managing and maintaining over 500 real-time environmental monitoring sites consisting of thousands of individual pieces of precision equipment. ECOTECH is part of the ACOEM Group.

Booth 18A

UNIPHI

Suite 7 Park Plaza,
25-35a Park Road
Hurstville NSW 2220

T 02 9570 3160

E info@uniphi.com.au

W www.uniphi-software.com

UniPhi is an award-winning, SaaS, project and portfolio software company. It covers the end-to-end lifecycle of projects, engaging with all people working within that environment. UniPhi provides adaptive solutions to complex problems, bridging the gap between on-the-job effort and project value. It allows organisations to stop improvising solutions and start maximising opportunities in an unpredictable, emergent marketplace

The key difference, and what makes UniPhi unique, is that it supports all aspects of project work, from document, issue and risk through to finance, cost and contract management. UniPhi enables effective collaboration by all members of a project, from managers through to team members.

Booth 19 & 20

MCARTHUR

Level 12, 101 Grenfell Street
Adelaide SA 5000

T 08 8100 7000

E colin.britten@mcarthur.com.au

W www.mcarthur.com.au

CONTACT Colin Britten

McArthur has been partnering with Local Government for over 40 years and is a long-term sponsor and supporter of ALGA. McArthur continues to provide Local Government with Executive, Permanent and Temporary Recruitment and Consulting Services which include team building, performance management/ reviews, remunerations strategies and leadership development.

Come and join us at the McArthur Café for a coffee.

Local Government Expo 19



Booth 21

DESTINED

Level 6, 8 West Street
North Sydney NSW 2000
Level 4, 152 Elizabeth Street
Melbourne VIC 3000
T 0427 967 574
E simon.france@destined.com.au
W www.destined.com.au
CONTACT Simon France

Destined is a Salesforce Gold partner dedicated to customer success working across all levels of Government and Industry.

The blend of both corporate and government experience that we bring ensures we are able to offer a unique, commercially savvy and government appropriate strategy for digital transformation.

The Salesforce platform provides cost effective tools for:

- stakeholder and citizen engagement
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- ability to manage processes, workflows and tasks
- analytics and reporting on all data in the system

Our 40 staff with 82 Salesforce certifications have a customer satisfaction rate of 9.98/10 measured by Salesforce.

Booth 22

PALADIN RISK MANAGEMENT SERVICES

PO Box 359
Mitchell ACT 2911
T 0400 666 142
E rod@paladinrisk.com.au
W www.paladinrisk.com.au
CONTACT Rod Farrar

Let Paladin Risk Management Services fight the battles of tomorrow to help you achieve the victories of today

Paladin Risk Management Services works with organisations and businesses to identify risks to their operations and devise strategies to combat them.

Paladin Risk Management Services provides extensive risk management consultancy and training services to all levels of Government and the private sector.

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We work closely with our clients to tailor solutions that give them the capability to prepare for the challenges of tomorrow and concentrate on the successes of today.

Being strategic in the way in which your organisation approaches risk management is the best defence against any crisis and a means to ensuring organisational resilience when things do not go to plan.

Paladin Risk Management Services aims to build the skills and capabilities within individuals and organisations so they can be a Risk Gladiator in their own right.

Booth 23

NO BUTTS INTERNATIONAL PTY LTD

PO Box 585
Officer VIC 3809
T 1300 No ButTs
1300 662 888
E info@nobutts.com.au
W www.nobutts.com.au
CONTACT Jack Jacobson

No ButTs International assists Government Departments and NGOs around the world to reduce and often virtually eliminate the serious environmental problem of cigarette butt litter.

No ButTs award winning products include our range of stainless steel Eco-Pole Wall & Post-mounted Ashtrays and Eco-Pole Freestanding & Bollard Ashtrays and also No ButTs Branded Personal Ashtrays which are now being used by well over 500 Govt Depts around the world to provide a solution to cigarette butt litter that can be used anywhere a smoker smokes – which is critical as more locations around the planet go “smoke-free”. ..Because the world is not an ashtray.

Booth 24

MURRAY DARLING ASSOCIATION

Level 1, 250 Anstrutner Street
Echuca VIC 3564
T 03 5480 3805
E admin@mda.asn.au
W www.mda.asn.au
CONTACT Emma Bradbury

The Murray Darling Association (MDA) is the peak body for local government in the Murray-Darling Basin. Established in 1944, our purpose is to provide effective representation of local government and communities at state and federal level in the development of policy and the sustainable management of Murray-Darling Basin resources. The MDA recognises the diversity of needs and means to ensure healthy, connected rivers supporting regenerative agriculture, regional development and sustainable communities across the Basin. We work with our member councils and communities to develop leadership, identify local solutions, and build resilience across the Murray-Darling Basin. Our diversity unites us.



**Continence
Foundation
of Australia**



**AUSTRALIAN LOCAL
GOVERNMENT WOMEN'S
ASSOCIATION**



Booth 25

CONTINENCE FOUNDATION OF AUSTRALIA

Suite 1, 407 Canterbury Road
Surrey Hills VIC 3127

T 03 8692 8400

E info@continence.org.au

W www.continence.org.au

The Continence Foundation of Australia is the national peak body for incontinence awareness, prevention, management, education and advocacy. The Foundation is supported by funding by the Australian Government under the National Continence Program and operates the free National Continence Helpline 1800 33 00 66. Local government partners with the Continence Foundation and the Australian Government to promote World Continence Week and clean, safe and accessible public toilets through the National Public Toilet Map www.toiletmap.gov.au

Booth 26

AUSTRALIAN LOCAL GOVERNMENT WOMEN'S ASSOCIATION

PO Box 92
Forrest Hill VIC 3131

T 0408 421 166

E secretary@algwa.net.au

W www.algwa.net.au

With branches in every state and territory the Australian Local Government Women's Association offers wonderful opportunities to strengthen networking, mentoring and innovative opportunities that encourage and support women in all avenues of local government.

Membership may be made through each of the State Branches.

Booth 27

SOLDIER ON

National Headquarters
Gunghalin Homestead
Building 1, 80 Bellenden
Street, Gunghalin ACT 2912

T 1300 620 380

E info@soldieron.org.au

W www.soldieron.org.au

Soldier On is a not for profit organisation whose mission is to work side by side with those who serve and protect Australia, and their families, HELPing them to secure their futures.

Soldier On services are holistic, evidenced based and have been designed in consultation with service personnel and their families.

Our staff assist participants to strengthen resilience and develop meaningful connections with family members, mates, and the local community through a range of health and wellbeing services, employment opportunities, learning and education programs, and participating in a variety of activities.

Soldier On has centres in 9 locations around Australia.

Booth 27A

AUSTRALIAN INDUSTRIAL ECOLOGY NETWORK AND NATIONAL WASTE RECYCLING INDUSTRY COUNCIL

Australian Industrial
Ecology Network
PO Box 965
Paradise Point QLD 4216

T 1300 446 303

E info@aien.com.au

W www.aien.com.au

CONTACT Veronica Dullens

The Australian Industrial Ecology Network (AIEN) is a vibrant network of like-minded individuals, companies and institutions with a common interest in sustainable development through the study and practice of industrial ecology.

We advocate the principles and concepts of industrial ecology in policy formation and business practice. The AIEN actively engages with organisations to facilitate improved performance and environmental benefits.



Booth 27A

AUSTRALIAN INDUSTRIAL ECOLOGY NETWORK AND NATIONAL WASTE RECYCLING INDUSTRY COUNCIL

National Waste Recycling Industry Council

T 0418 216 364

E ceo@nwrinc.com.au

W www.nwrinc.com.au

TWITTER @NWRIC1

CONTACT Rose Read

The National Waste Recycling Industry Council (NWRIC) is the national peak body representing waste and recycling businesses. We represent industry priorities to government and work to improve waste and recycling services for all Australians.

Our members and affiliates service most households and businesses across every State and Territory. The NWRIC's 450 plus members range from small family-owned businesses to multi-billion-dollar global companies. They collectively own and operate nearly every private waste and recycling asset in Australia for collecting, recycling, processing and treating waste.

Our vision is for a fair, safe, innovative and sustainable waste and recycling industry. The NWRIC members do this by:

- Transforming waste into resources for reuse or energy;
- Ensuring the safe handling, disposal and treatment of non-recyclable and hazardous waste; and
- Providing a safe and clean environment for the community.

Booth 28

CAMPERVAN AND MOTORHOME CLUB

49 The Avenue
 Wickham NSW 2293

T 02 4978 8788

E enquiries@cmca.net.au

W www.cmca.net.au

CONTACT Richard Barwick,
 CEO, 0419 482 890

With over 70,000 members, Campervan & Motorhome Club of Australia (CMCA) is the largest RV Club in Australia, offering many benefits to its Members and local government areas. Our Members provide, a huge economic stimulus to towns and cities, with local government actively targeting our members to increase their tourism exposure. Ask us about the RV Friendly Town program and our new CMCA RV Parks.

Booth 29 & 30

KOMATSU

50-60 Fairfield Street
 Fairfield East NSW 2165

T 1800 057 764

E info@komatsu.com.au

W www.komatsu.com.au

CONTACT Megan Eom

Technology and innovation is built into Komatsu's DNA – Whether it's ICT based machine management, autonomous haulage mining trucks or fuel efficient hybrid excavators – Komatsu has been at the forefront of innovation and is why Komatsu is recognised as a technology leader in all sectors of the earthmoving industry. Our commitment to innovation is ongoing, and our new SMARTCONSTRUCTION concept and the this year's release of new Tier 4 machines continues our commitment to the industry. These new machines are unparalleled in their functionality and will increase jobsite speed, efficiency and productivity, reducing costs and eliminate rework.

Booth 31 & 32

LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND

25 Evelyn Street
 Newstead QLD 4006

T 1300 542 700

E glen_beckett@lgaq.asn.au

W www.lgaq.asn.au

CONTACT Glenn Beckett

LG Sherlock is a world-first Data Science Program being introduced across an entire tier of government. Developed by LGAQ to help Queensland councils convert their data into actionable insights they can use to make the best-possible decisions and maximise operational activities.

LG Sherlock is a highly-secure cloud-based data storage, analysis, visualisation and Artificial Intelligence system, backed up by a team of world-class Data Scientists.

The objective is simple; use council and third-party data to improve Queensland councils' performance, introduce previously untapped financial efficiencies, reduce council risk and aid with decision-making.

So far, the team has scoped more than 50 analytics projects following consultation with councils across Queensland and has started working on Fleet Management, Electricity Consumption, Council Comparison and Library Usage projects.



Booth 33

HORIZON PRINT MANAGEMENT

Canberra Office
8 Geils Court
Deakin ACT 2600

Head Office

Level 5, 97 Pacific Highway
North Sydney NSW 2060

T 02 8624 6140

E sales@horizonprint.com.au

W www.horizonprintmanagement.com.au

Horizon Print Management was established in 2001 to fulfil a need in the Australian market for high quality, customer-focused print management services.

Since inception, HPM has grown from strength to strength through the development of strong business relationships, delivering above and beyond the expectation line whilst working with our clients to create successful outcomes.

As your business is unique, we believe the one size fits all approach to print management is neither effective, nor efficient. Instead we work collaboratively to understand your critical needs and how HPM can integrate into your business structure.

More than just a supplier, HPM has established itself as a leading strategic print solutions partner.

Booth 34

BANNERCONDA

PO Box 3306
Umina Beach NSW 2257

T 02 4341 5090

M 0412 446 506

E info@bannerconda.com

W www.bannerconda.com

CONTACT Dean McCudden

Bannerconda is Australia's wholly owned and patented leading street-pole banner raise-and-display system.

The system was developed to simplify banner change-over: to make it easier, faster, safer, and less expensive.

Instead of using High Lift Equipment to take the operator to a fixed banner arm, Bannerconda™ brings a detachable arm down to the operator.

Banners are changed from ground level, are fully secure and save Council time and money.

We have gained multiple Energy approvals, and can supply all your banner needs.

Booth 35

ONSTAGE PRESENTATIONS

7 Carcoola Road
St Ives NSW 2075

T 02 9449 9677

E peter@onstageav.com.au

W www.onstageav.com.au

CONTACT Peter Sinclair

Steaming/webcasting council meetings is our focus this year following the new code of meeting practice.

We can supply systems with options to stream live or recorded, to stream audio only or audio with vision.

Cameras can deliver a close up of who is speaking controlled automatically from the sound system. Views can be a single long shot of the council chamber or presented as 4 separate views.

Streaming can be done via the council IT department or a specialist streaming service.

Contact Peter Sinclair at peter@onstageav.com.au or phone 0418220016 any time to discuss the options and costs.

Booth 36

GREEN FROG SYSTEMS PTY LTD

51 Langford Street
Pooraka SA 5095

T 08 7200 3909

E info@greenfrogsystems.com.au

W www.greenfrogsystems.com.au

CONTACT Doug Underdown

Green Frog Systems are global leaders in innovative solar lighting technologies. Established in Australia 2011, the company designs and manufactures world-class solar street and pathway illumination systems and is committed to the continual development of leading edge, sustainable solar lighting and energy storage advancements.

Green Frog Systems mission is to consistently offer clients with a high reliability solar lighting solution, providing safety, security and access to public spaces more economically than mains powered equivalents.

The increasing popularity towards renewable energy options has allowed the company to rapidly expand into the USA, New Zealand and the UK. Green Frog Systems worldwide list of clients includes Government, mining, oil & gas, industry and commercial infrastructure; a testament to the quality of the company's solar light products.



Booth 37 to 40

**JARDINE LLOYD THOMPSON
 PTY LTD**

Level 37, 225 George Street
 Sydney NSW 2000

T 02 9290 8023

E keely.astry@jlta.com.au

W www.jlta.com.au

CONTACT Keely Astry,
 Executive Manager –
 Public Sector

JLT is proud to continue our long term partnership of the Australian Local Government Association and the 2019 National General Assembly including the State of the Region Report.

Having supported ALGA as the peak body for Local Government in Australia for more than 25 years, we understand how important it is to deliver tangible value and services to local governments and associated organisations nationally.

JLT Public Sector is committed to supporting Local Government to delivering services to the community by helping to identify and innovatively deliver risk solutions. Risks continue to emerge as does our deep seated knowledge and relationships within the Local Government sector.

JLT is continuing to build upon our an ongoing legacy of 45 years risk based solutions to Local Government, partnering with over 450 councils across Australia; engaging a team of 350+ dedicated local government specialists and consistently providing value and outcomes through their relationships with Local Government.

Booth 41

**ASBESTOS SAFETY AND
 ERADICATION AGENCY**

Level 10, 255 Elizabeth Street
 Sydney NSW 2000

T 1300 326 148

E enquiries
 @asbestossafety.gov.au

W www.asbestossafety.gov.au

The Asbestos Safety and Eradication Agency (the agency) was established in 2013 to provide a national focus on asbestos issues which goes beyond workplace safety to also encompass environmental and public health concerns.

Booth 42

POSTVENTION AUSTRALIA

PO Box 2606
 Carlingford NSW 2118

T 1300 02 4357

M 0412 164 575

E info@postventionaustralia.org

W www.postventionaustralia.org

CONTACT Alan Staines,
 National Secretary

Postvention Australia (PVA) is the National Association for the bereaved by suicide, responding to the grief and trauma experienced by all those impacted by a suicide death with practical and compassionate care and understanding. This is an often-neglected area of suicide prevention: people bereaved through suicide are up to eight times more likely to take their life than the general population. PVA are seeking partners for the Here for You National Outreach Peer Support Program, which ensures that when a suicide death occurs, the bereaved are provided with immediate, appropriate support by someone who has shared their experience of loss.

Booth 43

**AUSTRALIAN INSTITUTE
 OF COMPANY DIRECTORS**

18 Jamison Street
 Sydney NSW 2000

T 02 8248 8400

E nsw@aicd.com.au

W aicd.companydirectors.
 com.au

The Australian Institute of Company Directors (AICD) is committed to strengthening society through world-class governance. We aim to be the independent and trusted voice of governance, building the capability of a community of leaders for the benefit of society. Our membership of more than 43,000 includes directors and senior leaders from business, government and the not-for-profit (NFP) sectors. As the world's largest member institution focused on governance, the AICD has a unique opportunity to help create a governance environment that strengthens society. Governance is critical to the performance of organisations across all sectors: making schools and hospitals safer; supporting NFPs to achieve their missions in a sustainable way; enabling business to perform; and supporting the public service to fulfil their critical role in the economy and society. The AICD is committed to providing its members with content that is both fundamental and cutting edge, balancing our traditional governance education portfolio with a significant range of new products to address specific markets and issues. The AICD also advocates on behalf of its members to governments, regulators, and media to so that in order to improve governance standards, practices and regulations.



Booth 44

SPEARPOINT SOLUTIONS AND TECHNOLOGY PTY LTD

90 Bayldon Road
Queanbeyan NSW 2620

T 02 6298 1122

E sales@spearpoint.net.au

W www.spearpointtechnology.com.au

CONTACT Ian Jiear

Spearpoint Solutions and Technology Pty Ltd (Spearpoint) is a 100% Veteran Owned company based in Queanbeyan NSW, near Canberra. Spearpoint is an ISO 9001:2015 certified company that represents a range of leading international Defence Original Equipment Manufacturers (OEM) exclusively for Australia and New Zealand.

Spearpoint has a range of rapid construction/ installation flood, vehicle and blast barriers that are in extensive use by the US Army Corps of Engineers, tested for static, dynamic and impact resistance in flooded areas. These "DefenCell" barriers are palletised and are also suitable for ground stabilization and erosion mitigation including beaches and slopes.

Booth 45

MOBILEMUSTER

Level 8, 71 Walker Street
North Sydney NSW 2060

T 02 8920 3555

E mobilemuster@amta.org.au

W www.mobilemuster.com.au

MobileMuster is the product stewardship program of the mobile phone industry and is accredited by the federal government. It is voluntarily funded by all of the major handset manufacturers and network carriers to provide a free mobile phone recycling program in Australia to the highest environmental standard. The program is committed to raising awareness and educating the community on why it is important to recycle. The program is managed by the Australian Mobile Telecommunications Association which is the industry body representing Australia's mobile telecommunications industry.

Booth 46

JAPAN LOCAL GOVERNMENT CENTRE (CLAIR, SYDNEY)

Level 12, Challis House,
4 Martin Place
Sydney NSW 2000

T 02 9241 5033

E mailbox@jlgc.org.au

W www.jlgc.org.au

FACEBOOK www.facebook.com/clair.syd/

The Japan Local Government Centre (CLAIR, Sydney) is a semi-government, non-profit organisation jointly established by all Japanese prefectures and municipalities.

CLAIR Sydney actively promotes policy dialogue and exchanges activities between local governments in Japan, Australia and New Zealand.

CLAIR Sydney holds annual local government forums in Australia and New Zealand on common local government policy issues among Japan, Australia and New Zealand.

CLAIR Sydney also provides support to Australian and Japanese local governments seeking sister city relationships and promotes regional Japan as a travel destination. CLAIR also coordinates the JET (Japan Exchange and Teaching) Programme. For more information, please visit our booth in the exhibition area, or visit www.jlgc.org.au.

Booth 47

MARKSTONE GROUP

Level 12, Farrer House
24 Collins Street
Melbourne VIC 3000

T 03 8577 9500

E info@markstone.com.au

W www.markstone.com.au

Markstone has over 25 years' experience, delivering innovative outcomes across Federal, State and Local Government and the private sector.

Our passion and personal experience enables superior outcomes for the betterment of industry, community and government. It is our mission to advise and guide organisations who strive to achieve great outcomes for a better future.

A respected company with a solid track record of success and personalised service, Markstone has a reputation of getting results.

We have assisted our clients to secure more than \$11.7 billion in grants, tenders and other outcomes from three levels of government since 2003.

Local Government Expo 19



Booth 48

REDMAN SOLUTIONS

139 Gotha Street
Fortitude Valley Q4006:

T 1300 797 097

E help@redmansolutions.com.au

W www.redmansolutions.com.au

CONTACT Fiona Cullen

When engaged people, blend the best process, with the right technology, they produce consistently great outcomes. That's what we've repeatedly found when we work with hundreds of councils across Australia and New Zealand to deliver people-first technology solutions. Our combination of strong technology and tailored consulting services helps people in local government transform the way they deliver eplanning and approvals, formal consultations, meetings and agendas, and data governance for their communities. Visit www.redmansolutions.com.au to find out more.

Booth 49

WALGA

ONE70, Level 1,
170 Railway Parade
West Leederville WA 6007

T 08 9213 2000

E info@walga.asn.au

W www.walga.asn.au

The Western Australian Local Government Association (WALGA) is the peak organisation for Local Governments in Western Australia.

WALGA represents the collective views of over 1200 Elected Members and 22,000 employees who serve the 2.58 million residents of Western Australia's local communities, including Christmas Island and the Cocos (Keeling) Islands. The Association also provides professional advice and offers services that provide financial benefits to Local Governments and the communities they serve.

WALGA's vision is to be respected for delivering on the aspirations of its members, as the Lead Association for Local Government.

The Association is committed to advancing Local Government in Western Australia by ensuring it is built on good governance, autonomy, local leadership, democracy, community engagement and diversity, and has the capacity to provide economically, socially and environmentally sustainable services and infrastructure that meets the needs of the community.

Booth 50

AUSTRALIAN INSTITUTE FOR COMMERCIAL RECOVERY

Level 29, Chifley Towers
2 Chifley Square
Sydney NSW 2000

T 1300 006 584

E maricarmenwacher@aicr.net.au

W www.aicr.net.au

CONTACT Maricarmen Wacher

The Australian Institute for Commercial Recovery (AICR) is an institution devoted to promoting and representing the commercial recovery industry. As a membership organisation, we work to improve the standards of the commercial recovery industry and raise financial literacy awareness in the community. AICR is a voice for our sector to ensure that governments, regulators and the public understand our values and our practices, and in turn that our members and their clients appreciate the ethical and legal requirements of good commercial recovery practice. Details about the Institute can be found on our website www.aicr.net.au.

Booth 53

AUSTRALIA AND NEW ZEALAND RECYCLING PLATFORM

Level 5, 455 Bourke Street
Melbourne VIC 3000

T 03 9020 2222

E enquiries@anzrp.com.au

W www.anzrp.com.au

The Australia and New Zealand Recycling Platform (ANZRP) is a leader in the safe and responsible collection and recycling of e-waste, and represents some of the largest and most reputable global electronics brands.

It is Australia's only not-for-profit, industry-for-industry Co-regulatory Arrangement operating under the National Television and Computer Recycling Scheme.

Delivered through its dedicated collection program TechCollect, ANZRP provides households and small businesses across Australia with an ethical and environmentally sustainable way to dispose of end-of-life computers, computer accessories and TVs. ANZRP ensures at least 90% of commodities recovered from e-waste are used as raw materials in the manufacture of new products.



Booth 54

INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION

PO Box 618
Toowong QLD 4066
T 1300 4 ENGAGE
E info@iap2.org.au
W www.iap2.org.au

The International Association for Public Participation's (IAP2) mission is to advance the practice of community and stakeholder engagement through education, advocacy and building partnerships.

IAP2 supports local government to enhance organisational branding and build trust through a suite of training courses, resources, tools and templates; be recognised with the Excellence in Core Values Awards and connect through informative networking events, conferences and mentoring.

Training for local government professionals can be customised for larger groups or available individually through our public training courses delivered across Australia. The IAP2 Australasia Certificate in Engagement is recognised by local government agencies as the pre-requisite for engagement professionals.

Booth 55

TYRE STEWARDSHIP AUSTRALIA

2/59 Keele Street
Collingwood VIC 3066
T 03 9977 7820
E info@tyrestewardship.org.au
W www.tyrestewardship.org.au
CONTACT Tammie Miller

Tyre Stewardship Australia (TSA) is a Federal and State Government supported, industry initiative. Its focus is turning the 56 million end-of-life tyres generated each year into local opportunities and jobs.

Through TSA, new product development is helping ensure that used tyres find new lives, recycled into loads of useful assets like public roads, playgrounds, sportsfields and more.

There is no cost for Local Governments to join this initiative and involvement can provide opportunity for improved asset delivery and management, plus supporting local jobs.

Help drive responsible tyre waste management and sustainable use of recycled rubber; discover TSA accredited businesses via tyrestewardship.org.au/search-accredited-entities.

Booth 55a

CHARLES STURT UNIVERSITY

T 1800 ASK CSU
(1800 275 278)
W futurestudents.csu.edu.au

At Charles Sturt University, we work hand-in-hand with our industries and communities. In 2018, we set out to better understand community resilience through a series of co-creation workshops. This highlighted that a key factor for building community resilience is the development of capable leaders.

The community stakeholders involved were passionate about the capacity of leaders to drive connection, change and community outcomes. The result? We're launching the Graduate Certificate in Community Leadership and Resilience, small modules that can be studied alone, or stacked to a graduate certificate qualification. We are committed to co-creating the education communities and industries need.

Booth 56

OPTUS

1 Lyonpark Road
Macquarie Park NSW 2113
T 13 39 37
W www.optus.com.au

Optus is the second largest provider of telecommunications services in Australia in terms of revenue and employs more 8,000 employees across the country. As a fully integrated telecommunications provider to more than 10 million customers, Optus delivers a comprehensive range of telecommunications products and services including: mobile and fixed line telephony; broadband services; multimedia entertainment and technology services; satellite services; and converged business telecommunications applications and solutions. The Optus 4G network provides coverage to 97.2% of the Australian population, and Optus has recently launched its 5G network.

Local Government Expo 19



Booth 57

CARAVAN INDUSTRY ASSOCIATION OF AUSTRALIA

214 Graham Street
Port Melbourne VIC 3207

T 03 9815 2015

E info@caravanindustry.com.au

W www.caravanindustry.com.au

Caravan Industry Association of Australia is the peak national body for the caravanning and camping industry in Australia. Our organisation's vision is, "To lead and champion a robust, compliant and sustainable caravanning and camping industry in Australia", with all operation pillars – marketing; research; lobbying and advocacy; compliance, accreditation and training – working towards this vision. The Association operates as a not-for-profit organisation with a membership base comprising the individual state caravanning and camping associations, who we work collaboratively with on matters concerning the caravanning and camping industry in Australia.

Booth 58

SALARY PACKAGING AUSTRALIA

1/10 Hudson Road
Albion QLD 4010

T 1300 786 664

E enquiries@salpacaus.com.au

W www.salpacaus.com.au

CONTACT Adam McGilchrist

Salary Packaging is a great way to attract, recruit, engage and retain the best possible employees. There are multiple benefits provided by Salary Packaging Australia (SPA) to help save your new and existing employees thousands in tax and can make your Council an even more attractive workplace. Additionally, this will add no cost to you, as the employer.

SPA specialises in benefits such as Novated and Associate leasing, Remote Area Housing, Living Away from Allowances and Relocation Benefits. As a full service provider, SPA allows employers to help increase their employees remuneration with transparency and ease.

Booth 59

CIVIL AVIATION SAFETY AUTHORITY

16 Furzer Street
Phillip ACT 2606

T 131 757

E Toni.Guenther@casa.gov.au

W www.casa.gov.au

CONTACT Toni Guenther

CASA provides a world class safety regulatory environment for civil air operations in Australia and the operation of Australian aircraft overseas.

CASA's challenge is to enhance and promote aviation safety through effective safety regulation and by encouraging industry to deliver high standards of safety.

As part of this function CASA provides comprehensive safety education and training programs, cooperates with other government agencies and the industry, and administers certain features of Part IVA of the Civil Aviation (Carriers' Liability) Act 1959.

The Executive Manager Stakeholder Engagement Division is Rob Walker

Booth 60-61

MICROSOFT

T 1800 234 085

W www.microsoft.com

Our mission—to empower every person and organization on the planet to achieve more—acts as the North Star in everything we do, every product choice we make, how we show up with customers. It's not just a set of words.

We empower people to be autonomous, removing barriers, enhancing their skills, and creating communities.

We're for every individual and organization—we're inclusive and united. And we help people achieve goals—from fixed to fluid, from every day to exceptional



Booth 61a

ZEPLIN

PO Box 472
Ashmore City QLD 4214
T 0415 554 409
E justin@zeplin.com.au
W www.zeplin.com.au
CONTACT Justin Appi

Zeplin provides solutions for meeting room management, resource booking and visitor management. We partner with Pronestor of Denmark who have developed the suite of solutions over the last 18 years.

We have a growing number of local government customers who are using our solutions to improve the efficiency of their meeting rooms and manage the booking of many different shared resources they control such as fleet vehicles, meeting rooms, catering, IT equipment and public spaces.

Our solutions are modular, allowing customers to choose only what they need and they also scale to provide benefits for companies large and small.



Booth 62

INSTITUTE OF MANAGERS AND LEADERS

Ground Floor,
14 Childers Street
Canberra ACT 2601
T 1300 661 061
E membership@managersandleaders.com.au
W www.managersandleaders.com.au
CONTACT Louise Dalglish-Smith

The Institute of Managers and Leaders Australia and New Zealand (IML ANZ) is a non-profit Membership organisation and the peak body for managers and leaders. IML ANZ awards and assesses managers and leaders with the Chartered Manager accreditation – the internationally-recognised professional designation accrediting management and leadership excellence.

For more than 75 years, we have been supporting professionals on their leadership journey. Representing 350,000 individuals – from multinationals to small local businesses, from interns to CEOs – IML ANZ is driven by its vision, “creating better managers and leaders for a better society”.



Booth 63

NHP ELECTRICAL ENGINEERING PTY LTD

43 – 67 River Street
Richmond VIC 3121
T 03 9429 2999
E nhpsales@nhp.com.au
W www.nhp.com.au
CONTACT Ross De Rango

With 50 years of electrical and engineering industry excellence and 22 branches across Australia and New Zealand, at NHP our local people and footprint helps us understand your specific project needs, no matter how big or small.

While we go to market with over 15,000 stocked items, we are much more than a product supplier. Together with our extensive network of global partners, we offer choice in product, choice in technology, choice in service, choice in support and ultimately choice in how you deal with us – whether that be in person or online, where and when you need us.



Booth 64

NATIONAL ECONOMICS (NIEIR)

Unit 1A, 663 Victoria Street
Abbotsford VIC 3067
T 03 9488 8444
E Julie.barker@nieir.com.au
W www.nieir.com.au
CONTACT Peter Hylands

National Economics (National Institute of Economic and Industry Research) was founded in 1984 as an economic research and consulting company serving clients in both the public and private sectors. Our clients include many of Australia's leading companies and Local, State and Federal Governments and their agencies. National Economics prepares a number of major reports each year, including the annual State of the Regions Report (published by ALGA since 1998). The State of the Regions Database, available from National Economics, provides local government with detailed economic data at LGA level. The 2019-2020 State of the Regions Report is the 22nd report in a series that has influenced regional economic strategies in Australia in the 21st century.

Local Government Expo 19



Australian Government
Australian Taxation Office
Australian Business Register



Australian Government
Department of Infrastructure, Transport,
Cities and Regional Development

Booth 64A

SQUIZ

435a Kent Street
Sydney NSW 2000

T 02 9045 2800

E hello@squiz.net

W www.squiz.net

Squiz is a global technology company with over 500 employees located in Australia, New Zealand, Poland, the United Kingdom and the United States. Squiz designs, builds and runs websites and web portals, providing customers with products and services spanning the complete digital experience lifecycle. Squiz has over 60 local government customers globally, helping them to deliver personalised digital experiences that improve citizen satisfaction and engagement.

Booth 65

CORPORATER

T +61468779708
+91 7799885437

E saravanan@corporater.com

W https://corporater.com

CONTACT Saravanan Ramadass

We are a global software company that empowers medium and large organizations to manage their business by providing them with a business management platform that adapts to their unique business model. We use our gains to make a social impact.

Our Process: Customer First

- Our customers are the core of everything that we do
- Each business solution is created with our customers' needs in mind and the understanding of how they will use this solution to help their business thrive
- It is our goal to help our customers become more efficient, more organized, more secure, and more successful
- We genuinely care about our customers and provide all of them with an ongoing guidance and post-implementation support

One view. One platform.

Endless solutions

- Our platform offers a holistic view of our customers' business
- We acknowledge that all businesses are different, and it is important to us to reflect this uniqueness in every business solution that we create – therefore, our platform is designed as an agile, no code, configurable system
- All of our solutions are complete, scalable, and adaptable to any existing tools and applications

Booth 66

AUSTRALIAN BUSINESS REGISTER

GPO Box 9977
Brisbane QLD 4001

T 1300 139 025

E abrenquiries@ato.gov.au

W www.abr.gov.au

The Australian Business Register (ABR) was created to make it easy for business to interact with Government. Our focus is on making it simple for businesses to register for an Australian Business Number (ABN), ensuring the integrity and quality of the data on the ABR, and helping government agencies at all levels to access and use the data. This assists them to better understand businesses, make informed decisions and streamline how they interact with business.

Booth 67-68

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, CITIES AND REGIONAL DEVELOPMENT

GPO Box 594
Canberra ACT 2601

T 1800 075 001

E awards@infrastructure.gov.au

W www.infrastructure.gov.au

As a department, we build stronger communities through major infrastructure planning, support a thriving aviation industry to connect even our most remote residents with the rest of the country and the world, and ensure all transport users benefit from a safe and secure transport system. We also manage some of Australia's most significant infrastructure projects, providing long-term benefits to the Australian community; and our work in regional development and in the governance of the Territories is critical.



Booth 69

DEPARTMENT OF SOCIAL SERVICES

GPO Box 9820
Canberra ACT 2601

T 1300 653 227

W <https://www.dss.gov.au>

The Department of Social Services (DSS) is the Australian Government's lead agency in the development and delivery of social policy, and is working to improve the lifetime wellbeing of people and families in Australia. DSS' policies and services respond to need across people's lives – looking after families, children and older people; providing a safety net for people who cannot fully support themselves; enhancing the wellbeing of people with high needs; assisting people who need help with care; and supporting a diverse and harmonious society. DSS supports people and families in Australia by encouraging independence and participation, and supporting a cohesive society.

Booth 69A

SPECTUR LTD (ASX:SP3)

2/6 Merino Entrance,
Cockburn Central, WA 6164

T 1300 802 960

E Info@spectur.com.au

W www.spectur.com.au

CONTACT Peter Holton

Spectur Ltd provides reliable, stand-alone solutions for cameras in unpowered locations. Spectur addresses the challenges of:

- Deterrence - detecting and stopping theft, vandalism and illegal dumping;
- Surveillance – providing eyes and other senses to drive productivity; and
- Warning – remotely protecting the community from potentially harmful situations.

Spectur systems use advanced algorithms and AI to give the lowest rate of false alarms in our class. Our cloud-based platforms are accessible from any web enabled device. Spectur systems are increasingly being deployed by local councils and state government departments for shark warning, illegal dumping deterrence and surveillance of assets.

Booth 70

AGSAFE – DRUMMUSTER

Level 1, 40 Macquarie Street
Barton ACT 2600

T 02 6206 6835

E ziggy.hilliker@agsafe.org.au

W www.agsafe.org.au
www.drummuster.org.au

CONTACT Ziggy Hilliker

AgSAFE's drumMUSTER is a national product stewardship program supported by agvet chemical manufacturers, industry stakeholders, including member and farming associations, state and local governments.

Working hand-in-hand with local councils and community groups, drumMUSTER has recycled more than 33 million containers and established 817 rural and regional collection facilities across Australia.

drumMUSTER benefits chemical users, farmers, communities and the environment by providing a reliable and sustainable option for recycling of empty eligible agvet chemical containers.

drumMUSTER regional consultants build and maintain strong relationships with program stakeholders in every state and territory supported by the drumMUSTER team at head office in Canberra.

Booth 71

BAYER CROPSCIENCE

Level 1, 8 Redfern Road
Hawthorn East VIC 3123

T 03 9248 6888

W www.bayer.com.au

CONTACT Carissa Buckland

Environmental Science is a Business Unit of the Crop Science Division of Bayer, specialises in the development and marketing of pest, weed and plant-disease control solutions for non-crop situations. Through our work we are committed to fostering healthy environments where we live, work and play, enabling people and communities all over the world to live life to its full potential, helping them to thrive. Bayer: Science for a better life.



Booth 72

PMH INSIGHTS

10721 University Avenue NW
Edmonton Alberta Canada
T6E4P8

T 02 8317 3630

M 0401 775 999

E mark@PMHInsights.com

W www.pmhinsights.com

CONTACT Mark Preece

PMH Insights is a specialist implementation partner to Local Government across Council's entire Integrated Planning & Reporting (IP&R) Framework.

We help Councils develop their plans to provide them with a complete Planning Framework then select the best technology solution to track, monitor and report on your Strategic and Operational Business Plans. Our implementation methodology is designed in such a way that it will help each Council reach its full potential for Planning. (Our Path to Planning Maturity)

Our solutions also include Staff Appraisal / Talent Management, Community Dashboard, Risk and Project Management options.



Booth 73

BIGMATE

18/144 Edward Street
Brisbane City QLD 4000

T 1300 477 787

E contact@bigmate.com.au

W www.bigmate.com.au

CONTACT Taylor Sneddon

Bigmate was established with a vision to be one of the leading innovators in the global field of IoT, video safety and vehicle telematics (GPS monitoring). We provide an IoT platform and services that underpin local government connected communities and other such "smart city" initiatives. Our core focus is to integrate IoT with the business so as to ensure it solves a real business problem. Today, with over 16 years' experience in the field, global presence, offices in Australia and Singapore, we are one of Australia's brightest Internet of Things, video safety and telematics solution providers.

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LOCAL GOVERNMENT FOCUS

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Local Government FOCUS is a highly regarded, independent publication reporting on the key issues that impact local government online and in print.

Each monthly print edition covers Local Government news, events, intergovernmental relations and best practice examples of Councils large and small.

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This year we are offering a free page in the paper to feature one lucky Council. Drop your council business card into the box at our stand and the winner will be announced on Wednesday.

Delegates are invited to nominate their Council's high achievers. From the entries received, we will select seven individual high achievers and seven council teams to be featured in our July through to January editions.

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The Australian Local Government Association is working with Detpak to reduce waste at the NGA, which is why we have implemented the RecycleMe™ cups and bins. You will find these bins throughout the venue.

If you get a coffee from the McArthur Café in the exhibition, please ensure you use these bins to dispose of your cups.

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1. Remove lid from cup



2. Pour any remaining liquid into the right hand side funnel labelled **'liquids'**



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Australian Government

NATIONAL AWARDS FOR LOCAL GOVERNMENT



Meet the winning teams and projects

The Department of Infrastructure, Regional Development and Cities is hosting a networking session with the winners of the 2019 National Awards for Local Government.

The Awards program seeks to recognise and promote innovative and resourceful solutions being driven by local government and making a positive impact in Australian communities.

Representatives from winning councils will be on hand sharing their experiences in an informal setting during the lunch break on Tuesday, 18 June on the main exhibition floor.

Come and hear about the fantastic things councils are doing across Australia.

When: Tuesday 18 June 2019, 12:30pm–1:30pm

Where: Stand 67 and 68 Exhibition Hall, National Convention Centre



For more information, visit the Department of Infrastructure and Regional Development website: www.infrastructure.gov.au/nalg or email awards@infrastructure.gov.au

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Our Big Vision

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Our Big Vision

To harness the ability of the private sector and collaborate to address the chronic shortage of low income housing



Our Values

- Thinking with an intergenerational perspective
- Delivering long term value to Australian Taxpayers
- Bi-Partisan collaboration across business



2019-07-22 - Ordinary Meeting Of Council

Investigation of a Private Market Affordable Rental Housing Delivery Model - for Use in Negotiating Voluntary Planning Agreements

ALGA National General Assembly of Local
Government 2019

Presented by

Gary Spivak

Housing Development Officer

City of Port Phillip

Inner Melbourne Action Plan
Making Melbourne More Liveable



Attachment 10.3.2

Fishermans Bend

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Inner Melbourne Action Plan
Making Melbourne More Liveable



What is the Inner Melbourne Action Plan (IMAP)?

- A collaborative partnership between the Inner Melbourne Region's Cities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong.
- Purpose: to strengthen the liveability, attraction and prosperity of the region through a range of strategies that enable joint initiatives/projects.
- One strategy is 'Supporting residential growth and housing choice'.
- City of Port Phillip has led three IMAP projects:
 - **Inclusionary Zoning** - investigation of a proposed IZ scheme for the Inner Melbourne Region (SGS Economics & Planning 2004 - 2010)
 - **Community Land Trusts** - development of a guide to establishing CLTs in Australia (The University of Western Sydney and other partners (two publications: 2013, 2019)
 - **This project** - investigation of a Private Market Affordable Rental Housing Delivery Model (PWC, 2019)

The housing affordability problem has broadened and deepened over the last 10 - 20 years in the Inner Melbourne Region.

- This has resulted in those affected by housing affordability increasing from the lower 50 - 60% of the income spectrum in 1995 to the lower 70% of the income spectrum now.
- Many households are now locked out of home ownership and forced to remain permanently in private rental housing - in growing housing stress.
- This means there is a greater need for affordable housing products across the spectrum of need, in particular targeting moderate income households and key workers, e.g.:
 - Rent to Buy
 - Shared Equity Housing
 - Community Land Trusts
 - NRAS (continuation of)
 - Affordable Build to Rent (the purpose of this project)

Why IMAP is interested in investigating the PRADS model

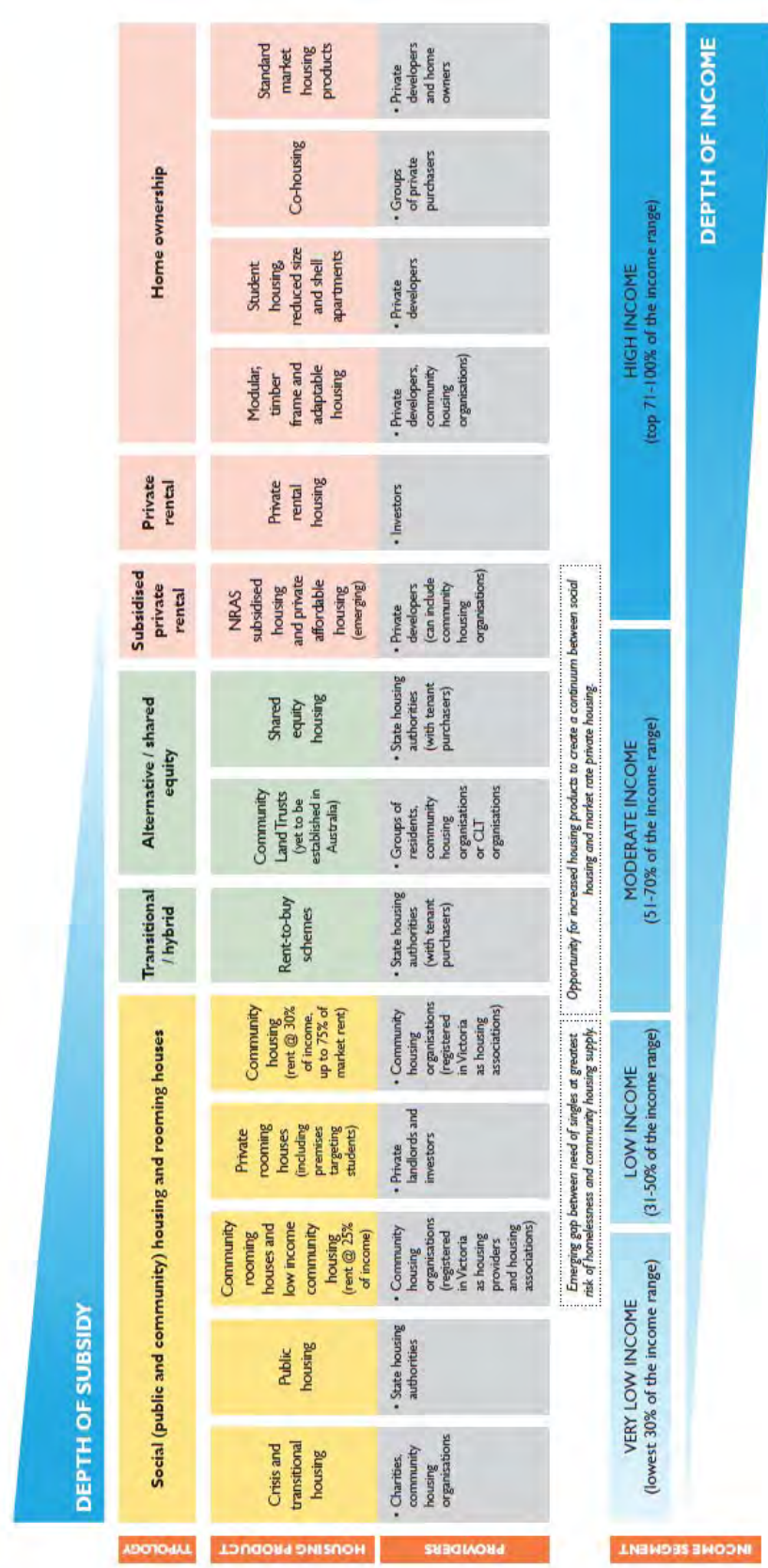
Without a greater level of such private affordable housing products, **social** and economic problems will increase: ^{Attachment 10.3.2}

Why IMAP is interested in investigating the PRADS model

- **Greater social polarisation** - between social housing (very low and low income) and market rate private housing (upper moderate - high income)
- **No / limited housing choice** - for moderate income households / key workers, and households moving up or down the housing spectrum as their circumstances / life cycles change - creating bottlenecks in the housing system
- **Economic inefficiencies** - for regions that have unaffordable housing, and rely on key workers (and low income wage earners), who need to travel long distances to work.
- **Increasing demand for social housing** - from households unable to sustain private rents and move into housing poverty



Spectrum of Housing Products



2019-07-22 - Ordinary Meeting Of Council
It is imperative that the private sector be engaged to help deliver affordable housing as:

- The social housing system is unable and unsuitable to address the scale of the need
- There are no mandatory planning mechanisms in Victoria (eg. Inclusionary Zoning) requiring the private sector to contribute to the delivery of affordable housing, with limited exceptions being:
 - City of Melbourne - Amendment C270 Built Form Controls
 - Fishermans Bend - Social Housing Uplift incentive
 - Site-specific planning controls, eg. Development Plan Overlays
- The ability of voluntary planning agreements in Victoria to deliver affordable and social housing has been enhanced by the Victorian Government, under *Plan Melbourne*, and *Homes for Victorians* policy:
 - Defining social and affordable housing (and associated very low, low and moderate income ranges)
 - Amending the Victorian Planning Provisions
 - Development of model s173 Agreements for affordable housing
 - Guidelines for use of s 173 Agreements for social and affordable housing

Why IMAP is interested in investigating the PRADS model

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What is the IMAP project?

- 1. Being attractive to private developers** - with a range of financial and planning incentives to leverage the number of affordable dwellings delivered
- 2. Achieving scale** - a large scale of privately delivered affordable housing, at a faster rate than conventional options:
 - Gifting - of apartments to registered community housing agencies
 - Discounted sale - developers seeking to sell a % of apartments at discounted prices to registered community housing agencies
- 3. Providing long-term affordability** - and avoiding the problems experienced with expiring US negotiated regulatory agreements
- 4. Affordability** - safeguarding the affordability of the housing through a range of governance arrangements, to avoid default and enforcement

It will:

- Provide modelling that determines the trade-off between 1. the discounted rent (eg 20% - 50%) and 2. the number of affordable housing dwellings provided (with clear options for local government)
- Identify the affordable housing products and opportunities most applicable to the model, e.g.
 - Build to Rent that is affordable
 - Volume leasing of vacant apartments held by developers
 - Private development in Fishermans Bend urban renewal area
 - Private development in other parts of the region
- Define the minimum necessary development margin (relative to risk) to achieve development viability under hypothetical development scenarios
- Identify the incentives necessary to bridge the gap between market and discounted rent, and therefore encourage greater private sector take-up of voluntary planning agreements

What is the IMAP project?

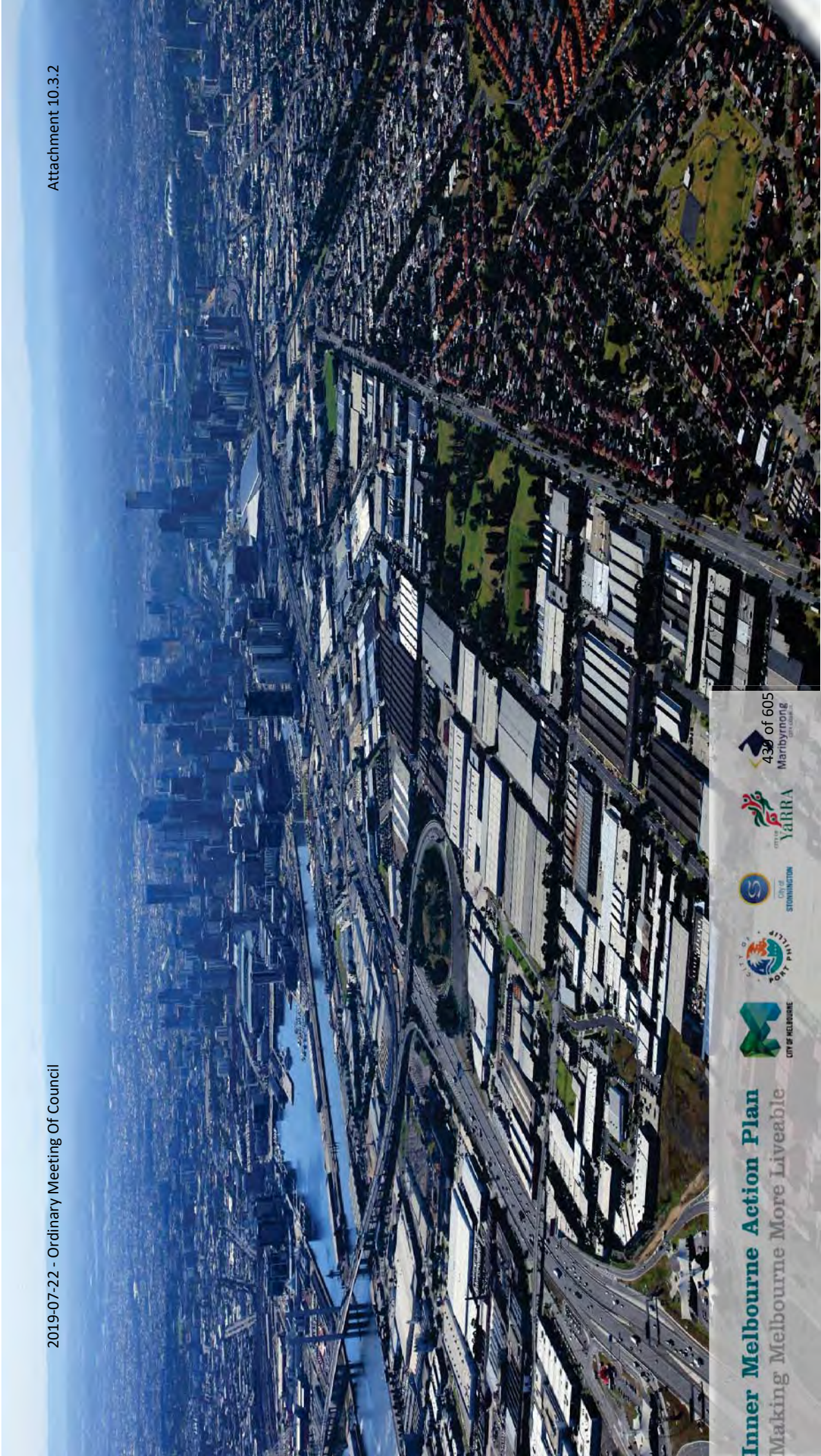
The expanded range of options for incentives include:

- The value attributed to the market perception of private property management
- Fast tracking of development approval, and the potential for such developments to become Victorian Civil and Administrative Tribunal (VCAT) priority cases under the Major Projects List
- Financial structures that may provide investors with tax offsets, eg. a Unit Trust
- Investigation of any tax arrangements for investors that could be sought, based on existing precedent or potentially relevant concessions
- Any Commonwealth and State programs that could provide subsidies or finance, subject to the model becoming eligible, eg. Bond Aggregator
- Reimbursement of local government rates (all or part)
- Reduction of Owners Corporation fees payable by investors of affordable rental apartments

What is the IMAP project?

Project process

- The project will conclude in September with a presentation of the report to IMAP
- If adopted, it will be up to each IMAP Council to determine how it wishes to use the model in negotiations, eg. target development types, the package of incentives, how they trade-off the level of discounted rent and number of units
- The report and modelling will be placed in the public domain to share with any interested party.

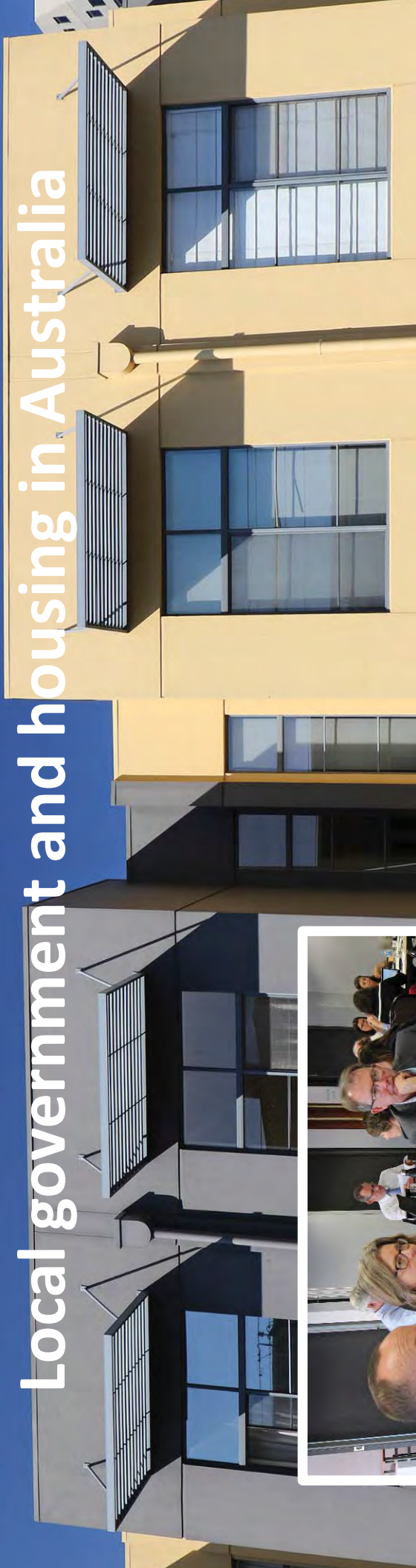


Inner Melbourne Action Plan
Making Melbourne More Liveable



Stewards of the community.

Local government and housing in Australia



Photos by Sandy Horne

Prof Andrew Beer

Dean: Research and Education

University of South Australia Business School

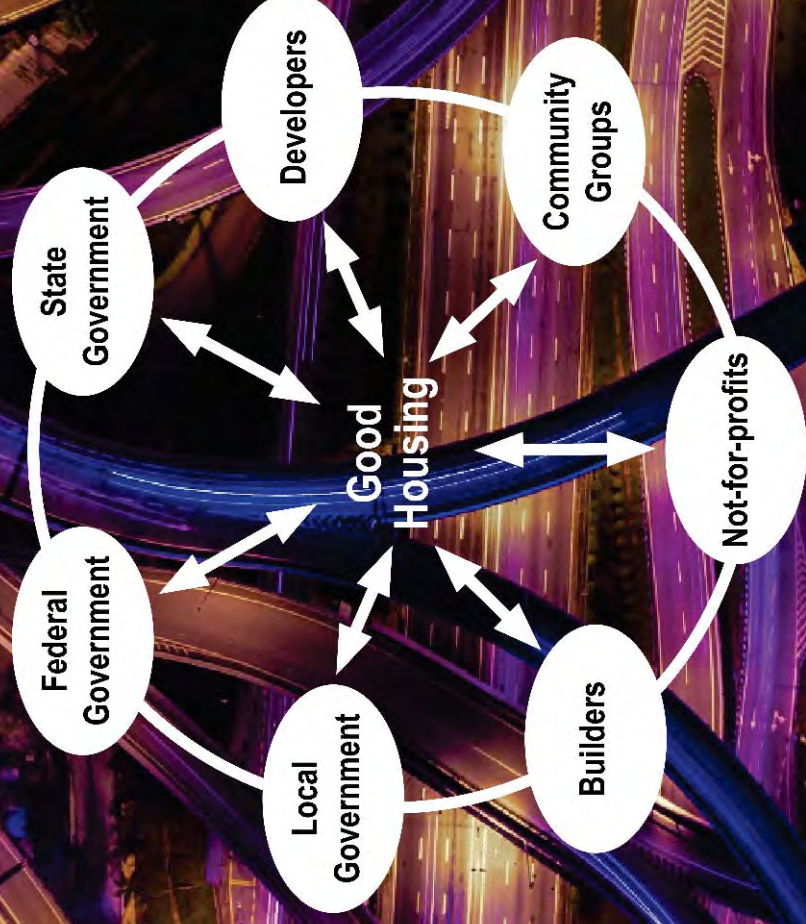
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PROJECT PARTNERS:

- City of Greater Bendigo • Berri Barmera Council • Gwydir Shire Council • Local Government Association of South Australia
- Mount Alexander Shire Council • City of Mount Gambier • City of Moonee Valley • Randwick City Council
- The Rural City of Murray Bridge • City of Playford • ~~City of Playford~~ Coast Council • City of Sydney • Waverley Council

Local government as a key part of a networked housing solution





Local Government and Housing in Australia

2019-07-22 - Ordinary Meeting Of Council

Attachment 10.3-3

These are new times in the relationship between local governments and housing in Australia.

What is coming to the fore is the stewardship role of local government with respect to their communities.

- many local governments take on housing responsibilities in response to the absolute housing crisis in many parts of this country.

This finds expression in many ways. At times it is a problem - imposed on local governments by State or Federal authorities

- Local governments have found new and innovative solutions.

Photo by Sandy Horne



University of
South Australia



1. New developments in the housing market and the economy are putting pressures on local governments

- a. Airbnb – opportunity or threat?
- b. Ongoing population decline in rural areas
- c. Unaffordable housing
- d. Pressures on infrastructure funding

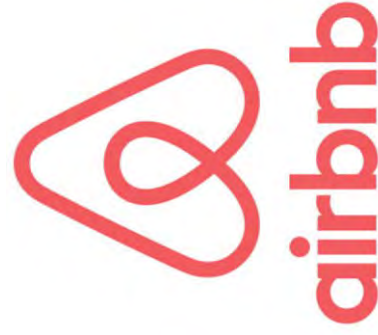


Photo by Sandy Home



Photo by www.cafecredit.com



2. Local governments respond – or choose not to respond – to developments in housing markets

- a. Often council led – reflecting the leadership councillors offer their communities
- b. And councils respond in different ways to the different challenges they face



Photo by Element15 Digital on Unsplash

3. Local governments often don't appreciate how much assistance they provide to housing locally



- a. Supporting community organisations
- b. Ensuring supply of land
- c. Engaging with other tiers of government
- d. Development and implementation of planning schedules
- e. Co-ordination of social

4. Too often housing is yet another focus for cost shifting by state or federal governments

- a. Eg – rate exemptions for housing associations in South Australia and other jurisdictions
- b. Senior tiers of government do not appreciate – the way local governments do – the inherent tension between their role as regulators of lands use and housing development, and any attempt to become more proactive in the housing space



Photo by Sandy Horne

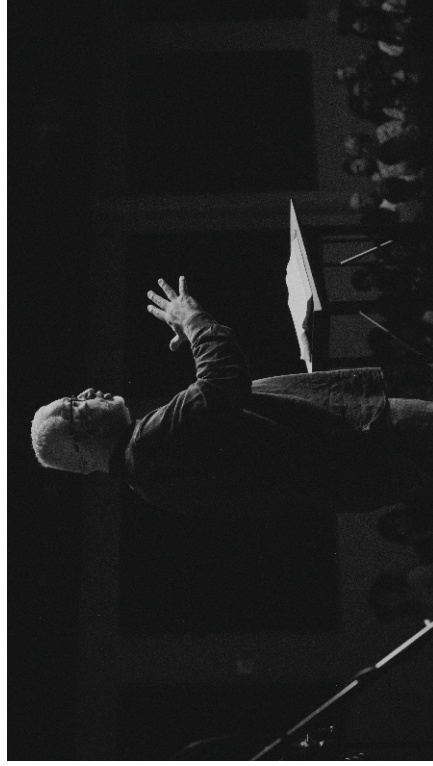


Photo by Kristina Paparo on Unsplash

5. More could be done by local governments to share ‘good practice’ in housing

- a. While many local governments are active in this policy domain, it is rarely discussed
 - In some instances there is a sense that local governments are unwilling to discuss there achievements for fear of further cost shifting by more senior tiers of government
 - This reluctance means the broader community is unaware of the nature and level of local government achievements in this field

6. Local governments are acknowledged innovators and important partners in some areas of housing



Photo by Samuel Zeller on Unsplash

- a. Eg – the active leadership of some local governments in dealing with homelessness, especially in inner city areas
- b. Rural councils taking on a leadership role in encouraging population growth and stronger housing market
- c. Outer suburban local governments leading the supply

7. For many local governments there is the potential and capacity to do more

- a. And for action would give local governments the opportunity to shape the future of their communities
 - a. But no ‘one size fits all approach’



Photo by Laura Fuhrman on Unsplash

In conclusion ...

Local government's involvement in housing is emblematic of its broader reach into Australian communities, and its role as the

'government of first choice' for many

- It's the most trusted tier of government in the nation
- It's the most accessible tier of government
- And in some parts of rural and regional Australia
 - it is the only government with a presence on the ground



In conclusion ...

It is appropriate that local governments have the freedom and opportunity to become involved in housing beyond their statutory obligations

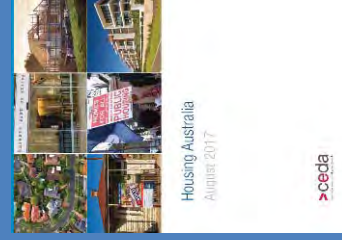
- if they choose to do so
- and to do so as part of a network, working together to deliver solutions



Photo by Anna Samojoyova on Unsplash

In conclusion ...

The more senior tiers of governments clearly do not understand the importance of local governments for housing in Australia



And too often local governments have been blamed for policy settings not of their making

In conclusion ...

Finally, housing in the 21st Century is likely to become less affordable before it becomes more affordable

So increased pressure on local governments to act

And local governments may be better placed shaping up that agenda themselves, rather than having it imposed from above

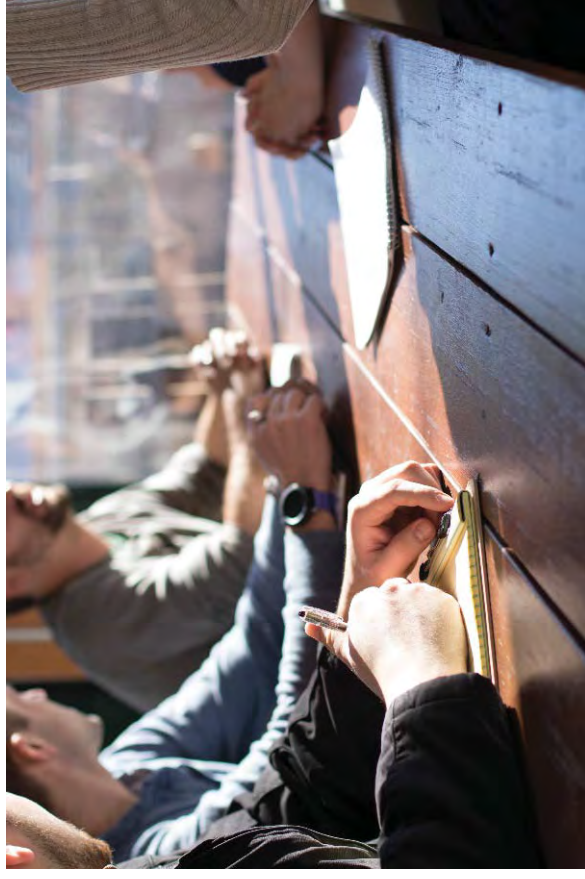
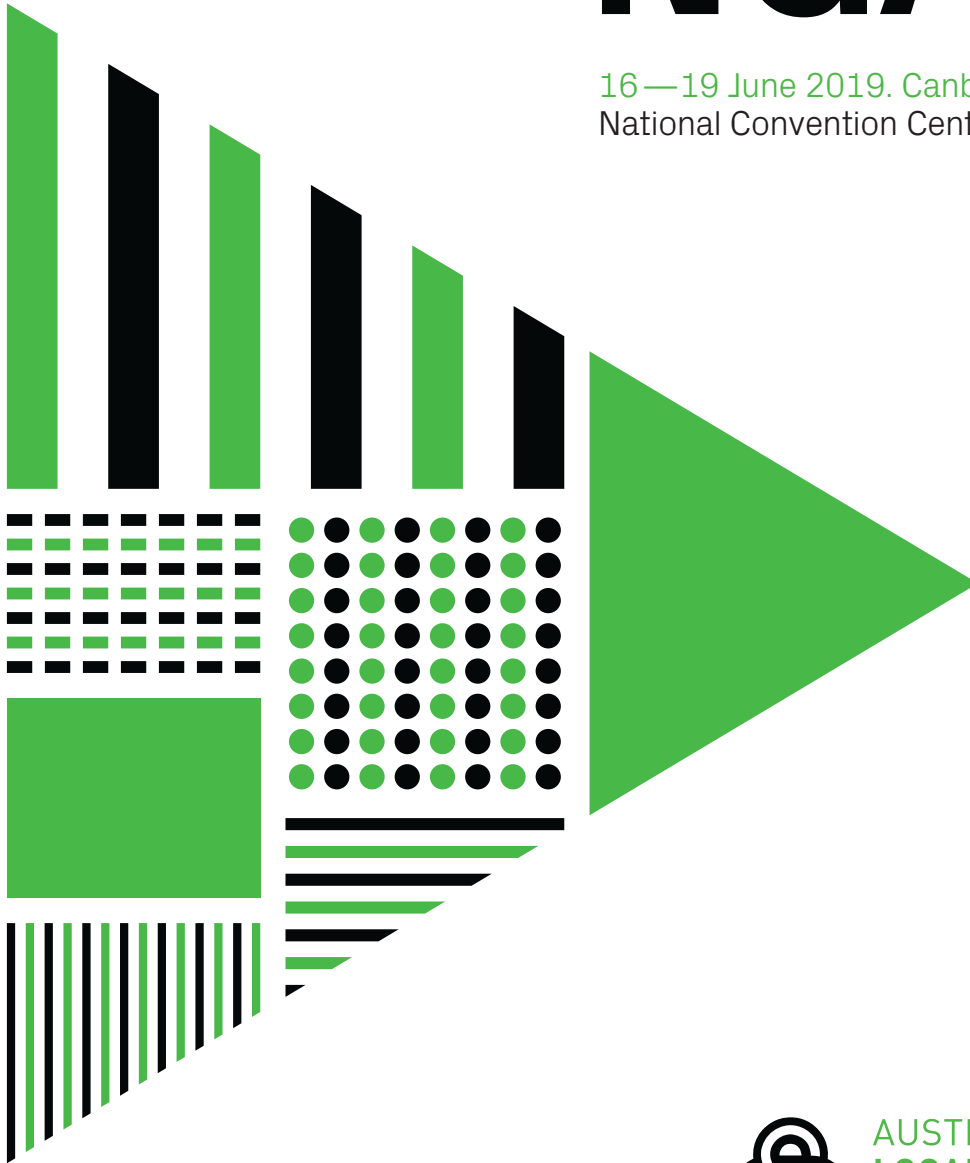


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**Future
Focused**

NGA 19

16—19 June 2019. Canberra
National Convention Centre



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

Celebrating 25 Years of NGA

Resolutions
455 of 605

Special Urgent Motion**Byron Shire Council, NSW****Carried**

That the National General Assembly acknowledges the crucial role our public broadcaster plays across Australia, particularly in remote, rural and regional communities, and calls on the Federal Government to cease cuts and embark on a program to restore more adequate funding to the ABC.

1 Toowoomba Regional Council, QLD**Carried**

That the National General Assembly request the Commonwealth Government to initiate a Referendum at the earliest opportunity seeking agreement for recognition of Local Government in the Australian Constitution.

2 Boulia Shire Council, QLD**Carried**

That the National General Assembly calls on the Federal Government to restore Financial Assistance Grants (FAGs) funding to at least one percent of total Commonwealth taxation revenue.

3 Moree Plains Shire Council, NSW**Carried**

That the National General Assembly calls on the Federal Government to remove Part 1 Sec 6 2b of the Local Govt Financial Assistance Act 1995 to remove the minimum per capita amount grant

4 Cumberland Council, NSW**Carried**

That this National General Assembly calls on the Federal Government to urgently review the current methodology in calculating the allocation of Federal Assistance Grants, to ensure that no amalgamated Councils are disadvantaged as a result of boundary alterations.

5 Murrindindi Shire, VIC**Carried**

That the National General Assembly calls on the Federal Government to commit to the funding of Councils through the Financial Assistance Grants (FAGS) Program on set dates each year in order to avoid smaller Councils, particularly small rural Councils, being forced to incorrectly report deficit budgets to their communities.

6 Wyndham City, VIC**Carried**

That the National General Assembly calls on the Federal, State, and Territory Governments to engage with ALGA to explore more flexible and sustainable arrangements for debt models and vehicles to fund Local Infrastructure in light of growing community expectations for Councils to increasingly provide more services for less.

7 South Burnett Regional Council, QLD**Carried**

That this National General Assembly calls on the Federal Government to support an economic stimulus for rural and outer regional Councils by developing a split competitive and allocative model of funding for projects such as the Building Better Regions Fund.

That the Assembly recommends to the Fed Govt that the BBRF guidelines be amended to include projects for scoping, planning and feasibility funding.

8 Knox City, VIC**Carried**

That the National General Assembly calls on the Federal Government to provide a financial contribution to local government in recognition of its role in the administration of the Australian citizenship program.

9 Forbes Shire Council, NSW**Carried**

That the National General Assembly calls for the traffic control and insurance costs currently paid by RSL clubs/sub branches to conduct Anzac Day events to be resourced by the Federal Government.

10 Penrith City Council, NSW**Carried**

That the National General Assembly call on the Federal Government to direct Infrastructure Australia and the Infrastructure and Project Financing Agency to work with state infrastructure providers to identify risks and barriers to sustainable growth of cities.

11 Maroondah City, VIC**Carried**

That this National General Assembly calls upon the Federal Government to provide a funding stream that can be accessed by Metropolitan Councils for major infrastructure projects.

12 Toowoomba Regional Council, QLD**Carried**

That the National General Assembly request the Commonwealth Government to enhance zonal taxation rebates to foster decentralisation of industry and commerce.

13 Gladstone Regional Council, QLD**Carried**

That the National General Assembly supports the Roads of Strategic Importance (ROSI) policy of the Australian Government and the associated future budget commitments.

14 Hobart Council, TAS**Carried**

That this National General Assembly calls on the Australian Government to establish an infrastructure fund for the construction of active transport initiatives including pedestrian and bicycle facilities.

15 Brisbane City Council, QLD**Carried**

That the National General Assembly calls on the Australian Government to develop a national Mobility as a Service (MaaS) framework and establish a fund to support and incentivise cooperation across state and local governments, the private sector and community organisations to deliver better, integrated mobility options for the community.

16 Town of Cottesloe, WA**Carried**

That this National General Assembly calls on the Australian Local Government Association Board to advocate to the relevant authorities including the Federal Minister for Infrastructure and Transport, Austroads and the Australian Road Research Board that they consider a policy on traffic speeds in urban Australia which meets the needs of current and future Australians based on national and international evidence regarding safety, amenity, illness prevention and sustainability.

That the policy be used to progress speed reform in urban Australia at a Federal and State level.

17 Wyndham City, VIC

Carried

That the National General Assembly call on the COAG Transport and Infrastructure Council to conduct a public review of Trackless Tram technologies from Europe and China as an autonomous, more timely and affordable option to fixed or light rail.

18 Darebin City, VIC

Carried

That the National General Assembly call on the Australian Government to:

- Fund a \$800 million Grey-spot program that provides pedestrian infrastructure in locations where there are older Australian (+65) to address high proportion of pedestrian deaths experience by older Australians.
- Better manage pedestrian injury and risk, through a deeper understanding of the causes of death, injury and the operation of high risk locations.
- Use the Principle Pedestrian Network Tool to map future and potential pedestrian demand across our cities.
- Introduce polices to support the rapid up-take of electric vehicles;
- Re-align the proportion of transport federal funding so that the three levels of Government in Australia have a more efficient and equitable match between their public responsibilities and their finances;
- Support funding for other infrastructure to ensure safe walking routes for older pedestrians such as:
 - Rest areas and seats
 - Mobile battery charge stations
 - Crossing refuges
 - Water fountain

19 Gladstone Regional Council, QLD

Carried

That the National General Assembly calls on the Australian Government to consider appropriate support to regional airports in order to provide affordable travel.

20 Lake Macquarie City Council, NSW

Carried

That this National General Assembly call on the Federal Government to move from high-level vision to delivery for connecting major metropolitan centres through high speed rail. This infrastructure would transform Australia, enabling better connectivity between cities, regional centres and international gateways and improving the lives of most Australians.

21 Lockyer Valley Regional Council, QLD

Carried

That the National General Assembly call on the Australian Government to establish a fund specifically targeted at those local government areas that are bearing the brunt of significant impacts of the Inland Rail project to partly compensate for their loss, hardship and the long term amenity impacts.

22 Shoalhaven City Council, NSW**Carried**

That the National General Assembly calls for:

1. The Australian Government to recognise that the escarpment crossings of the Great Dividing Range connecting the coastal plain highways to the inland highway networks are roads that are of vital importance to the economic development of Australia and the regions.
2. The escarpment crossings that support, or can induce, a significant freight task should be earmarked to be upgraded to ensure compliance for HML freight vehicles and that these key freight links be included in the National Freight and Supply Chain Strategy and National Action Plan.

23 Moree Plains Shire Council, NSW**Carried**

That the National General Assembly call on the Federal Government to provide sustainable funding that will allow Councils to strategically plan for the maintenance, to an all-weather standard local roads, that form essential “first and last mile” links in modern logistics chains for agriculture and other time-sensitive goods. Further, that such funding be based on the productivity benefits of improved logistics together with an assessment of the benefits of a shift to rail, in particular to the Inland Rail project.

24 Bega Valley Shire Council, NSW**Carried**

That the National General Assembly call on the Federal Government to commit to a review of the nation’s freight hubs and analyse where the creation of new/upgraded Ports, rail corridors, highway duplications and airports will best service the country, in line with a commitment to decentralisation.

25 Tweed Shire Council, NSW**Carried**

That National General Assembly calls on COAG to develop a National strategy for the rollout of fast charging stations to facilitate the growth of the electric vehicle market and to encourage their broader uptake by the Australian community.

26 District Council of Streaky Bay, SA**Carried**

That the National General Assembly calls on the Federal Government to establish a regional focus through the provision of funding models for waste management systems with an aim to develop a more entrepreneurial framework.

27 Moyne Shire, VIC**Carried**

That the National General Assembly calls on Federal Members of Parliament in support of actions listed in the MAV “Rescue Our Recycling action plan being:

Action 1 - Mandate Product Stewardship

Introduce mandatory product stewardship for all products that generate waste. Put clear and binding targets within the Product Stewardship Act to drive action by industry. This approach would align with the polluter-pays principle, incentivising designers and producers to take responsibility for the environmental impacts of their products.

Action 2 - Tackle Consumer Packaging

In partnership with state and territory ministers, review the National Environment Protection (Used Packaging Materials) Measure 2011 to impose mandatory participation and binding obligations across the consumer packaging chain. As an interim measure, clarify obligations on industry so that it is easier to hold them to account.

Action 3 - Strengthen the National Waste Policy

In partnership with state and territory ministers, adopt an action plan for the national Waste Policy that includes firm and ambitious targets and timelines to fast-track our transition to a circular economy.

Action 4 – Regulate/ Ban Production and Importation of Hard to Recycle Materials.

Action 5 – Standardise Package Labelling and Certify Use of Recycled Content

Mandate adoption of the Australasian Recycling Label for all consumer packaging sold in Australia and adopt a certification system for recycled content in line with the US or European models.

28 Alice Springs Town Council, NT

Carried

The National General Assembly (NGA) call on the Australian Government to develop a national approach to recycling textiles and clothing waste to minimise waste being sent to landfills.

29 Darebin City, VIC

Carried

That the National General Assembly call on the Australian Government to:

- Declare a Climate Emergency
- Establish a \$10 billion dollar national fund for councils to build the resilience of climate change vulnerable communities.
- Commit to providing maximum protection for all people, economies, species, ecosystems, and civilisations, and to fully restoring a safe climate
- Mobilise the required resources and take effective action at the necessary scale and speed across Australia,
- Transform the economy to zero emissions and make a fair contribution to drawing down the excess carbon dioxide in the air, and
- Encourage all other governments around the world to take these same actions.

30 Shoalhaven City Council, NSW

Carried

That the National General Assembly call on the Australian Government to establish a consistent framework and provide guidance on measures (including planning controls and asset protection) to be taken by all levels of Government including Local Government with respect to climate-change.

31 Parkes Shire Council, NSW

Carried

That the National General Assembly calls upon the Federal Government to:

- Agree that they have a significant obligation to recognise the scientific consensus that the climate system continues to be affected by known activity, and;

- That a Minister be appointed, and funds be allocated, to assist Councils in their strategic response to the potential impacts of a changing environment.

32 Willoughby City Council, NSW

Carried

That the National General Assembly calls on the Australian Government to:

Establish a National Strategy for climate change adaptation and resilience comprising the following:

1. Processes for the integration of climate change adaptation into local/state strategic planning.
2. A system for gathering, storing and reporting information/mapping on climate change risks, exposure, impacts and vulnerability.
3. Establish sea level rise benchmarks and associated policy and implementation guidelines for Local and State Governments.
4. Clarification of liability issues in relation to coastal inundation, present and future.
5. Strategies for engaging the community and all relevant stakeholders in climate change adaptation projects.
6. Engagement/education materials for communities in becoming climate change resilient, building on work done through the 'Resilient Sydney' project.

33 Hobart Council, TAS

Carried

That this National General Assembly calls on the Australian Government to give consideration to indemnifying Councils that undertake climate change mitigation initiatives.

34 Tweed Shire Council, NSW

Carried

That the National General Assembly calls on the Federal Government to establish a Task Force on climate - related Financial Disclosures for inclusions in annual reports for all levels of Government, including Councils. This report is to utilise and be based upon the Financial Stability Boards Task Force on Climate-related Financial Disclosures (TCFD) recommended framework.

35 Bega Valley Shire Council, NSW

Carried

That the National General Assembly encourages Councils to join the Climate Council's Cities Power Partnership or similar program, to share information and foster local government projects to tackle climate change.

36 Blue Mountains City Council, NSW

Carried

That the National General Assembly calls on the Federal Government to work with ALGA to provide advice on how councils across Australia can approach the aim of achieving carbon neutrality in as much of the sector as possible.

37 Bass Coast Shire, VIC

Carried

That the National General Assembly calls on the Australian Government to support initiatives by councils to develop and implement coastal climate change adaptation plans, to improve the sustainability and resilience of coastal settlements vulnerable to increasing climate change risks.

38 East Gippsland Shire, VIC**Carried**

That the National General Assembly call on the Australian Government to review and clarify the Natural Disaster Funding Arrangements for protective coastal infrastructure having regards for:

- The critical role that protective coastal infrastructure has in ensuring the social and economic functioning of coastal communities;
- The changing climate and forecast increase in the frequency and intensity of coastal storm related events and coastal flooding; and
- The quantum of investment in protective coastal infrastructure across Australia by Local Government.

39 Willoughby City Council, NSW**Carried**

That the National General Assembly calls on the Australian Government to commit to:

1. The establishment of National Coastcare Program, facilitated by Local Government and/or regional/state government facilitators to support local community coastal conservation and education initiatives; including the development of a long-term financial investment plan and state government grant program to fund Coastcare.
2. Undertake a review of the future costs to local government associated with managing risks and liabilities of coastal hazards
3. Establish national Coastcare program with funding (funding model provided under the NSW Coastal Management Program with a view to providing long-term funding for local councils and reviewing the appropriateness of the 50/50 grant funding contribution requirement).

40 Tenterfield Shire Council, NSW**Carried**

That the National General Assembly calls for the drought affecting most of the country be escalated to Natural Disaster status, thus facilitating Disaster Recovery finance arrangements to be enacted.

41 South Burnett Regional Council, QLD**Carried**

That this National General Assembly calls on the Federal government to continue to promote opportunities for the sustainable delivery of water for urban, commercial and agricultural development and security of current supplies and calls on the Federal Government to amended Legislation and Regulation to allow for immediate funding for capital projects where business cases have been completed and approved by State Governments and Water Authorities

42 Brewarrina Shire Council, NSW**Carried**

That the National General Assembly call on the Federal and State Government Ministers to address the urgent need for action on the Darling Barwon river system to ensure that the supply of safe drinking water and flows for stock and domestic use is the priority at all times, including priority over and above the release of water from dams for large scale irrigation, irrespective of the circumstances in which allocations have been pre-purchased or pre-allocated for large scale irrigation.

43 Wentworth Shire Council, NSW**Carried**

That the National General Assembly actively lobby the Prime Minister and Leader of the Opposition to call for a Royal Commission into the Murray Darling Basin.

44 Wentworth Shire Council, NSW

Carried

That the National General Assembly call on the Minister for Agriculture and Water Resources and the Murray Darling Basin Authority to do complete accounting of all water storages, including open channels, diversions and on-farm storages holding unmetred or temporary water.

45 Wentworth Shire Council, NSW

Carried

That the National General Assembly call for an immediate assessment and complete public reporting of all groundwater Basin supplies, storages and recharge capabilities from the Minister for Agriculture and Water.

46 Toowoomba Regional Council, QLD

Carried

That the National General Assembly request the Commonwealth Government to create a national strategy to enhance water security in inland Australia.

47 Wentworth Shire Council, NSW

Carried

That the National General Assembly calls on the Minister for Trade to do a complete public report detailing all foreign investment and holdings in Australian water industries, infrastructure and trading operations.

48 Wentworth Shire Council, NSW

Carried

That the National General Assembly calls on the Prime Minister, Leader of the Opposition and Water Minister, to recognise concerns from indigenous groups, traditional owners and custodians that:

- they are unable to continue cultural practices, due to lack of cultural flows;
- there is an increased financial impost on high indigenous population towns for drinking water, where same is unavailable, or of poor quality;
- a lack of genuine, integrated and informed consultation has been the norm in matters of water management and projects which directly affect native title holders, traditional custodians and Land Council groups and individuals, combined with lack of feedback or Minutes from meetings with Government representatives and agencies; and
- local First Nations people hold knowledge from greater timelines than current records about flows, floods, movement and interplay of the entire riverine ecology, yet there is a resistance to engaging with that knowledge, utilising the skills and management practices used for many centuries (45,000 years in our region), despite clear desire from most groups to assist and play a more active role in water and land management.

49 District Council of Streaky Bay, SA

Carried

That the National General Assembly calls on the Federal Government to provide incentives for rural / regional Councils to create micro systems which allow for effective and efficient water storage and management systems to accommodate domestic use.

50 Willoughby City Council, NSW**Carried**

That the National General Assembly calls on the Australian Government to undertake to:

1. Develop an Urban Water Policy and an Integrated Water Management Strategy for the Greater Sydney region (and other cities) addressing water security solutions and best practice water management principles for urban areas.
2. Incorporate best practice Water Sensitive Urban Design model provisions /Sustainable Urban Water Management Principles into the standard planning instruments (LEP/DCP or equivalent).
3. Review BASIX (or equivalent.) to enhance and ensure the best practice implementation of Water Sensitive Urban Design into all new developments and retrofitting into existing developments.
4. Commit to a long-term investment program for the management and maintenance of water infrastructure in cities.
5. Introduce a standard requiring Water Utilities, as a minimum, to undertake secondary treatment of sewage released from ocean outfalls.

51 Tweed Shire Council, NSW**Carried**

That the National General Assembly calls on the Federal Government to substantially increase levels of funding for the environment in the 2019/20 Budget and to increase future funding for the environment with the aim of achieving at least 5% of the Federal budget's dedicated to environmental protection.

52 Inner West Council, NSW**Carried**

That the National General Assembly calls on the Federal Government to:

1. review the national limit for PM 2.5 in light of the fact that recent scientific evidence finds there is no safe level of PM 2.5.
2. take immediate steps to protect vulnerable people, for example school children from exposure to PM 2.5 air pollution.
3. release all reports, submissions and analysis including health studies on all major infrastructure projects in the future and to all current projects under construction.

53 Moree Plains Shire Council, NSW**Carried**

That the National General Assembly call on the Federal Government to review the current Federal/State disaster arrangements to assess:

- The need to ensure that disaster recovery places most emphasis on infrastructure that improves flood resilience as compared to simple replacement of the infrastructure in place at the time of the flood;
- The appropriateness of the current cost thresholds which trigger disaster arrangements and the degree to which these amounts are manageable by local government;
- The role of the insurance industry in sending price signals, but also the impacts of those price signals on insurance affordability for existing landholders.

54 Hobart Council, TAS**Carried**

That this National General Assembly calls on the Australian Government to review the National Disaster Relief and Recovery Arrangements to consider broadening the definition of essential assets to include assets that are currently regarded as non-essential.

55 Darebin City, VIC**Carried**

That the National General Assembly call on COAG Energy Council to commit to a Trajectory for the improvement of energy performance in existing homes by the end of 2019, including commitment to work with State, Territory and local governments to:

- a. Introduce mandatory disclosure of energy performance for all buildings when they are sold and leased;
- b. Mandate minimum energy efficiency performance standard for rental properties, as part of broader standards for what constitutes healthy and habitable rental housing;
- c. Develop and implement programs to improve the energy efficiency of all social housing, including community housing;
- d. Provide information and equitable incentives for home owners to upgrade their homes, with targeted support for upgrades to people on low incomes; and
- e. Progress related measures including obligations on energy companies to achieve annual energy efficiency reductions, disclosure and information obligations on real estate companies and lending institutions.

56 Port Phillip City, VIC**Carried**

That National General Assembly (NGA) calls on all Federal political parties, to commit to increased funding and action to address the growing problem of homelessness in Australia, by:

Developing a national plan to reduce homelessness which:

- Places the provision of affordable and social housing at the centre of the plan to reduce homelessness
- Is informed by Housing First principles of providing stable housing and quality, personalised support
- Includes the expansion of evidence based models, which have demonstrated success in ending homelessness, such as Youth Foyers and Common Ground
- Establishes specific targets and strategies to reduce homelessness among indigenous Australian, who currently comprise 20% of Australians experiencing homelessness
- Includes sub strategies for people rough sleeping, women and children escaping family violence, older people, particularly older women, young people exiting care and juvenile justice, people exiting corrections and those with multiple and complex needs.

Developing a national Housing Plan which:

- Makes affordable and social housing a priority with a long-term national housing plan with associated Ministerial portfolio to drive integrated reform across Government, at all levels of Government and across industry sectors.
- Delivering housing related taxation instruments, and other incentives, that will increase the supply of affordable housing by attracting institutional and private investment with models like an enhanced 'build to rent' scheme that will create affordable private rental housing.
- Addressing the funding gap between costs and rental income for low income households with subsidised rental, e.g. longer-term 'NRAS' type models, access to affordable finance etc.
- Direct Government investment to grow the supply of community housing, and build the capacity of the community housing sector (e.g. Nation Building program).

Carried

56.2 Darebin City, VIC**Lost**

That the National General Assembly calls for:

1. a coordinated, national response to housing issues, incorporating all levels of government.
2. mandatory controls in planning schemes, in the form of inclusionary zoning, to require affordable housing contributions as part of private development.

56.3 Bega Valley Shire Council, NSW**Carried**

That the National General Assembly call on the Federal Government to encourage State and Territory Governments to include a definition of tiny houses in planning legislation, to offer a flexible, legitimate housing model.

57 Melbourne City, VIC**Carried**

That the National General Assembly call on the Australian Government to:

1. Recognise the national significance of the financial implications of cladding rectification for building owners.
2. Establish a rectification relief fund, providing access to grants and low or interest-free loans to expedite unsafe cladding removal.
3. Provide for a streamlined small claims process that minimises the cost to owners to seek remedies against the developer/builder

57.1 Blacktown City Council, NSW**Carried**

That the National General Assembly calls for the Commonwealth and all State Governments to provide a consistent and uniform national regulatory approach with workable methodologies to address the fire safety risks posed by combustible external cladding and the use of non-conforming building products on certain types of buildings.

58 Lake Macquarie City Council, NSW**Carried**

That the National General Assembly calls on the Council of Australian Governments to ensure all state and territory governments implement in full the recommendations of the 'BUILDING CONFIDENCE: Improving the effectiveness of compliance and enforcement systems for the building and construction industry across Australia' report by Peter Sherrod and Bronwyn Weir.

59 City of Mitcham, SA**Carried**

That the National General Assembly calls on ALGA to work with the federal government to develop and implement a national framework for mandatory building specifications to reduce non permeable surfaces and increase domestic rainwater harvesting and re-use, for all new residential developments.

60 Darebin City, VIC**Carried**

The National General Assembly urges:

1. State and Territory Building Ministers to implement the Trajectory recommendations through the National Construction Code to be implemented in 2022, including:
 - a) A step change in minimum energy performance standards to at least a 7-star NATHERS equivalent and the introduction of an energy usage budget (whole-of-building approach);
 - b) Enabling renewable energy to contribute to the energy usage budget but not replace energy efficiency measures;
 - c) Extend the National Construction Code to include minimum performance standards for fixed appliances;
 - d) Strengthen the requirements of the National Construction Code to apply to a greater number of major renovations in existing homes;
 - e) Work with industry to ensure effective compliance with minimum standards through skills training and incentives, and improved mechanisms for dispute resolution and redress.
 - f) Provide a well-resourced regulator with adequate tools and powers to address non-compliance; and
 - g) Provide additional funding and assistance to ensure all new social housing complies with minimum energy performance standards.

61 Brimbank City, VIC**Carried**

That this National General Assembly calls on the Federal Government to ensure three year old and four year old children can access quality early education through permanent ongoing funding to the national pre-school and kindergarten program for all four year old's, and progressive extension of the program to cover all three year old's.

The National General Assembly calls on the Federal Government to work with Local Government to ensure proper planning, to have facilities built and upgraded and teachers recruited and trained, to enable the success of the expanded program.

62 Wyndham City, VIC**Withdrawn**

That the National General Assembly calls on the new Federal Government to commit to ongoing funding, highlighting that Australia is already the most expensive country for childcare costs according to the OECD.

63 Forbes Shire Council, NSW**Carried**

That the National General Assembly call on the Minister to provide additional 'Drought Relief Payments' to regionally based child care centres, mobile pre-schools and Preschools to pass onto families as free pre-school places and attendance for 2-5 year old's.

64.2 Cumberland Council, NSW**Carried**

That this National General Assembly of Local Government calls on the Federal Government to urgently review the current restrictive eligibility requirements for the Status Resolution Support Scheme with a

view to restoring access to this program to all people seeking asylum until a resolution of their status is complete.

65 East Gippsland Shire, VIC

Carried

That the National General Assembly call on the Australian Government to:

- The development of a comprehensive national primary health policy and plan that would articulate and benchmark the health services that should be available in all areas throughout Australia based on need;
- Reform of the Primary Healthcare system in order to address the unequal distribution of the primary healthcare workforce by seeking to allocated Medicare provider numbers based on need; and
- Learning from overseas experience about developing more robust primary health services that can treat people in a community primary health environment rather than in an expensive acute setting.

65.1 South Burnett Regional Council, QLD

Carried

That this National General Assembly calls on the Federal Government to review the funding and support to community health services with particular emphasis on outer regional, rural and remote communities.

66 Leeton Shire Council, NSW

Carried

That this National General Assembly calls on the Federal Government to address the shortage of medical professionals in rural and regional areas of Australia by adopting the Australian Medical Association's five key priority areas being:

1. Encourage students from rural areas to enrol in medical school and provide medical students with opportunities for positive and continuing exposure to regional/rural medical training;
2. Provide a dedicated and quality training pathway with the right skill mix to ensure doctors are adequately trained to work in rural areas;
3. Provide a rewarding and sustainable work environment with adequate facilities, professional support and education, personal comfort, and flexible work arrangements, including locum relief;
4. Provide family support that includes spousal opportunities/employment, educational opportunities for children's education, subsidy for housing/relocation and/or tax relief; and
5. Provide financial incentives including rural loadings to ensure competitive remuneration.
6. Cease offering 12 month government contracts and projects and move them to longer terms that encourage health professionals to relocate to regional areas.

67 Mitchell Shire, VIC

Carried

The National General Assembly calls on the Federal Government to reorient the mental health services system funding in rural and regional communities, invest in long term stable funding arrangements focused on operating a continuum of services across the life stages prevention, early intervention and tertiary services.

68 Frankston City, VIC**Carried**

That the National General Assembly calls on both the Government and Opposition to ensure that there are tangible outcomes of/from the \$300M+ National Ice Taskforce.

69 Gladstone Regional Council, QLD**Carried**

That the National General Assembly calls on the Australian Government to commit to a productivity commission review into private health insurance.

70 Gladstone Regional Council, QLD**Carried**

That the National General Assembly calls on the Australian Government to review the policy around rebate structures for bulk billing services particularly to address the lacking services available to people in regional and rural centres.

71 Darebin City, VIC**Carried**

That the National General Assembly calls for:

1. The maintenance of block funding for the delivery of the Commonwealth Home Support Program beyond June 2020,
2. States, Territories and the Commonwealth Governments to grant an exemption to local government providing home care services from the National Competition Policy.

72 Darebin City, VIC**Carried**

That the National General Assembly calls on the Federal Government to introduce two new Home Care subsidies to medication management, and nursing services. This will allow Home Care Packages recipients to receive these two crucial services and maintain care in the community.

73 Frankston City, VIC**Carried**

That the National General Assembly expresses its concern to both the Government and Opposition on current deficiencies in the current NDIS funding arrangements and calls on both the Government and Opposition to make funding arrangements offered by the government to providers more attractive.

74 Town of Port Hedland, WA**Carried**

That this National General Assembly advocate to the Federal Government through the Minister for Regional Development, that appropriate policies are put in place to support centres located in and around mining areas in terms of population growth, investment and job creation.

75 Parramatta Council, NSW**Carried**

That this National General Assembly call on the Federal Government to provide support and funding to address the significant risks posed, nationwide, by asbestos contamination in public lands and buildings.

76 Whitsunday Regional Council, QLD**Carried**

That this National General Assembly call on the Federal Government to develop a national regulation approach to short-term holiday letting, such as AirBNB, which could be administered at the local level.

77 Nillumbik Shire, VIC

Carried

That this National General Assembly calls on the Australian Government to provide direct funding to assist local government to address the risks of climate change through the development of renewable energy facilities and support related community actions.

78 Gladstone Regional Council, QLD

Carried

That the National General Assembly calls on the Australian Government to commit to investment in the development of future energy sources in order to ensure diversity of alternative sources of dispatchable power.

79 Bega Valley Shire Council, NSW

Carried

That the National General Assembly calls on Councils to facilitate and support the establishment of community renewable energy hubs in their municipalities.

80 Penrith City Council, NSW

Carried

That the National General Assembly call on the Federal and state governments to implement the recommendations of the Parliamentary Inquiry into the Australian Government's role in the development of Cities, to provide financial support, in the form of grants, to projects which demonstrate potential to generate significant employment growth for all communities including the rapidly expanding, outer suburban communities of Australian cities and also where there is infill development.

81 Wyndham City, VIC

Carried

That the National General Assembly calls on the Federal Government to develop City Deals or Partnerships or an equivalent funding and delivery vehicle to:

1. Address opportunities and threats presented by rapid technological change
2. Better integrate economic, physical, infrastructure and employment assets
3. Improve governance and collaboration across all levels of government to ensure more resilient innovation and employment hubs that embrace the "4th Industrial Revolution" and create opportunities for young people and at risk workers.

82 District Council of Streaky Bay, SA

Carried

That the National General Assembly calls on the Federal Government to provide funding and support for migrant workers with Science, Technology, Engineering and Maths (STEM) backgrounds to expedite transition of the recognition of their skills, making the available to re-enter the workforce, with an emphasis to filling rural demands where these skills are in critical shortage.

83 Town of Port Hedland, WA

Carried

That this National General Assembly call on the Federal Government to continue extensive consultation with local and state governments, the community sector, medical experts and other relevant stakeholders with a view of creating and implementing appropriate policies to manage anti-social

behaviour to support people, families and communities in places where high levels of welfare dependence, and drug and alcohol abuse, co-exist with high levels of social harm.

84 Blue Mountains City Council, NSW

Carried

That the National General Assembly calls on the Commonwealth Government to address the financial impact of visitation on local councils by exploring additional revenue raising options, including differential rates for tourism businesses, bed taxes and Federal/State funding programs specifically for tourism infrastructure renewal and maintenance.

85 Yarra City, VIC

Carried

That the National General Assembly calls on the Federal Government to:

1. Establish a Royal Commission into the gambling industry and the \$24 billion in annual gambling losses nationally, the highest in the world in per capita terms; and
2. Embrace national harm minimisation policies to reduce gambling harm in Australia such as:
 - I. Following the lead of the UK Labour Party in supporting a ban on credit card usage with online gambling companies;
 - II. Introducing further restrictions on gambling advertising, emulating the approach taken with the tobacco industry;
 - III. Establishing a national ombudsman scheme to process consumer complaints and resolve customer disputes with online gambling companies; and
 - IV. Introducing a ban on federally registered political parties from owning gambling licences issued by Australian governments, including for the operation of poker machine venues.

86 Brimbank City, VIC

Carried

That this National General Assembly, recognising the impact of gambling harm on local communities around Australia, calls on the Federal Government to introduce more stringent classification of video games that include loot boxes or similar items, to reduce the harm that arises from the convergence of gaming and gambling, and the consequent normalisation of gambling.

That this National General Assembly also calls on the Federal Government to close existing loopholes which enable gambling advertisements to be broadcast on television and radio during children's viewing and listening hours.

87 Wyndham City, VIC

Carried

That the National General Assembly calls on the Federal Government to work with State and Territory Governments to develop new and/or updated systems to collect and publish online gambling expenditure data at a municipal level.

88 Manningham City, VIC

Carried

That the National General Assembly call on

- The Australian Government to provide grant funding for local governments who have adopted 'Smart City' parking sensor technology to implement infrastructure to enable the data to be

made available in near real time to Open Data Platforms and technology providers to increase the benefit of this information to the community.

- All local governments with parking sensor technology, in the absence of any additional Commonwealth funding, to develop programs to provide information in near real time to Open Data Platforms and technology providers to increase the benefit of this information to the community.

89 Albury City Council, NSW

Carried

That the National General Assembly calls for state and territory local government associations to take a leadership role in developing and supporting members in their transition to Smart Communities; and for Australian, State and Territory Government bipartisan support for integrated policies and programs which encourage and support the development of Smart Communities.

90 Central Highlands Regional Council, QLD

Carried

That the National General Assembly calls on the Federal Government to, at the very least, maintain but preferably increase funding for the mobile blackspot programme to connect regional Australia to the digital economy.

90.3 Litchfield Council, NT

Carried

That the National General Assembly calls on the Federal Government to include identified mobile black spot sites from the Northern Territory in its Mobile Black Spot Program – Priority Locations.

91 Port Phillip City, VIC

Carried

That the National General Assembly (NGA) calls on the Commonwealth Government to amend the Telecommunications Act 1997, to improve the existing standards for the delivery of so called “low impact” facilities, by introducing guidelines or other regulation that requires enhanced consultation with the community and other stakeholders and consideration of community amenity in the design and placement of facilities.

91.1 City of Adelaide, SA

Carried

That the National General Assembly call on the Australian Government for changes to the Telecommunications Act 1997 (Cth) and/or the Telecommunications (Low-Impact facilities) Determination 2018 to either:

- Remove public payphones from the definition of “low-impact facility”, or
- Otherwise require planning approval for payphones.

92 Manningham City, VIC

Carried

That the National General Assembly call on the Australian Government to provide grant funding to support development of Local Government data warehouses, master data management repositories, and associated canonical data models. This support would be on the basis that the developments would be used to contribute to a nationwide standard for Local Government data definitions and data warehousing, and could be leveraged by other Councils.

93 Albury City Council, NSW**Carried**

That the National General Assembly calls on Standards Australia to provide more affordable access to the full suite of Australian Standards for the Local Government sector and requests the Australian Government to support that access.

94 Whitsunday Regional Council, QLD**Carried**

That this National General Assembly call on the Federal, State and Territory Governments to develop a national approach to Local Law infringement management for the sharing of information cross-state boundaries to enable debt recovery.

95 Albury City Council, NSW**Carried**

That the National General Assembly call on the Australian Government to modernise the provisions in the Copyright Act 1968 to reflect exemptions to local government authorities that are the same as Commonwealth and State government.

96 City of Adelaide, SA**Carried**

That the National General Assembly calls on the Australian Government, to develop Australian standards for the provision of national standards for cycling infrastructure including separated bikeways.

97 Blacktown City Council, NSW**Carried**

That the National General Assembly calls on the Commonwealth Government to:

1. Immediately set up an investigation into electricity and gas pricing and specifically their impact on local government and all communities.
2. Take effective action with energy providers for reduction in the cost of energy, in order to assist local government and communities to reduce their escalating expenditure.

98 Darebin City, VIC**Carried**

That the National General Assembly calls on local government associations to develop and implement a national communications campaign to raise the level of awareness and understanding of the work Councils do in regional and metropolitan Australia and rebuilds the trust in local government as an institution.

99 Shire of Christmas Island, WA**Carried**

That the National General Assembly of Local Government (NGA) supports the local governments in the External Territories (Norfolk Island and the Shire of Christmas Island) in their attempt to be able to access comparative funding from the Commonwealth to that of other local governments in Australia, which have access to funding opportunities from their respective State Governments.

100 Central Highlands Regional Council, QLD**Carried**

That the National General Assembly calls on the Australian Government to support the reinvigoration of core horticultural research disciplines within all states of Australia, to service the needs of the horticulture sector that is facing ever increasing challenges in profitable production, export market access and biosecurity (to name just a few).

101 Leeton Shire Council, NSW**Carried**

That the National General Assembly requests the Australian Government to honour its intention contained within its reservation (1) to the International Convention on the Elimination of All Forms of Racial Discrimination and enact legislation to specifically implement the terms of article 4 (a) being:

(a) Shall declare an offence punishable by law all dissemination of ideas based on racial superiority or hatred, incitement to racial discrimination, as well as all acts of violence or incitement to such acts against any race or group of persons of another colour or ethnic origin, and also the provision of any assistance to racist activities, including the financing thereof;

Further, that in keeping with the terms of Article 4 (c) the Australian Government prohibit a member of parliament from utilising parliamentary resources for the purposes to promote or incite racial discrimination.

102 City of Onkaparinga, SA**Carried**

That the National General Assembly calls on the Federal Government to significantly raise Newstart, Youth Allowance and all underfunded social security payments and that all payments be indexed at the same rate as the pension, as this has been recognised as an absolute minimum standard of living.

102.1 Roper Gulf Regional Council, NT**Carried**

That the National General Assembly calls for the Australian Government to work with local government to look into future energy needs and costs for Regional Councils throughout Australia to build-up resilience to environmental factors.

103 Wyndham City, VIC**Carried**

That the National General Assembly calls on the Council of Australian Governments (COAG) Transport and Infrastructure Council to expand their Terms of Reference to include the prioritisation of identified Employment and Innovation Hubs across Australia as places to bring together new high-value and innovative businesses, educational institutions and researchers.

104 Roper Gulf Regional Council, NT**Carried**

That the National General Assembly calls on the Australian Government to support the provision of essential aged care and disability services and infrastructure in regional and remote towns.

105 Frankston City, VIC**Carried**

That the National General Assembly call on the Australian Government to address the need for strong food security measures to protect the public from food contamination. This request is to be made due to various instances of interference in food security (i.e. needles found in vegetables) over the past twelve months.

106 Cabonne Council, NSW**Carried**

That the National General Assembly call on the Australian and state and territory governments to ensure food security and sustainability for future generations, including introduction of national legislation to protect the 'right to farm'.

Moved en bloc

Carried

107 Darebin City, VIC

That the National General Assembly calls on the Federal Government to implement measures that aim to relieve local government infrastructure funding pressures, including:

- The creation of a dedicated funding program for local government community infrastructure
- A more equitable distribution of infrastructure funding to the states, that takes into account population distribution and growth impacts.

108 Horsham Rural City, VIC

That the National General Assembly call upon the Federal Government to develop a long-term plan for investment in regional cities as a key to maintaining the liveability of the regions they support, attract business investment and to provide high quality health, education, recreation and cultural facilities.

109 Mitchell Shire, VIC

That National General Assembly call on the Federal Government to:

1. Increase the Roads to Recovery funding to \$800 million per annum
2. Broaden the Bridges Renewal Program criteria.

109.2 Somerset Regional Council, QLD

That the National General Assembly calls on the Federal Government to continue the Bridge Renewal Program to ensure security of transport networks for industry and connected communities alike.

110 Central Highlands Regional Council, QLD

That the National General Assembly calls on the Minister of Home Affairs to ensure that any new regulatory security requirements imposed by the Federal Government on regional airports that result in significant cost increases, should be offset with funding assistance opportunities to ensure regional communities are not further disadvantaged.

111 Melbourne City, VIC

That the National General Assembly calls on the Australian Government to:

1. Formally review and rewrite procurement policies for all Australian Government departments to require a level of recyclable content in materials procured, to assist in the creation of domestic markets.
2. Pass new legislation during 2019 that applies strong national product stewardship laws, creating significant disincentives to companies to mass produce or import products (including packaging) that are not economically recyclable.

112 Parkes Shire Council, NSW

That the National General Assembly calls upon the Federal Government to:

1. Increase aid to farmers and business affected by the current drought as it intensifies; and

2. That a transparent drought response policy be formalised with learning from the current drought, which includes proactive response as well as reactive.

113 Forbes Shire Council, NSW

That the National General Assembly calls on the Federal Government to provide ongoing assistance for drought preparedness in the form of low interest innovation, water infrastructure and drought assistance loans, training and professional development in business management for farmers and continued support for Rural Financial counsellors to work with farmers long term, with the understanding that drought is part of the normal cycle of farming and needs to be planned for.

114 Sunshine Coast Regional Council, QLD

That the National General Assembly calls on the Federal Government to develop options (in partnership with local governments, state governments, bulk water providers and water retailers) that improve drought resilience across Australia – particularly with regard to the agricultural sector – through more efficient storage, movement and use of all types of water, including recycled water and storm/rain water.

115 Lockyer Valley Regional Council, QLD

That the National General Assembly call on the Australian Government to simplify administrative arrangements for Federal drought related funding for local governments to ensure more flexibility and more appropriate time periods for local governments to prepare project applications to assist those people and communities affected by drought.

116 Mitchell Shire, VIC

That the National General Assembly call on the Federal Government to develop a comprehensive National Housing Strategy.

117 Gladstone Regional Council, QLD

That the National General Assembly calls on the Australian Government to consider appropriate initiatives to support employment in regional and rural Australia.

118 Penrith City Council, NSW

That the National General Assembly call on the Federal Government to adopt an integrated and sustainable planning framework for the rapid population growth in Australia's cities and regions including a National Settlement Plan.

119 Shoalhaven City Council, NSW

That the National General Assembly calls on the NSW Government and Federal Government to ensure the role Local Government plays in the management of assets, infrastructure and communities is adequately addressed in the Beyond Tourism 2020 Steering Committee Report.

120 Hobart Council, TAS

Carried

That this National General Assembly calls on the Australian Government to extend and increase the funding of the Smart Cities and Suburbs Program.

121 Manningham City, VIC

That the National General Assembly call on the Australian Government to support local government to collaborate, be entrepreneurial and embrace innovation through the provision of incubator grants.

10.4 Revised Instruments of Delegation to Members of Council Staff

SUMMARY: Governance Officer, Damian Watson

Instruments of Delegation represent the formal delegation of powers by Council under Section 98(1) of the *Local Government Act 1989* and enable the effective functioning of Council. The attached Instruments of Delegation (Instruments) have been revised to reflect minor legislative changes based on advice from Council's solicitors.

RECOMMENDATION

In the exercise of the powers conferred by section 98(1) of the *Local Government Act* and the other legislation referred to in the attached Instrument of Delegation – Planning (Attachment 1); Knox City Council resolves that -

1. There be delegated to the members of Council staff holding, acting or performing the duties of the offices or positions referred to in the attached:
 - Instrument of Delegation – Planning (Attachment 1)
the powers, duties and functions set out in that respective instrument, subject to the conditions and limitations specified in the instrument;
2. The Instrument of Delegation in Resolution 1 above comes into force immediately the common seal of Council is affixed to the instrument;
3. On the coming into force of each instrument set out in Resolution 1 above the respective previous Instrument of Delegation be revoked; and
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

1. INTRODUCTION

Section 98 of the *Local Government Act 1989* empowers Council to delegate any of its powers, duties or functions with some strategic exemptions such as setting rates, borrowing funds and adopting a budget. It is widely accepted that delegations are necessary to facilitate effective functioning of Councils as they enable day-to-day decisions to be made in relation to routine administrative and operational matters.

In granting delegations, Council is not granting unfettered power to Council staff or relinquishing its own powers. A delegate must comply with the conditions of delegation as well as any policies of Council and any legislative framework. Further, Council can still exercise any delegated power, duty or functions itself by resolution in the Chamber.

The attached Instruments are recommended for the effective and efficient operations of Council's activities, as well as to enable routine and administrative tasks to be carried out with consistency and certainty.

2. DISCUSSION

The current Instrument of Delegation – Planning has been in force since 29 January 2019.

The attached Instrument is based upon the previous Instrument considered by Council and have been revised to reflect recent legislative changes.

The amendments involve giving the Chief Executive Officer power to enter into an environmental upgrade agreement on behalf of Council and to declare and levy an environmental upgrade charge under Section 181 *Local Government Act 1989*.

The amendment also includes providing the Chief Executive Officer with the power to declare and levy a cladding rectification charge under Section 185L(4) *Local Government Act 1989*.

3. CONSULTATION

Council subscribes to the Maddocks Authorisations and Delegations Service, which provides advice regarding legislative amendments and template instruments, which are then tailored to organisational requirements. The proposed instruments (Attachment 1) have been prepared based on the advice provided by Maddocks Lawyers.

Consultation has occurred with relevant staff during the preparation of the revised Instruments of Delegation to ensure that appropriate staff delegates have been nominated.

4. ENVIRONMENTAL/AMENITY ISSUES

Changes to the attached Instruments will not have any additional effect on the environmental or amenity issues within Knox beyond normal work practices.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The costs to prepare and adopt the attached Instruments are minimal and will be met within the current departmental budget.

6. SOCIAL IMPLICATIONS

There will be no additional social implications.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 8 - We have confidence in decision making

Strategy 8.1 - Build, strengthen and promote good governance practices across government and community organisations

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author - Governance Officer, Damian Watson - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Acting Director Corporate Services, Phil McQue - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The form and content of the attached revised Instruments are consistent with the Instruments previously adopted by Council and enable the effective functioning of Knox City Council. It is therefore recommended that Council sign and seal the revised attached Instruments (Attachment 1).

10. CONFIDENTIALITY

There are no items of a confidential nature in this report.

Report Prepared By: Governance Officer, Damian Watson

Report Authorised By: Acting Director Corporate Services, Phil McQue

Attachments

1. Attachment 1 - Delegation - s 6 - Council to Council Staff - Planning - July 2019 [**10.4.1 - 91 pages**]



INSTRUMENT OF DELEGATION COUNCIL TO **Knox City Council**

COUNCIL STAFF - PLANNING

In exercise of the power conferred by section 98(1) of the *Local Government Act* 1989 and the other legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;

2. records that reference in the Schedule to:

- | | |
|-----------------|---|
| “Group A” means | Chief Executive Officer Director City Development Manager City Planning & Building Manager City Futures |
| “Group B” means | Coordinator Planning Coordinator City Strategy and Planning Principal Planner Project Manager Strategic Planning Senior Strategic Planner |
| “Group C” means | Senior Planner Senior Subdivision Planner Planning Officer |
| “Group D” means | Subdivision Planner |
| “Group E” means | Planning Investigation Officer Landscape Inspection Officer |
| “Group F” means | Planning Support Officer Student Planner Project Support Officer |
| “Group G” means | Team Leader City Planning and Building Administration City Planning and Building Administration Officers |
| “Group H” means | Customer Service Officer (HUB) |
| “Group I” means | Arborist Landscape Assessment Officer Assistant Landscape Officer |



3. declares that:
- 3.1 this Instrument of Delegation is authorised by a resolution of Council passed on ~~28 August 2017~~22 July 2019; and
- 3.2 the delegation:
- 3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
- 3.2.2 remains in force until varied or revoked;
- 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
- 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
- 3.3 the delegate must not determine the issue, take the action or do the act or thing:
- 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; or
- 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
- (a) policy; or
- (b) strategy
- adopted by Council; or
- 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
- 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

- 4. In exercising any duty, function or power under this delegation the officer concerned will be mindful of the provisions under Division 1A – Conduct and Interests of the Local Government Act 1989.
- 4.1 The principles of these provisions apply to delegated officers.
- 4.2 Any disclosures under section 77A or 79 must be recorded in accordance with any guidelines or policies which Council from time to time adopts.

THE COMMON SEAL of KNOX CITY COUNCIL

was affixed pursuant to an Order of the Council

made on the ~~29 January 2019~~ 22 July 2019

in the presence of

Mayor

Chief Executive Officer

Councillor



SCHEDULE



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| HERITAGE ACT 2017 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.116 | power to sub-delegate Executive Director's functions, duties or powers | Chief Executive Officer | Must first obtain Executive Director's written consent first. Council can only sub-delegate if the instrument of delegation from the Executive Director authorises sub-delegation |

| LOCAL GOVERNMENT ACT 1989 | | | |
|----------------------------------|---|--------------------------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| <u>s.181</u> | <u>Power to enter into an environmental upgrade agreement on behalf of Council and declare and levy an environmental upgrade charge</u> | <u>Chief Executive Officer</u> | |
| <u>s.185L(4)</u> | <u>Power to declare and levy a cladding rectification charge</u> | <u>Chief Executive Officer</u> | |



| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.4B | power to prepare an amendment to the Victorian Planning Provisions | Group A | if authorised by the Minister |
| s.4G | function of receiving prescribed documents and a copy of the Victoria Planning Provisions from the Minister | Group A | |
| s.4H | duty to make amendment to Victoria Planning Provisions available | All Groups | |
| s.4I | duty to keep Victoria Planning Provisions and other documents available | All Groups | |
| s.8A(2) | power to prepare amendment to the planning scheme where the Minister has given consent under s.8A | Group A | |
| s. 8A(3) | power to apply to Minister to prepare an amendment to the planning scheme | Group A | |
| s.8A(5) | function of receiving notice of the Minister's decision | Group A | |
| s.8A(7) | power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days | Group A | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.8B(2) | power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district | Not Delegated | |
| s.12(3) | power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons | Groups A, B & C | |
| s 12A(1) | duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under section 19 of the <i>Planning and Environment (Planning Schemes) Act 1996</i>) | Groups A, B & C | |
| s.12B(1) | duty to review planning scheme | Groups A, B & C | |
| s.12B(2) | duty to review planning scheme at direction of Minister | Groups A, B & C | |
| s.12B(5) | duty to report findings of review of planning scheme to Minister without delay | Groups A, B & C | |
| s.14 | duties of a Responsible Authority as set out in subsections (a) to (d) | Groups A, B, C, D, E, F & I | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.17(1) | duty of giving copy amendment to the planning scheme | Groups A, B & C | |
| s.17(2) | duty of giving copy s.173 agreement | Groups A, B & C | |
| s.17(3) | duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days | Groups A, B & C | |
| s.18 | duty to make amendment etc. available | All Groups | |
| s.19 | power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under section 19 to a planning scheme | Groups A | Decision not to give notice under sections 19(1)(a) and (b) and (1A) must be recorded. |
| s.19 | function of receiving notice of preparation of an amendment to a planning scheme | Groups A, B & C | Only where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority |
| s.20(1) | power to apply to Minister for exemption from the requirements of section 19 | Groups A, B & C | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.21(2) | duty to make submissions available | All Groups | |
| s.21A(4) | duty to publish notice in accordance with section | Groups A, B & C | |
| s.22 | duty to consider all submissions | Groups A, B & C | except submissions which request a change to the items in s.22(5)(a) and (b) |
| s.23(1)(b) | duty to refer submissions which request a change to the amendment to a panel | Groups A, B & C | |
| s.23(2) | power to refer to a panel submissions which do not require a change to the amendment | Groups A, B & C | Only where Council has already resolved to refer the Amendment to a Panel |
| s.24 | function to represent council and present a submission at a panel hearing (including a hearing referred to in section 96D) | Groups A, B & C | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.26(1) | power to make report available for inspection | Group A All other Groups | Group A: No conditions or limitations All other Groups: Only after the Planning Authority has decided whether or not to adopt the planning amendment or twenty eight days has elapsed since it received the panel's report. |
| s.26(2) | duty to keep report of panel available for inspection | Group A All other Groups | Group A: No conditions or limitations All other Groups: Only after the Planning Authority has decided whether or not to adopt the planning amendment or twenty eight days has elapsed since it received the panel's report. |
| s.27(2) | power to apply for exemption if panel's report not received | Group A | |
| s.28 | duty to notify the Minister if abandoning an amendment | Groups A, B & C | Note: the power to make a decision to abandon an amendment cannot be delegated |
| s.30(4)(a) | duty to say if amendment has lapsed | Group A | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|-----------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.30(4)(b) | duty to provide information in writing upon request | Group A | |
| s.32(2) | duty to give more notice if required | Groups A, B & C | |
| s.33(1) | duty to give more notice of changes to an amendment | Groups A, B & C | |
| s.36(2) | duty to give notice of approval of amendment | Groups A, B & C | |
| s.38(5) | duty to give notice of revocation of an amendment | Groups A, B & C | |
| s.39 | function of being a party to a proceeding commenced under section 39 and duty to comply with determination by VCAT | Groups A, B & C | |
| s.40(1) | function of lodging copy of approved amendment | Groups A, B & C | |
| s.41 | duty to make approved amendment available | All Groups | |
| s.42 | duty to make copy of planning scheme available | All Groups | |
| | | | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|--------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s. 46AW | function of being consulted by the Minister | Groups A, B and C | <u>where Council is a responsible public entity</u> |
| s. 46AX | function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy power to endorse the draft Statement of Planning Policy | Groups A, B and C | <u>where Council is a responsible public entity</u> |
| s.46AZC(2) | duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity | Groups A, B, C & D | <u>where Council is a responsible public entity</u> |
| s.46AZK | duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area | Groups A, B, C & D | <u>where Council is a responsible public entity</u> |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|--------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46G(2)(b) (i) | power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction | Groups A, B, C & D | where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency |
| s.46GJ(1) | function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans | Groups A, B, C & D | |
| s.46GK | duty to comply with a Minister's direction that applies to Council as the planning authority | Groups A, B, C & D | |
| s.46GN(1) | duty to arrange for estimates of values of inner public purpose land | Groups A, B, C & D | |
| s.46GO(1) | duty to give notice to owners of certain inner public purpose land | Groups A, B, C & D | |
| s.46GP | function of receiving a notice under s.46GO | Groups A, B, C & D | where Council is the collecting agency |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|--------------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GQ | function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land | Groups A, B, C & D | |
| s.46GR(1) | duty to consider every submission that is made by the closing date for submissions included in the notice under s.46GO | Groups A, B, C & D | |
| s.46GR(2) | power to consider a late submission duty to consider a late submission if directed to do so by the Minister | Groups A, B, C & D | |
| s.46GS(1) | power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s.46GQ | Groups A, B, C & D | |
| s.46GS(2) | duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general | Groups A, B, C & D | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|--------------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GT(2) | duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference | Groups A, B, C & D | |
| s.46GT(4) | function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land | Groups A, B, C & D | |
| s.46GT(6) | function of receiving, from the valuer-general, written notice of a determination under s.46GT(5) | Groups A, B, C & D | |
| s.46GU | duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s.46GU(1)(a) and (b) are met | Groups A, B, C & D | |
| s.46GV(3) | function of receiving the monetary component and any land equalisation amount of the infrastructure contribution power to specify the manner in which the payment is to be made | Groups A, B, C & D | where Council is the collecting agency |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|--------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GV(3)(b) | power to enter into an agreement with the applicant | Groups A, B, C & D | where Council is the collecting agency |
| s.46GV(4)(a) | function of receiving the inner public purpose land in accordance with s.46GV(5) and (6) | Groups A, B, C & D | where Council is the development agency |
| | | | |
| s.46GV(7) | duty to impose the requirements set out in s.46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area | Groups A, B, C & D | |
| s.46GV(9) | power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction | Groups A, B, C & D | where Council is the collecting agency |
| s46GX(1) | Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable | Groups A, B, C & D | Where Council is the collecting agency |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|--------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GX(2) | duty, before accepting the provision of works, services or facilities by an applicant under s.46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan | Groups A, B, C & D | where Council is the collecting agency |
| s.46GY(1) | duty to keep proper and separate accounts and records | Groups A, B, C & D | where Council is the collecting agency |
| s.46GY(2) | duty to keep the accounts and records in accordance with the <i>Local Government Act 1989</i> | Groups A, B, C & D | where Council is the collecting agency |
| s.46GZ(2)(a) | duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs | Groups A, B, C & D | where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is that planning authority |
| s.46GZ(2)(a) | function of receiving the monetary component | Groups A, B, C & D | where the Council is the planning authority this duty does not apply where Council is also the collecting agency |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|--------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GZ(2)(b) | duty to forward any part of the of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in as responsible for those works, services or facilities | Groups A, B, C & D | where Council is the collecting agency under an approved infrastructure contributions plan this provision does not apply where Council is also the relevant development agency |
| s.46GZ(2)(b) | function of receiving the monetary component | Groups A, B, C & D | where Council is the development agency under an approved infrastructure contributions plan this provision does not apply where Council is also the collecting agency |
| s.46GZ(4) | duty to use any land equalisation amounts to pay land credit amounts under s.46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s.46GZ(5) | Groups A, B, C & D | where Council is the collecting agency under an approved infrastructure contributions plan |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|--------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GZ(5) | duty to keep forward any part of land equalisation amount required for the acquisition of outer public purpose land | Groups A, B, C & D | where Council is the development agency specified in the approved infrastructure contributions plan this provision does not apply where Council is also the relevant collecting agency |
| s.46GZ(7) | duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s.46GW | Groups A, B, C & D | where Council is the collecting agency under an approved infrastructure contributions plan |



| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GZ(9) | duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land | Groups A & B | if any inner public purpose land is vested in Council under the <i>Subdivision Act 1988</i> or acquired by Council before the time it is required to be provided to Council under s.46GV(4) where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is also the development agency |
| s.46GZ(9) | function of receiving the fee simple in the land | Groups A & B | where Council is the development agency under an approved infrastructure contributions plan this duty does not apply where Council is also the collecting agency |
| s.46GZA(1) | duty to keep proper and separate accounts and records | Groups A & B | where Council is a development agency under an approved infrastructure contributions plan |



| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|--------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GZA(2) | duty to keep the accounts and records in accordance with the <i>Local Government Act 1989</i> | Groups A, B, C & D | where Council is a development agency under an approved infrastructure contributions plan |
| s46GZB(3) | Duty to follow the steps set out in s 46GZB(3)(a) – (c) | | Where Council is a development agency under an approved infrastructure contributions plan |
| s46GZB(4) | duty in accordance with the requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA | Groups A & B | if the VPA is the collecting agency under an approved infrastructure contributions plan where Council is a development agency under an approved infrastructure contributions plan |
| s.46GZD(2) | duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s.46GZD(2)(a) and (b) | Groups A & B | where Council is the development agency under an approved infrastructure contributions plan |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|--|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GGZD(3) | duty to follow the steps set out in s.46GGZD(3)(a) and (b) | Groups A & B | where Council is the collecting agency under an approved infrastructure contributions plan |
| s.46GGZD(5) | duty to make payments under s. 46GGZD(3) in accordance with s.46GGZD(5)(a) and 46GGZD(5)(b). | Groups A & B | where Council is the collecting agency under an approved infrastructure contributions plan |
| s.46GZE(2) | duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires | Chief Executive Officer Director Corporate Development Director City Development | where Council is the development agency under an approved infrastructure contributions plan this duty does not apply where Council is also the collecting agency |
| s.46GZE(2) | Duty within 12 month after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in S 46GZE(3)(a) and (b) | Groups A & B | where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is also the development agency |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GZE(3) | Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46 GZF (3)(a) and (b) | Groups A & B | where Council is the collecting agency under an approved infrastructure contributions plan |
| s.46GZF(2) | duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land | Groups A & B | where Council is the development agency under an approved infrastructure contributions plan |
| s.46GZF(3) | Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b) | | Where Council is the development agency under an approved infrastructure contributions plan |
| s.46GZF(3) | s.46GZF(3)(a) function of receiving proceeds of sale | Groups A & B | where Council is the collection agency under an approved infrastructure contributions plan this provision does not apply where Council is also the development agency |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46GZF(4) | duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s.46GZF(5) | Groups A & B | where Council is the collecting agency under an approved infrastructure contributions plan |
| s.46GZF(6) | duty to make the payments under s.46GZF(4) in accordance with s.46GZF(6)(a) and (b) | Groups A & B | where Council is the collecting agency under an approved infrastructure contributions plan |
| s.46GZH | power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction | Groups A & B | where Council is the collecting agency under an approved infrastructure contributions plan |
| s.46GZI | duty to prepare and give a report to the Minister at the times required by the Minister | Groups A & B | where Council is a collecting agency or development agency |
| s.46GZK | power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council | Groups A & B | where Council is a collecting agency or development agency |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|--------------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46LB(3) | duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s.46LB (2) | Groups A & B | |
| s.46N(1) | duty to include condition in permit regarding payment of development infrastructure levy | Groups A, B, C & D | |
| s.46N(2)(c) | function of determining time and manner for receipt of development contributions levy | Groups A, B, C & D | |
| s.46N(2)(d) | power to enter into an agreement with the applicant regarding payment of development infrastructure levy | Groups A & B | |
| s.46O(1)(a) & (2)(a) | power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit | Groups A & B | |
| s.46O(1)(d) & (2)(d) | power to enter into agreement with the applicant regarding payment of community infrastructure levy | Groups A & B | |
| s.46P(1) | power to require payment of amount of levy under section 46N or section 46O to be satisfactorily secured | Groups A & B | |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46P(2) | power to accept provision of land, works, services or facilities in part or full payment of levy payable | Groups A & B | |
| s.46Q(1) | duty to keep proper accounts of levies paid | Chief Executive Officer Director Corporate Development Director City Development | |
| s.46Q(1A) | duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency | Chief Executive Officer Director Corporate Development Director City Development | |
| s.46Q(2) | duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc | Chief Executive Officer Director Corporate Development Director City Development | |
| s.46Q(3) | power to refund any amount of levy paid if it is satisfied the development is not to proceed | Chief Executive Officer Director Corporate Development Director City Development | only applies when levy is paid to Council as a 'development agency' |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.46Q(4)(c) | duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal Council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s.46Q(4)(a) | Chief Executive Officer Director Corporate Development Director City Development | must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister |
| s.46Q(4)(d) | duty to submit to the Minister an amendment to the approved development contributions plan | Chief Executive Officer Director Corporate Development | must be done in accordance with Part 3 |
| s46Q(4)(e) | duty to expend that amount on other works etc. | Chief Executive Officer Director Corporate Development Director City Development | with the consent of, and in the manner approved by, the Minister |
| s.46QC | power to recover any amount of levy payable under Part 3B | Chief Executive Officer Director Corporate Development Director City Development | |
| s.46QD | duty to prepare report and give a report to the Minister | Groups A & B | where Council is a collecting agency or development agency |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s46V(3) | Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available | Groups A & B | |
| s46Y | Duty to carry out works in conformity with the approved strategy plan | Groups A & B | |
| s.47 | power to decide that an application for a planning permit does not comply with that Act | All Groups | |
| s.49(1) | duty to keep a register of all applications for permits and determinations relating to permits | All Groups | |
| s.49(2) | duty to make register available for inspection | All Groups | |
| s.50(4) | duty to amend application | Groups A, B, C, D, F & I | |
| s.50(5) | power to refuse to amend application | Groups A, B, C, D & I | |
| s.50A(1) | power to make amendment to application | Groups A, B, C, D, F & I | |
| s.50A(3) | power to require applicant to notify owner and make a declaration that notice has been given | Groups A, B, C, D, F & I | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.50A(4) | duty to note amendment to application in register | Groups A, B, C, D, F & I | |
| s.51 | duty to make copy of application available for inspection | All Groups | |
| s.52(1)(a) | duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person | Groups A, B, C, D, F & I | |
| s.52(1)(b) | duty to give notice of the application to other municipal Councils where appropriate | Groups A, B, C, D, F & I | |
| s.52(1)(c) | duty to give notice of the application to all persons required by the planning scheme | Groups A, B, C, D, F & I | |
| s.52(1)(ca) | duty to give notice of the application to owners and occupiers of land benefitted by a registered restrictive covenant if may result in breach of covenant | Groups A, B, C, D, F & I | |
| s.52(1)(cb) | duty to give notice of the application to owners and occupiers of land benefitted by a registered restrictive covenant if application is to remove or vary the covenant | Groups A, B, C & D | |

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|--|--|-----------------------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.52(1)(d) | duty to give notice of the application to other persons who may be detrimentally effected | Groups A, B, C, D, F & I | |
| s.52(1AA) | duty to give notice of an application to remove or vary a registered restrictive covenant | Groups A, B, C & D | |
| s.52(3) | power to give any further notice of an application where appropriate | Groups A, B & C | |
| s.53(1) | power to require the applicant to give notice under section 52(1) to persons specified by it | Groups A, B, C, D, F, G & I | |
| s.53(1A) | power to require the applicant to give the notice under section 52(1AA) | Groups A, B, C, D, F, G & I | |
| s.54(1) | power to require the applicant to provide more information | Groups A, B, C, D, F, G & I | |
| s.54(1A) | duty to give notice in writing of information required under section 54(1) | Groups A, B, C, D, F, G & I | |
| s.54(1B) | duty to specify the lapse date for an application | Groups A, B, C, D, F & I | |
| s.54A(3) | power to decide to extend time or refuse to extend time to give required information | Groups A, B, C, D, F & I | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.54A(4) | duty to give written notice of decision to extend or refuse to extend time und section 54A(3) | Groups A, B, C, D, F, G & I | |
| s.55(1) | duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme | Groups A, B, C, D, F, G & I | |
| s.57(2A) | power to reject objections considered made primarily for commercial advantage for the objector | Group A | |
| s.57(3) | function of receiving name and address of persons to whom notice of decision is to go | Groups A, B, C, D, F & I | |
| s.57(5) | duty to make available for inspection copy of all objections | All Groups | |
| s.57A(4) | duty to amend application in accordance with applicant's request, subject to section 57A(5) | Groups A, B, C, D, F & I | |
| s.57A(5) | power to refuse to amend application | Groups A, B, C & D, F & I | |
| s.57A(6) | duty to note amendments to application in register | All Groups | |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.57B(1) | duty to determine whether and to whom notice should be given | Groups A, B, C & D, F & I | |
| s.57B(2) | duty to consider certain matters in determining whether notice should be given | Groups A, B, C & D, F & I | |
| s.57C(1) | duty to give copy of amended application to referral authority | Groups A, B, C, D, F & I | |
| s.58 | duty to consider every application for a permit | Groups A, B, C, D, F & I | |
| s.58A | power to request advice from the Planning Application Committee | Chief Executive Officer Director City Development | |
| s.60 | duty to consider certain matters | Groups A, B, C, D, F & I | |
| s.60(1B) | duty to consider number of objectors in considering whether use or development may have significant social effect | Groups A, B, C, D, F & I | |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.61(1)(a) | power to decide to grant a permit | Groups A, B, C, D, F & I | <p>The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>.</p> <p>The proposal must be considered to be in compliance with the Knox Planning Scheme, including the Municipal Strategic Statement and Local Planning Policy Framework and any incorporated documents to the planning scheme;</p> <p>This power cannot be exercised in relation to:</p> <ul style="list-style-type: none"> an application once it is “called up” by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. an application which has received objections from the owners and/or occupiers of 15 or more separate properties, unless: <ul style="list-style-type: none"> The site is located within an Activity Centre with a Structure Plan approved by Council; or The site is located within an ‘Activity Area’ as identified in the Knox Housing Strategy 2015 (or as amended). |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <p>Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B.</p> <p>Group D: May only exercise these powers in respect of applications for subdivisions and after obtaining the consent of one delegate from Group A or B.</p> <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers maybe exercised for an application for removal or pruning of five (5) or more trees/vegetation after obtaining the consent of one delegate from Group A or B.</p> |



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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.61(1)(b) | power to decide to grant a planning permit with conditions | Groups A, B, C, D, F & I | <p>The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>.</p> <p>The proposal must be considered to be in compliance with the Knox Planning Scheme, including the Municipal Strategic Statement and Local Planning Policy Framework and any incorporated documents to the planning scheme;</p> <p>This power cannot be exercised in relation to:</p> <ul style="list-style-type: none"> an application once it is “called up” by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. an application which has received objections from the owners and/or occupiers of 15 or more separate properties, unless: <ul style="list-style-type: none"> The site is located within an Activity Centre with a Structure Plan approved by Council; or The site is located within an ‘Activity Area’ as identified in the Knox Housing Strategy 2015 (or as amended). |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <p>Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B.</p> <p>Group D: May only exercise these powers in respect of applications for subdivisions and after obtaining the consent of one delegate from Group A or B.</p> <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers maybe exercised for an application for removal or pruning of five (5) or more trees/vegetation after obtaining the consent of one delegate from Group A or B.</p> |



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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.61(1)(c) | power to refuse the permit | Groups A, B, C, D, F & I | <p>This power cannot be exercised in relation to:</p> <ul style="list-style-type: none"> an application once it is "called up" by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <p>Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B.</p> <p>Group D: May only exercise these powers in respect of applications for subdivisions and after obtaining the consent of one delegate from Group A or B.</p> <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers may be exercised for an application for removal or pruning of five (5) or</p> |

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|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | more trees/vegetation after obtaining the consent of one delegate from Group A or B. |



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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.61(2) | duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit | Groups A, B, C, D, F & I | <p>This power cannot be exercised in relation to:</p> <ul style="list-style-type: none"> an application once it is "called up" by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <p>Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B.</p> <p>Group D: May only exercise these powers in respect of applications for subdivisions and after obtaining the consent of one delegate from Group A or B.</p> <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers may be exercised for an application for removal or pruning of five (5)</p> |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | or more trees/vegetation after obtaining the consent of one delegate from Group A or B. |



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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.61(2A) | power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit | Groups A, B, C, D, F & I | <p>This power cannot be exercised in relation to:</p> <ul style="list-style-type: none"> an application once it is "called up" by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <p>Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B.</p> <p>Group D: May only exercise these powers in respect of applications for subdivisions and after obtaining the consent of one delegate from Group A or B.</p> <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers may be exercised for an application for removal or pruning of five (5) or</p> |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | more trees/vegetation after obtaining the consent of one delegate from Group A or B. |



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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s61(3)(a) | Duty not to decide to grant a permit to use coastal Crown land without Minister's consent | Groups A, B, C, D, F & I | |
| s61(3)(b) | Duty to refuse to grant the permit without the Minister's consent | Groups A, B, C, D, F & I | |



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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.61(4) | duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant | Groups A, B, C, D, F & I | <p>This power cannot be exercised in relation to:</p> <ul style="list-style-type: none"> an application once it is "called up" by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <ul style="list-style-type: none"> Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B. Group D: May only exercise these powers in respect of applications for subdivisions and after obtaining the consent of one delegate from Group A or B. Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B. Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers may be exercised for an |

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|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | application for removal or pruning of five (5) or more trees/vegetation after obtaining the consent of one delegate from Group A or B. |

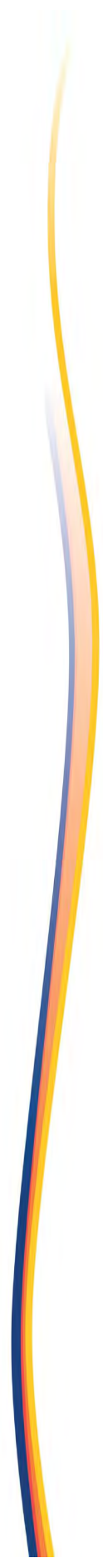


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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.62(1) | duty to include certain conditions in deciding to grant a permit | Groups A, B, C, D, F & I | |
| s.62(2) | power to include other conditions | Groups A, B, C, D, F & I | |
| s.62(4) | duty to ensure conditions are consistent with paragraphs (a),(b) and (c) | Groups A, B, C, D, F & I | |
| s.62(5)(a) | power to include a permit condition to implement an approved development contributions plan | Groups A, B, C, D, F & I | |
| s.62(5)(b) | power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement | Groups A, B, C, D, F & I | |
| s.62(5)(c) | power to include a permit condition that specified works be provided or paid for by the applicant | Groups A, B, C & D, F & I | |
| s.62(6)(a) | duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with section 62(5) or section 46N | Groups A, B, C & D, F & I | |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.62(6)(b) | duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in section 62(1)(a) | Groups A, B, C, D, F & I | |
| s.63 | duty to issue the permit where made a decision in favour of the application (if no one has objected) | Groups A, B, C, D, F & I | |
| s.64(1) | duty to give notice of decision to grant a permit to applicant and objectors | Groups A, B, C, D, F & I | this provision applies also to a decision to grant an amendment to a permit - see section 75 |
| s.64(3) | duty not to issue a permit until after the specified period | Groups A, B, C, D, F & I | this provision applies also to a decision to grant an amendment to a permit - see section 75 |
| s.64(5) | duty to give each objector a copy of an exempt decision | Groups A, B, C, D, F & I | this provision applies also to a decision to grant an amendment to a permit - see section 75 |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.64A | duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit | Groups A, B, C, D, F & I | this provision applies also to a decision to grant an amendment to a permit - see section 75A |
| s.65(1) | duty to give notice of refusal to grant permit to applicant and person who objected under section 57 | Groups A, B, C, D, F & I | |
| s.66(1) | duty to give notice under section 64 or section 65 and copy permit to relevant determining referral authorities | Groups A, B, C, D, F & I | |
| s.66(2) | duty to give a recommending referral authority notice of its decision to grant a permit | Groups A, B, C, D, F & I | if the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.66(4) | duty to give a recommending referral authority notice of its decision to refuse a permit | Groups A, B, C, D, F & I | if the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit |
| s.66(6) | duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under section 64 or 65 | Groups A, B, C, D, F & I | if the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit |
| s.69(1) | function of receiving application for extension of time of permit | All Groups | |
| s.69(1A) | function of receiving application for extension of time to complete development | All Groups | |



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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.69(2) | power to extend time | Groups A, B, C, D, F & I | <p>In exercising this power consideration must be given to the matters referred to in Butterworths' Casenotes 5.35 relating to 'Extension of Time' and:</p> <ul style="list-style-type: none"> • Whether there has been a change in planning circumstances of the site (ie changes in zoning or planning policy); • Whether there has been a change in the material circumstances of the site and surrounds; • The steps the owner may or may not have undertaken in an endeavour to act on the permit; • Whether the time limit imposed was adequate having regard to the actions required to fulfil permit conditions. <p>Group B, C, D, & F: May only exercise this power after obtaining the approval of at least one other delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves the removal or pruning of vegetation.</p> |
| s.70 | duty to make copy permit available for inspection | Groups A, B, C, D, F & I | |
| s.71(1) | power to correct certain mistakes | Groups A, B, C, D, F & I | |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.71(2) | duty to note corrections in register | Groups A, B, C & D | |
| s.73 | power to decide to grant amendment subject to conditions | Groups A, B, C & D | |
| s.74 | duty to issue amended permit to applicant if no objectors | Groups A, B, C, D, F & I | |
| S75A | Duty not to issue an amended permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit. | Groups A, B, C, D, F & I | |
| s.76 | duty to give applicant and objectors notice of decision to refuse to grant amendment to permit | Groups A, B, C, D, F & I | |
| s.76A(1) | duty to give relevant determining referral authorities copy of amended permit and copy of notice | Groups A, B, C, D, F & I | |

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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.76A(2) | duty to give a recommending referral authority notice of its decision to grant an amendment to a permit | Groups A, B, C, D, F & I | if the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority |
| s.76A(4) | duty to give a recommending referral authority notice of its decision to refuse a permit | Groups A, B, C, D, F & I | if the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit |
| s.76A(6) | duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under section 64 or 76 | Groups A, B, C, D, F & I | if the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit |
| s.76D | duty to comply with direction of Minister to issue amended permit | Groups A, B, C & D | |
| s.83 | function of being respondent to an appeal | Groups A, B, C, D, E, F & I | |
| s.83B | duty to give or publish notice of application for review | Groups A, B, C, D, F & I | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|--------------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.84(1) | power to decide on an application at any time after an appeal is lodged against failure to grant a permit | Groups A, B, C, D, F & I | <p><u>Decision to Support an Application</u></p> <p>The application must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>.</p> <p>The proposal must be considered to be in compliance with the Knox Planning Scheme, including the Municipal Strategic Statement and Local Planning Policy Framework and any incorporated documents to the planning scheme;</p> <p>This power cannot be exercised in relation to:</p> |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | <ul style="list-style-type: none"> • an application once it is "called up" by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. • an application which has received objections from the owners and/or occupiers of 15 or more separate properties, unless: <ul style="list-style-type: none"> ○ The site is located within an Activity Centre with a Structure Plan approved by Council; or ○ The site is located within an 'Activity Area' as identified in the Knox Housing Strategy 2015 (or as amended). <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <p>Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B.</p> <p>Group D: May only exercise these powers in respect of applications for subdivisions and after obtaining the consent of one delegate from Group A or B.</p> |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers may be exercised for an application for removal or pruning of five (5) or more trees/vegetation after obtaining the consent of one delegate from Group A or B.</p> <p><u>Decision to Oppose an Application</u></p> <p>This power cannot be exercised in relation to:</p> <ul style="list-style-type: none"> an application once it is "called up" by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <p>Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B.</p> <p>Group D: May only exercise these powers in respect of applications for subdivisions and</p> |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | <p>after obtaining the consent of one delegate from Group A or B.</p> <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers may be exercised for an application for removal or pruning of five (5) or more trees/vegetation after obtaining the consent of one delegate from Group A or B.</p> |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|------------------------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.84(2) | duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit | Groups A, B, C, D, F & I | |
| s.84(3) | duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit | Groups A, B, C, D, F & I | |
| s.84(6) | duty to issue permit on receipt of advice within 3 working days | Groups A, B, C, D, F & I | |
| s.84AB | power to agree to confining a review by the Tribunal | Groups A, B, C, D, F & I | |
| s.86 | duty to issue a permit at order of Tribunal within 3 working days | Groups A, B, C, D, F & I | |
| s.87(3) | power to apply to VCAT for the cancellation or amendment of a permit | Group A | |
| s.90(1) | function of being heard at hearing of request for cancellation or amendment of a permit | Groups A, B, C, D & E | |
| s.91(2) | duty to comply with the directions of VCAT | Groups A, B, C, D & E, F & I | |
| s.91(2A) | duty to issue amended permit to owner if Tribunal so directs | Groups A, B, C, D & E, F & I | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|------------------------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.92 | duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under section 90 | Groups A, B, C, D & E, F & I | |
| s.93(2) | duty to give notice of VCAT order to stop development | Groups A, B, C, D & E | |
| s.95(3) | function of referring certain applications to the Minister | Groups A, B & C | |
| s.95(4) | duty to comply with an order or direction | Groups A, B & C, F & I | |
| s.96(1) | duty to obtain a permit from the Minister to use and develop its land | Groups A & B | |
| s.96(2) | function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land | Group A | |
| s.96A(2) | power to agree to consider an application for permit concurrently with preparation of proposed amendment | Groups A, B, C & D | |
| s.96C | power to give notice, to decide not to give notice, to publish notice and to exercise any other power under section 96C | Groups A, B, C & D | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|--------------------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.96F | duty to consider the panel's report under section 96E | Group A | |
| s.96G(1) | power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under section 23 of the <i>Planning and Environment (Planning Schemes) Act 1996</i>) | Groups A, B, C, D, F & I | <p><u>Decision to Support an Application</u></p> <p>The application must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>.</p> <p>The proposal must be considered to be in compliance with the Knox Planning Scheme, including the Municipal Strategic Statement and Local Planning Policy Framework and any incorporated documents to the planning scheme;</p> <p>This power cannot be exercised in relation to:</p> |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | <ul style="list-style-type: none"> • an application once it is "called up" by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. • an application which has received objections from the owners and/or occupiers of 15 or more separate properties, unless: <ul style="list-style-type: none"> ○ The site is located within an Activity Centre with a Structure Plan approved by Council; or ○ The site is located within an 'Activity Area' as identified in the Knox Housing Strategy 2015 (or as amended). <p>Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B.</p> <ul style="list-style-type: none"> • Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B. • Group D: May only exercise these powers in respect of applications for subdivisions and |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | <p>after obtaining the consent of one delegate from Group A or B.</p> <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers may be exercised for an application for removal or pruning of five (5) or more trees/vegetation after obtaining the consent of one delegate from Group A or B.</p> |



| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|---|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | <p><u>Decision to Oppose an Application</u></p> <p>This power cannot be exercised in relation to:</p> <ul style="list-style-type: none"> an application once it is "called up" by a Knox Councillor (in consultation with the Director City Development) or the CEO, Director City Development or Manager City Planning & Building. Groups A & B: May only exercise these powers after obtaining the consent of another delegate from Group A or B <p>Group C: May only exercise these powers after obtaining the consent of one delegate from Group A or B.</p> <p>Group D: May only exercise these powers in respect of applications for subdivisions and after obtaining the consent of one delegate from Group A or B.</p> <p>Group F: May only exercise these powers in respect of applications for minor matters and after obtaining the consent of one delegate from Group A or B.</p> <p>Group I: May only exercise these powers where the application involves removal of four (4) or less trees or pruning of vegetation. These powers maybe exercised for an</p> |



| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|------------------------|-----------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| | | | application for removal or pruning of five (5) or more trees/vegetation after obtaining the consent of one delegate from Group A or B. |



| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.96H(3) | power to give notice in compliance with Minister's direction | Groups A, B & C | |
| s.96J | power to issue permit as directed by the Minister | Groups A, B & C | |
| s.96K | duty to comply with direction of the Minister to give notice of refusal | Groups A, B & C | |
| s. 96Z | duty to keep levy certificates given to it under ss. 47 or 96A for no less than 5 years from receipt of the certificate | All Groups | |
| s.97C | power to request Minister to decide the application | Group A | |
| s.97D(1) | duty to comply with directions of Minister to supply any document or assistance relating to application | Groups A, B & C | |
| s.97G(3) | function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister | Groups A, B & C | |
| s.97G(6) | duty to make a copy of permits issued under section 97F available for inspection | All Groups | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.97L | duty to include Ministerial decisions in a register kept under section 49 | Groups A, B & C | |
| s.97MH | duty to provide information or assistance to the Planning Application Committee | Group A | |
| s.97MI | duty to contribute to the costs of the Planning Application Committee or subcommittee | Group A | |
| s.97O | duty to consider application and issue or refuse to issue certificate of compliance | Groups A, B, C, D & E | |
| s.97P(3) | duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate | Groups A, B, C, D & E | |
| s.97Q(2) | function of being heard by VCAT at hearing of request for amendment or cancellation of certificate | Groups A, B, C, D & E | |
| s.97Q(4) | duty to comply with directions of VCAT | Groups A, B, C, D & E | |
| s.97R | duty to keep register of all applications for certificate of compliance and related decisions | Groups A, B, C, D & E | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.98(1)&(2) | function of receiving claim for compensation in certain circumstances | Group A | |
| s.98(4) | duty to inform any person of the name of the person from whom compensation can be claimed | Group A | |
| s.101 | function of receiving claim for expenses in conjunction with claim | Group A | |
| s.103 | power to reject a claim for compensation in certain circumstances | Group A | |
| s.107(1) | function of receiving claim for compensation | Group A | |
| s.107(3) | power to agree to extend time for making claim | Group A | |
| s.114(1) | power to apply to the VCAT for an enforcement order | Groups A, B & E | |
| s.117(1)(a) | function of making a submission to the VCAT where objections are received | Groups A, B, C, D & E | |
| s.120(1) | power to apply for an interim enforcement order where section 114 application has been made | Groups A, B & E | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|--|-----------------|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.123(1) | power to carry out work required by enforcement order and recover costs | Groups A & E | |
| s.123(2) | power to sell buildings, materials, etc salvaged in carrying out work under section 123(1) | Group A | except Crown Land |
| s.129 | function of recovering penalties | Groups A, B & E | |
| s.130(5) | power to allow person served with an infringement notice further time | Groups A, B & E | |
| s.149A(1) | power to refer a matter to the VCAT for determination | Groups A & B | |
| s.149A(1A) | power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement | Groups A & B | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|-----------------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.156 | duty to pay fees and allowances (including a payment to the Crown under subsection (2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under subsection (2B) power to ask for contribution under subsection (3) and power to abandon amendment or part of it under subsection (4) | Group A | where Council is the relevant planning authority |
| s.171(2)(f) | power to carry out studies and commission reports | Groups A, B, C, D & E | |
| s.171(2)(g) | power to grant and reserve easements | Group A | |
| s.172C | power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan | Group A | where Council is a development agency specified in an approved infrastructure contributions plan |
| s.172D(1) | power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s.46GV(4) | Group A | where Council is a collecting agency specified in an approved infrastructure contributions plan |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.172D(2) | power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s.46GV(4) | Group A | where Council is the development agency specified in an approved infrastructure contributions plan |
| s.173(1) | power to enter into agreement covering matters set out in section 174 | Chief Executive Officer Director City Development | The Agreement must align with the requirements of a condition (s) on an issued Planning Permit |
| s.173(1A) | power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing | Group A | where council is the relevant responsible authority |
| --- | power to decide whether something is to the satisfaction of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority | Groups A, B, C & D | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
|--|---|--|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| --- | power to give consent on behalf of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority | Groups A, B, C & D | |
| s.177(2) | power to end a section 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9 | Chief Executive Officer Director City Development | This power cannot be exercised in relation to a section 173 agreement that was entered into via a resolution of Council. |
| s.178 | power to amend a s.173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9 | Chief Executive Officer Director City Development | The Agreement must align with the requirements of a condition (s) on an issued Planning Permit |
| s.178A(1) | function of receiving application to amend or end an agreement | Groups A, B, C & D | |
| s.178A(3) | function of notifying the owner as to whether it agrees in principle to the proposal under s.178A(1) | Groups A, B, C & D | |
| s.178A(4) | function of notifying the applicant and the owner as to whether it agrees in principle to the proposal | Groups A, B, C & D | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.178A(5) | power to propose to amend or end an agreement | Chief Executive Officer Director City Development | This power cannot be exercised in relation to a section 173 agreement that was entered into via a resolution of Council. |
| s.178B(1) | duty to consider certain matters when considering proposal to amend an agreement | Chief Executive Officer Director City Development | |
| s.178B(2) | duty to consider certain matters when considering proposal to end an agreement | Chief Executive Officer Director City Development | |
| s.178C(2) | duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end | Groups A, B, C & D | |
| s.178C(4) | function of determining how to give notice under s.178C(2) | Groups A, B, C & D | |
| s.178E(1) | duty not to make decision until after 14 days after notice has been given | Chief Executive Officer Director City Development | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.178E(2)(a)) | power to amend or end the agreement in accordance with the proposal | Chief Executive Officer Director City Development | If no objections are made under s.178D Must consider matters in s.178B This power cannot be exercised in relation to: <ul style="list-style-type: none"> • A section 173 agreement that was entered into via a resolution of Council; or • If any objections are made under s.178D |
| s.178E(2)(b)) | power to amend or end the agreement in a manner that is not substantively different from the proposal | Chief Executive Officer Director City Development | If no objections are made under s.178D Must consider matters in s.178B This power cannot be exercised in relation to: <ul style="list-style-type: none"> • A section 173 agreement that was entered into via a resolution of Council; or • If any objections are made under s.178D |
| s.178E(2)(c)) | power to refuse to amend or end the agreement | Chief Executive Officer Director City Development | If no objections are made under s.178D Must consider matters in s.178B This power cannot be exercised in relation to a section 173 agreement that was entered into via a resolution of Council. |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.178E(3)(a) | power to amend or end the agreement in accordance with the proposal | Chief Executive Officer Director City Development | After considering objections, submissions and matters in s.178B This power cannot be exercised in relation to a section 173 agreement that was entered into via a resolution of Council. |
| s.178E(3)(b) | power to amend or end the agreement in a manner that is not substantively different from the proposal | Chief Executive Officer Director City Development | After considering objections, submissions and matters in s.178B This power cannot be exercised in relation to a section 173 agreement that was entered into via a resolution of Council. |
| s.178E(3)(c) | power to amend or end the agreement in a manner that is substantively different from the proposal | Chief Executive Officer Director City Development | After considering objections, submissions and matters in s.178B This power cannot be exercised in relation to a section 173 agreement that was entered into via a resolution of Council. |
| s.178E(3)(d) | power to refuse to amend or end the agreement | Chief Executive Officer Director City Development | After considering objections, submissions and matters in s.178B This power cannot be exercised in relation to a section 173 agreement that was entered into via a resolution of Council. |
| s.178F(1) | duty to give notice of its decision under s.178E(3)(a) or (b) | Groups A, B, C & D | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.178F(2) | duty to give notice of its decision under s.178E(2)(c) or (3)(d) | Groups A, B, C & D | |
| s.178F(4) | duty not to proceed to amend or end an agreement under s.178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn | Groups A, B, C & D | |
| s.178G | duty to sign amended agreement and give copy to each other party to the agreement | Chief Executive Officer Director City Development | |
| s.178H | power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement | Groups A, B, C & D | |
| s.178I(3) | duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land | Groups A, B, C & D | |
| s.179(2) | duty to make available for inspection copy agreement | Groups A, B, C, D & E | |
| s.181 | duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General | Groups A, B, C & D | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.181(1A)(a) | power to apply to the Registrar of Titles to record the agreement | Groups A, B, C & D | |
| s.181(1A)(b) | duty to apply to the Registrar of Titles, without delay, to record the agreement | Groups A, B, C & D | |
| s.182 | power to enforce an agreement | Groups A, B, C, D & E | |
| s.183 | duty to tell Registrar of Titles of ending/amendment of agreement | Groups A, B, C & D | |
| s.184F(1) | power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision | Chief Executive Officer Director City Development | This power cannot be exercised in relation to a section 173 agreement that was entered into via a resolution of Council. |
| s.184F(2) | duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement | Chief Executive Officer Director City Development | |
| s.184F(3) | duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement | Groups A, B, C & D | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.184F(5) | function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision | Groups A, B, C & D | |
| s.184G(2) | duty to comply with a direction of the Tribunal | Chief Executive Officer Director City Development | |
| s.184G(3) | duty to give notice as directed by the Tribunal | Groups A, B, C, D & F | |
| s.198(1) | function to receive application for planning certificate | Groups A, B & C | |
| s.199(1) | duty to give planning certificate to applicant | Groups A, B & C | |
| s.201(1) | function of receiving application for declaration of underlying zoning | Group A | |
| s.201(3) | duty to make declaration | Group A | |
| Misc | power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council | Groups A, B, C, D & E | |

| PLANNING AND ENVIRONMENT ACT 1987 | | | |
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| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| Misc | power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council | Groups A, B, C & D | |
| Misc | power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit | Groups A, B, C & D | |
| Misc | power to give written authorisation in accordance with a provision of a planning scheme | Groups A, B, C & D | |
| Misc. | power to mediate an appeal at the Victorian Civil and Administrative Tribunal – Mediation Hearing | Groups A, B, C, & D | The mediated outcome shall be generally in accordance with the Council decision on the application. |
| Misc. | power to request that the Minister for Planning prepare and approve a Planning Scheme Amendment | Chief Executive Officer Director City Development Group A | The Planning Scheme Amendments requested must be matters which do not require advertising and have no policy implications, such as urgent, or minor, administrative or procedural matters, or rectification of errors. |
| Misc. | power to make minor changes to a Planning Scheme Amendment | Group A | Changes must not affect the purpose or intent of the Amendment. |

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| s201UAB(1)) | Function of providing the Victoria Planning Authority with information relating to any land within municipal district | All Groups | |
| s201UAB(2)) | Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible | All Groups | |



| RESIDENTIAL TENANCIES ACT 1997 | | | |
|---------------------------------------|--|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.142D | function of receiving notice regarding an unregistered rooming house | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| s.142G(1) | duty to enter required information in Rooming House Register for each rooming house in municipal district | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| s. 142G(2) | power to enter certain information in the Rooming House Register | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| s.142I(2) | power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| s.252 | power to give tenant a notice to vacate rented premises if subsection (1) applies | Chief Executive Officer Director – Corporate Services | where Council is the landlord |
| s.262(1) | power to give tenant a notice to vacate rented premises | Chief Executive Officer Director – Corporate Services | where Council is the landlord |
| s.262(3) | power to publish its criteria for eligibility for the provision of housing by Council | Chief Executive Officer Director – Corporate Services | |

| RESIDENTIAL TENANCIES ACT 1997 | | | |
|---------------------------------------|---|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.518F | power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| s.522(1) | power to give a compliance notice to a person | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| s.525(2) | power to authorise an officer to exercise powers in section 526 (either generally or in a particular case) | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| s.525(4) | duty to issue identity card to authorised officers | Chief Executive Officer Director – Corporate Services Manager – Governance & Innovation | |
| s.526(5) | duty to keep record of entry by authorised officer under section 526 | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |

| RESIDENTIAL TENANCIES ACT 1997 | | | |
|---------------------------------------|---|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| s.526A(3) | function of receiving report of inspection | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| s.527 | power to authorise a person to institute proceedings (either generally or in a particular case) | Chief Executive Officer Director – City Development Manager – City Safety & Health | |

| PLANNING AND ENVIRONMENT REGULATIONS 2015 | | | |
|--|---|--------------------------|--|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS AND LIMITATIONS |
| r. 6 | function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme | All Groups | where Council is not the planning authority and the amendment affects land within its municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority. |
| r.21 | power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act | Groups A, B, C, D, F & I | |
| r.25(a) | duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge | Groups A, B, C & D | where Council is the responsible authority |
| r.25(b)) | function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge | Groups A, B, C, D, F & I | where Council is not the responsible authority but the relevant land is within Council's municipal district |

| | | | |
|------|---|--------------------|--|
| r.42 | function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application | Groups A, B, C & D | where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority. |
|------|---|--------------------|--|



| PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016 | | | |
|---|--|-----------------|-----------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS AND LIMITATIONS |
| r.19 | power to waive or rebate a fee relating to an amendment of a planning scheme | Group A | |
| r.20 | Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme | Group A & B | |
| r.21 | duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.19 or 20 | Groups A & B | |



| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 | | | |
|--|--|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| r.7 | function of entering into a written agreement with a caravan park owner | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.11 | function of receiving application for registration | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.13(1) | duty to grant the registration if satisfied that the caravan park complies with these regulations | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.13(2) | duty to renew the registration if satisfied that the caravan park complies with these regulations | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.13(2) | power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |

| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 | | | |
|--|--|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| r.13(4) & (5) | duty to issue certificate of registration | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.15(1) | function of receiving notice of transfer of ownership | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.15(3) | power to determine where notice of transfer is displayed | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.16(1) | duty to transfer registration to new caravan park owner | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.16(2) | duty to issue a certificate of transfer of registration | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |

| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 | | | |
|--|--|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| r.17(1) | power to determine the fee to accompany applications for registration or applications for renewal of registration | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.18 | duty to keep register of caravan parks | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance | |
| r.19(4) | power to determine where the emergency contact person's details are displayed | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.19(6) | power to determine where certain information is displayed | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.22A(1) | duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |

| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 | | | |
|--|--|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| r.22A(2) | duty to consult with relevant emergency services agencies | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.23 | power to determine places in which caravan park owner must display a copy of emergency procedures | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.24 | power to determine places in which caravan park owner must display copy of public emergency warnings | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.25(3) | duty to consult with relevant floodplain management authority | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |

| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 | | | |
|--|--|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| r.26 | duty to have regard to any report of the relevant fire authority | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.28(c) | power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.39 | function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.39(b) | power to require notice of proposal to install unregistrable movable dwelling or rigid annexe | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |

| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 | | | |
|--|---|---|-------------------------------------|
| Column 1 | Column 2 | Column 3 | Column 4 |
| PROVISION | THING DELEGATED | DELEGATE | CONDITIONS & LIMITATIONS |
| r.40(4) | function of receiving installation certificate | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| r.42 | power to approve use of a non-habitable structure as a dwelling or part of a dwelling | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |
| Schedule 3 clause 4(3) | power to approve the removal of wheels and axles from unregistrable movable dwelling | Chief Executive Officer Director - City Development Manager - City Safety & Health Coordinator - Health Compliance Environmental Health Officer | |

10.5 Minor Grants Program Applications 2019-20

SUMMARY: Governance Officer, Damian Watson

This report summarises the recommended grants from the Minor Grants Program. All applications have been assessed against the criteria as set out in the Minor Grants Program Policy.

Applications under the Minor Grants Policy are limited to a maximum of \$3,000 which replaces the previous maximum limit of \$1,500 due to the commencement of the new financial year.

RECOMMENDATION

That Council:

1. Approve the fourteen (14) recommended Minor Grants Program applications for a total of \$23,369.92 as detailed below:

| Applicant Name | Project Title | Amount Requested | Amount Recommended |
|---------------------------------------|--|------------------|--------------------|
| Martin Luther Homes Boronia | Funding to promote an event celebrating the fiftieth anniversary of the organisation. | \$1,776.00 | \$1,776.00 |
| Our Saviour's Lutheran Church Knox | Funding to purchase a portable digital piano. | \$2,990.00 | \$2,990.00 |
| Polish Senior Citizens Club, Rowville | Funding to purchase headsets for their Christmas in July event. | \$1,000.00 | \$1,000.00 |
| Polish Senior Citizens Club, Rowville | Funding to send senior members to a Jamboree meeting of all Victorian Polish Seniors clubs in Geelong. | \$1,400.00 | \$1,400.00 |
| Day for Girls-Ferntree Gully Chapter | Funding to purchase a laptop for the volunteers of the organisation. | \$999.00 | \$999.00 |
| Sherbrooke Little Athletics Club | Funding to purchase uniform singlets. | \$915.00 | \$915.00 |
| Australian Society of Graduate Tamils | Funding to hire a venue and catering to hold the Tamil Language and Cultural Competition at The Knox School. | \$1,500.00 | \$1,500.00 |
| Storytime in Italiano Playgroup | Funding to provide weekly Italian Culture and Language sessions. | \$3,000.00 | \$3,000.00 |

| Applicant Name | Project Title | Amount Requested | Amount Recommended |
|---|--|-------------------------|---------------------------|
| Kinderlea 3 Year-Old Pre-School | Funding to purchase a new colour laser printer, a scanner and printer cartridges. | \$1,484.00 | \$1,484.00 |
| Boronia and The Basin Community News | Funding to advertise not-for-profit publicity. | \$950.00 | \$950.00 |
| Rotary Club of Knox | Funding to hold the 'From Fun to Fear – The Risks of the Internet' forum for the community. | \$2,000.00 | \$2,000.00 |
| St John Ambulance | Funding to provide free 10 minute CPR training to participants attending the 2019 Stringybark Festival. | \$700.00 | \$700.00 |
| Knox Opportunity Shop - Bayswater | Funding to purchase baskets, frames, bins and hooks for the Shop. | \$2,155.92 | \$2,155.92 |
| Wantirna Church of the Nazarene | Funding to provide meals and activities for their ancestry and men's groups. | \$2,500.00 | \$2,500.00 |
| TOTAL | | \$23,369.92 | \$23,369.92 |

2. Refuse the two (2) Minor Grants Program applications for a total of \$6,000.00 as detailed below:

| Applicant Name | Project Title | Amount Requested |
|-------------------------------------|---|-------------------------|
| St Simons Catholic Parish | Funding to pay for amusement ride costs for the upcoming November fete. | \$3,000.00 |
| Melbourne Boomers Foundation | Funding to upgrade player change rooms at the State Basketball Centre for the Melbourne Boomers WNBL team. | \$3,000.00 |

3. Note that inclusive of the above grants, a total of \$23,369.92 has been awarded under the Minor Grants Program in 2019-20 in support of a variety of community based organisations and their programs.

1. INTRODUCTION

At the Strategic Planning Committee meeting held on 10 July 2017 the Committee endorsed the Minor Grants Program Policy (the Policy), effective from 25 July 2017.

Minor Grants applications must be for the purposes of meeting requests for small, incidental funding requests from eligible organisations within Knox and not exceed \$3,000.

Under the Minor Grants Program Policy an eligible organisation must:

- provide services, projects and programs that directly benefit residents of the City of Knox;
- be a not for profit legal entity that provides services, support or activities to the Knox community. This expressly excludes educational institutions and State and Federal government departments and agencies; but does not exclude related not for profit organisations, including school councils/auxiliaries/parent groups who otherwise qualify under the Policy;
- be incorporated or be auspiced by an incorporated body (for grants over \$500 only);
- have an Australian Business Number or complete a Statement by Supplier form;
- have a Committee of Management or similar governing body that accepts responsibility for the administration of the Grant (for grants over \$500 only);
- hold adequate public liability insurance appropriate to the activity outlined in the application;
- be able to supply permits and plans appropriate to the funded activity where requested by Council;
- have provided evidence to Council's satisfaction of the expenditure of any previous grant provided by Council.

2. DISCUSSION

This report presents to Council recommended grant applications in accordance with the Policy.

Council established the Minor Grants Program to ensure that funding could be provided to community groups who request ad hoc, incidental, community based, one-off grants.

The Policy sets out an open and transparent grant program that meets the principles of good governance and is compliant with the requirements of the *Local Government Act 1989*.

In accordance with the Policy, applications for funding have been assessed by the Chief Executive Officer, or delegate, for Council's approval.

All recipients of Minor Grants must provide proof of expenditure or purchase. In addition, Minor Grants over \$1,000 must meet all funding agreement requirements.

This report outlines the grant applications received since the 24 June 2019 Ordinary Council meeting. It recommends fourteen grants for Council's approval and recommends two applications for refusal.

Applications under the Minor Grants Policy are limited to a maximum of \$3,000, which replaces the previous maximum limit of \$1,500 due to the commencement of the new financial year.

The application submitted by St Simons Catholic Parish does not comply with the requirements of section 6.25 of the Minor Grants Program Policy. The section states that an application may be refused if it is submitted to fund the same or substantially the same project or initiative by the same applicant that has been approved within the current or previous financial year.

St Simons Catholic Parish applied for a grant of \$3,000 to pay for amusement ride costs for their November fete in 2018. This application was approved by Council in the Ordinary Meeting held on 24 September 2018. Therefore, the application submitted this month does not comply with section 6.25 of the Policy.

The application submitted by the Melbourne Boomers Foundation does not comply with the requirements of section 6.22 of the Minor Grants Program Policy. The section states that an application may be refused if it is for an amount that would increase the total funding provided from the Minor Grants Program to the same organisation to more than \$3,000 in the current financial year, or \$5,000 in the current and previous two financial years.

The Melbourne Boomers Foundation applied for and received a Minor Grant from Council of \$2,000 at the Ordinary Meeting on 27 August 2018 to fund external storage to store merchandise, game day equipment and activations. The Melbourne Boomers Foundation also received a Minor Grant of \$3,000 from Council at the Ordinary Meeting held on 28 August 2018 to fund the purchase and installation of LED Courtside signage at their home games. Therefore, the Melbourne Boomers Foundation have reached the financial limit of receiving \$5,000 under the Minor Grants Program within the previous two financial years.

3. CONSULTATION

No consultation has been undertaken in relation to the grant applications detailed in this report as the policy specifies assessment can occur by the Chief Executive Officer, or delegate, and make recommendation for Council's determination.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no environmental or amenity issues associated with this report.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The approval of minor grants is managed within Council's adopted budget.

6. SOCIAL IMPLICATIONS

The Minor Grants program allows Council the flexibility to respond to requests from community groups within Knox at a municipal level. These grants provide applicants the opportunity to participate and support a variety of community based programs.

7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021

Goal 6 - We are healthy, happy and well

Strategy 6.2 - Support the community to enable positive physical and mental health

Goal 7 - We are inclusive, feel a sense of belonging and value our identity

Strategy 7.3 - Strengthen community connections

Goal 8 - We have confidence in decision making

Strategy 8.1 - Build, strengthen and promote good governance practices across government and community organisations

8. CONFLICT OF INTEREST

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Author - Governance Officer, Damian Watson - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Acting Director Corporate Services, Phil McQue - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

This report contains the recommendation for funding though the Minor Grants program.

10. CONFIDENTIALITY

A confidential attachment has been circulated under a separate cover.

Report Prepared By: Governance Officer, Damian Watson

Report Authorised By: Acting Director Corporate Services, Phil McQue

Attachments

A confidential attachment has been circulated under a separate cover

11 Items for Information

11.1 Capital Works Program Works Report as at 28 June 2019

SUMMARY: Coordinator, Capital Works, Gene Chiron

The Works Report shows projects on Council's Capital Works Program and indicates the status of each project as at 28 June 2019.

RECOMMENDATION

That Council receive and note the Works Report, as at 28 June 2019.

1.INTRODUCTION

This report summarises Council's Capital Works Program for the 2018/2019 financial year. The aim of this report is to provide a regular and succinct status summary of each project over the last month. The Capital Works Report, as of 28 June 2019, is attached as Attachment A.

Highlights of the Works Report as at 28 June 2019 include:

- Street Tree Replacement Program – Completion.
- Stamford Park Estate Redevelopment - Homestead works complete and restaurant open.
- Henderson Road Bridge, Rowville – Beams being placed early July.
- Rumann and Benedikt Reserves Open Space Upgrade – Completion.
- Road Renewal 2018/19 Programs - Completion.
- Talaskia Reserve, Upper Ferntree Gully, Masterplan Implementation – Nearing completion.
- Stud Park Reserve, Rowville Masterplan Implementation - Completion.
- Batterham Reserve, The Basin, New Changing Facility– Works completed.
- Egan Lee Reserve Pavilion Upgrades (Female Friendly) - Installation completed.

Report Prepared By: Coordinator, Capital Works, Gene Chiron

Report Authorised By: Director, Engineering & Infrastructure, Ian Bell

Attachments

1. Capital Works Program - Works Report as at 28 June [11.1.1 - 21 pages]

Knox City Council Project Status Report

28-Jun-2019

| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 1 | Bridges Renewal Program | \$312,314 |
| All Wards | Works almost complete on shared path bridge along Blind Creek near High Street Road, Wantirna South and will complete the 2018/19 program. | |
| 4 | High Risk Road Failures | \$500,000 |
| All Wards | Program for 2018/19 is complete. | |
| 7 | Road Surface Renewal Program | \$4,250,000 |
| All Wards | Program for 2018/19 is complete. | |
| 8 | Drainage Pit and Pipe Renewal Program | \$2,000,000 |
| All Wards | Program for 2018/19 is complete. | |
| 9 | Footpath Renewal Program | \$2,200,000 |
| All Wards | Program for 2018/19 is complete. | |
| 10 | Bicycle / Shared Path Renewal Program | \$540,000 |
| All Wards | Program for 2018/19 is complete. | |
| 16 | Building Renewal Program | \$5,468,310 |
| All Wards | Program is 75% committed/expended. Works commencing or nearing completion over June include Civic Centre - ramp/airlock renewal works at North entry; Leisureworks - external painting and floor coverings/internal painting to gym; Kumala Road Scout Hall - demolition; Talaskia Pavilion - kitchen refit; Knox Netball Centre - accessible toilet refit (courtside); Ferntree Gully Library - staff toilet refit; Picketts Reserve - amenities refit; Carrington Park Leisure Centre - accessible toilet; Cooina Preschool - verandah roof replacement. | |
| 17 | Playground Renewal Program | \$1,767,181 |
| All Wards | Tender for 2018/19 playground equipment has been awarded. Tender for 18/19 playground landscaping has closed and is being evaluated. Consultants are working on detailed design for Marie Wallace Playground Upgrade. | |
| 22 | Fire Hydrant Replacement Program | \$130,000 |
| All Wards | Program for 2018/19 is complete. | |
| 24 | Carpark Renewal | \$700,000 |
| All Wards | Asphalt resurfacing works in progress at Chandler Reserve and The Knox Netball Centre to complete the 2018/19 program. | |

Knox City Council Project Status Report

28-Jun-2019

| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 25 | Plant & Machinery Replacement Program | \$2,984,000 |
| All Wards | Fleet Renewal Program 100% of funding committed. | |
| 26 | Street Tree Replacement Program | \$653,457 |
| All Wards | All works on schedule for completion by June 30. | |
| 31 | Stamford Park Redevelopment | \$7,734,149 |
| Tirhatuan | Homestead - works complete and restaurant open. Homestead Gardens - works complete and in maintenance period. Parklands - landscape works in southern swale to be complete in June. Progressing with other parkland design works in preparation for planning application. | |
| 104 | Roadside Furniture Renewal Program | \$100,000 |
| All Wards | Work in progress on Albert Street, Upper Ferntree Gully to complete the program. | |
| 147 | Energy & Greenhouse Program for Council Facilities | \$101,327 |
| All Wards | Lighting trials on the Civic Centre completed. Some lights require a new type of LED with reduced glare, which won't be available until August 2019. Stage 1 of these lighting upgrades will proceed in early July. | |
| 229 | Building Code Australia Compliance | \$100,000 |
| All Wards | All nominated projects are now complete. | |
| 345 | Asbestos Removal | \$100,000 |
| All Wards | Asbestos removal projects now complete. | |
| 347 | Miscellaneous Industrial Roads - Pavement Rehabilitation | \$250,000 |
| All Wards | Program for 2018/19 is complete. | |
| 409 | Parks Furniture Renewal | \$67,000 |
| All Wards | Program delayed due to late delivery of furniture items. It is estimated all works for the 2018/19 renewal program will be complete by early August 2019. | |
| 410 | Parks Signage Renewal | \$20,000 |
| All Wards | Audits are continuing and installation of replacement signs is progressing on schedule. | |

Knox City Council Project Status Report

28-Jun-2019

| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 412 | Water Sensitive Urban Design Renewal | \$432,663 |
| All Wards | Waterford Valley Golf Course - Shortlisting of contractors is complete and on hold. The site details of the existing pit was provided May 2019. Detailed design has been reviewed to achieve the water balance among lakes. Revised drawing has been peer reviewed and in process of final detailed design. | |
| 441 | Tim Neville Arboretum Renewal | \$360,000 |
| Dobson | Scoping of works in accordance with the Tim Neville Arboretum Masterplan is continuing. Proposed works to occur in the new financial year include turf renewal works, furniture installations and renewals, new BBQ shelters and renewal of Francis Crescent area. | |
| 443 | Reserves Paths Renewal | \$50,000 |
| All Wards | Program complete. | |
| 492 | Food Act Compliance - Kitchen Retrofitting | \$50,000 |
| All Wards | Works complete. | |
| 494 | Cathies Lane - Landfill Rehabilitation Works | \$0 |
| Scott | Audit report completed October 2018. Landfill gas monitoring detects exceedances to EPA guideline values, but has not triggered the need for further gas extraction. Monitoring of groundwater continues and to date has not triggered the need for additional leachate extraction. | |
| 516 | Rumann and Benedikt Reserves - Open Space Upgrade | \$410,489 |
| Tirhatuan | Project complete. | |
| 536 | Parkland Asset Renewal | \$65,000 |
| All Wards | Program nearing completion. | |
| 537 | Bush Boulevard Renewal | \$61,506 |
| All Wards | Works nearing completion. | |
| 543 | Llewellyn Park - Landfill Rehabilitation Works | \$0 |
| Scott | Audit report completed January. Risk based trigger levels for landfill gas to be defined in conjunction with auditor. Monitoring of groundwater continues and to date has not triggered the need for leachate extraction. | |

Knox City Council Project Status Report

28-Jun-2019

| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 566 | Artwork Renewal | \$33,749 |
| All Wards | Carry forward balance to enable planned project renewals over next three years. | |
| 576 | Emergency Warning Systems in Early Years Facilities | \$50,000 |
| All Wards | Program for 2018/19 complete. | |
| 587 | Upper Ferntree Gully Neighbourhood Activity Centre - Design | \$472,867 |
| Dobson | Detailed documentation being finalised by Consultants. Relevant stakeholders being informed of project progress. Liaising with Knox Construction on the draft drawings. | |
| 593 | Marie Wallace Reserve - Masterplan Implementation | \$952,383 |
| Dinsdale | (1) Consultants are working on detailed design for stage 3 works. (2) Pedestrian Bridges - Approval works have been arranged with Melbourne Water. Contractor has completed renewal works of existing bridge. Expect to follow on with new bridge works once pre-fabrication of components are completed. Expect construction works for new bridge to commence late June and be completed by mid-July. | |
| 607 | Ashton Road, Ferntree Gully - Reconstruction | \$245,000 |
| Friberg | Works complete and practical completion to be arranged. | |
| 630 | Early Years Hubs - Bayswater | \$8,529,851 |
| Dinsdale | (1) Early Years Hub - Construction complete and centre opened on 23 April. (2) Hub Carpark - works complete. | |
| 649 | Scoresby (Exner) Reserve - Masterplan Implementation | \$10,000 |
| Tirhatuan | Project complete. | |
| 660 | Mountain Highway, Bayswater - Drainage Improvements | \$20,000 |
| Dinsdale | A report to VicRoads on three potential options to resolve flooding in this precinct is scheduled to be submitted early next year. Subject to VicRoads' approval of design options, detailed design of preferred option scheduled to be commenced in 2019/20. | |
| 664 | Stormwater Harvesting Program Development | \$74,925 |
| All Wards | Detailed designs are now complete. Construction scheduled in 2019/20. | |
| 667 | Dobson Creek Catchment - Streetscape Water Sensitive Urban Design | \$78,467 |
| Chandler | Project complete. | |

Knox City Council Project Status Report

28-Jun-2019

| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 675 | Public Art Project | \$166,081 |
| All Wards | Balance remaining to Carry Forward, projects are planned to expend carry forwards and annual budget allocations over the next 3 years. | |
| 689 | Lewis Park, Wantirna South Oval 1 Renewal | \$26,229 |
| Dinsdale | Project complete. | |
| 708 | Cricket Run Up and Goal Square Renewal Works | \$48,000 |
| All Wards | Program complete for 2018/19. | |
| 716 | Early Years Hubs - Wantirna South | \$5,365,973 |
| Scott | Project complete. | |
| 717 | Knox Central Package | \$8,235,000 |
| Dinsdale | Negotiations to acquire parcels for future road corridor and delivery of Knox Central Masterplan will continue into the next financial year. Residual funding from the Operations Centre land acquisition to remain allocated to the project should additional land be required. | |
| 724 | Knox (Interim) Library | \$664,205 |
| Dinsdale | Detailed design complete. Awaiting confirmed start date from Westfield. | |
| 725 | Placemakers Site | \$195,903 |
| Dobson | Construction has commenced and completion is expected late July/early August 2019. | |
| 727 | Knox Community Arts Centre - Furniture | \$9,517 |
| Dinsdale | Project complete. | |
| 733 | Preschool Office/Storage - Minor Works | \$50,000 |
| All Wards | Remaining program of works to be undertaken over July school holidays. | |
| 737 | Meals on Wheels site reconfiguration - Stage 2 | \$50,000 |
| Dinsdale | Strategic review of Meals on Wheels configuration is underway. Plan to be developed over the next six months. | |
| 746 | Revegetation Plan | \$100,000 |
| All Wards | Planting to be complete by end of June. | |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 751 Dobson | Tim Neville Arboretum - Lake Structure Upgrade Project complete. | \$27,800 |
| 752 Friberg | Mountain Gate Shopping Centre Reserve - Implementation Final light fittings installed to complete project. | \$240,894 |
| 755 Dobson | Talaskia Reserve, Upper Ferntree Gully - Masterplan Implementation Landscape planting works complete. 13 week maintenance period for planting. Contractor awarded for play space upgrade, to be delivered in July 2019. | \$582,500 |
| 761 All Wards | Dandenong Creek Gateways - Strategic Road Corridors Revegetation Project on hold following unavailability of stock. New plant order to be placed next financial year. Proceeding with photo images for use in consultation and communications material. | \$145,795 |
| 809 Dinsdale | Bayswater Activity Centre Streetscape Improvements Project complete. | \$741,536 |
| 833 Scott | Knox Gardens Reserve, Wantirna South - Tennis Court Renewal Project complete. | \$282,157 |
| 834 All Wards | Oversowing of Sports Fields Program complete for 2018/19. | \$40,000 |
| 837 Dinsdale | Westfield (Permanent) Library - Design The project is currently on hold, awaiting for Westfield to provide new base build design drawings to allow us to complete our concept design. | \$200,000 |
| 838 Dinsdale | Bayswater Community Hub - Scoping A Multipurpose Community Facility review has been completed identifying service demand/needs analysis and functional space requirements for a community hub facility within the Bayswater Activity Centre. A Strategic Asset Investment strategy will commence shortly to evaluate key site opportunities in Bayswater. An Issues Briefing Report has been scheduled for September 2019 to provide an update on the Strategic Asset Investment Strategy | \$120,000 |
| 842 Friberg | Knox Athletics - Hammer Throw Cage Upgrade Project complete. | \$105,728 |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 844 | Score Boards - Design and Installation | \$396,194 |
| All Wards | Works complete/nearing completion at all 8 designated sites. Remaining works will carry into the next financial year. | |
| 849 | Repurposing Scoping of Facilities from Hub Projects. | \$56,454 |
| All Wards | Officers continue to work through actions from November 2018 Council meeting. Relevant projects have been included in the draft 2019/20 Capital Works Program. Rezoning of early years facilities to occur throughout 2019/20. Project to be carried forward into 2019/20 to complete facility scope/repurpose work. | |
| 853 | Aimee Seebeck Hall, Amenities Upgrade | \$242,000 |
| Taylor | Contractor appointed. Building Permit process has been delayed. Works expected to commence mid July. | |
| 862 | Burwood Highway Shared Path - Traydal Close to Knox School | \$52,162 |
| Collier | Project complete. | |
| 867 | Knox Regional Netball Centre, Ferntree Gully - Masterplan | \$110,984 |
| Dobson | Masterplan approved by Council in May. Documentation for implementation currently being prepared by Major Initiatives Unit. | |
| 868 | H V Jones, Ferntree Gully - Masterplan Implementation | \$181,560 |
| Friberg | Final documentation drawings in progress. | |
| 869 | Gilbert Park, Knoxfield - Masterplan Implementation | \$249,722 |
| Friberg | Final documentation drawings in progress. | |
| 871 | Energy Performance Audit for Community Buildings | \$1,149,291 |
| All Wards | The decision to implement the opportunities identified in the Detailed Facility Study via an Energy Performance Contract endorsed by Council in June. | |
| 875 | Parkhurst Drive, Knoxfield Reconstruction | \$1,250,000 |
| Dinsdale | Annual renewal program packaged as one contract. Works complete with practical completion inspection to be arranged. | |
| 876 | Eastgate Court, Wantirna South Reconstruction | \$162,904 |
| Dinsdale | Project complete and practical completion arranged. | |

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| Project Number | Project Name | Total Approved Budget |
|-------------------------|--|------------------------------|
| 889 Dobson | Wally Tew Reserve, Ferntree Gully - Floodlighting Upgrade Project complete. | \$54,265 |
| 891 Friberg | Henderson Road Bridge, Rowville Bridge works are progressing well with shared path and floodway culverts now in place. Beams are due to be placed for the bridge commencing the beginning of July. | \$6,960,625 |
| 907 Collier | JW Manson Reserve WSUD - Construction Geotechnical testing is to be undertaken. Construction works will be carried forward into 2019/20. | \$326,001 |
| 924 Collier | Cherrington Square, Wantirna Reconstruction Works complete with practical completion inspection to be arranged. | \$235,000 |
| 927 Dobson | Selman Avenue, Ferntree Gully Reconstruction Works complete with practical completion inspection to be arranged. | \$265,000 |
| 929 Chandler | Albert Avenue, Boronia Stage 1 Reconstruction Works complete and practical completion certificate issued. | \$535,000 |
| 930 Dobson | Forest Road, Ferntree Gully - Design Design complete. Included as part of local road renewal contract package advertised with tenders closing in June. Tender recommendation to be reported to July Council meeting. | \$40,000 |
| 931 Dobson | Underwood Road, Ferntree Gully Reconstruction Works complete and practical completion certificate issued. | \$380,000 |
| 935 Tirhatuan | Scoresby (Exner) Reserve - Tennis Court Renewals Project complete. | \$200,650 |
| 936 Friberg | Carrington Park Reserve - Tennis Court Renewals Project complete. | \$75,000 |
| 937 Dobson | Kings Park Baseball Diamond - Safety Fencing Project complete. | \$31,979 |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 939 | Millers Reserve, Boronia Oval Renewal | \$850,000 |
| Chandler | External drainage now complete. Project complete. | |
| 940 | Wally Tew Reserve, FTG - Cricket Net Renewals | \$225,000 |
| Dobson | Project complete. | |
| 941 | Knox Regional Netball Centre - Court Renewals | \$80,000 |
| Dobson | Work will extend into next financial year due to wet weather. | |
| 942 | Tree Management | \$99,321 |
| All Wards | Works undertaken as required in conjunction with Council initiatives. | |
| 944 | Knox Central (Operations Centre Relocation) | \$8,077,040 |
| Dinsdale | Operations Centre - Civil works, in-ground services and ground floor slabs are underway on Henderson Road site. Remediation works at the current Operations Centre are progressing. Mulch area – project options being developed. | |
| 946 | Boronia Precinct Planning | \$498,693 |
| Baird | A final draft Renewal Strategy 2019 and proposed planning scheme amendment is being progressed to presentation to Council. | |
| 948 | Modular Building Program (Modern Construction Systems) | \$3,013,459 |
| All Wards | Off site manufacturing has commenced for Wally Tew Reserve and Colchester Reserve facilities with expected completion late August. | |
| 949 | The Basin Neighbourhood House Redevelopment | \$500,000 |
| Chandler | Project completed. | |
| 950 | Family & Childrens Services Buildings & Facilities | \$270,000 |
| All Wards | Additional works (pathway/access) have been identified to complete works at Mariemont over June/July holidays. | |
| 951 | Community Toilet Replacement Program | \$365,732 |
| All Wards | Wally Tew Reserve detailed design is complete and construction commenced in June. Wicks Reserve detailed design is expected by end of July with construction to commence mid August - early September. | |

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| Project Number | Project Name | Total Approved Budget |
|-------------------------|---|------------------------------|
| 952 Friberg | HV Jones Reserve Floodlighting Upgrade Project complete. | \$11,080 |
| 954 Friberg | Knox BMX Track - New Storage & Start Gate Structure Contractor has been appointed and is expected to commence early July. The construction period will extend into late August 2019 | \$154,365 |
| 956 Friberg | Knox Athletics Track - Discus Cage Upgrade Project complete. | \$92,000 |
| 957 Dobson | Kings Park, Upper Ferntree Gully - New Floodlighting (Oval 2) Project complete. | \$250,000 |
| 958 Taylor | Liberty Avenue Reserve, Rowville - New Floodlighting Construction nearing completion. | \$250,000 |
| 959 Taylor | Rowville Community Centre - Lighting Upgrade Project complete. | \$19,656 |
| 961 Dobson | Knox Regional Netball Centre Floodlight Outdoor Courts 5 to 8 Carry forward for masterplan works. | \$198,130 |
| 962 Scott | Knox Regional Sports Park Signage Project on hold pending future Knox Regional Sports Park development outcomes. | \$124,973 |
| 963 All Wards | Family & Children Services - Site Master Plans - Stages 1 & 2 Project complete. | \$50,000 |
| 964 All Wards | Relocate Preschool Bag Lockers Project complete. | \$19,000 |
| 965 Collier | Billoo Park Preschool - Toilet and Storage Upgrade Design Design complete for construction in 2019/20. | \$10,000 |
| 966 Friberg | Alexander Magit Preschool - Verandah Replacement Project complete. | \$82,200 |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 969 | Orana Neighbourhood House Kitchen Upgrade | \$25,000 |
| Dinsdale | Project was unsuccessful in receiving grant funding. Funds carried forward until further funding is sourced to complete the required works. | |
| 982 | Anne Road, Knoxfield LATM Stage 1 | \$166,140 |
| Friberg | Further works to be completed in 2019/20. | |
| 983 | Stewart Street, Boronia LATM | \$55,000 |
| Chandler | Project complete. | |
| 984 | Napoleon Road, Lysterfield Shared Path | \$11,712 |
| Dobson | Project complete. | |
| 994 | Picketts Reserve, Ferntree Gully Masterplan Implementation | \$30,000 |
| Baird | Final documentation drawings in progress. | |
| 995 | Peregrine Reserve, Rowville - Masterplan Implementation | \$123,804 |
| Taylor | Consultants are working on detailed design documentation. For implementation in 2019/20. | |
| 996 | Arcadia Reserve, Rowville - Masterplan Implementation Stage 3 | \$100,000 |
| Tirhatuan | Project complete. | |
| 997 | Llewellyn Reserve, Wantirna South - Masterplan Implementation | \$128,000 |
| Scott | Gate renewal works scheduled for June. Seeking quotes for new toilet and shelter structure. | |
| 998 | Templeton Reserve, Wantirna - Masterplan Implementation | \$400,000 |
| Collier | Planting works have been completed. Construction for multi-court has been put on hold until after footy season (Sept-Oct). | |
| 999 | Lewis Park, Wantirna South - Masterplan Implementation | \$142,379 |
| Dinsdale | Project complete (2018/19). | |
| 1000 | Stud Park Reserve, Rowville - Masterplan Implementation | \$390,000 |
| Tirhatuan | Construction of Stage 2 works is nearing completion. On schedule for completion end of June. | |
| 1001 | Scoresby Village Reserve - Masterplan | \$32,500 |
| Tirhatuan | Consultants finalising detailed design and documentation drawings. | |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 1002 | RD Egan Lee Reserve, Knoxfield - Masterplan | \$16,433 |
| Scott | Documentation for implementation currently being prepared. | |
| 1003 | Wantirna Reserve - Masterplan | \$26,944 |
| Collier | This project is on hold while Council investigates past land use and waste issues. An Issues Briefing Report is being prepared to provide an update to Council. | |
| 1005 | Neighbourhood Green Streets | \$100,000 |
| All Wards | Project on hold following unavailability of stock. New plant order to be placed next financial year. Proceeding with photo images for use in consultation and communications material. | |
| 1006 | Bush Boulevards | \$100,000 |
| All Wards | Project on hold following unavailability of stock. New plant order to be placed next financial year. Proceeding with photo images for use in consultation and communications material. | |
| 1007 | Koolunga Reserve (Catchment 910) - Feasibility | \$12,100 |
| Dobson | Transferred to Project 1180 - Forest Road to Koolunga Reserve, Ferntree Gully Integrated Stormwater Solution. | |
| 1008 | Mont Albert to Forest Road, Ferntree Gully - Drainage improvements | \$80,194 |
| Dobson | Investigation by consultant has clarified that the area delineated in principle by Parks Victoria is not large enough to have a cost effective flood mitigation impact on the downstream catchment. Funds transferred to Project 1009 Talking Tanks Initiative - Flood Protection. | |
| 1009 | Talking Tanks Initiative - Flood Protection | \$179,568 |
| All Wards | Proof of concept and catchment modelling and analyses completed. Future years will require agreement with South East Water to co-fund tank implementation following rollout of a Communications Plan (2019-20). | |
| 1016 | Kings Park Solar Panel Installation | \$9,091 |
| Dobson | Project complete. | |
| 1040 | Dandenong Creek Amenity Improvements | \$36,196 |
| All Wards | Drinking fountain has been installed. Seats have been delivered to be installed to complete the project. | |
| 1045 | Egan Lee Reserve - Pavilion Upgrades (Female Friendly) | \$250,000 |
| Scott | Project is complete. | |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 1054 | Knox Regional Sports Park - Stages 2 and 3 | \$57,387 |
| Scott | Consultation continuing with VARMS to finalise the preferred concept option for relocation to Rowville Recreation Reserve. | |
| 1068 | Rowville (Seebeck) Reserve - Multipurpose Community Workshop | \$346,528 |
| Taylor | Costings for the Multipurpose Community Workshop including a Men's Shed facility has been provided. Council and stakeholders to review and finalise scope. | |
| 1097 | Wally Tew Reserve - Changing Places Facility | \$200,000 |
| Dobson | The changing places installation is complete. Storage area for events is to be relocated into the Modular Secondary Changeroom at Wally Tew Reserve. | |
| 1098 | Batterham Reserve, The Basin Oval 2 - Floodlighting Relocation | \$75,000 |
| Chandler | Project complete. | |
| 1101 | Cathies Lane, Wantirna South (103 to 125 Cathies Lane) - Design | \$27,000 |
| Collier | Survey complete and design underway. | |
| 1102 | Lydford Road, Ferntree Gully (Adele Avenue to Elton Road) - Design | \$28,000 |
| Friberg | Geotechnical investigation and survey complete. Detailed design underway. | |
| 1103 | Laser Drive, Rowville (19 Laser Drive to Henderson Road) - Design | \$30,000 |
| Tirhatuan | Geotechnical investigation and initial survey complete. Survey scope to be extended to Kelletts Rd and detailed design due to commence in July 2019. | |
| 1104 | Boronia CCTV System Installation | \$39,200 |
| Baird | Project complete. | |
| 1105 | Batterham Reserve, The Basin - Cricket Nets Replacement | \$251,500 |
| Chandler | Work has commenced on replacement cricket nets. Quotes being sought for design/construct of lights. | |
| 1106 | Batterham Reserve - Pavilion Extension for Female Change Facility | \$220,000 |
| Chandler | Tender submissions are assessed with contractor about to be appointed. Construction to commence end of July. | |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 1107 | Batterham Reserve, The Basin - All Ability Footpath Network | \$235,000 |
| Chandler | Footpath network complete along with extended scope to Right of Way west side of reserve. A short section remains incomplete as it is tied in with the cricket net project. Access road also now included within scope - this will be surveyed and designed upon completion of building extension to pavilion. | |
| 1113 | Barry Street, Bayswater (60 Barry Street to Holloway Drive) - Design | \$20,000 |
| Baird | Geotechnical investigation and survey complete. Detailed design has commenced. | |
| 1114 | Studfield Shopping Centre Renewal - Design | \$35,000 |
| Dinsdale | Survey and assessment of CCTV footage for adjacent drainage complete. Scope of works agreed and preliminary estimate prepared. Awaiting pedestrian pavement surface treatment recommendation - detailed design to commence in July. | |
| 1115 | Milpera Reserve, Wantirna - Oval Renewal - Design | \$15,000 |
| Collier | Plans complete, irrigation specifications being finalised. | |
| 1116 | Guy Turner Reserve, Bayswater - Drainage Renewal | \$150,000 |
| Dinsdale | Project complete. | |
| 1117 | Batterham Reserve, The Basin - Tennis Court Renewals | \$100,000 |
| Chandler | Project on hold while scoping discussions are held with Leisure and Tennis Club. This is likely to lead to scope change and a report to Council. | |
| 1118 | Wantirna Reserve, Wantirna - Cricket Net Renewals | \$30,000 |
| Collier | All work on site on hold pending investigation on soil conditions. | |
| 1119 | Wantirna Reserve, Wantirna - Tennis Court Renewals | \$200,000 |
| Collier | Scoping discussions have been held with Leisure and the Tennis Club. The design for Stage 1 is 75% complete and expected to be completed by late June/early July. Proposal for construction and design for final stage now on hold pending outcome of soil geotechnical investigations. | |
| 1120 | Templeton Reserve, Wantirna - Tennis Court Renewals | \$250,000 |
| Collier | Survey complete and scope discussions held with Leisure and the Tennis Club. The design is nearing completion with club consultation to occur on design and future scope. | |
| 1121 | Eildon Park, Rowville - Cricket Net Renewal | \$10,000 |
| Taylor | Design to occur in July. | |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 1122 | Knox Regional Sports Park - Soccer Cages Renewal Boards to be installed in new financial year. | \$20,000 |
| 1123 | Public Tennis / Netball / Basketball Court Renewals Hold up on fence work at Kathryn Road public courts due to weather. Flamingo courts to commence in new financial year. | \$150,000 |
| 1124 | Sporting Oval Fencing Renewals Project complete. | \$100,000 |
| 1125 | Stormwater Harvesting Infrastructure Renewal Three new central controllers currently being installed. Works will carry over to new financial year. | \$50,000 |
| 1126 | Knox Skate & BMX Park – New Youth Pavilion (Design) Concept design nearing completion. Remaining funds too be carried forward for design/construct 2019/20 | \$75,000 |
| 1127 | Batterham Reserve, The Basin - New Changing Facility Project complete. Transfers complete | \$218,500 |
| 1128 | Gilbert Park Reserve, Knoxfield - New Drainage Drainage works to extend to entire field. Project will carry forward into 2019/20. | \$100,000 |
| 1129 | Picketts Reserve, Ferntree Gully - Floodlighting Upgrade Concept design complete. Grant obtained for 2019/20 construction. | \$0 |
| 1130 | Wantirna Reserve, Wantirna - Floodlighting and Security Lighting Concept design complete. Grant obtained for 2019/20 construction. | \$0 |
| 1131 | Carrington Park Reserve, Knoxfield - Floodlighting Upgrade Concept design complete. Grant obtained for 2019/20 construction. | \$0 |
| 1132 | Arcadia Reserve (Scouts), Rowville - Carpark Design Survey complete and design underway. | \$8,000 |
| 1133 | Arts Facility Planning Documentation A carry forward of the balance is required to support planned works. | \$50,000 |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 1134 | Ferntree Gully Arts Centre & Library Deck Enclosure | \$50,000 |
| Dobson | Quotes expected late June/early July for construction in 19/20. Project carry forward. | |
| 1135 | Knox Community Arts Centre - Theatre Lighting Upgrade | \$30,000 |
| Dinsdale | Lighting upgrade project complete. | |
| 1136 | Arts Facility Upgrades | \$80,000 |
| All Wards | Works for cladding and painting of internal/external brick walls complete. | |
| 1137 | Knox Leisureworks UV for 50m Indoor Pool | \$60,000 |
| Baird | Project complete. | |
| 1138 | Knox Regional Sporting Centre Funnel and Overhead Fencing | \$110,000 |
| Scott | Project not going ahead due to masterplan of Knox Regional Sports Park. | |
| 1140 | Community Facility Signage Upgrade | \$2,500 |
| All Wards | Scope completed. Carry forward required to complete project by end of July. | |
| 1141 | Stud Road, Scoresby (786 to 804 Stud Road) - Footpath 1 | \$65,000 |
| Tirhatuan | Project complete. | |
| 1142 | Albert Street, UFTG (Ferndale Rd to 14-18 Albert St) - Footpath 1 | \$68,000 |
| Dobson | Footpath works to be undertaken with future road works at this site. Funds have been reallocated to the next priority footpath project within the footpath program - Maryborough Road, Boronia (refer to project 1224). | |
| 1143 | Burwood Hwy, UFTG (opposite Dawson St) - Footpath 3 | \$47,000 |
| Dobson | Project complete. | |
| 1144 | Boronia Road, Bayswater (Edinburgh Rd to Scoresby Rd) - Footpath 1 - Design | \$10,000 |
| Dinsdale | Consultation with residents and VicRoads required following preparation of concept plan. Detailed design of footpath and service road on hold until consultation is completed. | |
| 1145 | Glenfern Road, Ferntree Gully (Norman St to Trafalgar St) - Footpath | \$85,000 |
| Dobson | Detailed design nearing completion with review to follow. Clarify pit alteration issues with Telstra and design impact on vegetation with Parks. | |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 1146 | Wellington Road, Rowville (Straughan Close to Napoleon Road) - Footpath - Design Taylor Consultant currently surveying the site. | \$5,000 |
| 1147 | Wantirna Road, Wantirna (Ashley St to 699 Boronia Rd) - Footpath Collier Project complete. | \$40,000 |
| 1148 | Montana Avenue, Boronia - Footpath Chandler Functional design complete. Detailed design to be finalised. | \$85,000 |
| 1149 | London Drive, Bayswater (southern side) - Footpath Baird Project complete. | \$51,000 |
| 1150 | Knoxfield LATM Stage 2 - Kathryn Road Scott Design complete. Assessing road safety audit. | \$20,000 |
| 1151 | Forest Road - Stockton to Dorian Isolated Traffic Treatment (Hot Spot) Program Dobson Initial preparation works carried out. Still awaiting further advice from VicRoads regarding potential funding. | \$125,000 |
| 1152 | Burwood Hwy, Upper Ferntree Gully Shared Path Link 1 (Design) Dobson On hold pending result of Burwood Hwy Shared Path Overpass Bridge feasibility study. | \$20,000 |
| 1153 | Napoleon Rd, Lysterfield (Kelletts Rd to Anthony Dr) - Shared Path 1 Design Dobson Survey complete along with site inspection with key internal stakeholders. Design due to be complete by July 2019. | \$23,000 |
| 1154 | Mountain Highway, Wantirna (Pedestrian Crossing to Eastlink) - Shared Path 1 Collier Project complete. | \$182,000 |
| 1155 | Kelletts Road, Rowville (Stud Rd to Taylors Ln) - Shared Path 1 Taylor Consultant currently surveying site. | \$25,000 |
| 1156 | Kelletts Road, Rowville (Jacob Rd to Napoleon Rd) - Shared Path 2 Friberg Project complete. | \$20,000 |
| 1157 | Lewis Reserve, Wantirna South - Bicycle Repair Station Dinsdale Project complete. | \$7,000 |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 1158 Scott | Timothy Drive, Wantirna South Underpass - Solar Lighting Upgrade Requesting approvals from Melbourne Water. | \$21,000 |
| 1159 Scott | Burwood Highway Underpass (near Stud Rd) - Solar Lighting Upgrade Electricity has now been reconnected however it has been determined that an upgrade of lighting is necessary. | \$25,000 |
| 1160 Friberg | Carrington Park to Henderson Road, Rowville - Wayfinding and Linemarking Installation complete. | \$4,000 |
| 1161 Dobson | Wally Tew Reserve, Ferntree Gully - Bicycle Repair Station Project complete. | \$7,000 |
| 1162 Collier | Templeton Street, Wantirna - Linemarking and Intersection Treatments (Design) Bicycle lane treatment design scheduled to be complete in August, followed by installation. | \$70,000 |
| 1163 Collier | Renou Road, Wantirna South - Intersection Treatments Design Bicycle lane treatment design scheduled to be complete in August, followed by installation. | \$20,000 |
| 1164 Dinsdale | Coleman Road, Boronia - Linemarking and Sharrows Design scheduled to be complete in August 2019. | \$45,000 |
| 1165 Scott | Mowbray Drive, Wantirna South - Parking and Intersection Treatments Design scheduled to be complete in August 2019. | \$20,000 |
| 1166 Scott | Timothy Drive, Wantirna South - Intersection Treatments Consultants engaged. | \$35,000 |
| 1167 Taylor | Bergins Road, Rowville - Kerb & Channel Project complete. | \$20,000 |
| 1168 Chandler | Liverpool Rd, The Basin - Dynamic School Speed Zone Signs Project complete. | \$55,000 |
| 1169 Taylor | Stud Road, Rowville - Footpath Connection Design scheduled to be complete in August 2019. | \$20,000 |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 1170 | Mountain Highway, Boronia (near Scoresby Rd) - Footpath Connection 4 | \$80,000 |
| Baird | Seeking licensing agreement with private property. | |
| 1171 | Fairpark Reserve, Ferntree Gully - Masterplan Implementation Stage 2 | \$420,000 |
| Baird | Initial daylighting earth works (by Melbourne Water) on hold pending weather conditions. Playground works complete. Carpark - Survey complete, design on hold pending clarification of scope for building works following the Federal funding. | |
| 1172 | Tormore Reserve, Boronia - Masterplan Implementation | \$400,000 |
| Baird | Construction is underway of stage 1 works. Contractors have been delayed with bad weather, scheduled for completion in first week of July. Stage 2 works are currently out to tender. | |
| 1173 | Quarry Reserve, Ferntree Gully - Masterplan Implementation Stage 5 | \$900,000 |
| Dobson | (1) Masterplan works - Consultants are working on detailed design. (2) Security Fencing - Contract for perimeter fencing advertised with tenders closing 25 June 2019. Vegetation assessment has been prepared and vegetation and planning permits provided. | |
| 1174 | Principal Avenue - Dorset Road Streetscape Upgrade | \$40,000 |
| Chandler | Project on hold following unavailability of stock. New plant order to be placed next financial year. Proceeding with photo images for use in consultation and communications material. | |
| 1175 | Orson Street, Scoresby - Retarding Basin Improvements | \$20,000 |
| Tirhatuan | CCTV inspection of pipe network completed. Concept design complete. | |
| 1176 | Solar in Community Facilities | \$40,000 |
| All Wards | Installation expected mid/late July for Knox Gardens - carry forward required. | |
| 1177 | Electric Vehicle Charging Stations - Civic Centre | \$25,000 |
| Dinsdale | Project complete. | |
| 1178 | Knox Gardens Reserve, Wantirna South - Stormwater Harvesting | \$20,000 |
| Scott | Project combined with Projects 664 and 1179, Stormwater Harvesting Program Development. Refer to Project 664 for latest project update. | |
| 1179 | Eildon Park Reserve, Rowville - Water Harvesting | \$20,000 |
| Taylor | Project combined with Projects 664 and 1178, Stormwater Harvesting Program Development. Refer to Project 664 for latest project update. | |

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| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 1180 | Forest Road to Koolunga Reserve, FTG - Integrated Stormwater Solution | \$40,000 |
| Chandler | Detailed design anticipated to be complete in July for construction in 2019/20. | |
| 1182 | Norvel Quarry Reserve Water Quality System - Design & Construction | \$40,000 |
| Baird | Awaiting developer response to Council comments on submitted Stormwater Quality Management Plan, prior to approval. | |
| 1183 | Peregrine Reserve, Rowville - Treatment Wetlands | \$20,000 |
| Taylor | Scoping report will be complete by end of June in readiness for the detailed design phase in 2019/20. | |
| 1184 | Egan Lee Reserve, Knoxfield - Treatment Wetlands | \$20,000 |
| Scott | Scoping report will be complete by end of June in readiness for the detailed design phase in 2019/20. | |
| 1185 | Lewis Road Reserve, Wantirna South - Wetlands and Stormwater Harvesting | \$20,000 |
| Dinsdale | Masterplan approved by Council. Delivery scheduled for next year. | |
| 1186 | Wantirna Reserve, Wantirna - Treatment Wetlands | \$20,000 |
| Collier | On hold pending further investigation through masterplan development. | |
| 1187 | David Cooper Park, Jenola Parade, Wantirna South - Wetlands | \$20,000 |
| Scott | Subject to future review of existing masterplan. | |
| 1195 | Boronia Safer Communities | \$0 |
| Baird | Stage 1 installation of lights in Tormore Reserve has been completed. Concept plan for Orchid Avenue to be signed off. | |
| 1197 | Tim Neville Arboretum - Memorial Pathway | \$0 |
| Dobson | Project complete. | |
| 1206 | Brenock Park Drive School Crossing Relocation | \$0 |
| Dobson | Project complete. | |
| 1217 | Boronia Activity Centre and Station Precinct Renewal Project | \$0 |
| Baird | Project scope to be confirmed and inter-agency working group is being established. Key directions strategy being developed. | |

Knox City Council Project Status Report

28-Jun-2019

| Project Number | Project Name | Total Approved Budget |
|-----------------------|---|------------------------------|
| 1218 | Eildon Park Tennis Club - Lighting Repairs | \$0 |
| Taylor | Project complete. | |
| 1222 | Ramon Cowling Bushland Reserve - New Walkway | \$0 |
| Chandler | Contract awarded. Initial works to commence in Aug/Sept. | |
| 1223 | Rowville (Seebeck) Reserve Safety Netting | \$0 |
| Taylor | Project complete. | |
| 1224 | Maryborough Road, Boronia (Springfield Rd to Woodvale Road) - Footpath | \$0 |
| Baird | Project complete. | |
| 1247 | Boronia Youth Hall Demolition and Pop Up Park | \$0 |
| Baird | Demolition of building complete. | |
| Total: | | \$96,671,070 |

11.2 ICT Capital Works Program

SUMMARY: Business Engagement Lead, Ian Bertram

The ICT Works Report details projects on Council's ICT Capital Works Program and provides the status of each project as at 8 July 2019.

RECOMMENDATION

That Council receive and note the ICT Capital Works Report as at 8 July 2019.

1. INTRODUCTION

This report summarises Councils ICT Capital Works Program for the 2018/2019 financial year. The aim of this report is to provide a regular and succinct status summary of each project over the last month. The Capital Works Report as of 08 July 2019 is shown at Attachment 1.

Highlights of the ICT Capital Works Report include:

1242 - Website Channel Transformation

The Request for Quotation is now open and the team are currently reviewing responses. This process will result in contracting a digital agency to lead the user experience (UX) design stage.

812 - Asset Management System

The Project is tracking to plan. The Request for Tender has closed and the team are currently evaluating Vendor Responses for shortlisting.

1036 – HR System Enhancement

The Strategic Planning Committee approved the procurement report on 11 June 2019. Contract negotiations are completed with PageUp and the contract has now been executed. Negotiations with TimeTarget are well progressed.

The planned commencement for PageUp is July 2019 and for TimeTarget is August 2019.

1034 - Business Intelligence

The Project tracking to plan. The Proof of Concept (PoC) was completed delivering six Sprints and 15 Use Cases. Business case development and preparation for the implementation model for Business Intelligence post learnings from the PoC is underway. The Recommendation Report from the vendor will assist to identify benefits realisation.

1031 – ICT Spatial Capability

Work is continuing with Project Scoping and Due Diligence on the most effective approach (system uplift vs. replacement) to deliver required future state solution.

Report Prepared By: Business Engagement Lead, Ian Bertram

Report Authorised By: Acting Director Corporate Services, Phil McQue

Attachments

1. ICT Status Report #9 [11.2.1 - 4 pages]

Knox City Council Project Status Report

08-Jul-2019

| Project Number | Project Name |
|----------------|--|
| 589 | I.T. Knox Early Years (KEYS) (ICT Roadmap #) |
| All Wards | Project Completed KEYS Proximity (Zone) changes implemented in May 2019 in readiness for 2020 enrolments |
| 668 | Knox Active Aging Management System (KAAMS) (ICT Roadmap #) |
| All Wards | Project Completed |
| 787 | ICT Website Redevelopment (No longer active) (ICT Roadmap #) |
| All Wards | Project team has been re-established with a new vision created to set direction for Digital Channel Transformation. Project scoping underway to engage Digital Agency to design community engagement, optimal experience for priority services and content structure with new Content Management System (CMS). |
| 789 | Facilities Booking Review/Upgrade (ICT Roadmap #) |
| All Wards | Project on track. RFQ responses close end of this week, RFQ evaluation and assessment processes commence next week. |
| 812 | Asset Management System (ICT Roadmap #67,68,69,70) |
| All Wards | Project is tracking to plan. Request for Tender closed, currently evaluating Vendor Responses for shortlisting |
| 815 | Pathway Smartclient implementation (ICT Roadmap #) |
| All Wards | Project closed and being reported under #977 |
| 816 | ePathway Payment Enhancements/Extension (ICT Roadmap #) |
| All Wards | Project Closed and being reported under # 977 |
| 827 | Intranet Redevelopment eRIK (ICT Roadmap #) |
| All Wards | Awaiting scheduling. Project is dependant on selection of Website development platform and is likely to be undertaken 2019/2020 |
| 945 | Website redevelopment (No longer active) (ICT Roadmap #) |
| All Wards | Project consolidated with Project 787 (Website Development) |

Knox City Council Project Status Report

08-Jul-2019

| Project Number | Project Name | Total Approved Budget |
|----------------|---|-----------------------|
| 977 | Pathway Program (ICT Roadmap #59,60,61,62,75,76,77,78,79,80,81,82) | |
| All Wards | Pathway project is continuing to make good progress with operational activities, however a number of ICT Program activities (e.g. Road Opening Permits, Receipts/Shopping Cart, Building Requests for Further Information) will deliver later than planned. The Project Manager who has now returned from period of annual leave will prioritise required resolution. | |
| 979 | GIS Phase 3 (ICT Roadmap #) | |
| All Wards | Project on track. Preparation of Expression Of Interest (EOI) underway | |
| 1031 | Spatial Capability (ICT Roadmap #31,32,34,35,36,37) | |
| All Wards | Continuing with Project Scoping and Due Diligence on the most effective approach (system uplift vs. replacement) to deliver required future state solution. | |
| 1032 | CRM Citizen Portal for Web (ICT Roadmap #9,10,11) | |
| All Wards | Project awaiting scheduling | |
| 1033 | CMS - Integration and Portal (ICT Roadmap #6,7,8) | |
| All Wards | Project awaiting scheduling | |
| 1034 | Business Intelligence (ICT Roadmap #14,16,17,18,19) | |
| All Wards | Project tracking to Plan. Proof of Concept (PoC) completed delivering 6 Sprints and 15 Use Cases. Business case development and preparation for the implementation model for Business Intelligence post learnings from the PoC is underway. The Recommendation report from the vendor will assist will assist to identify benefits realisation. | |
| 1036 | HR System Enhancement (ICT Roadmap #84,85,86,98) | |
| All Wards | Strategic Planning Committee approved the procurement report on 11 June. Contract negotiations are complete with PageUp and the contract has been signed. Negotiations with TimeTarget are well progressed. Planned kick off for PageUp is July and TimeTarget is August 2019. | |
| 1037 | Key Project Initiation Documentation (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |
| 1190 | KX Integration to other Modules (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |

Knox City Council Project Status Report

08-Jul-2019

| Project Number | Project Name | Total Approved Budget |
|----------------|--|-----------------------|
| 1194 | Digital/ICT Strategy Implementation (ICT Roadmap #) | |
| All Wards | Strategy on a Page activities continue to roll out. ICT Governance "immersion session" conducted on 10 May to brief Committee members on plan and project details. Portfolio Management tool vendor evaluation has resulted in a NIL award, due to costs above allocated budget or failure to meet technical requirements. | |
| 1239 | Widen Utilisation of ION (ICT Roadmap #33) | |
| All Wards | Project awaiting scheduling | |
| 1240 | Master Data Management (ICT Roadmap #20,22) | |
| All Wards | Project awaiting scheduling | |
| 1241 | Intranet Redevelopment (ICT Roadmap #12) | |
| All Wards | Project awaiting scheduling | |
| 1242 | Website Channel Transformation (ICT Roadmap #3,4,5) | |
| All Wards | RFQ now open - team are currently reviewing responses. This process will result in contracting a digital agency to lead the user experience (UX) design stage. | |
| 1243 | Website Channel Transformation (ICT Roadmap #1,2) | |
| All Wards | Project awaiting scheduling | |
| 1244 | Data Integration Tools (ICT Roadmap #39) | |
| All Wards | Project awaiting scheduling | |
| 1245 | Governance System (ICT Roadmap #46,47,48) | |
| All Wards | Project awaiting scheduling | |
| 1246 | Participation Platform (ICT Roadmap #52,53,54,55) | |
| All Wards | Project awaiting scheduling | |
| 1248 | Interplan (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |
| 1249 | M(Device)M (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |

Knox City Council Project Status Report

08-Jul-2019

| Project Number | Project Name | Total Approved Budget |
|-----------------------|--|------------------------------|
| 1250 | Storage System - DR (ICT Roadmap #) | |
| All Wards | Project Completed | |
| 1251 | KAAMS (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |
| 1252 | I.T. Knox Early Years (KEYS) (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |
| 1253 | Virtual Desktop Project (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |
| 1254 | Cloud Solutions (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |
| 1255 | Server Infrastructure Upgrade (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |
| 1256 | Single Sign-On (First Pass) (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |
| 1257 | Project Management Office (ICT Roadmap #) | |
| All Wards | Project awaiting scheduling | |

12 Motions for Which Notice has Previously Been Given

13 Supplementary Items

14 Urgent Business

14.1 Urgent Business

14.2 Call Up Items

15 Questions Without Notice

16 Confidential Items

Nil