

AGENDA



Ordinary Meeting of Council

To be held at the

Civic Centre

511 Burwood Highway

Wantirna South

On

Monday 23 September 2019 at 7:00 pm

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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 26 August 2019

4 Petitions and Memorials

5 Reports by Councillors

5.1 Committees and Delegates

5.2 Ward Issues

6 City Development Officers' Reports for consideration

6.1 Planning Applications Decided Under Delegation - 1 August to 31 August 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 August to 31 August 2019) be noted

1. REPORT

Details of planning applications decided under delegation from 1 August to 31 August 2019 are attached. The applications are summarised as follows:

Application Type	No.
Building & Works: Residential	10
Other	3
Subdivision	18
Units	20
Tree Removal / Pruning	9
Single Dwelling	5
Change of Use	3
Signage	3
Child Care Centre	1
Removal of Reserve Status	1
Helicopter Landing Pad	1
TOTAL	74

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

Report Authorised By: Matt Kelleher, Director City Development

Attachments

Nil

Knox City Council

Planning Applications Decided - Council

1 August 2019 and 31 August 2019

Ward	No/ Type	Address	Description	Decision
Baird	2019/7067	9 Farnham Road BAYSWATER VIC 3153	The construction of two (2) double storey dwellings and one (1) single storey dwelling	27/08/2019 Notice of Decision
Baird	2019/9576	49 Bursaria Avenue FERNTREE GULLY VIC 3156	2 Lot Subdivision (Approved)	1/08/2019 Approved
Baird	2019/7182	30 Devenish Road BORONIA VIC 3155	Three lot subdivision (Approved Unit Site)	15/08/2019 Approved
Baird	2019/7004	24 Paton Crescent BORONIA VIC 3155	The construction of two (2) double storey dwellings and one (1) single storey dwelling on the land, and the removal of vegetation	23/08/2019 Approved
Baird	2019/7167	33 James Road FERNTREE GULLY VIC 3156	The construction of a single storey dwelling to the rear of the existing dwelling	13/08/2019 Approved
Baird	2019/7070	39 Loretto Avenue FERNTREE GULLY VIC 3156	The construction of two single storey dwellings and subdivision of the land into two (2) lots	23/08/2019 Approved
Baird	2019/9591	9 Linda Crescent FERNTREE GULLY VIC 3156	Two Lot Subdivision (Approved Unit Site)	30/08/2019 Approved
Baird	2019/7175	27 Woodvale Road BORONIA VIC 3155	3 lot subdivision (Approved Unit Site)	6/08/2019 Approved
Baird	2019/9588	15 Messmate Road FERNTREE GULLY VIC 3156	Two lot subdivision (approved unit site)	20/08/2019 Approved
Baird	2019/7179	93 Burke Road FERNTREE GULLY VIC 3156	Two (2) Lot Subdivision (Approved Development Site)	30/08/2019 Approved
Baird	2019/7000	121 Dorset Road BORONIA VIC 3155	Use and development of the land as a childcare centre, alter access to a road in a Road Zone Category 1 and a car parking dispensation of 1 parking space	8/08/2019 Notice of Decision

Ward	No/ Type	Address	Description	Decision
Chandler	2019/9582	350 Dorset Road BORONIA VIC 3155	Buildings and works for the construction of a shed	15/08/2019 Approved
Chandler	2019/7037	64 Boronia Road BORONIA VIC 3155	The construction of four (4) double storey dwellings, alteration of access to a Road Zone Category 1 and vegetation removal	2/08/2019 Notice of Decision
Chandler	2019/6118	460 Dorset Road BORONIA VIC 3155	Development of a single storey dwelling to the rear of the existing dwelling and alteration of access to Road Zone Category 1	23/08/2019 Approved
Chandler	2019/7185	18/15 MacQuarie Place BORONIA VIC 3155	Change of Use (Fitness Studio)	28/08/2019 Refused
Chandler	2019/7197	5 Marie Street BORONIA VIC 3155	Buildings and works (deck)	16/08/2019 Approved
Chandler	2019/7255	39 Harcourt Road BORONIA VIC 3155	Buildings and works (construction of a shed)	23/08/2019 Approved
Chandler	2019/7208	47 Landscape Drive BORONIA VIC 3155	Remove one (1) Eucalyptus nicholii (Narrow-leaf Black Peppermint) and prune one (1) Eucalyptus obliqua (Messmate).	9/08/2019 Approved
Chandler	2019/7110	11 Judith Avenue BORONIA VIC 3155	The construction of a single storey building with associated outbuilding	30/08/2019 Approved
Chandler	2019/6107	10 Bellrise Court BORONIA VIC 3155	Buildings and works to construct a dwelling and garage and shed	29/08/2019 Approved
Chandler	2019/9579	32 St Elmo Avenue FERNTREE GULLY VIC 3156	Renew Existing Front Fence	14/08/2019 Approved
Chandler	2019/7128	5A Marie Street BORONIA VIC 3155	The construction of a single storey dwelling on the land	2/08/2019 Approved
Chandler	2019/7001	39 Stewart Street BORONIA VIC 3155	Extension to existing dwelling and construction of a front fence	8/08/2019 Approved
Chandler	2019/9571	39 Harcourt Road BORONIA VIC 3155	Pruning of one (1) Eucalyptus obliqua	5/08/2019 Approved

Ward	No/ Type	Address	Description	Decision
Chandler	2019/7025	20-22 Toorak Avenue THE BASIN VIC 3154	The construction of a double storey dwelling, earthworks and vegetation removal	8/08/2019 Refused
Chandler	2018/6681	16 Floriston Road BORONIA VIC 3155	Use and development of ten (10) two storey dwellings	30/08/2019 Refused
Chandler	2019/7267	1/22 Bambury Street BORONIA VIC 3155	Removal of one (1) Syzygium paniculatum and one (1) Liquidambar styraciflua	30/08/2019 Approved
Chandler	2019/7163	10 Burston Road BORONIA VIC 3155	Refurbishment of balcony	2/08/2019 Approved
Chandler	2019/7287	34 Golden Grove THE BASIN VIC 3154	Habitat Prune one (1) Eucalyptus cypellocarpa	30/08/2019 Approved
Collier	2019/7271	20 Cumberland Avenue BAYSWATER VIC 3153	Two lot subdivision (Approved Unit Site)	16/08/2019 Approved
Collier	2019/7261	34 St Davids Drive WANTIRNA VIC 3152	Buildings and works (construction of a verandah and deck)	27/08/2019 Approved
Collier	2019/7113	276 Wantirna Road WANTIRNA VIC 3152	Removal of Reserve status from Reserve No1 on LP85430	27/08/2019 Notice of Decision
Collier	2019/9587	5 Dunbarton Drive WANTIRNA VIC 3152	2 lot subdivision	20/08/2019 Approved
Collier	2019/7285	6 Richardson Rise WANTIRNA SOUTH VIC 3152	Two lot subdivision (Approved unit site)	26/08/2019 Approved
Collier	2019/9581	1 Inchcape Avenue WANTIRNA VIC 3152	Removal of one (1) Eucalyptus globulus	20/08/2019 Approved
Collier	2019/7072	130 Cathies Lane WANTIRNA SOUTH VIC 3152	The construction of a double storey dwelling to the rear of the existing dwelling	13/08/2019 Approved
Dinsdale	2019/9578	7 Queenstown Road BORONIA VIC 3155	Two lot subdivision (Approved Unit Site)	7/08/2019 Approved
Dinsdale	2019/6073	9 Leonard Street BAYSWATER VIC 3153	Construction of three (3) double storey dwellings	22/08/2019 Refused
Dinsdale	2019/6076	33 Lewis Road WANTIRNA SOUTH VIC 3152	Construction of a double storey dwelling to the rear of the existing dwelling	19/08/2019 Notice of Decision

Ward	No/ Type	Address	Description	Decision
Dinsdale	2018/6729	9 King Street BAYSWATER VIC 3153	The development of the land for a four-storey apartment building containing 14 dwellings and associated car parking	15/08/2019 Approved
Dinsdale	2019/7112	20 Pine Road BAYSWATER VIC 3153	The construction of two single storey dwellings on the land	14/08/2019 Approved
Dinsdale	2019/7044	1 Willison Street BAYSWATER VIC 3153	Development of the land for a double storey dwelling to the rear of the existing dwelling	2/08/2019 Notice of Decision
Dinsdale	2019/7286	51 Dixon Court BORONIA VIC 3155	Two Lot Subdivision (Approved Unit Site)	26/08/2019 Approved
Dobson	2019/9577	18/19 Cornhill Street FERNTREE GULLY VIC 3156	Buildings and works for the construction of an internal storage mezzanine	1/08/2019 Approved
Dobson	2019/7259	10 Mount Vlasic Drive LYSTERFIELD VIC 3156	Development of the land for single dwelling and amend building envelope	28/08/2019 Approved
Dobson	2019/9583	21 Blackwood Park Road FERNTREE GULLY VIC 3156	Gable Carport	22/08/2019 Approved
Dobson	2019/7243	16/152 Underwood Road FERNTREE GULLY VIC 3156	Removal of one (1) Eucalyptus obliqua and the Pruning of one (1) Eucalyptus obliqua	21/08/2019 Approved
Dobson	2019/7068	956 Burwood Highway FERNTREE GULLY VIC 3156	Change of Use (Food Trailer Premise)	23/08/2019 Approved
Dobson	2019/7258	11 Warrabel Road FERNTREE GULLY VIC 3156	Removal of one (1) Eucalyptus viminalis	14/08/2019 Approved
Dobson	2019/7104	17 Allora Avenue FERNTREE GULLY VIC 3156	Two (2) Lot Subdivision and Variation of Easement E-1	7/08/2019 Approved
Dobson	2019/7117	970-980 Burwood Highway FERNTREE GULLY VIC 3156	The installation of two (2) additional Pylon Signs	23/08/2019 Approved
Dobson	2019/7257	52 Old Belgrave Road UPPER FERNTREE GULLY VIC 3156	Removal of two (2) dead Eucalypt sp & the pruning of one (1) Eucalyptus viminalis	16/08/2019 Approved

Ward	No/ Type	Address	Description	Decision
Dobson	2019/7152	19 Hunter Street FERNTREE GULLY VIC 3156	Buildings and Works (Shed extension)	16/08/2019 Approved
Dobson	2019/7225	30 Moore Street FERNTREE GULLY VIC 3156	Removal of one (1) Callistemon saligna & one (1) Allocasuarina littoralis plus the pruning of one (1) Eucalyptus lehmannii	6/08/2019 Approved
Dobson	2019/7097	5 Edward Street UPPER FERNTREE GULLY VIC 3156	Alterations and additions to the existing dwelling	16/08/2019 Approved
Friberg	2019/7080	48 Kathryn Road KNOXFIELD VIC 3180	8 lot subdivision (Approved unit site)	21/08/2019 Approved
Friberg	2019/7231	14 Latona Avenue KNOXFIELD VIC 3180	2 Lot subdivision (Approved Unit Site)	9/08/2019 Approved
Friberg	2019/6092	11 Henderson Road KNOXFIELD VIC 3180	Use of the area adjacent to the existing warehouse carpark for the purpose of a helicopter landing site.	30/08/2019 Notice of Decision
Friberg	2019/7101	8/1821 Ferntree Gully Road FERNTREE GULLY VIC 3156	Change of Use (Indoor recreation facility)	14/08/2019 Approved
Friberg	2019/9584	1768 Ferntree Gully Road FERNTREE GULLY VIC 3156	Two lot subdivision (Approved Unit Site)	20/08/2019 Approved
Friberg	2019/7002	33 Christie Street KNOXFIELD VIC 3180	The construction of a double storey dwelling to the rear of the existing dwelling	8/08/2019 Refused
Friberg	2019/7029	41 Bexsarm Crescent ROWVILLE VIC 3178	The construction of two (2) double storey dwellings on the land	9/08/2019 Approved
Friberg	2019/7141	1A/1829 Ferntree Gully Road FERNTREE GULLY VIC 3156	Electronic and externally illuminated major promotion sign	9/08/2019 Refused
Friberg	2019/7221	25 Clyde Street FERNTREE GULLY VIC 3156	3 Lot Subdivision (Approved Unit Site)	30/08/2019 Approved
Scott	2019/7190	95 Rickards Avenue North KNOXFIELD VIC 3180	The construction of a double storey dwelling to the rear of the existing dwelling	20/08/2019 Approved

Ward	No/ Type	Address	Description	Decision
Taylor	2019/7272	Wellington Village SC 1100 Wellington Road ROWVILLE VIC 3178	Buildings and works to existing commercial tenancy and the installation of electronic signage (digital poster box)	22/08/2019 Approved
Taylor	2019/9580	2 Weeks Close ROWVILLE VIC 3178	Two lot Subdivision (Approved Unit Site)	9/08/2019 Approved
Tirhatuan	2019/6027	19 Koornang Road SCORESBY VIC 3179	The construction of six (6) warehouses with associated mezzanine floors, carparking and business identification signage	23/08/2019 Approved
Tirhatuan	2018/6750	19 & 21 Armin Street SCORESBY VIC 3179	Construction of three (3) double storey dwellings and one (1) single storey dwelling at the rear (Total of four (4) dwellings)	20/08/2019 Approved
Tirhatuan	2018/6565	2 Ontario Place ROWVILLE VIC 3178	Development of the land for a double storey dwelling to the rear of the existing dwelling and removal of vegetation	5/08/2019 Approved
Tirhatuan	2019/7150	16 Police Road ROWVILLE VIC 3178	The construction of two (2) double storey dwellings on the land	22/08/2019 Approved
Tirhatuan	2017/6807	1299 Ferntree Gully Road SCORESBY VIC 3179	The construction of two (2) double storey dwellings and subdivision of the land into two (2) lots	15/08/2019 Approved
Tirhatuan	2019/7213	1 Centre Road SCORESBY VIC 3179	The display of three business identification signs	16/08/2019 Approved
Tirhatuan	2019/7240	18 Michael Street SCORESBY VIC 3179	Two Lot Subdivision (Approved Unit Site)	14/08/2019 Approved
Total 74				

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 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 requirements, expenditure and risk.

Council endorsed the draft BAMP 2019 at its meeting held 22 July 2019 for the purpose of providing an opportunity for the community to provide feedback. Following the three week consultation period, a final version of the BAMP 2019 has been provided for consideration and adoption by Council.

RECOMMENDATION

That Council adopt the Building Asset Management Plan (2019) shown as Attachment 1 to this report.

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.

A draft BAMP 2019 was received and endorsed for public consultation by Council at its meeting held on 22 July 2019. As recommended in that report, community feedback on the draft BAMP 2019 was sought between 25 July and 21 August 2019 in preparation for final endorsement.

The BAMP 2019 seeks to improve the management of Council's building facilities primarily through the implementation and monitoring of service levels, which are specific and measurable statements outlining performance expectations. They have been developed to express the performance of building assets, their ability to meet desirable service expectations throughout their functional lives, 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 timeframes 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 draft BAMP 2019 was advertised for community feedback in a Knox Leader advertisement and through the 'Have your Say' page on the Knox website for a period of more than three weeks. Council did not directly receive any comments over the course of the engagement. However, as resolved at the Council meeting held 22 July 2019, the financial scenario for Millers Homestead was amended to 'Status Pending' in response to the forthcoming outcomes of a community engagement process.

It was acknowledged in the draft Road Asset Management Plan report submitted at the same meeting that the detailed technical focus of asset management plans can represent a challenge for the purpose of community consultation. Officers are currently looking into revising the format of these plans to be more concise and accessible to the broader community, as well as investigating more effective ways of using community consultation to inform the plans. A proposed format for asset management plans will be brought to Council for consideration later this financial year.

Also evident is the need for asset management plans to extend beyond snapshots of a point in time if they are to remain relevant to Council and the community. A challenge going forward will be to ensure that they are kept up to date as 'living documents'.

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

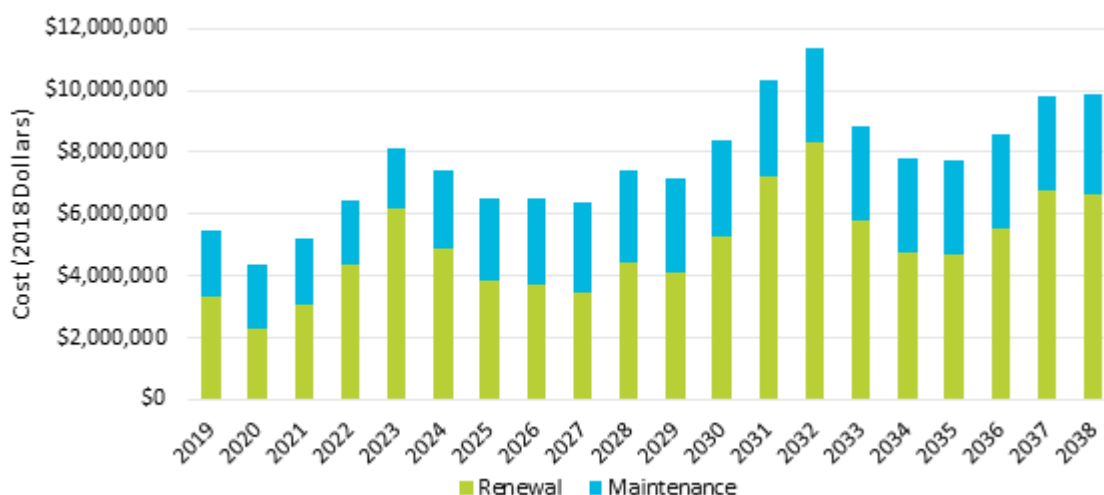
maintenance. It can also help Council officers to estimate long-term funding required to achieve a designated service direction and accompanying levels of service.

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.

This forecast will change as Council continues to invest in its buildings to implement service levels and improve its building lifecycle management processes.

BUILDING RENEWAL AND MAINTENANCE FORECASTS 2019



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. It then 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 - Asset Engineer, Joel McCreanor - 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 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.

No comments were received over the community consultation period meaning that aside from the previously mentioned changes to Millers Homestead, the final BAMP 2019 is identical to the draft endorsed by Council on 22 July 2019. There exists a need for Council to develop a more reader friendly and less technical format for future Asset Management Plans that is also dynamic and able to respond to changing contexts.

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: **Manager, Sustainable Infrastructure, Matthew Hanrahan**

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

Attachments

1. BAMP 2019 - Report - Final [8.1.1 - 117 pages]



Building Asset Management Plan

September 2019

Date Updated: 24 July 2019
 Prepared by: Joel McCreanor
 Reviewed by: Matthew Hanrahan
 Knox Explorer Reference: D18-193352
 Doc Number: D18-193352

Distribution List

Copy Number	Issue to (Name and role):	Date of Issue
Version 1 – Initial Draft	Internal Stakeholders	5 November 2018
Version 2 – Second Draft	Executive Management Team	5 February 2019
Version 3 – Third Draft	Council Issues Briefing	13 May 2019
Version 4 – Fourth Draft	Council Meeting	22 July 2019
Version 5 – Fifth Draft	Community Consultation	24 July 2019
Version 6 – Final	Council Meeting	2 September 2019



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.

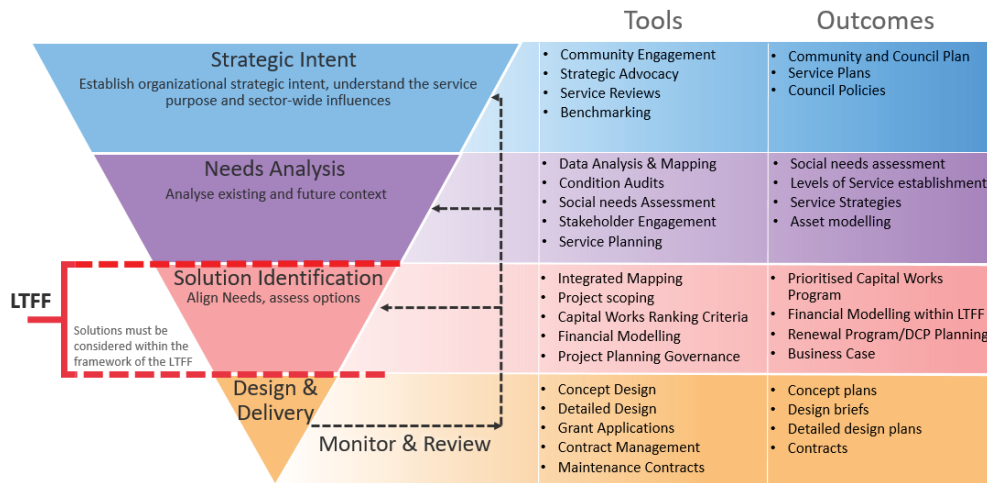


Figure ES1 – Council’s Integrated Facility Planning Approach

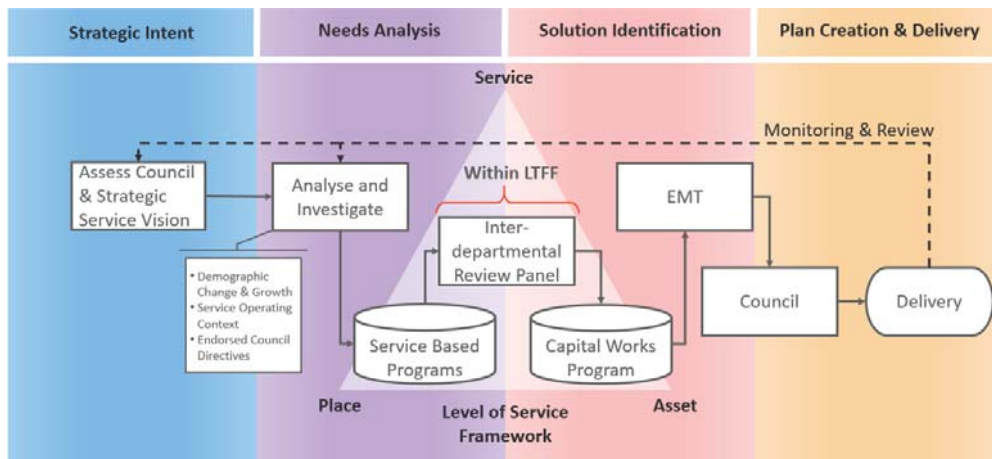


Figure ES2 – Proposed Process for Capital Works, incorporating the Place-Service-Asset Framework

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 2019 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

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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)
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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 in September 2018 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.

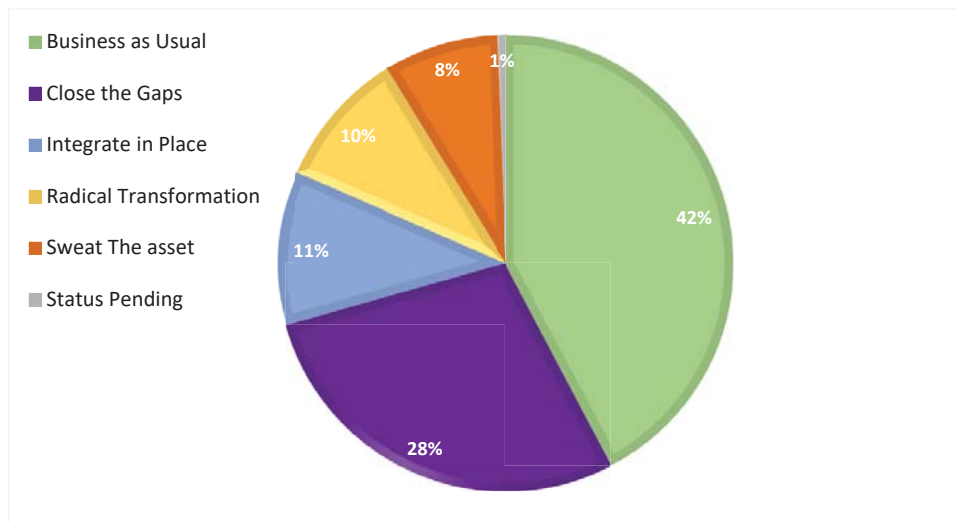


Figure ES3 – Breakdown of Service Area Recommended Building Outcomes

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.

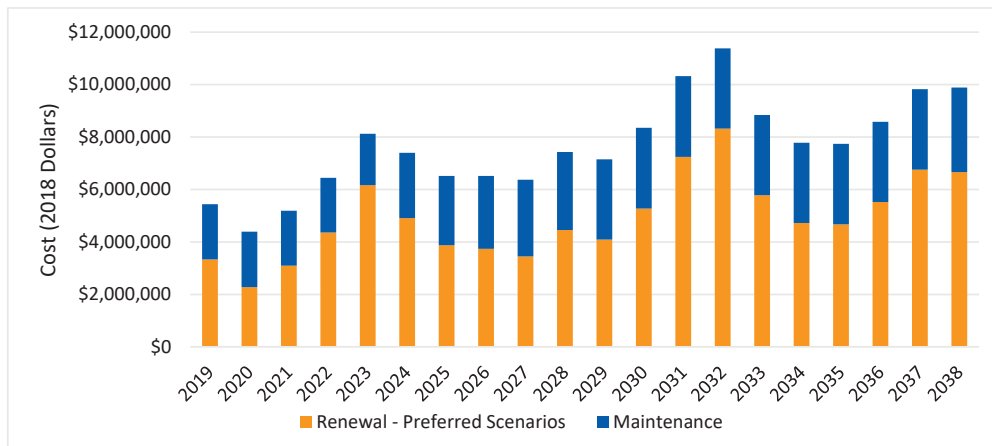


Figure ES4 – Renewal and Maintenance Estimates based on Recommended Building Outcomes

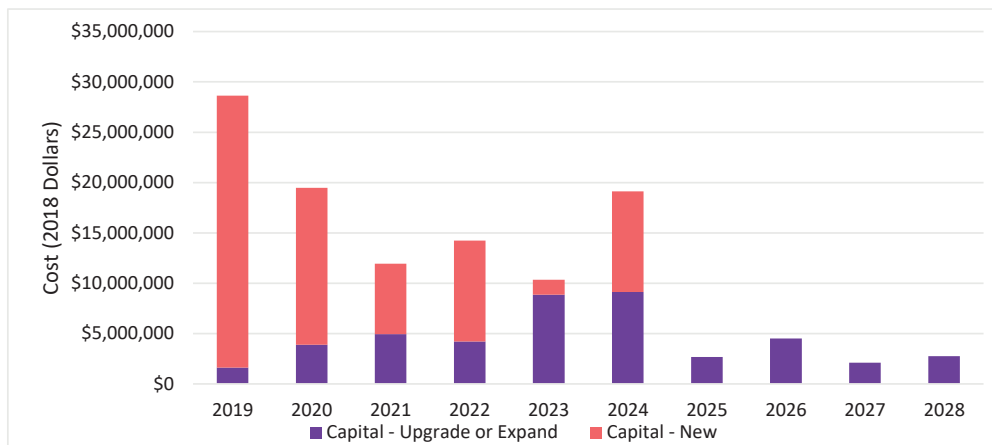


Figure ES5 – Capital Budget Estimates based on Recommended Building Outcomes, incorporating the Current Five Year Capital Works Program

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.

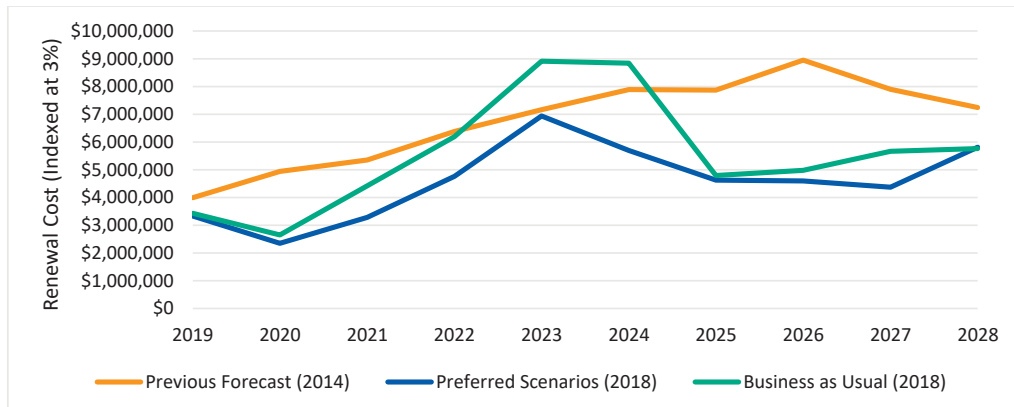


Figure ES6 – Comparison between Renewal Forecasts

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. 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. 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.



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).

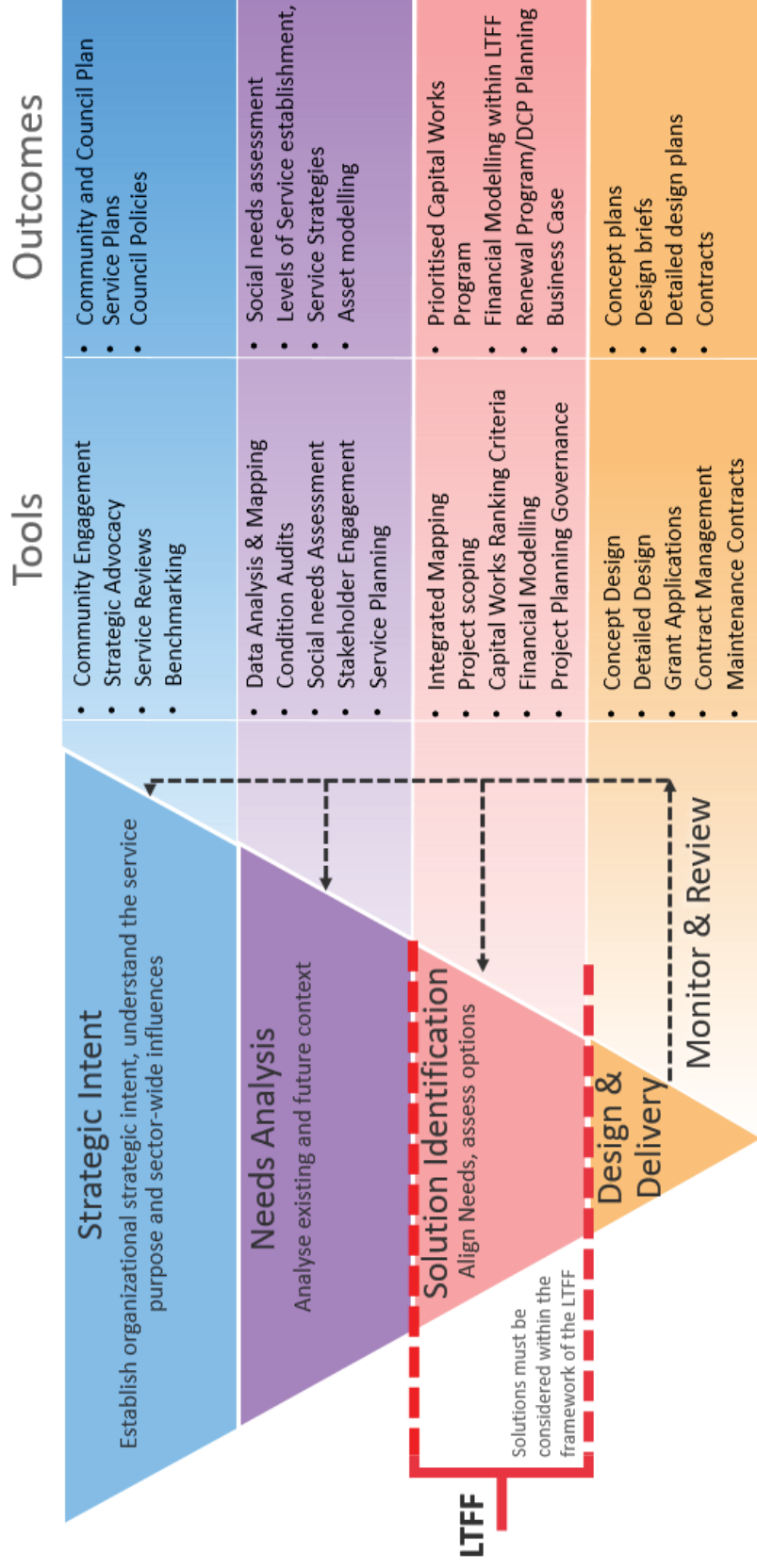


Figure 2 – Community Facility Planning Process



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.

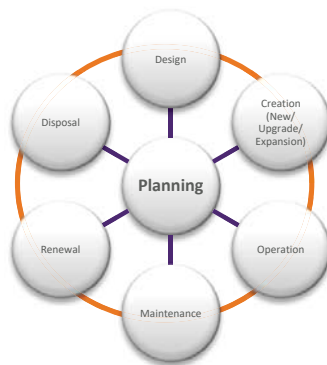


Figure 3 – Link between Planning and other Asset Lifecycle Phases

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).

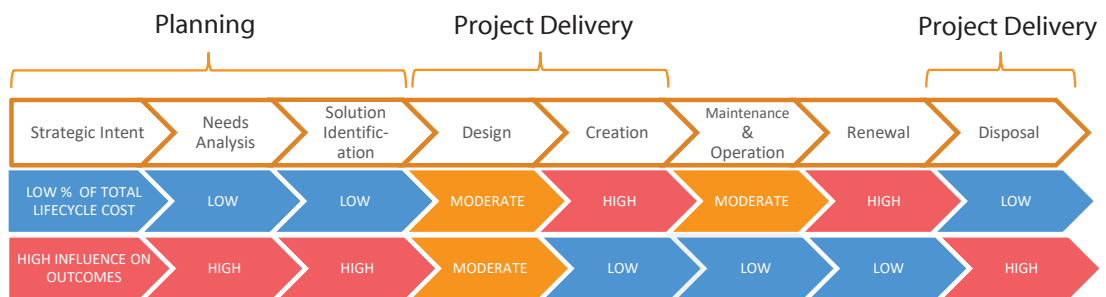


Figure 4 – Planning across the asset life cycle

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.

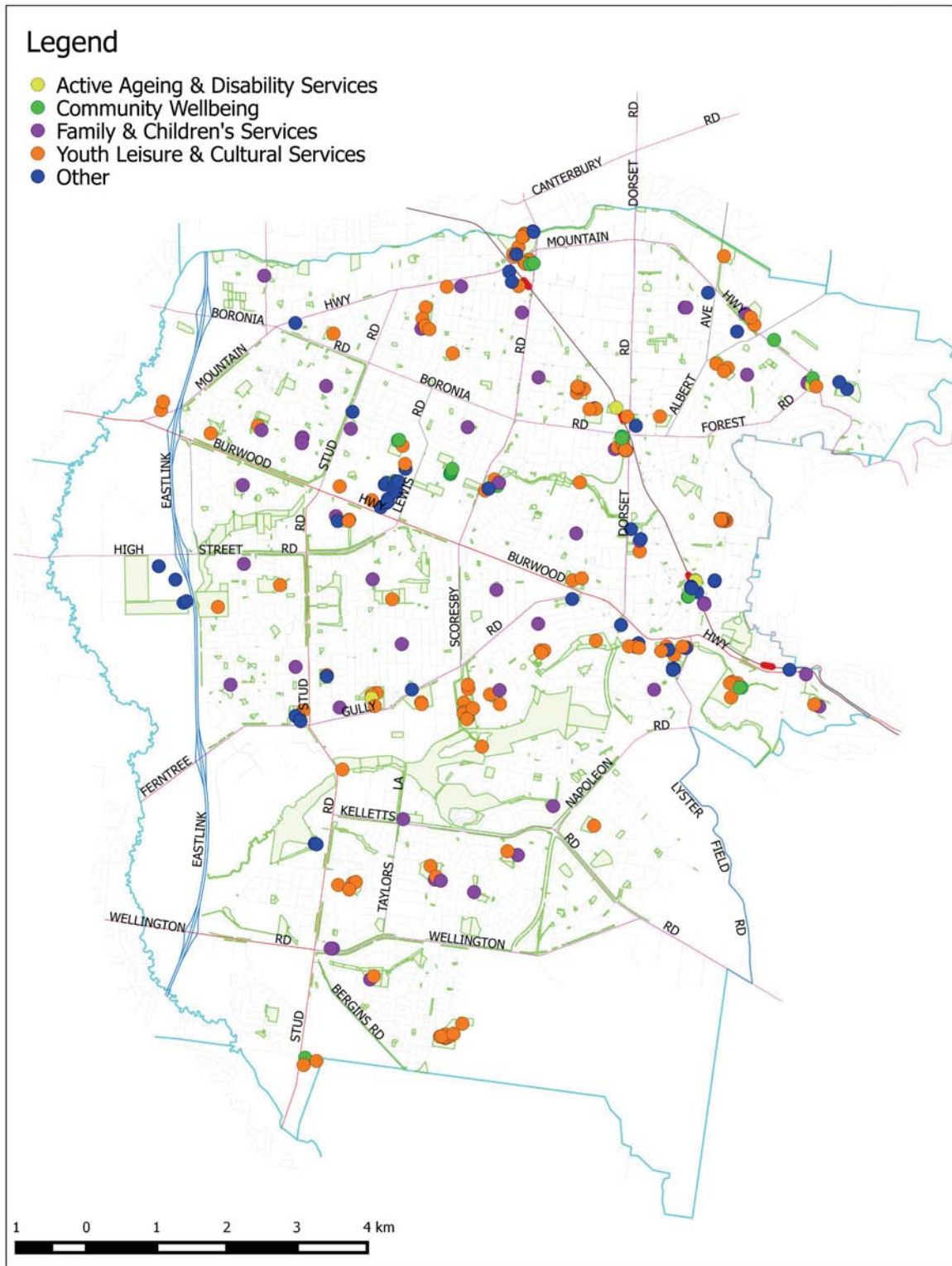
Council is partially responsible for:

- 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.

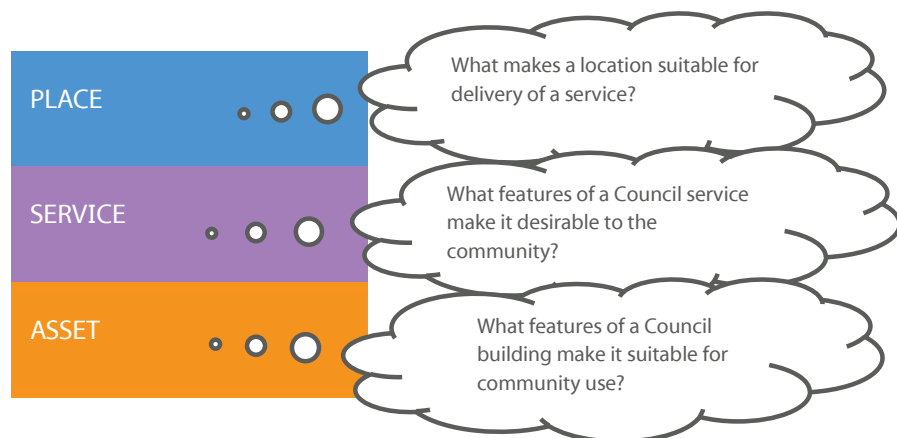


Figure 8 – Considerations to describe the 'quality' of a place, service or asset

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.

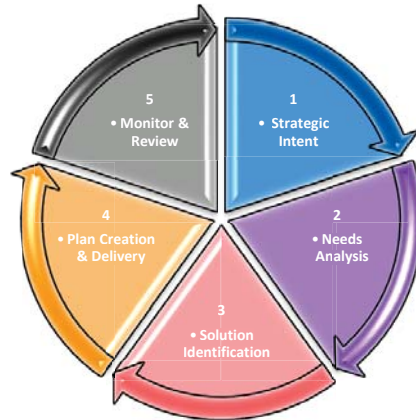


Figure 10 – Community Facility Planning Policy - Five Stage Process

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.

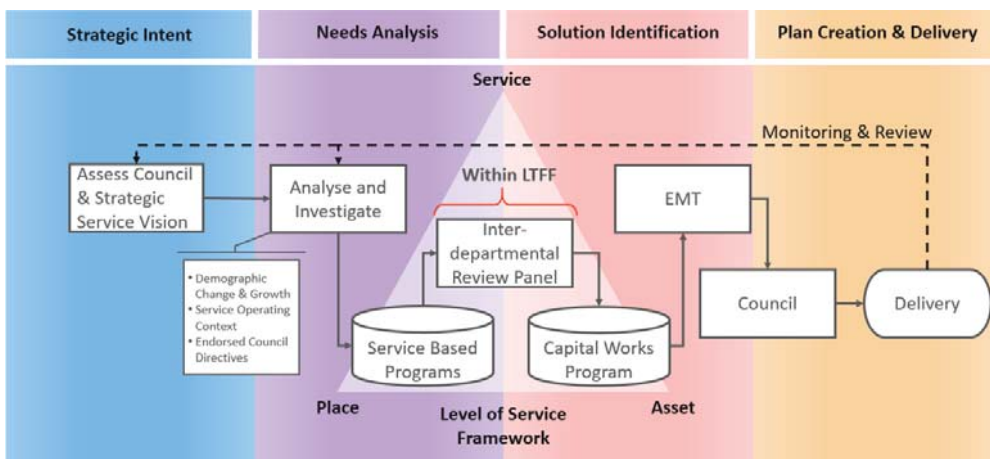


Figure 11 – Proposed Building Capital Works Process

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 Seabed Hall	Rossville	CB198	28	5	0	7

Figure 12 – Facility Planning Tool Gap Analysis (red is the number of service levels not being met)

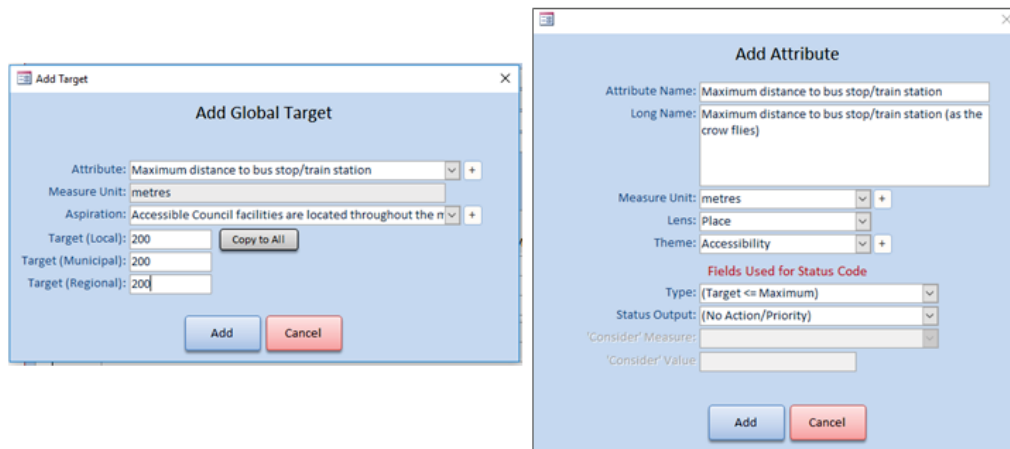


Figure 13 – Simple User Interface for Adding Levels of Service in the Facility Planning Tool

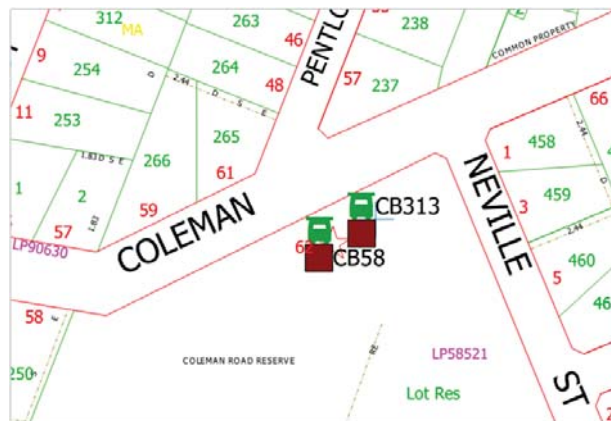


Figure 14 – Integration between the Facility Planning Tool and GIS

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.

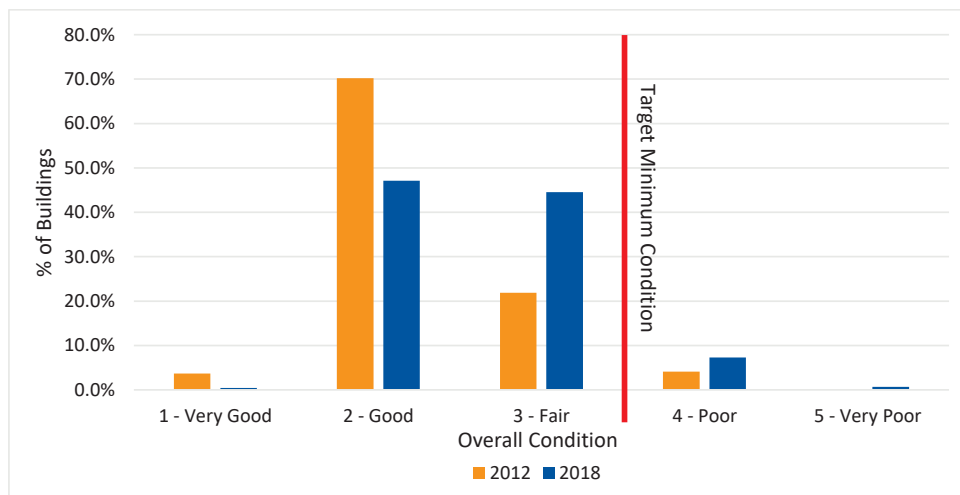


Figure 15 – Comparison of Overall Condition between Audits

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.

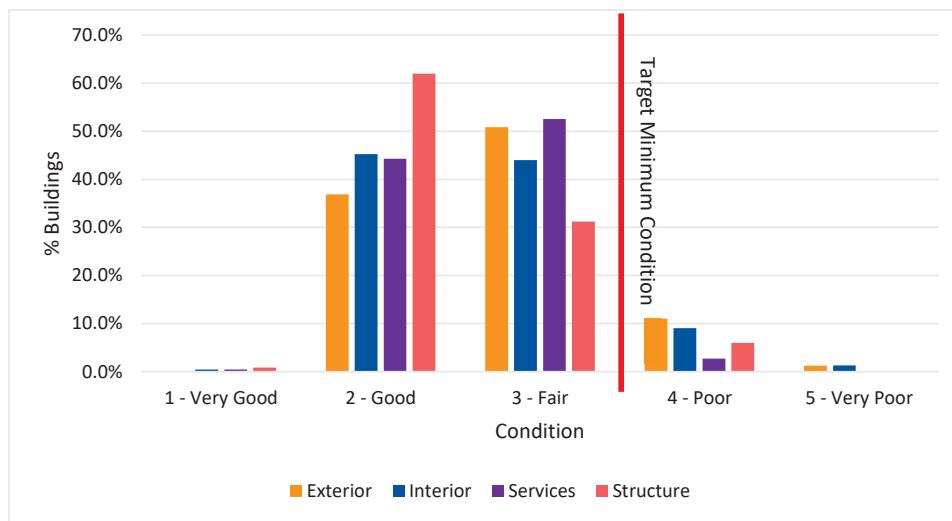


Figure 16 – Breakdown of 2018 Building Aspect Conditions

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.

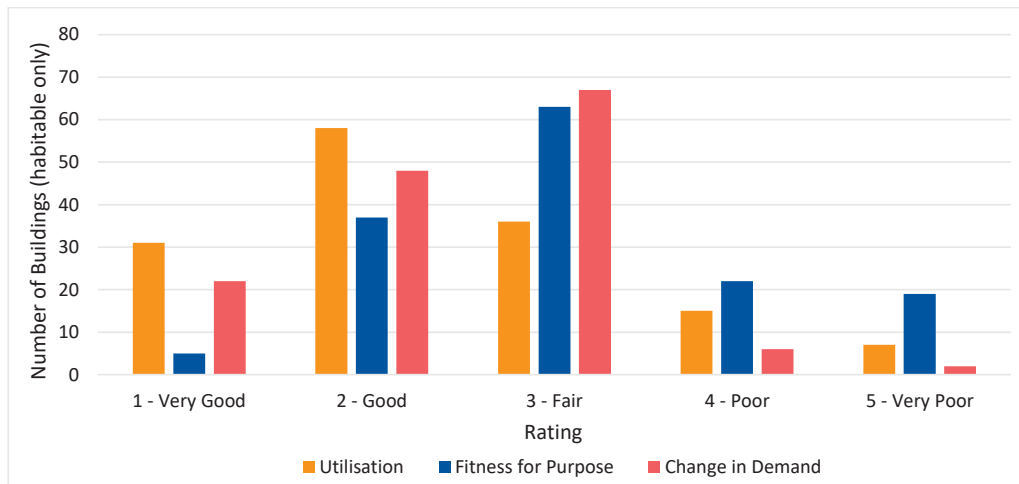


Figure 17 – Summary of Service Manager Ratings for Utilisation, Fitness for Purpose, and Demand

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.

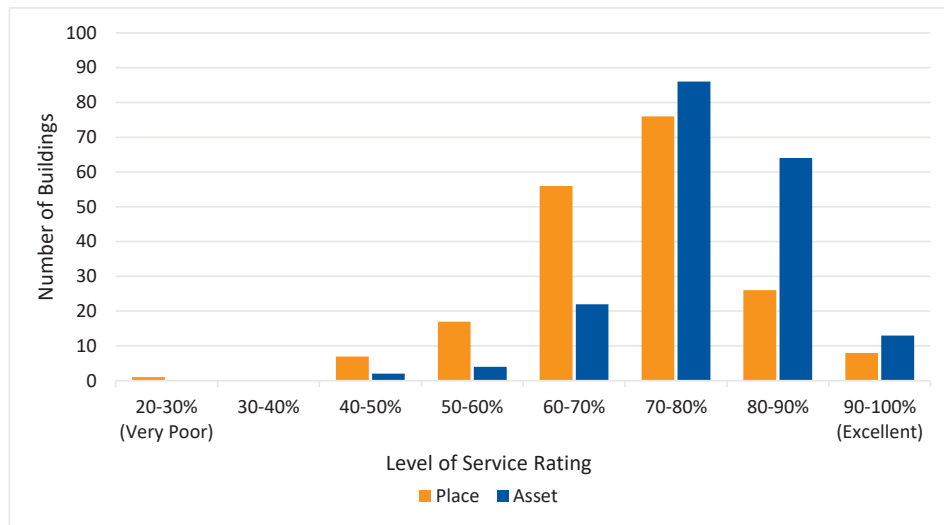


Figure 18 – Distribution of ‘Place’ and ‘Asset’ Level of Service Rating for Habitable Buildings

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.

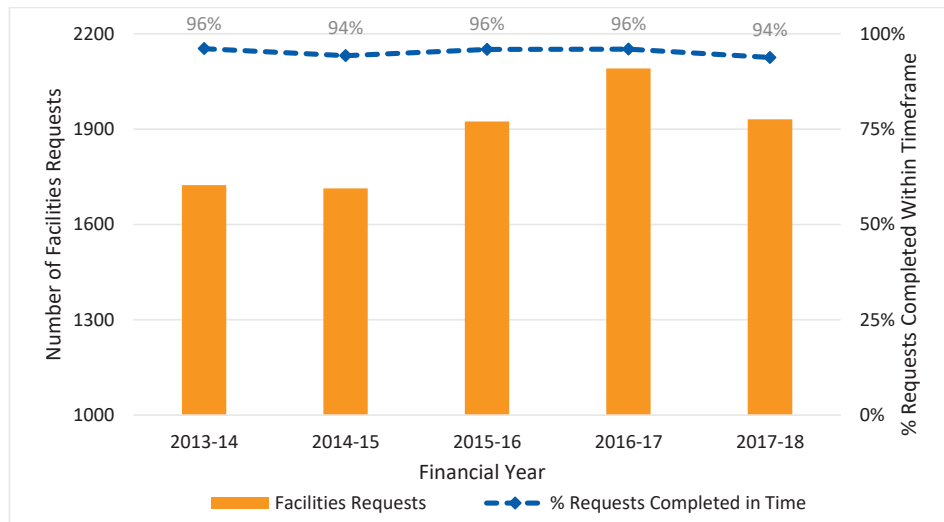


Figure 19 – Facility Maintenance Requests and Time-frame Performance

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.

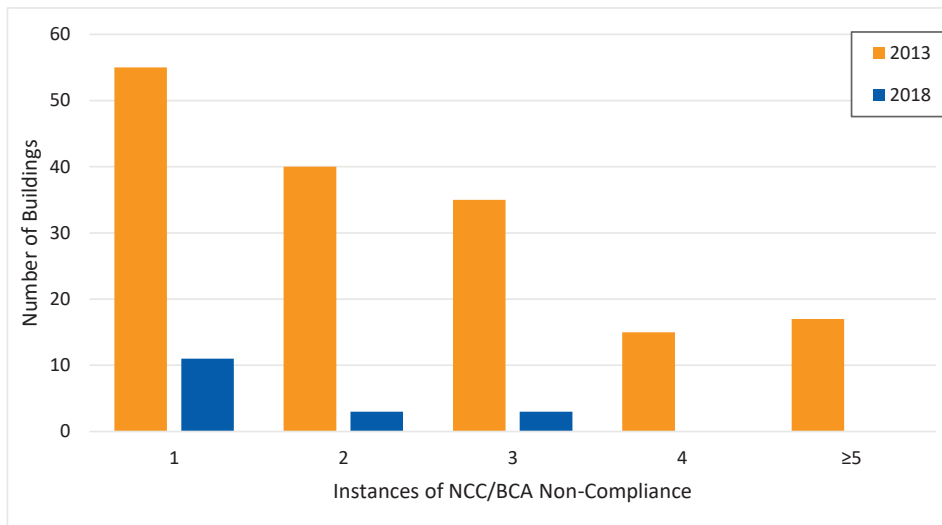


Figure 20 – Compliance with National Construction Code (NCC) and Building Code of Australia (BCA)

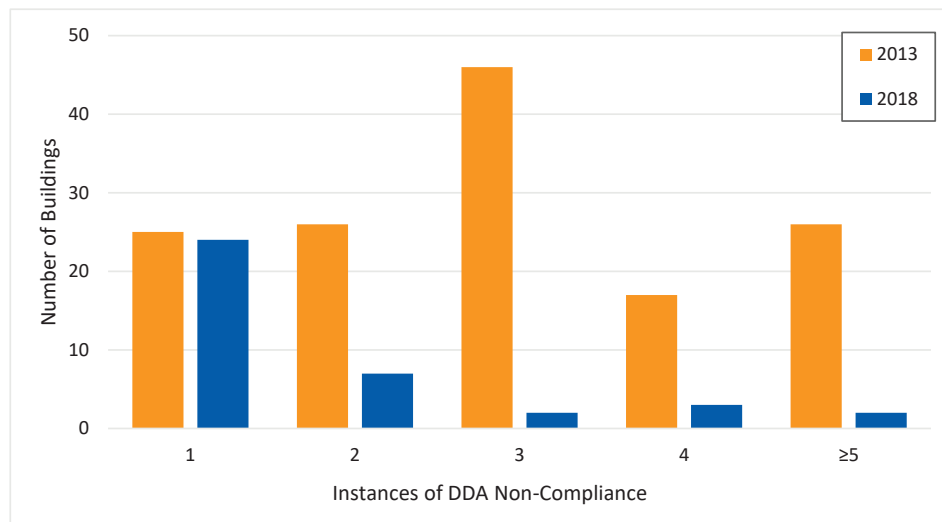


Figure 21 – Compliance with requirements of Disability Discrimination Act 1992 (DDA)



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	Decreasing service demand, uncertain 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)
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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.

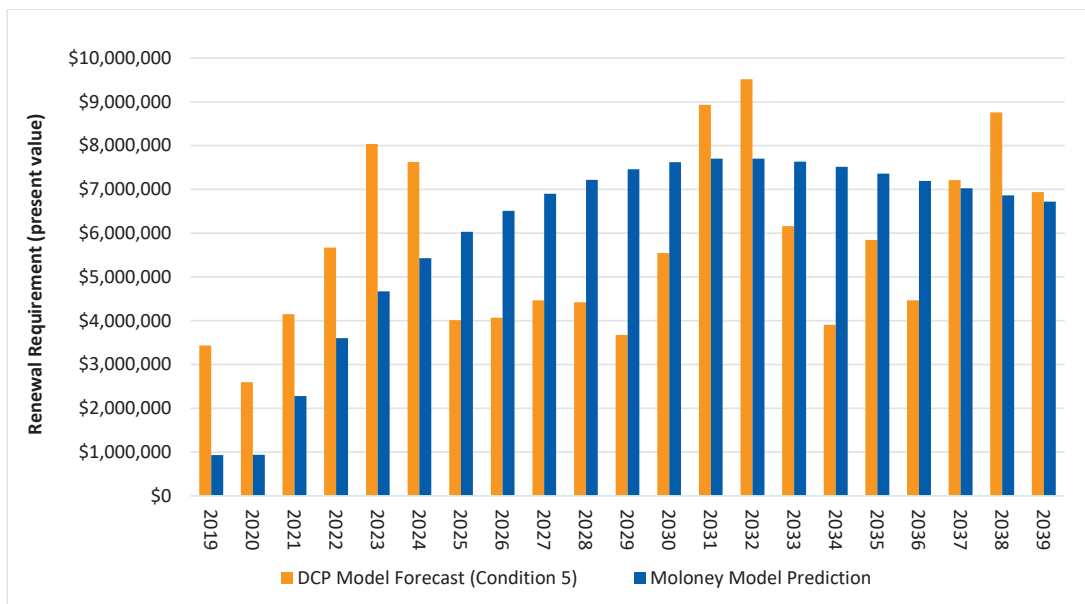


Figure 22 – Condition 5 DCP Model and 2018 Moloney Model Renewal Forecast Comparison

The model is also the most consistent with the results of renewal modelling undertaken in 2013, shown below in Figure 23.

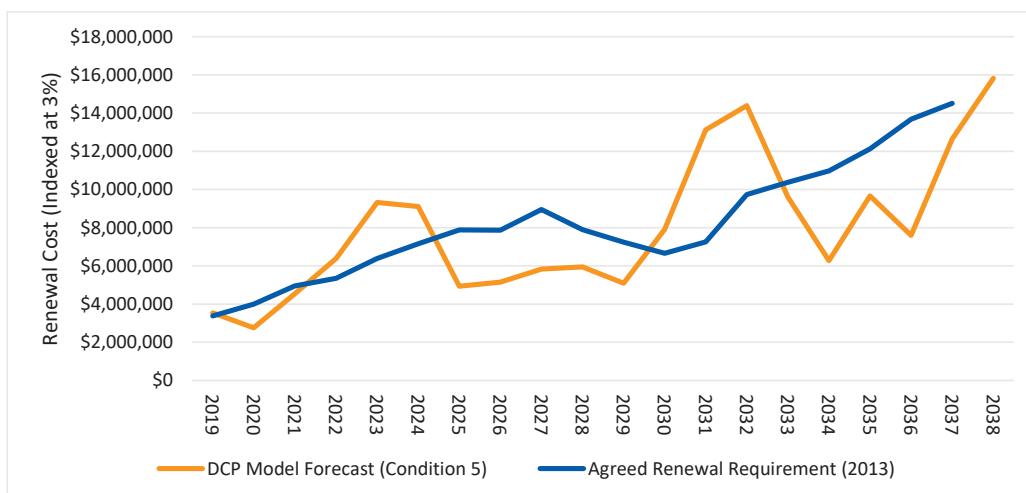


Figure 23 – DCP Model (Condition 5) and 2013 Renewal Forecast Comparison (both indexed at 3%)

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.

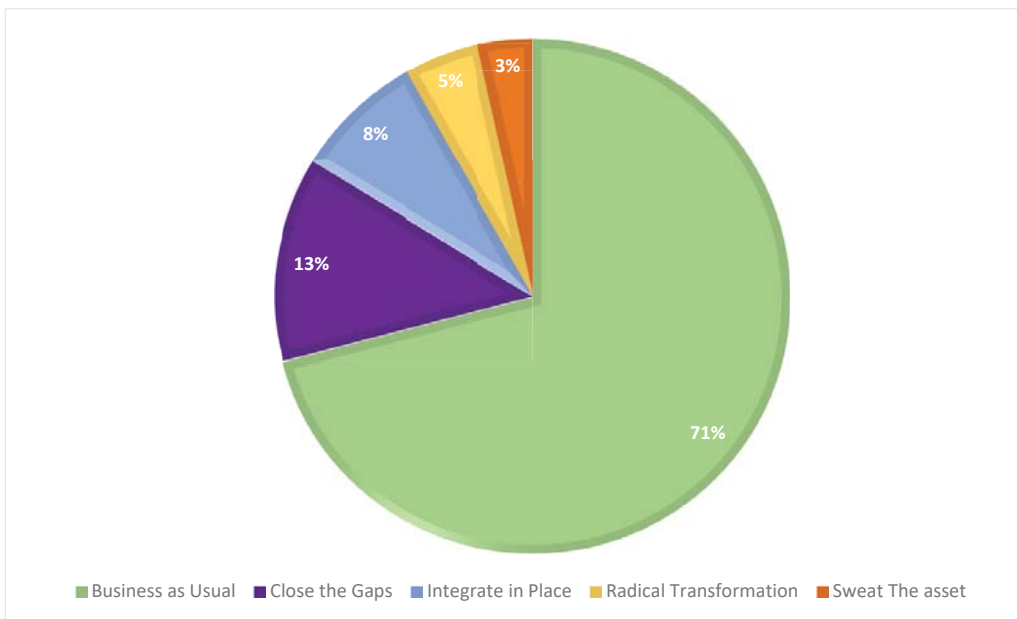


Figure 24 – Breakdown of Highest Scoring Building Investment Scenario

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.

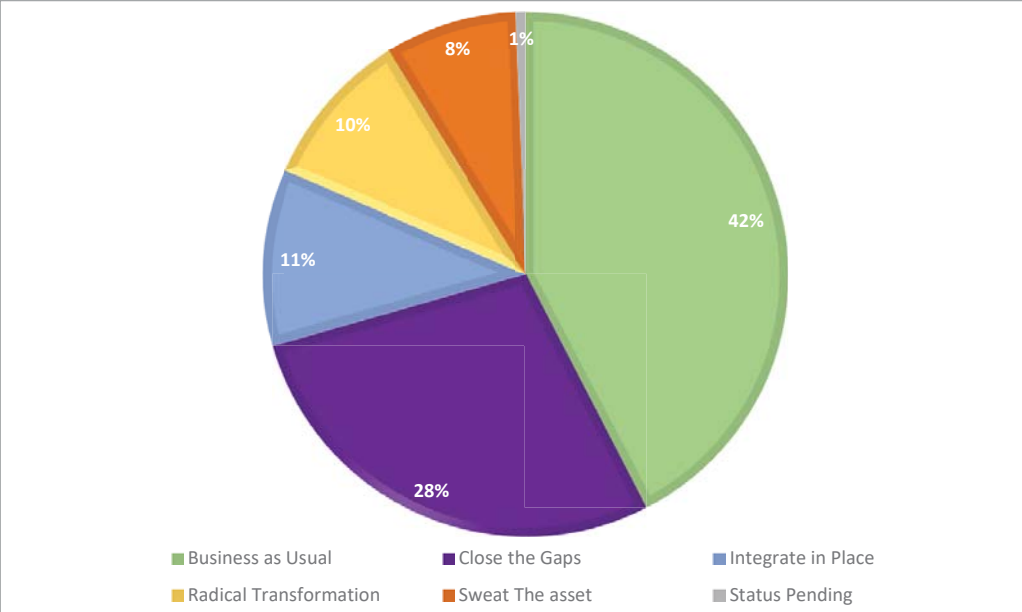


Figure 25 – Breakdown of Preferred Building Investment Scenarios

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.

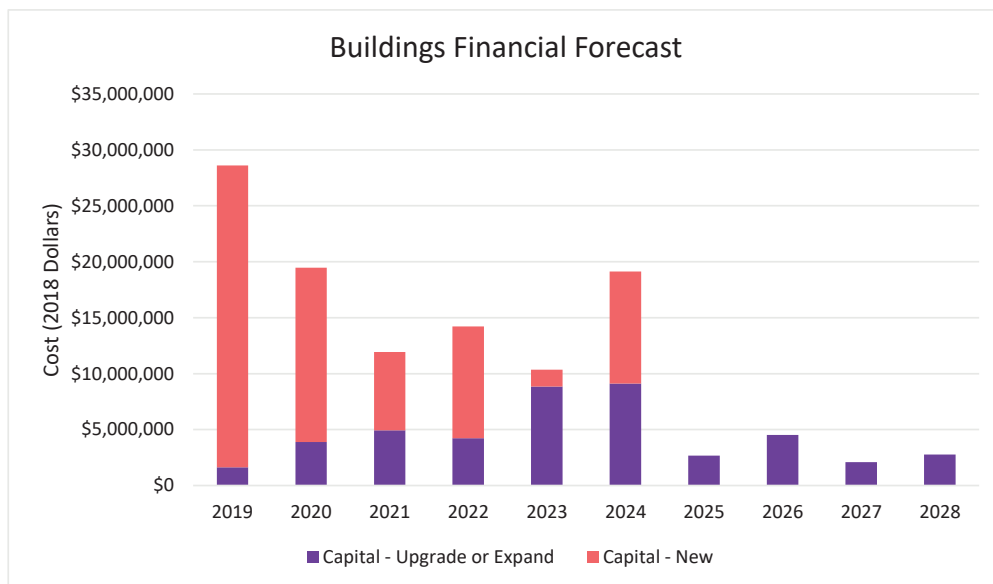


Figure 26 – Capital Forecast for Preferred Investment Scenarios

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.

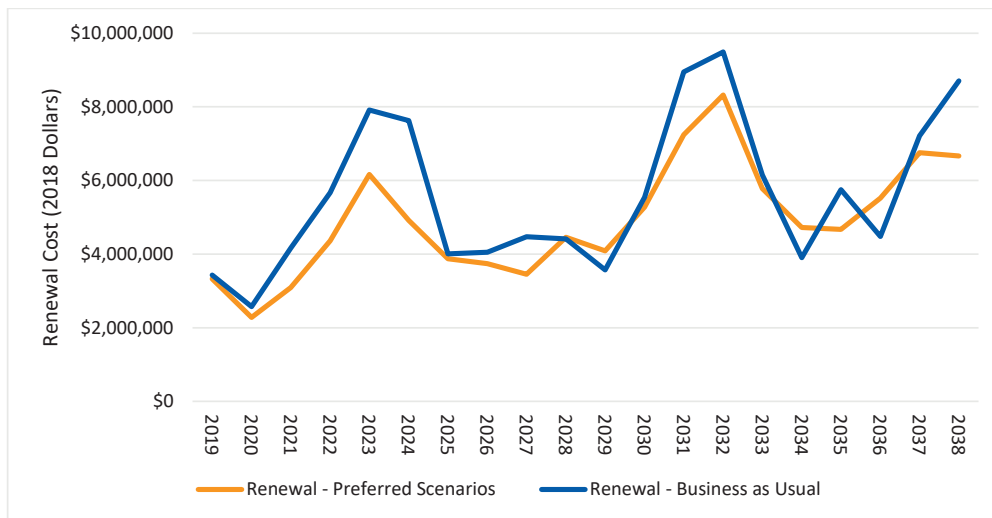


Figure 27 – Scenario Modelling Renewal Forecast Comparison

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.

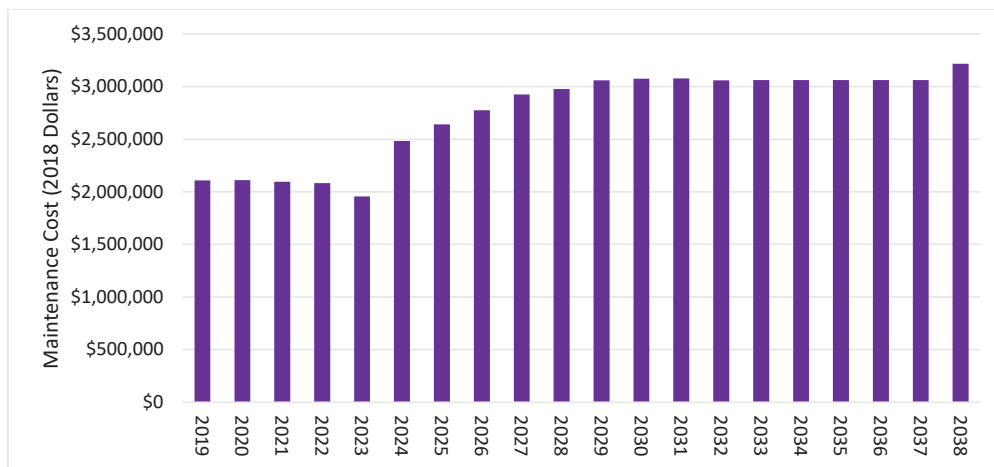


Figure 28 – Maintenance Requirement Forecast for Preferred Investment Scenarios

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

Maintenance and Renewal	Strict 'like-for-like' renewal of assets can result in missed opportunities to improve asset	Renewals could bring more value if involved more consideration of ways to improve asset performance	Facility Planning Tool will enable Facilities to identify current service level gaps, and close them if feasible
	Routine maintenance frequencies, eg. how often buildings are painted, do not take into account considerations such as level of building utilisation	Inconsistent service levels across Council's buildings, since maintenance requirements vary depending on level of utilisation, and type of use.	Data obtained from a booking system would allow Council to adjust the frequency of routine maintenance based on utilisation.

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



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	Cricket 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	Sanjeewa	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.

Level of Service Workshop - Walk in someone else's shoes – sample worksheet

swimming pool sports/fit

Counselling

The primary Council service that I interest with is... *Childcare (twins) Roads, rubbish, rats, MCH, Library*

Other Council services that I interest with include... *new counselling/advisory through Comm community support*

What does the service provide for me?
Advice, Information, Support, Connection

My biggest fear using this service is... *(we want accreditation) They don't understand or can't help. Medication Time consuming/costly They send me all over the municipality (distance/travel)*

My perfect service experience would be...
Be a one-stop shop providing all req'd services eg psychologists, specialist counselling services

Quote them...
"If only my son had some ambition - had that life sorted"

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 rats, so not be posed to brother*

My frustrations
*- son has fallen off the rails
 - wife being difficult
 - Being torn into two
 - Time/pain*

Technology I use...
TV, Netflix, iPhone, laptop/Internet (broadband), PS4/XBox

How I travel...
Car, walks

My family
oneliness: The 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

Draw them

Paul is 43 years old and is shy at home too. His elder 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.

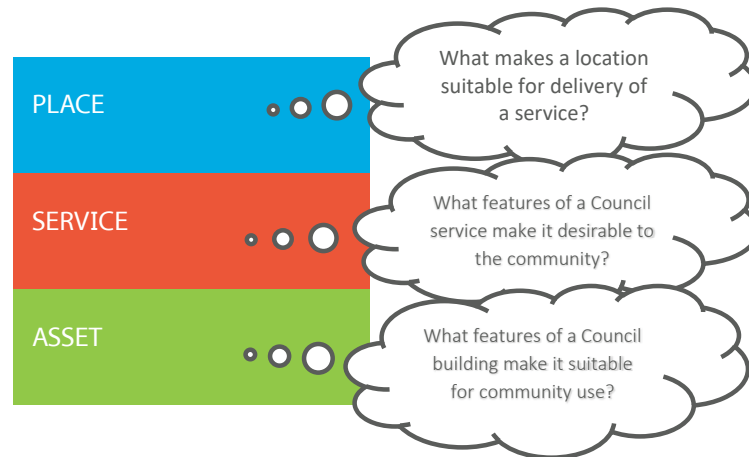
Level of Service Workshop - Walk in someone else's shoes – sample worksheet

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

Maximum distance to open space	Asset	Responsive	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	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	Yes
Is building assessed as "at risk"?	Asset	No	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	Yes
Is suitable for multiple uses (building audit)	Asset	Yes	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/m ² /d		0.13 kWh/m ² /d	0.13 kWh/m ² /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	5000 people		10000 people		30000 people	
	Community Wellbeing	Community Wellbeing		At Least	At Least	At Least	At Least	At Least	At Least
Minimum meeting room capacity (people)	Community Wellbeing	Community Wellbeing	Asset	At Least	At Least	20 people	100 people	1000 people	400 people
Has office and staffing space	Community Wellbeing	Community Wellbeing	Asset	At Least	At Least	Yes	Yes	Yes	Yes
Max. % decrease in building utilisation (including Heritage buildings) during peak summer and winter months (Jan-March and Jun-Aug)	Community Wellbeing	Community Wellbeing	Asset	At Most	At Most	10%	10%	10%	10%
Desired % different age cohorts in building at same time	Active Ageing & Disability	Active Ageing & Disability	Service	At Least	At Least	50%	50%	75%	75%
Min % of programming, community education, community support programs and activities offered by a standalone service	Community Wellbeing	Community Wellbeing	Service	At Least	At Least	60%	60%	60%	60%
Has adequate external lighting	Community Wellbeing	Community Wellbeing	Asset			Yes	Yes	Yes	Yes
Has commercial kitchen?	Active Ageing & Disability	Active Ageing & Disability	Asset			Yes	Yes	Yes	Yes
Building has early warning system	Family & Children Services	Family & Children Services	Asset			Yes	Yes	Yes	Yes
Distance to nearest small or larger reserve	Active Ageing & Disability	Active Ageing & Disability	Place	At Most	At Most	50 metres	50 metres	50 metres	50 metres
Distance to nearest small or larger reserve	Community Wellbeing	Community Wellbeing	Place	At Most	At Most	100 metres	N/A	N/A	N/A
Does the building have childreans amenities?	Active Ageing & Disability	Active Ageing & Disability	Asset			Yes	Yes	Yes	Yes
Does the building have childreans amenities?	Family & Children Services	Family & Children Services	Asset			Yes	Yes	Yes	Yes
Does the building have laundry facilities?	Family & Children Services	Family & Children Services	Asset			Yes	Yes	Yes	Yes
Community Bus Access within 200m?	Active Ageing & Disability	Active Ageing & Disability	Asset			Yes	Yes	Yes	Yes
Community Bus Access within 200m?	Family & Children Services	Family & Children Services	Asset			Yes	Yes	Yes	Yes



Appendix 4 – New Building Project Ranking Criteria

Alignment with Strategic Plans	Maximum Score	Description	Score
Community and Council Plan	20	Project Aligns with a Council Plan Initiative	20
Initiatives, strategies and goals.		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	10	The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	10
Masterplans, strategies, service plans, asset management plans, or implementation plans.		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	10	Project is required to resolve one or more regulatory issues	10
DDA, NCC, Australian Standards, etc.		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
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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.		RI equal to or greater than 10%	5
Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost		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:		Project will resolve one or more minor asset performance deficiencies, resulting in improved service delivery	15
- Levels of service (could include multipurpose facilities)		Project will improve asset performance, but current service delivery is acceptable	5
- Fitness for Purpose - Utilisation - Demand		Project does not improve asset performance	0

Maximum Score **100**

76



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.



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. The table below summarises the justifications used.

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

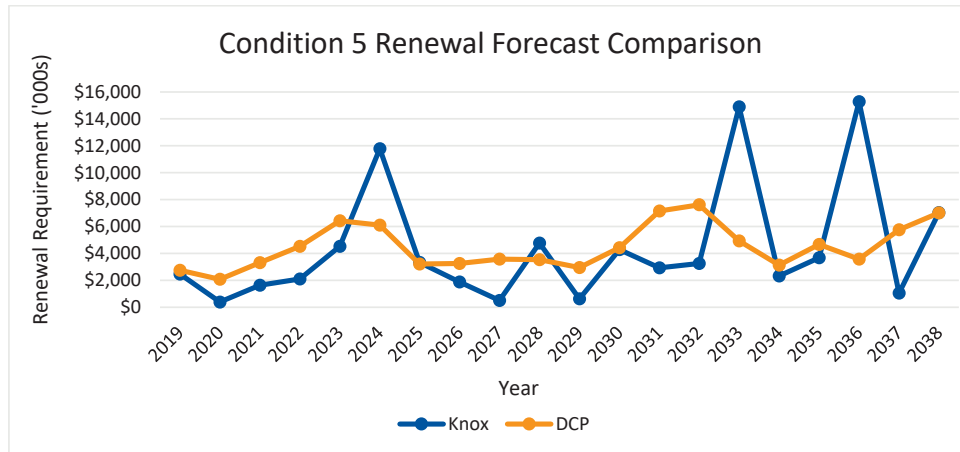
The average annual renewal requirement over the next 20 years for the Knox and DCP Models can be found below in Table 8. The DCP model forecast is larger than the Knox Model for Condition 5 and Failure because the useful lives of assemblies remain static between scenarios.

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



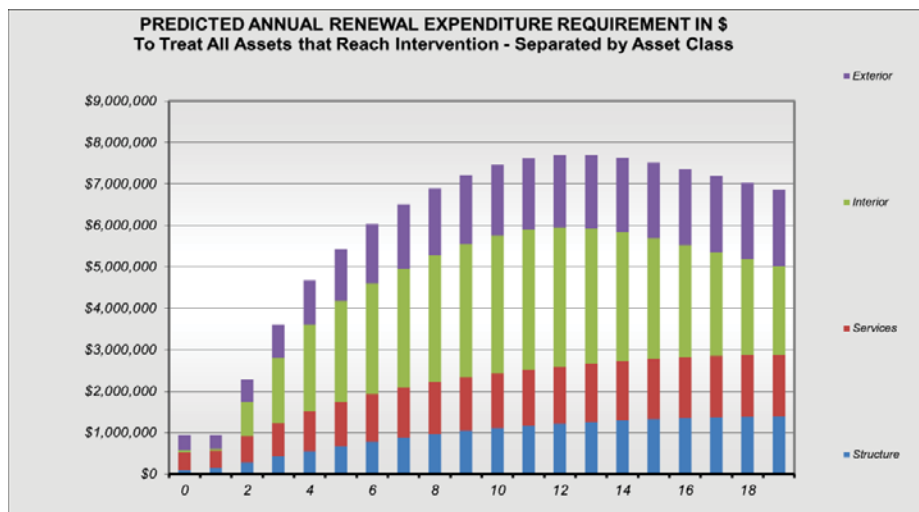
A graph comparing annual renewal requirements of the middle condition 5 scenarios can be found below.



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'.

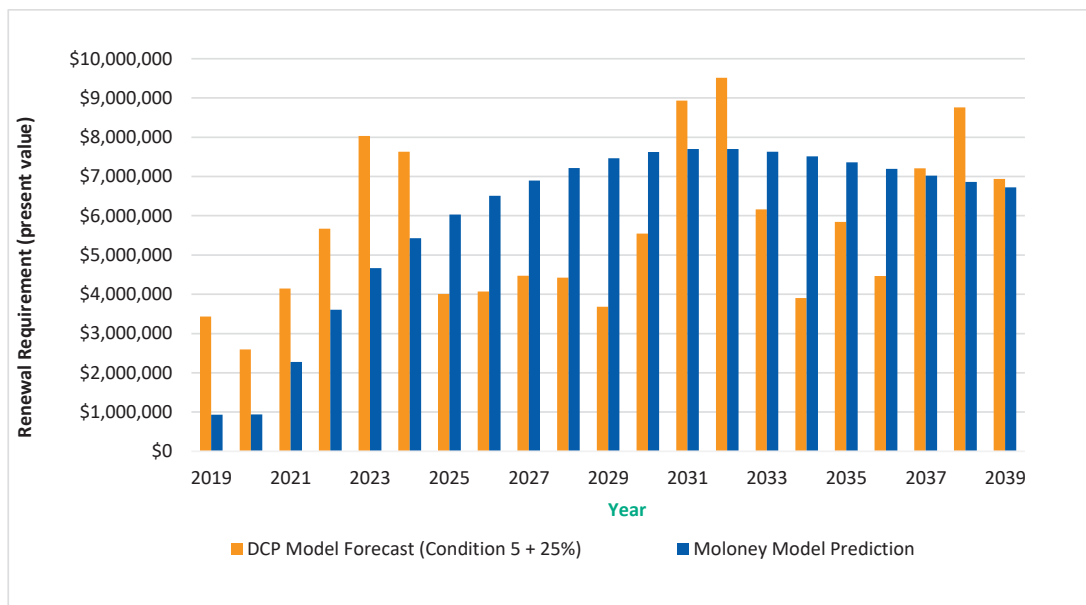
The Moloney Model is free of sudden peaks and troughs because it makes calculations based on the probability of a building aspect deteriorating in condition. Additionally, the model has a mechanism that prevents renewal requirements from increasing by more than a certain percentage in a single year.

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.

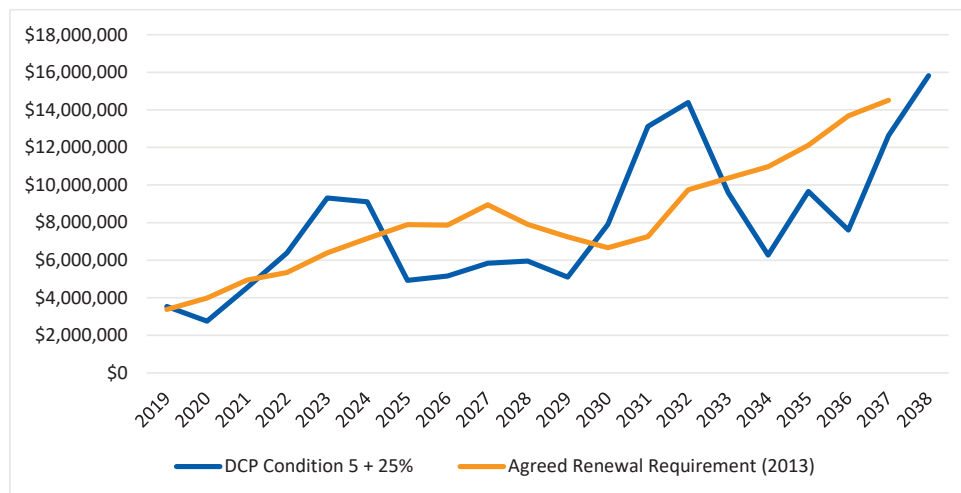
The Condition 5 + 25% model is the closest, and the relatively insignificant gap is potentially attributable to inaccuracies in asset valuations, or to the configuration of the Moloney Model. The evidence therefore suggests that the DCP Model Condition 5 + 25% scenario is the most reasonable forecast.

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 greater 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	Fair or better	Stable or increasing	
Sweat The asset	Fair or worse	Fair or worse	Fair or worse				Poor or worse	Fair or worse		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		Stable or decreasing	
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 (as of October 2018) 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	Cooninda 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/Pool/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



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		Status Pending
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		Radical Transformation
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

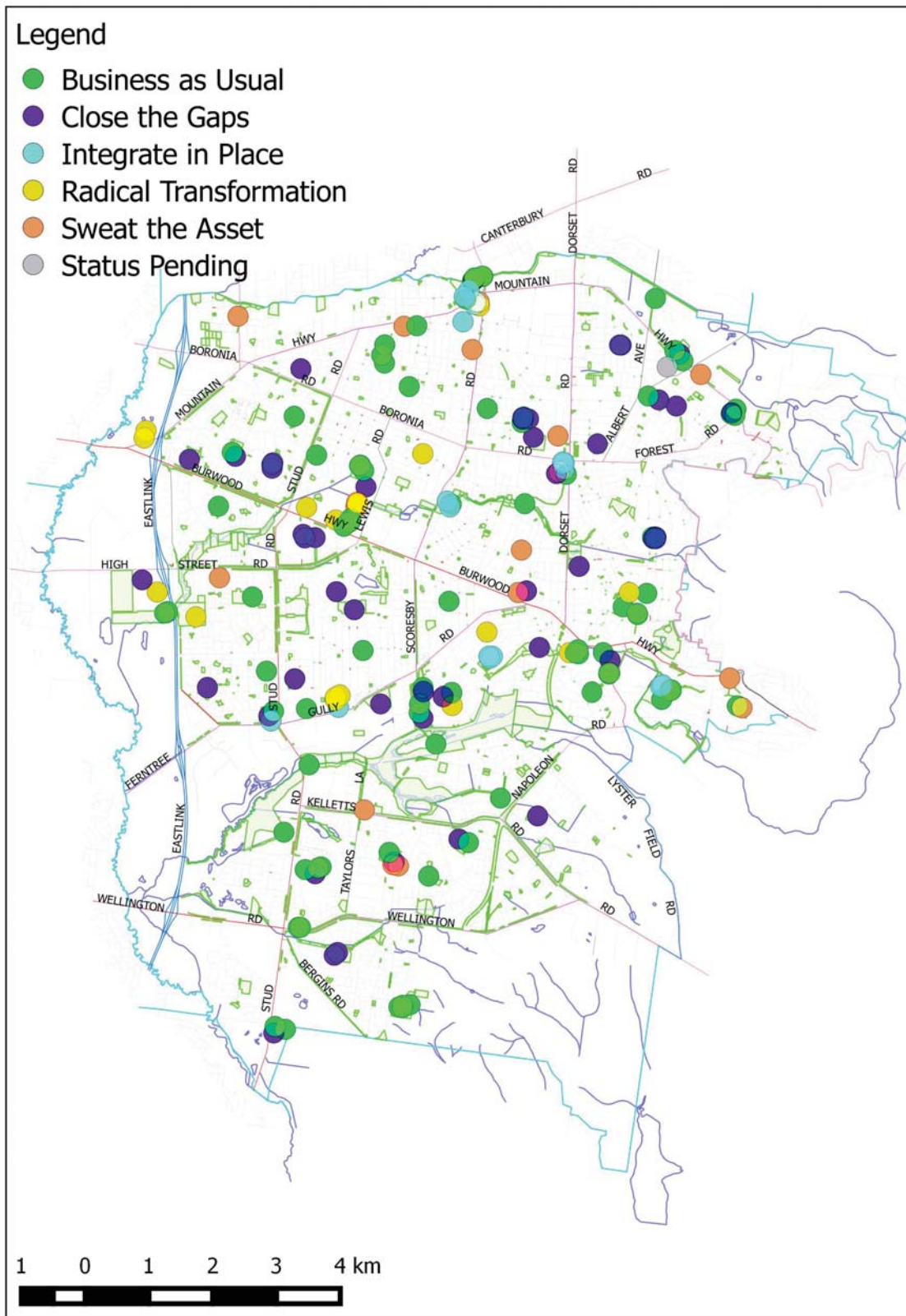
CB304	Placemakers - Knox & District Woodworkers Association	N/A		Business as Usual
CB107	Placemakers - Studio/Office/Workshop	Business as Usual		Business as Usual
CB108	Placemakers - Woodworks Building	Business as Usual		Business as Usual
CB19	Reta Matthews Reserve - Tennis Pavilion	Business as Usual	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	Wattleview 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



8.2 Road Asset Management Plan

SUMMARY: Manager – Sustainable Infrastructure, Matt Hanrahan

The Road Asset Management Plan (RAMP) (2019) places emphasis on long term sustainability, the review of service standards, and optimising the lifecycle of Council’s road assets.

Council endorsed the draft RAMP 2019 at its meeting held 22 July 2019 for the purpose of providing an opportunity for the community to provide feedback. Following the three week consultation period, a final version of the RAMP 2019 has been provided for consideration and adoption by Council.

RECOMMENDATION

That Council adopt the Road Asset Management Plan (2019) shown as Attachment 1 to this report.

1. INTRODUCTION

Knox City Council (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).

Council’s first iteration of its Road Asset Management Plan (RAMP), endorsed by Council in 2007, defined an operational approach to management 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 road assets within the financial capacities of Council.

A draft RAMP 2019 was received and endorsed by Council at its meeting held on 22 July 2019. As resolved by Council, community feedback on the draft RAMP 2019 was sought between 25 July and 21 August 2019 in preparation for final endorsement.

2. DISCUSSION

The RAMP 2019 seeks to:

- Demonstrate the 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 the 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 in Knox.

3. CONSULTATION

The draft RAMP 2019 was advertised for community feedback in the Knox Leader and through the ‘Have your Say’ page on Knox’s website for a period of over three weeks. Council did not receive any comments from the community regarding the plan.

As acknowledged in the draft RAMP report submitted to the Council meeting held 22 July 2019, the detailed technical focus of asset management plans can represent a challenge for the purpose of community consultation. Officers are currently looking into revising the format of these plans to be more concise and accessible to the broader community, and investigating more effective ways of using community consultation to inform the plans. A proposed format for asset management plans will be brought to Council for consideration later this financial year.

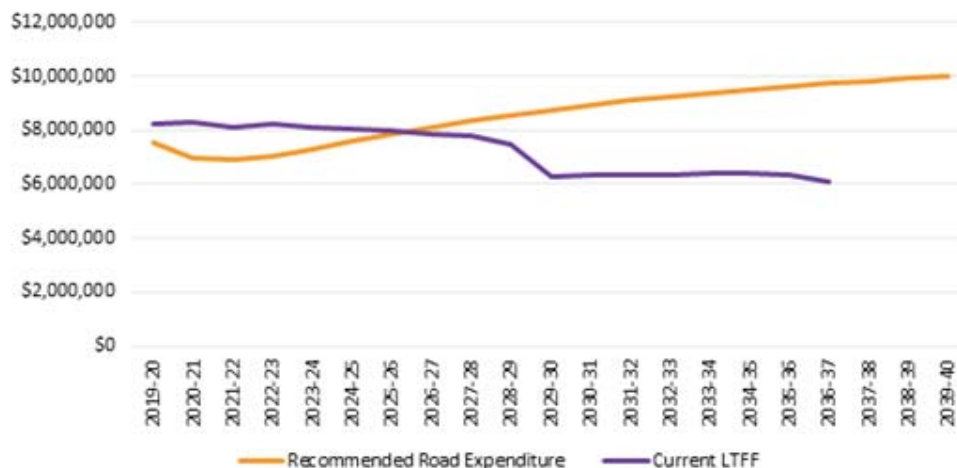
4. FINANCIAL & ECONOMIC IMPLICATIONS

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 the modelling, three road surface level of service scenarios were evaluated, noting that the endorsed model seeks to ensure that all designated link and collector road surfaces are maintained to performed in at least a Condition 2 (Good) by 2021-22, noting that all other road surfaces will achieve at least a Condition 3 (Fair) standard.

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 obtained in August 2019 is currently being analysed. 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 Road Asset Management Plan 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, Matt 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 RAMP 2019 represents Council's commitment towards continuous improvement in asset management. It 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.

No comments were received over the community consultation period meaning the final RAMP 2019 is unchanged from the draft endorsed by Council on 22 July 2019. This result suggests a need for Council to develop a more reader friendly and less technical format for future Asset Management Plans.

Nevertheless, road customer satisfaction surveys for Knox City Council exceeding the Melbourne metropolitan average demonstrates success in our current approach. The focus for Council's road management going forward is therefore to refine current processes following a continuous improvement approach.

10. CONFIDENTIALITY

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

Report Prepared By: **Manager, Sustainable Infrastructure, Matt Hanrahan**

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

Attachments

1. RAMP 2019 - Report - Final [**8.2.1** - 71 pages]



Road Asset Management Plan

September 2019



Date Updated: 24 July 2019

Prepared by: Joel McCreanor

Reviewed by: Robin Cassidy

Knox Explorer Reference: D19-37410

Distribution List

Copy Number	Issue to:	Date
Version 1 – Initial Draft	Asset Systems Developer	13/02/19
Version 2 – Second Draft	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	Manager Sustainability Infrastructure	19/03/19
Version 5 – Fifth Draft	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
Version 8 – Eighth Draft	Community Consultation	24/07/19
Version 9 – Final	Council Meeting	2/09/19

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).

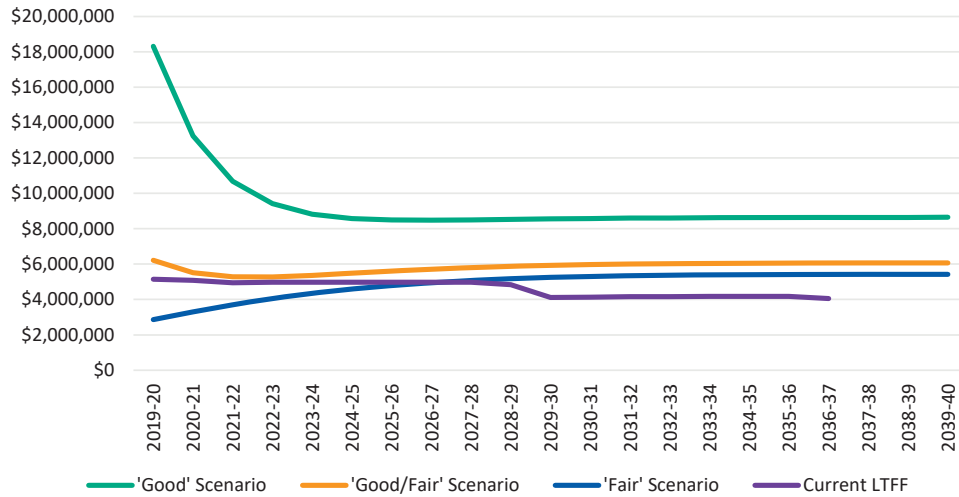


Figure ES2 – Road Surface Renewal Forecast (2018 dollars)

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.

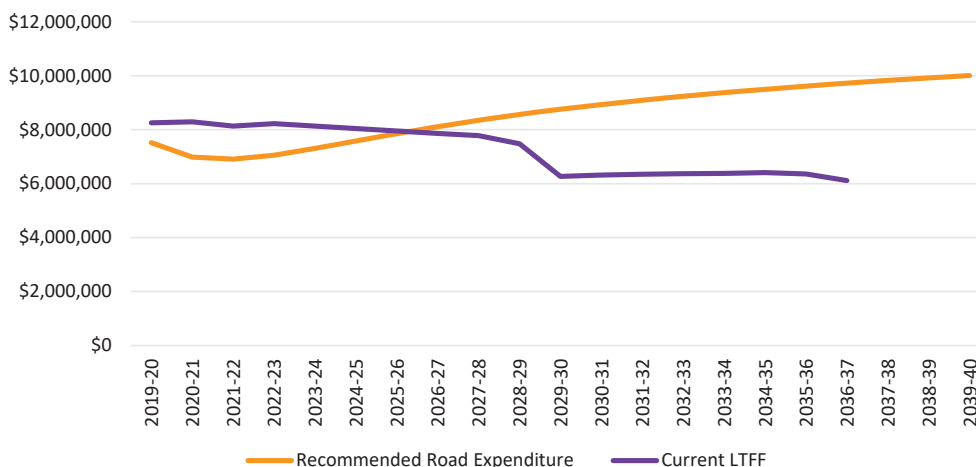


Figure ES3 – Recommended Road Asset Renewal Expenditure (2018 dollars)

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.

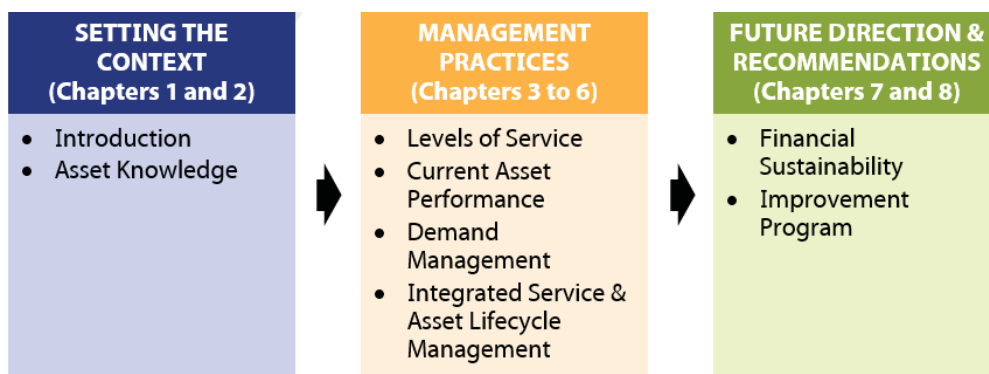


Figure 1 Asset Management Plan framework



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>
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Source: Knox Community & Council Plan 2017-2021

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

<p>(a) Continue to review and update Asset Management Plans, to maintain their currency and validity.</p>
<p>(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> <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).
<p>(c) Continue to centralise the recording and monitoring of AMP recommendations.</p>

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

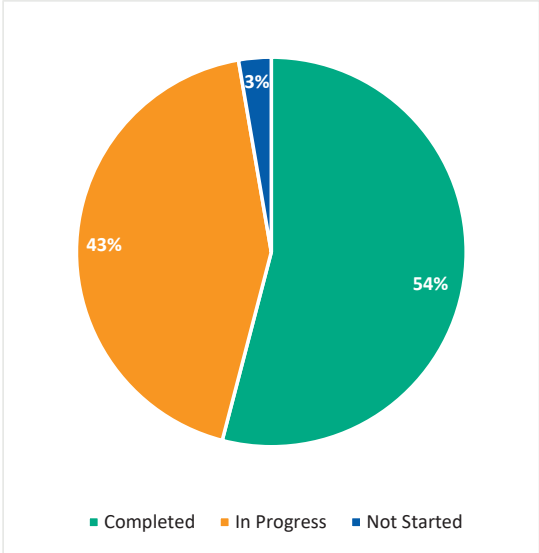
The RAMP (2007) did not explicitly document improvement actions, however a retroactive improvement plan was developed to monitor its implementation.

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.

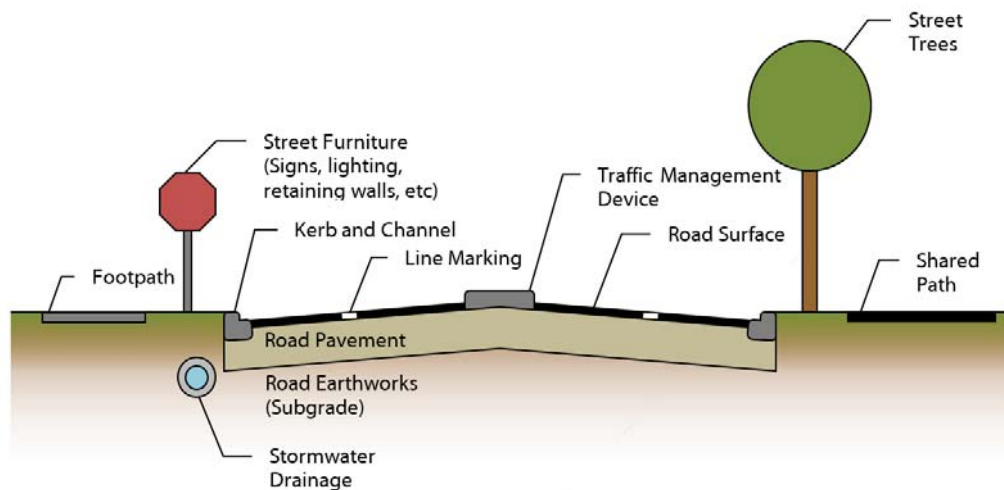


Figure 4 Typical Assets in the Road Reserve

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	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.

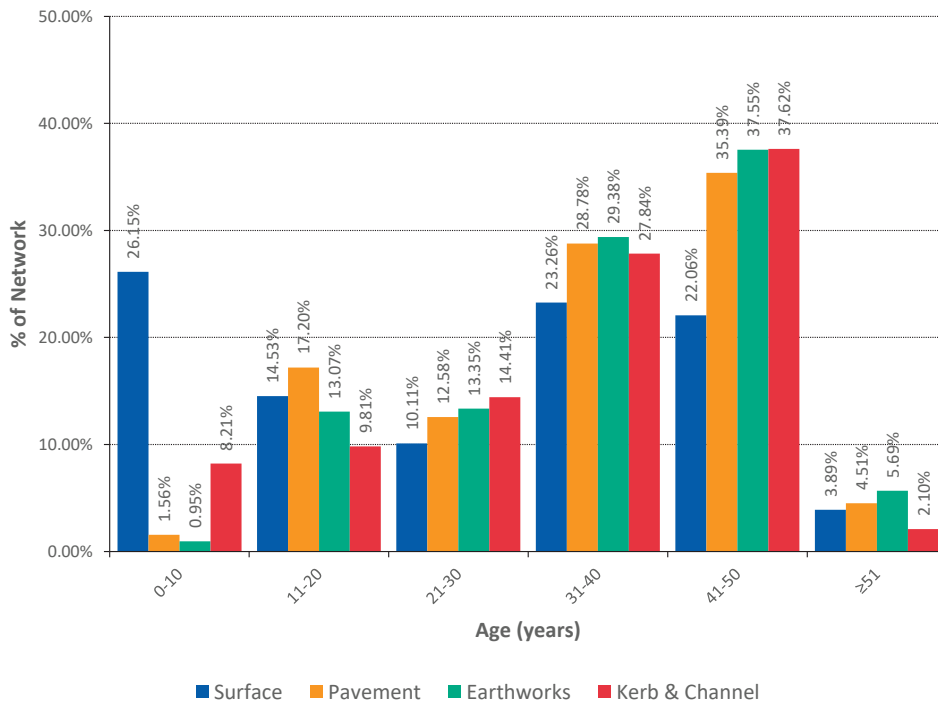


Figure 5 Age Profile of Road Assets (2018)



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.

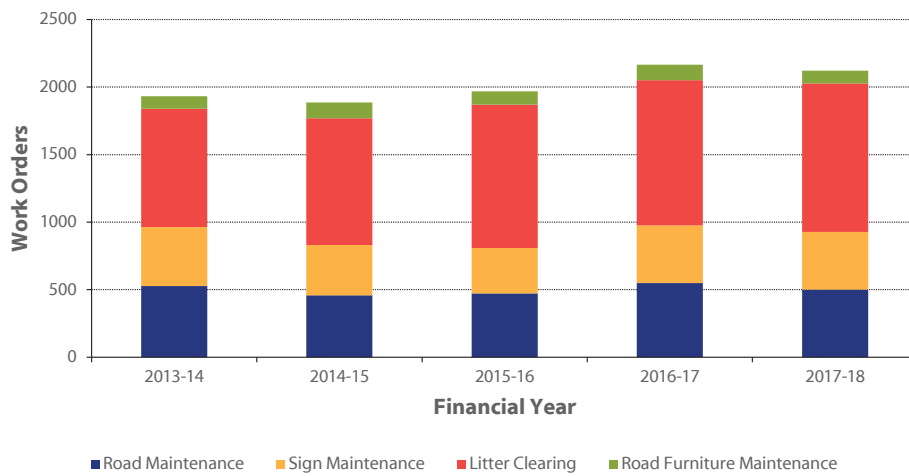


Figure 6 Customer Requests Relating to Road Maintenance (2013-14 to 2017-18)

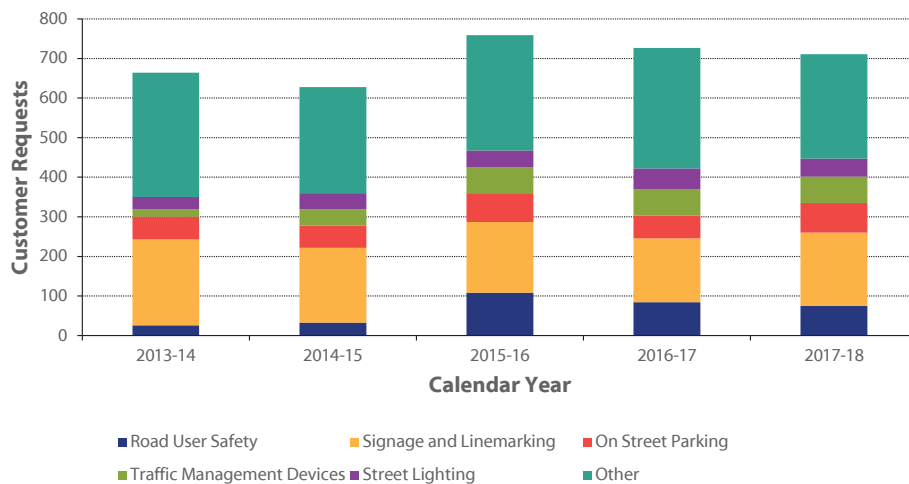


Figure 7 Customer Requests Relating to Road Safety and Functionality (2013-14 to 2017-18)

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.

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	Project Implementation Plans currently require identification of life cycle costs.	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	Identify traceable systems to track life cycle costs directly into long term financial forecast.	LOW
				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.	



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. 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 >= 2km over the speed limit.	85 th percentile >= 5km/h over the speed limit.	85 th percentile >= 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 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.

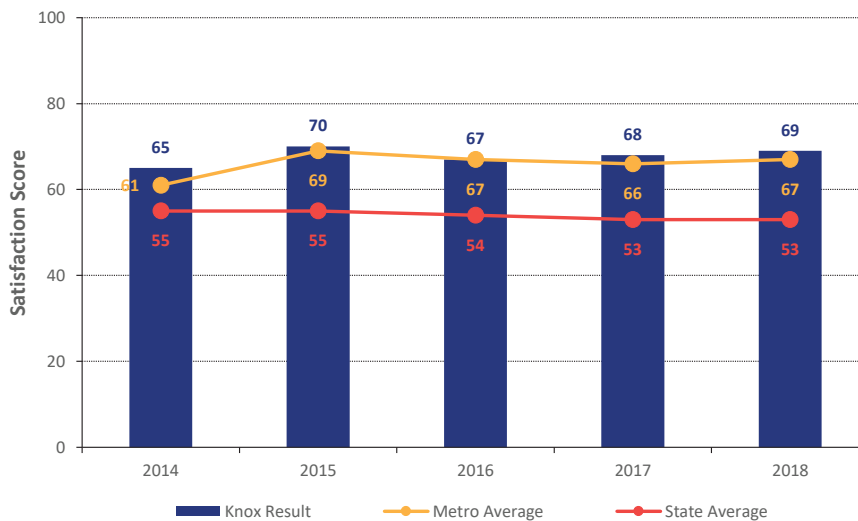


Figure 8 Community Satisfaction Survey Results – Sealed Local Roads (2014-18)

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.

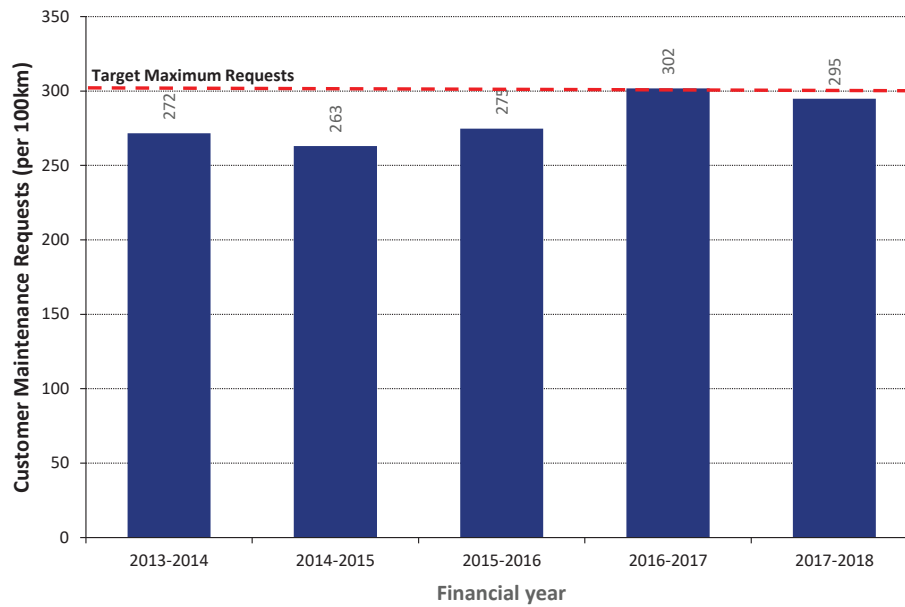


Figure 9 Customer maintenance requests (2013-14 to 2017-18)

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.

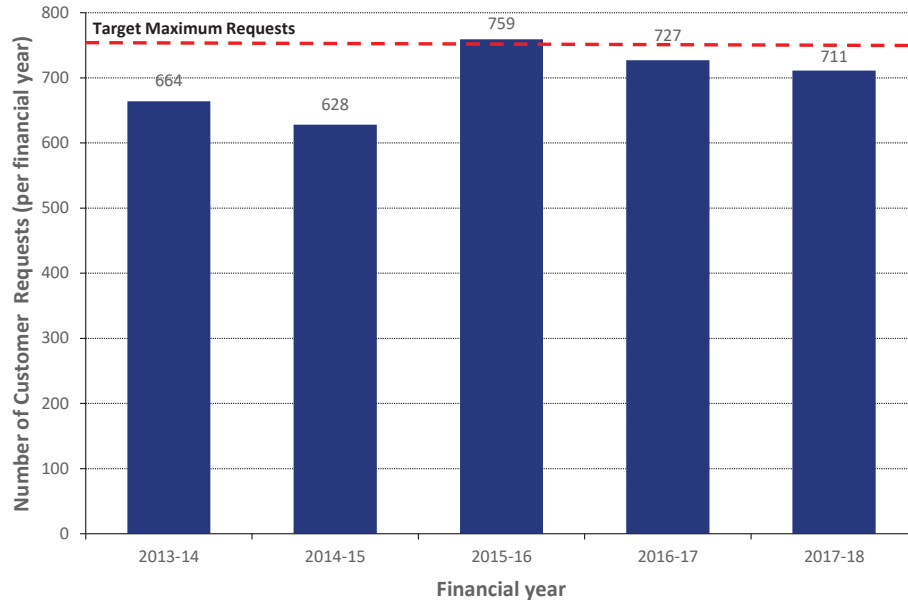


Figure 10 Number of Road Function and Safety Requests (2013-14 to 2017-18)

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.

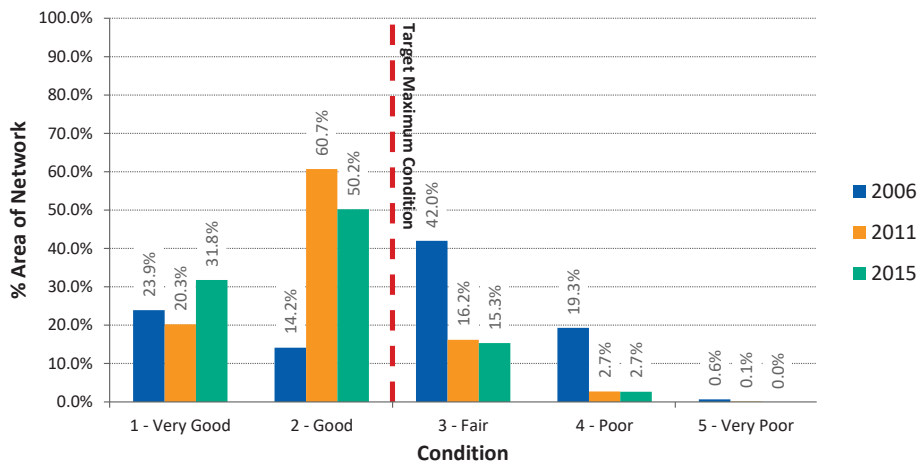


Figure 11 Road Surface Condition data (2006-2015)

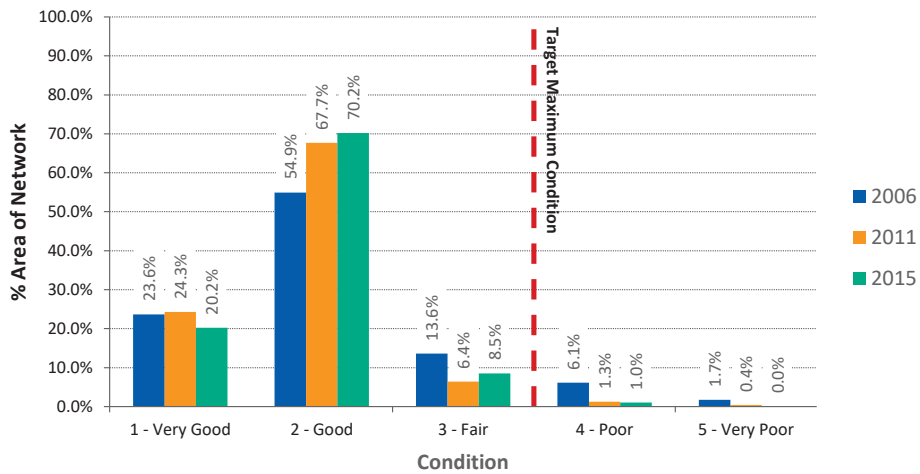


Figure 12 Road Pavement Condition Data (2006-2015)

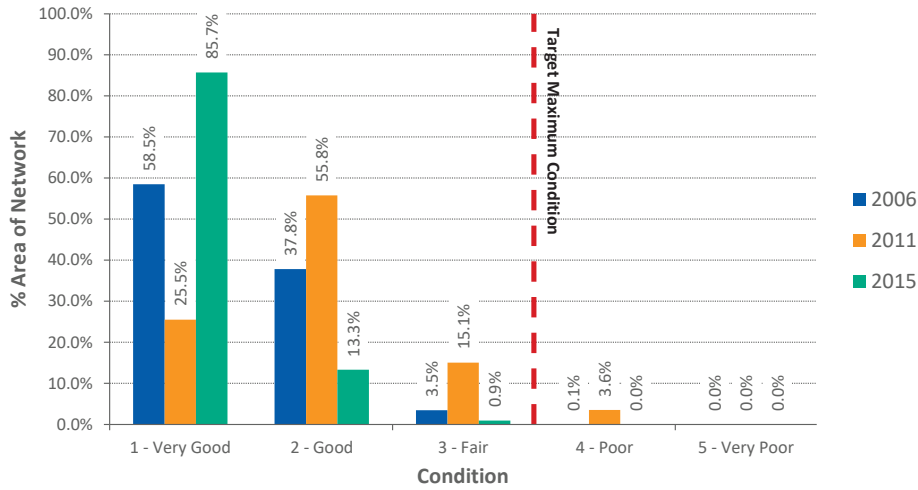


Figure 13 Kerb and Channel Condition Data (2006-2015)

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.

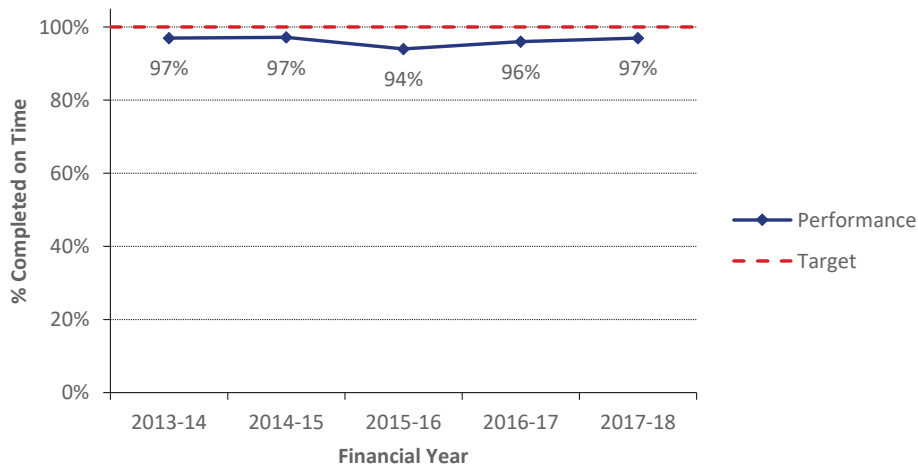


Figure 14 Routine Hazard Inspection Performance – 2013/14 to 2017/18

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.

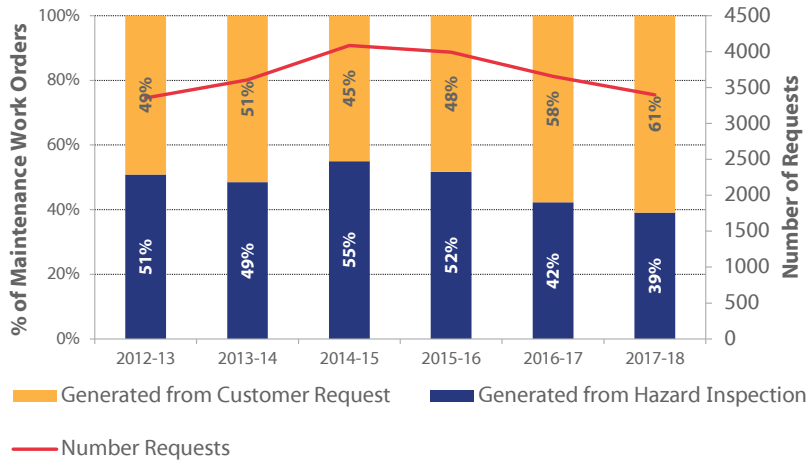


Figure 15 Source of Reactive Maintenance Work Orders – 2013/14 to 2017/18

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.

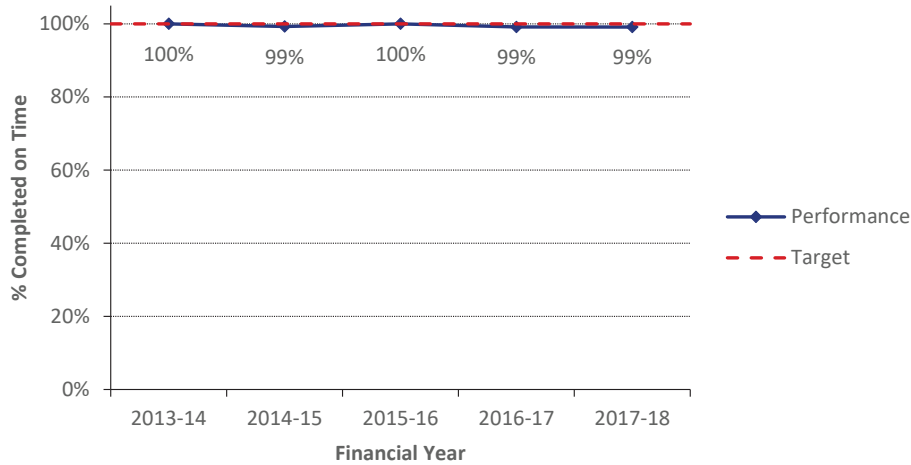


Figure 16 Reactive Maintenance (Temporary) Performance – 2013/14 to 2017/18

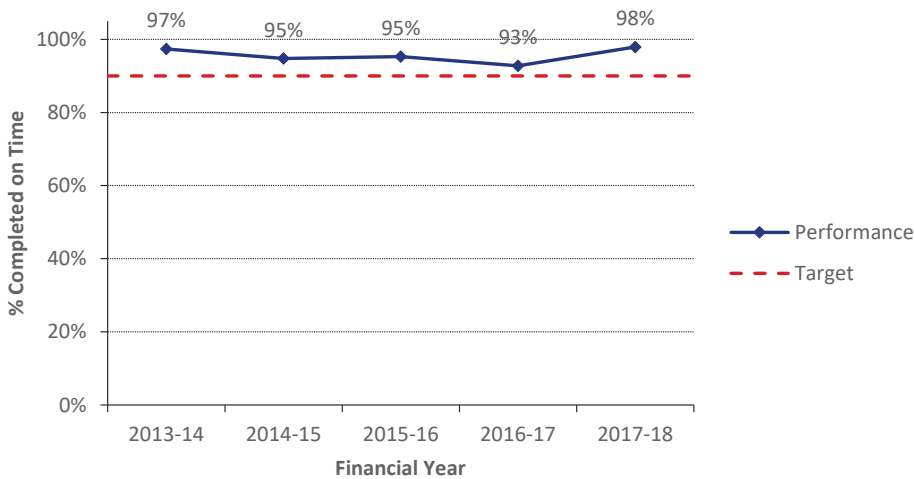


Figure 17 Reactive Maintenance (Rectification) Performance – 2013/14 to 2017/18

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.

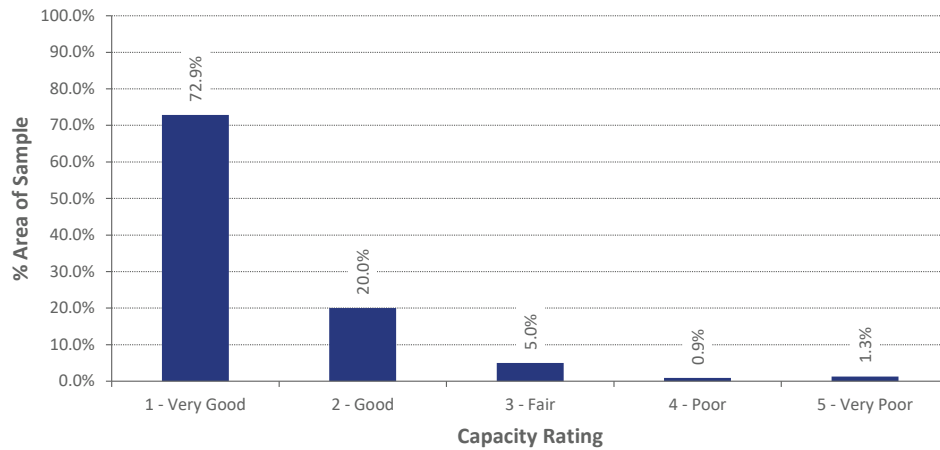


Figure 18 Road Network Capacity Ratings for Traffic Counts 2013-2018.

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.



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).



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.



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	Project Delivery	Asset Strategy
Traffic & Transport			Construction	Project Delivery	Traffic and Transport	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.

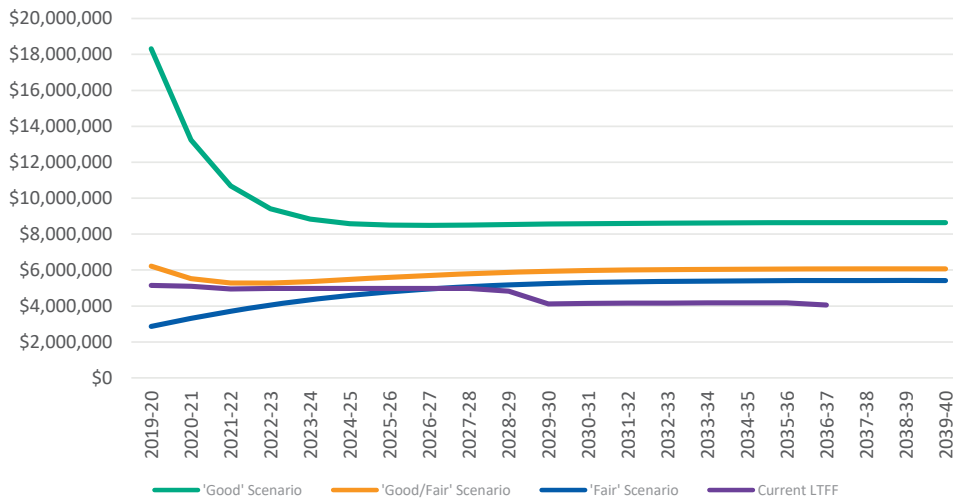


Figure 20 Road Surface Renewal Forecasts

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.

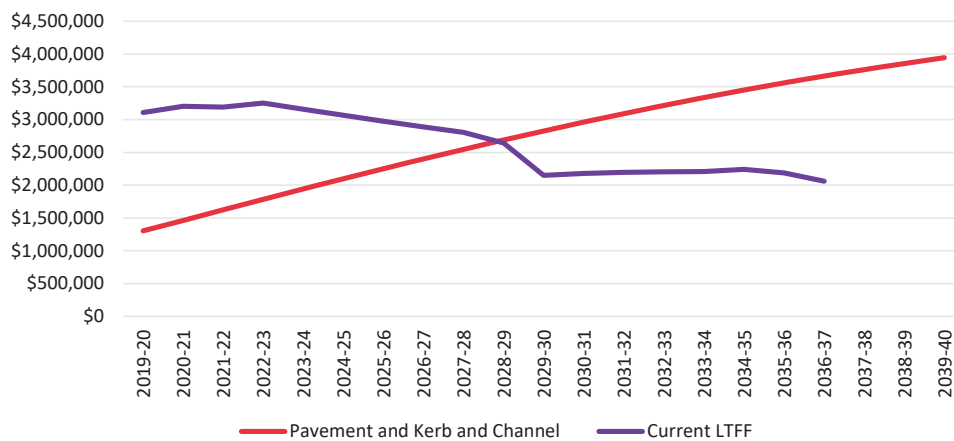


Figure 21 Road Pavement and Kerb & Channel Renewal Forecast

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.

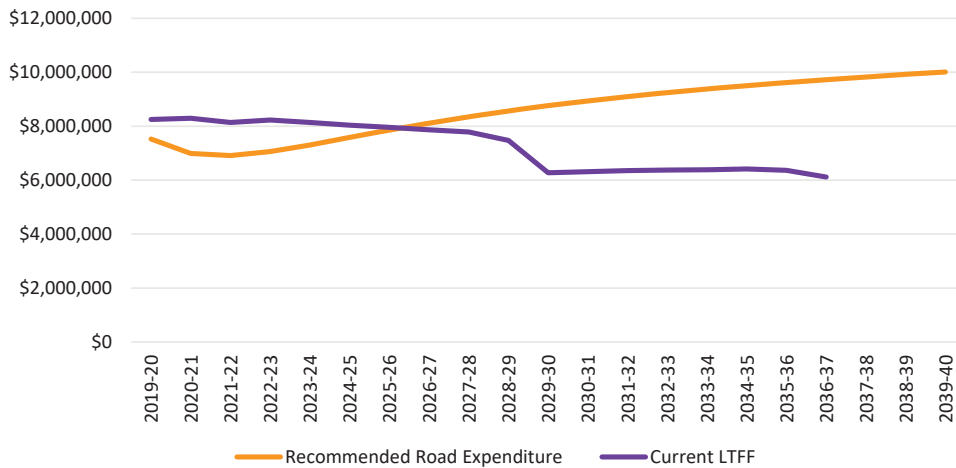


Figure 22 Recommended Road Renewal Expenditure

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

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

8.3 Green Streets Policy

SUMMARY: Coordinator - Open Space and Landscape Design, Andrea Szymanski

Knox City Council is responsible for managing approximately 70,000 trees in the municipality's road reserves. Street trees are regarded as one of Council's greatest assets and contribute to the green leafy image of Knox. They provide a wealth of social, economic and environmental benefits. The Green Streets Policy 2014 has reached its sunset date and has been reviewed. The draft Green Streets Policy 2019 has been developed and is now presented to Council for its consideration for the purposes of endorsement.

RECOMMENDATION

That Council adopt the Green Streets Policy 2019, as presented as Attachment 1 to this report.

1. INTRODUCTION

The Green Streets Policy 2014 was endorsed by Council in August 2014 and is now due for review. The Policy has been reviewed, which included exploring the potential inclusion of an option for residents to plant naturestrips, as part of the Policy. This option is generally supported and has been included in the revised policy for Council's consideration (Attachment 1).

Attachment 2 illustrates the changes from the Green Streets Policy 2014.

2. DISCUSSION

The original Knox Green Streets Policy 2014 was developed at a time when there were significant levels of concern regarding the management of Council's street trees and their associated risk.

Largely, due to the genesis of the initial policy, a number of sections and items contained within the Policy were operational in nature, rather than a policy direction, resulting in a large policy document (46 pages). Attachment 2 illustrates the proposed changes from the Green Streets Policy 2014.

The revised Green Streets Policy 2019 (Attachment 1) provides a clear and concise decision making platform for Council to manage the planting and maintenance of street trees and naturestrips.

While the operational content of the existing policy has also been reviewed, it is no longer contained within the policy document but is presented as Technical Management Guidelines, as policy reference documents. The guidelines will provide the operational procedures, tools, inventory and standards required to manage the street tree assets within the principles of the Green Streets Policy 2019.

Working in support of the Green Streets Policy is Council's Street Tree Asset Management Plan 2016 (the Plan). The Plan recognises the importance of retention and planting of canopy trees across the overall urban forest. Street trees are one element of the urban forest with Council's policies and procedures guiding the processes of street tree management. The Plan provides a practical framework for the application of those policies, as well as centralising street tree management practices.

Specifically, the Street Tree Asset Management Plan:

- Presents the recent history of street tree management practices within Knox.
- Describes the current situation of street tree management.
- Provides a transparent picture of Council's procedures and practices in managing street trees.
- Identifies opportunities to improve street tree management

These documents (the Green Streets Policy and the Plan) have provided the direction to Council and the community to regard to the care and management of Knox's street trees. The Policy and the Plan have worked well since being endorsed by Council, particularly in regard to the management of risk based issues.

The Council Plan, Municipal Strategic Statement and the Liveable Streets Plan 2012, together provide a comprehensive, strategic context around the importance and benefits of street trees, urban vegetation and naturestrips for Knox.

These high-level documents provide clear links between urban greening and liveability.

Council is also a contributor to the recently endorsed, Living Melbourne: Our Metropolitan Urban Forest Strategic Document. The document recognises that, Melbourne needs a plan to reverse the current and future decline of the urban forest and sustain Melbourne's liveability for people and nature, across the entire city and its suburbs.

3. CONSULTATION

As part of the Policy review and development, a consultant facilitated a workshop with Council staff to discuss the scope of the updated Policy, particularly focusing on trees and naturestrips.

Staff from the following teams participated in the discussions:

Active and Passive Open Space, Biodiversity, Stormwater, Asset Preservation, Construction, Parks and Maintenance, Arborists, Risk and Safety. Community Infrastructure Manager and Operations Manager also attended.

The draft Policy was also presented to Council's Environment Advisory Committee and was generally supported.

A summary of the project stages and timelines is as follows:

Date	Stage	Complete
July 2018	Consultant engaged to review and develop draft policy	✓
August 2018	Internal officer and manager workshops	✓
Sept 2018	Draft updated Policy for KCC consideration	✓
Feb 2019	Present to EMT to seek guidance and support	✓
April 2019	Present to Council Issues Briefing 1 April 2019 to inform, seek guidance and direction	✓
May 2019	Internal officer workshops to develop naturestrip	✓

	guidelines and permit process.	
July & Sept 2019	Revised Policy tabled at Knox’s Environmental Advisory Committee.	✓
Sept 2019	Report to Council for policy endorsement	✓

4. ENVIRONMENTAL/AMENITY ISSUES

Knox’s streetscapes and the trees within the streetscape are generally regarded as one of Council's greatest assets and contribute to the green and leafy image of Knox.

The Knox Livable Streets Plan 2012-2022 includes a vision of environmental sustainability.

The Knox Wildlife Conservation and Connectivity Report, September 2017 identified that Knox plays an important role as a place for transition between the Dandenong Ranges and the suburbs to the west in terms of both natural vegetation and wildlife habitat.

Areas of the municipality are characterised by its ‘bushy feel’, with well treed, suburban landscapes, important areas of public open space, bushland reserves and waterways.

The overarching principles of the revised Green Streets Policy reaffirms the importance of a treed landscape for Knox residents as well as fauna habitat and movement.

5. FINANCIAL & ECONOMIC IMPLICATIONS

Well designed and attractive streets contribute to commercial viability; provide a point of difference, offer comfortable and pleasant environments for residents, workers and shoppers and reduce energy costs.

In residential areas, high-quality streets, especially those with quality street trees, enhance property values.

Well-designed streets also encourage people to walk and cycle more, increasing individual health and wellbeing.

6. SOCIAL IMPLICATIONS

Livable streets are places where the community actively uses the spaces.

Walking, cycling, play, gardening and talking to neighbours are all indicators of a successful street in a neighborhood.

Most of Knox’s streets are residential streets which could be enhanced by considering and designing them as community spaces, fostering opportunities for:

- Healthy connected communities;
- Culturally rich and active communities;
- Sustainable and natural environments; and
- Balanced quality urban development.

Beyond delivering critical services, nature provides communities and the economy with valuable co-benefits that build community resilience and support individual wellbeing.

It is well documented that, the integration of natural spaces into the urban environment improves the daily lives and health of a diverse and growing urban population.

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

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 - Coordinator - Open Space and Landscape Design, Andrea Szymanski - 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 purpose of the revised Green Streets Policy 2019 (Attachment 1) is to provide a clear and concise decision-making platform with regard to the planning, management and maintenance of street trees and nature strips i.e. green streets.

Working in conjunction with the Street Tree Asset Management Plan, this Policy aims to ensure that areas of the municipality retain and enhance the much loved ‘green and leafy’ character of Knox, with well treed, suburban landscapes.

The draft Policy is now presented to Council for its consideration for the purposes of endorsement.

10. CONFIDENTIALITY

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

Report Prepared By: Coordinator - Open Space and Landscape Design, Andrea Szymanski

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

Attachments

1. Attachment 1 - Knox Green Streets Policy [8.3.1 - 9 pages]
2. Attachment 2 - Green Streets Policy 2014 [8.3.2 - 55 pages]



Green Streets Policy 2019

Policy Number:	2019/01	Directorate: Engineering & Infrastructure
Approval by:	Council	Responsible Officer: Coordinator Open Space and Landscape Design
Approval Date:	23/9/2019	Version Number:1
Review Date:	3 Years from Meeting Date	

1. Purpose

The purpose of this Policy is to provide a clear and concise decision making platform to both Council and the community with regard to the planning, management and maintenance of street trees and nature strips i.e. green streets.

2. Context

The Green Streets Policy 2019 succeeds the Green Streets Policy 2014. The Policy should be referred to when planning for or carrying out works on new or existing streets.

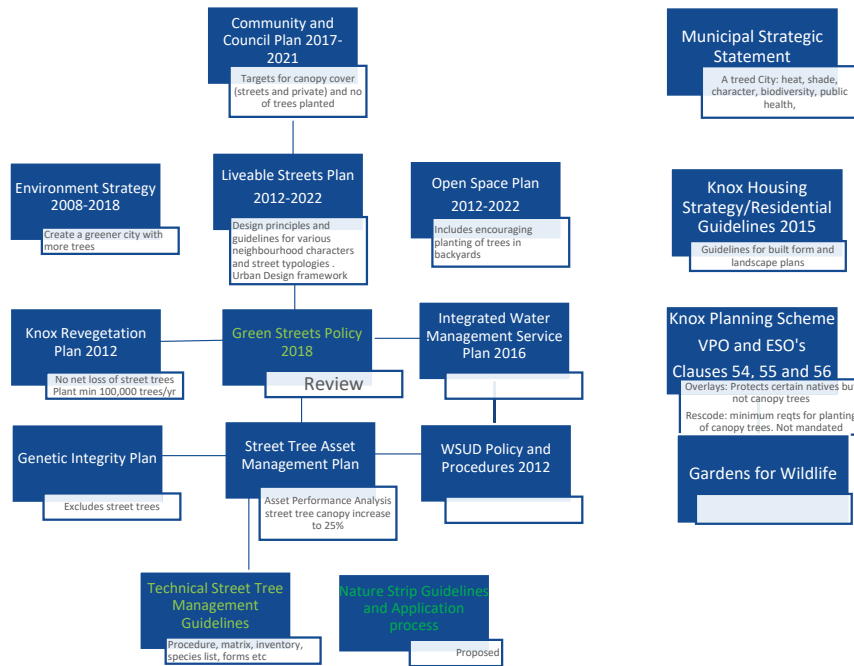
The Green Streets Policy provides the platform for decision making for two Council assets: street trees and nature strips. Whilst it is recognised that both are managed via different programs and decision making frameworks, Council considers their influence on each other and towards Councils' existing priorities strong enough to warrant their continued inclusion in the same Policy.

The Policy reflects Council's current strategic priorities, in relation to the management of street trees and nature strips as key assets within Knox's Liveable streets.

In the broader ecological context, Knox City Council is a signed partner to the strategic and visionary document; Living Melbourne- our metropolitan urban forest. This document was launched on 5 June 2019 and presents a transformative approach to respond to urban challenges with nature



The Green Streets Policy will fit into the below hierarchy of documents:



The Council Plan 2017-2021, The Municipal Strategic Statement and the Liveable Streets Plan 2012-2022 together provide a comprehensive strategic context around the importance and benefits of street trees, urban vegetation and nature strips for the future of Knox.

These high level documents provide clear links between urban greening and liveability, urban heat island reduction, biodiversity, human health and wellbeing, sense of place, community connection and active transport.

The Green Streets Policy outlines the key principles and position of Council around decision making for street trees and nature strips, which are the Green Streets component of Liveable Streets.

The Street Tree Asset Management Plan regularly reviews the performance of the street tree management program in ensuring quality assets, risk mitigation, and progress towards targets as set in the Community and Council Plan.

The newly formed Technical Street Tree Management Guidelines provides the day-to-day procedures, tools, inventory and standards required to manage street tree assets within the boundaries of the Green Streets Policy.



3. Scope

The Green Streets Policy 2019 outlines the key principles and decision making platform for planning and management of street trees and nature strips.

The scope of this Policy includes management statements for street trees and nature strips to be relied upon by:

- Staff;
- Councillors;
- Developers;
- Civil contractors;
- Event organisers; and
- The community.

4. References

4.1 Community & Council Plan 2017-2021

- Goal 1: We value our natural and built environment.
 - Strategy 1.1: Protect and enhance our natural environment (plan for water sensitive urban design in Council projects)
 - Strategy 1.2: Create a greener city with *more large trees*, indigenous flora and fauna.
- Targets:
- Increase tree canopy along streets
 - Increase tree canopy on private land
 - Increase in no of indigenous plant species in Knox
 - An increase in local Knox resident's biodiversity awareness

4.2 Relevant Legislation

- Local Government Act 1989 – Conflict and Interest Provisions

4.3 Charter of Human Rights

This Policy has been assessed against and complies with the charter of Human Rights.

4.4 Related Council Policies

- WSUD Policy and Procedures 2015
- Sustainable Buildings and Infrastructure Policy 2019

4.5 Related Council Procedures

- Knox City Council Standard Drawings

4.6 Related Council Plans

Liveable Streets Plan 2012-2022

Theme 1: Streets as Places (character and neighbourhood amenity)

Action 2.1: Implement planting of Knox's key streets

Theme 2: Streets for travel (encourage pedestrian and cycling activity)

Action 1.3: Increase shade along active transport routes

Action 2.1: Implement green streets



Action 2.3: Separation of pedestrians and traffic through plantings

Theme 3: Streets for environment (habitat, shade, connectivity)

Action 2.3: Increase street tree planting across the municipality to provide shade and reduce summer heat gain

Action 3.1: Promote edible streetscapes within the Street Tree and Nature Strip Policy

Theme 6: Streets for community (community pride and connection)

Action 1.3: Initiate community consultation of the neighbourhood green streets in identified priority suburbs.

Action 3.1: Work with community groups and residential street groups to create edible streets and private edible gardens

Theme 7: Streets for Infrastructure (balance of parking, water sensitive urban design)

Action 1.1: Develop plan for undergrounding power lines

Action 3.1: Develop street renewal program

Action 4.1: Design of new streets must incorporate all requirements such as road widths and adequate nature strip width for required trees. It should also consider stormwater infrastructure protection, passive irrigation of street trees and reductions in stormwater runoff volumes.

Action 5.1: Ensure the design and location of on-street car parking is responsive to the needs of pedestrians and cyclists and the space requirements for street tree and nature strip planting.

Environment Strategy 2008-2018: (due for review)

Goal 1: To improve biodiversity and health of ecosystems

Approach 1.3: Establish a *network of habitat corridors* to join sites of significance with other areas of indigenous vegetation

Approach 1.7: Create a greener city with *more trees* and indigenous vegetation *in public spaces*, and thriving iconic species

Goal 3: To lead engaged and empowered community

Approach 3.2: Provide opportunities for community members to participate in meaningful ways (*Gardens for Wildlife*)

Approach 3.3: Provide effective resources to the community to facilitate behaviour change

Goal 5: To increase liveability of the City and develop sustainably

Approach 5.3: Create a city where people can live, work and recreate locally (*reduce the urban heat Island effect*)

Knox Revegetation Plan 2013

Open Space Plan 2012-2022

Street Tree Asset Management Plan 2016

Knox Housing Strategy and Residential Guidelines 2015



5. Definitions

Detail any definitions within the Policy.

Amenity value	The monetary value of an urban tree based on factors such as species, size, condition and local environment.
Biodiversity	In this context, refers to local (indigenous) flora and fauna.
Community Group(s)	means a legal entity who provide services, support or activities to the Knox community.
Council	means Knox City Council, whether constituted before or after the commencement of this Policy.
Green streets	An important component of liveable streets and includes both street trees and nature strips.
Individual(s)	means a resident(s) of the Knox Municipality.
Liveable streets	As defined in the Liveable Streets Plan.
Naturestrip	Council owned land between the property boundary and the road adjacent to a footpath. It is typically covered by either mown grass or low plantings.
Street tree	Trees situated within, or selected by Council for the purpose of planting within, the Road Reserve or Tree Reserve.
Water Sensitive Urban Design	Water Sensitive Urban Design is a land planning approach based on scientific analysis and engineering design which integrates the urban water cycle (including the management of stormwater, groundwater, wastewater and drinking (potable) water supply into urban design to minimise environmental degradation and improve aesthetic and recreational appeal.



6. Council Policy

In setting out the Policy, Knox City Council recognises that:

- street trees, nature strips and water are integral to Knox's green, leafy image and local landscape character;
- green streets are one of the core components of Liveable Streets which aim to enhance health and wellbeing, encourage active transport, improve urban ecology and encourage integrated planning and design;
- there are opportunities to create cooler spaces within the urban environment;
- collaboration and engagement with the community is important in proactively managing green streets;
- nature strips can form an important part of the city's biodiversity through habitat provision and connectivity;
- nature strips can form an important part of the city's flood mitigation, stormwater treatment, and waterway protection;
- urban development and maintaining Knox's leafy green image is a careful balance that requires evidence based, integrated planning and management;
- private realm, park and reserve trees and vegetation strengthen the diversity, health and resilience of the network of green streets;
- street trees are planted, owned, managed and maintained by Council; and
- nature strips are owned by Council yet planted and maintained by residents.

Street Tree Policy:

6.1 Tree Protection

- 6.1.1 All street trees will be protected from construction or development works that adversely affect their health and/or structure in accordance with Australian Standard *AS 4970- Protection of trees on development sites*.
- 6.1.2 Trees must not be pruned in any form and branches or roots may not be removed unless authorised by a Council arborist. Any pruning undertaken on Council street trees must conform to *AS 4373 Pruning of amenity trees* will only be undertaken by appropriately sufficiently qualified and insured personnel engaged by Council.

6.2 Street Tree Removals

- 6.2.1 Council will manage and monitor all street trees throughout their lifecycle and remove and replace them as appropriate.
- 6.2.2 Street trees will not be removed unless in accordance with Council's Street Tree Assessment or relevant Technical Street Tree Management Guidelines.
- 6.2.3 The assessment of street tree retention or removal will include consideration of tree retention values, monetary value of the asset, liabilities, public risk, public benefit, impact to the environment and biodiversity, and existing risk to infrastructure.
- 6.2.4 Any street tree removed as part of construction works will be replaced wherever possible.
- 6.2.5 Council will seek to minimise the visual and environmental impact of the loss of groups of street trees through the staggered removal and replacement of trees where appropriate.
- 6.2.6 Where planning applications request the removal of street trees, Council's arborist will accord with the Street Tree Asset Management Plan or Technical Street Tree Management Guideline to determine whether the removal is supported.
- 6.2.7 Council's relevant planning overlays and permit conditions cover the protection and removal of native vegetation.



- 6.2.8 Council will seek to inform the Community of proposed tree removals prior to the works occurring, although trees posing an immediate risk to the public may be removed without notification.
 - 6.2.9 Council will generally not remove a street tree to reduce the extent of leaf/flower/fruit drop, improve views, increase light to adjacent residences or gardens or due to a dislike of species. Council's arborist will follow the Street Tree Assessment Workflow to determine whether the removal is supported.
 - 6.2.10 Alternative options may be explored to enable retention of the trees and employed where practical in consideration of 6.2.3.
- 6.3 Street tree valuation
- 6.3.1 When the removal of a Council tree asset is deemed necessary for construction, development or works, all associated costs must be paid by the property owner, developer or applicant prior to removal.
 - 6.3.2 Total cost for street tree removal includes amenity value of the tree plus tree and stump removal costs plus planting and maintaining a new tree for two years, as per the City of Melbourne method of tree valuation.
- 6.4 Street Tree Management
- 6.4.1 Council will regularly update tree management and maintenance standards and procedures to ensure they reflect legislative requirements and industry best practice.
 - 6.4.2 Council will maintain an up to date street tree inventory that will be used to formulate cyclic tree management and maintenance programs.
 - 6.4.3 The tree inventory will be updated every five years but will also record results of proactive tree inspections.
 - 6.4.4 All tree pruning will be in accordance with *AS 4373 Pruning of amenity trees*.
 - 6.4.5 Council will maintain vegetation clearance from above ground electrical conductors under the Electrical Safety Act 1998 and most recent Electricity Safety (Electric Line Clearance) Regulations.
 - 6.4.6 Council will undertake reactive maintenance of street trees as a result of extreme weather events, change in tree condition or from customer requests.
 - 6.4.7 Council will monitor and appropriately treat pest and disease incursions that threaten the viability of street trees in consideration of the long-term viability of the species as a street tree and the resource available.
- 6.5 Street Tree Planting
- 6.5.1 Council is responsible for selecting and planting the most appropriate species for a location based on site suitability, aesthetic, functional and environmental attributes and the potential to contribute to the predominant or preferred landscape character as set out in the Liveable Streets Plan 2012 and Residential Housing Guidelines 2015.
 - 6.5.2 Street tree planting will aim to enhance canopy cover across the Municipality and be implemented by an annual tree planting and renewal programs.
 - 6.5.3 All tree stock must meet *AS 2303 Tree stock for landscape use*.
 - 6.5.4 Trees will be planted in accordance with Councils tree planting technical guidelines.
 - 6.5.5 Council will maintain an up to date and evidence based preferred species list suitable for planting within the municipality.
 - 6.5.6 Where planting of street trees is adjacent to a Site of Biological Significance, preference will be for use of local provenance indigenous species.
- 6.6 Street trees, Infrastructure and public safety



- 6.6.1 Should there be a possibility of public or private infrastructure damage that could be influenced to an adjacent street tree(s), Council will undertake a risk assessment that accords with the Street Tree Asset Management Plan or the Technical Street Tree Management Guidelines.
- 6.6.2 Knox Council will undertake appropriate and regular street tree inspections to maintain public safety through the use of an industry recognised tree assessment method.

Street Tree Re-use

- 6.6.3 Council will develop a tree re-use guideline to maximize the benefits of tree removals and minimize waste.

6.7 Community Consultation

- 6.7.1 Council will consult with residents regarding relevant street tree and nature strip works.
- 6.7.2 This Policy and associated relevant documentation will be included on Councils website.

6.8 Street Trees and Water

- 6.8.1 Council will adhere to the Water Sensitive Urban Design Policy, WSUD & Stormwater Management Strategy 2010 and integrate stormwater collection for the benefit of street trees where possible to meet the objectives of the Liveable Streets Plan.

6.9 Biodiversity

- 6.9.1 Street trees along bush boulevards will be planted to enhance local biodiversity where possible in alignment with the Liveable Streets Plan and any other Council plan for urban biodiversity.
- 6.9.2 The planning and delivery of street trees will aim to reflect the adopted Living Melbourne – Urban Forest Strategy.

6.10 Private trees

- 6.10.1 Council will continue to review and implement the planning scheme to strive to protect canopy trees and allow space for future trees on private land.
- 6.10.2 Council will continue to encourage the protection and planting of trees in the private realm through education, active programs like Gardens for Wildlife and any future strategic biodiversity work.
- 6.10.3 Private trees will be considered as a contributory part of the streetscape during street tree planting programs where applicable.

Nature Strips:

6.11 Existing Nature Strip plantings

- 6.11.1 Existing landscaping to nature strip areas as of the date of this Policy can be retained provided that the landscaping;
 - is deemed to not present a risk to the community;
 - allows for the safe and unencumbered movement of pedestrians along adjacent footpaths;
 - meets the requirements outlined in Councils Nature Strip Guidelines; and
 - is maintained to the satisfaction of Council.



- 6.11.2 Naturestrips that are deemed not to meet Council Policy are to be modified by the resident within thirty (30) days of being notified. Nature strips that are not modified after thirty (30) days, will be removed or modified by Council at the resident's expense.
 - 6.11.3 Trees that have been planted by residents in the road reserve that do not meet Council's approved species including environmental weeds, or that are deemed unsuitable based on growing characteristics that will cause damage to Council infrastructure or public utilities are to be removed by the resident within thirty (30) days of being notified. Nature strips that are not modified after thirty (30) days, will be removed or modified by Council at the resident's expense.
- 6.12 Nature strip plantings
- 6.12.1 Watering systems are not to be installed to nature strips
 - 6.12.2 Artificial turf is not to be installed on nature strips
 - 6.12.3 Council approval is not required to grow mown grass on the nature strip
 - 6.12.4 Trees are not to be planted by residents in their nature strips
 - 6.12.5 Resident initiated landscaping to nature strips will only be permitted through an application and Council approval process. Considerations in allowing residents to plant nature strips will include:
 - Erosion prevention
 - Public safety enhancement
 - Contribution to local landscape character
 - Contribution to biodiversity and Gardens for Wildlife program
 - Benefits or impacts of proposed planting on existing trees
 - Where evidence of a resident's inability to maintain a grass nature strip can be demonstrated
 - Ensuring that existing services and maintenance requirements are prioritised e.g. waste collection and drainage.
 - Tenant/owner status of the applicant
 - If edibles are to be planted *in situ* whether soil contaminant testing has been undertaken
 - 6.12.6 A written request to Council is to be submitted as per the Nature strip Application Procedure, addressing the Nature Strip Guidelines which at a minimum, outline the design, landscape enhancement, species selection and ongoing maintenance of the proposed planting.
 - 6.12.7 Council will not be responsible for repair, replacement or reinstatement of naturestrip garden beds/plants should they be disrupted by asset renewal/repair works from Council or other parties.
- Other:
- 6.13 Management of greens streets
 - 6.13.1 Council will continue to administer an internal stakeholder working group to effectively manage the implementation of this Policy.

7. Administrative Updates

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

KNOX POLICY



KNOX GREEN STREETS POLICY

Policy Number:	2019/012	Directorate:	Engineering and Infrastructure
Approval by:	Council	Responsible Officer:	Coordinator Open Space and Landscape Design
Approval Date:	26 August 2019	Version Number:	1
Review Date:	26 August 2018		

1. PURPOSE

1.1. Knox's streetscapes and the trees within the streetscape are regarded as one of Council's greatest assets and contribute to the green leafy image of Knox. This image has been highlighted in a number of Council's strategic documents including the Knox Vision: *Our City Our Future*, the City Plan, the Municipal Strategic Statement, the Knox Urban Design Framework and the Knox Liveable Streets Plan 2012-2022. The purpose of this policy is to provide a strategic and practical framework to both Council and the community with regard to the management, protection and care of the assets within the streetscape and in particular, the selection and management of street trees by Council, and the management of green naturestrips by the community.

1.2. The purpose of this Policy is to provide a clear and concise decision making platform to both Council and the community with regard to the planning, management and maintenance of street trees and nature strips i.e. green streets

2. CONTEXT

2.1. Background

Council endorsed the Knox Streetscape Policy on 12 August, 2003. The Knox Streetscape Policy was developed in consideration of a number of street related considerations at the time. These included:

- A request by Council's Environment Advisory Committee (EAC) to review Council's approach to street tree planting and management including:
 - The selection of street trees.
 - Prioritisation of replacement street tree planting.
 - Considerations of trees causing damage to community assets and public property.
 - Ensuring street trees performed at their best.

- ~~Including both local indigenous species and more contemporary non-indigenous species on the street tree list.~~

- ~~The establishment of a number of city wide strategic planning projects including:~~

~~The Green Streets Policy provides the platform for decision making for two Council assets: street trees and nature strips. Whilst it is recognised that both are managed via different programs and decision making frameworks, Council considers their influence on each other and towards Councils' existing priorities strong enough to warrant their continued inclusion in the same Policy.~~

~~The Policy reflects Council's current strategic priorities, in relation to the management of street trees and nature strips as key assets within Knox's Liveable streets.~~

~~In the broader ecological context, Knox City Council is a signed partner to the strategic and visionary document; Living Melbourne- our metropolitan urban forest. This document was launched on 5 June 2019 and presents a transformative approach to respond to urban challenges with nature.~~

~~The Council Plan 2017-2021, The Municipal Strategic Statement and the Liveable Streets Plan 2012-2022 together provide a comprehensive strategic context around the importance and benefits of street trees, urban vegetation and nature strips for the future of Knox.~~

~~These high level documents provide clear links between urban greening and liveability, urban heat island reduction, biodiversity, human health and wellbeing, sense of place, community connection and active transport.~~

~~The Green Streets Policy outlines the key principles and position of Council around decision making for street trees and nature strips, which are the Green Streets component of Liveable Streets.~~

~~The Street Tree Asset Management Plan regularly reviews the performance of the street tree management program in ensuring quality assets, risk mitigation, and progress towards targets as set in the Community and Council Plan.~~

~~The newly formed Technical Street Tree Management Guidelines provides the day-to-day procedures, tools, inventory and standards required to manage street tree assets within the boundaries of the Green Streets Policy.~~

- The Knox Urban Design Framework
- Planning Scheme Amendments — dealing with issues of neighbourhood character and associated matters
- The 'Knox 2001/2010 Sustainable City Plan'
- The Foothills Policy review
- Knox Vision 2020
- Resident issues including:
 - Resident requests for Council to replace street trees in situations where the existing trees were deemed to be healthy and in good condition and in good form.
 - Situations where residents had removed street trees and replaced them with trees of their own choice.
 - Situations where residents had undertaken substantial landscaping within the naturestrip areas. In some situations this landscaping was restricting public movement and presented a potential liability risk for Council.
 - Situations where residents have planted environmental weeds in naturestrips.
 - Considerations of public safety and, in particular, provisions of Crime Prevention Through Environmental Design (CPTED).

This Knox Streetscape Policy was reviewed in 2009 and it was determined that The Knox Liveable Streets Plan should be developed to help Council understand and consider the many competing priorities and opportunities within the local street environment.

The Knox Liveable Streets Plan (2012-2022) was completed and adopted by Council on 29 May, 2012.

The Knox Liveable Streets Plan 2012-2022 recommended revising the Knox Streetscape Policy to include recommendations from the:

- Sustainable Environment Strategy;
- Sites of Biological Significance;
- Net Gain Policy;
- Native Vegetation framework;
- Genetic Integrity Policy;
- Indigenous roadside vegetation program;
- WSUD Strategy; and
- Knox Heat Island Effects Study.

Further to this, the development and adoption by Council of the Knox Revegetation Plan has occurred and it is considered prudent to consider the findings of this Plan.

~~Given the above context and considerations, it has been determined that this revision to the Knox Streetscape Policy be named the 'Knox Green Streets Policy' to reflect the subject matter of the Policy, being street trees, and naturestrip planting; Knox's urban greenery.~~

~~The Knox Green Streets Policy provides direction to enable the development of an informed Street Tree Asset Management Plan, which in turn, guides the day to day operations of street tree management.~~

~~The Knox Green Streets Policy also provides guidance on the management of naturestrips.~~

~~2.2. Street Trees~~

~~Knox City Council currently manages approximately 67,000 street trees, with varying life expectancies, varying abilities to cope with changing environmental factors and differing levels of acceptance by the community.~~

~~Collectively, this is referred to as *the treescape*; and can be defined as the aesthetic and environmental contribution that a collection of trees make to the landscape and/or streetscape.~~

~~Using The Burnley Method of evaluating and valuing street trees, it was estimated in 2003 that the total value of Knox's treescape was in excess of \$70 million.~~

~~The asset that the treescape provides to the community and the environment is both immeasurable and irreplaceable in the short and long term, with trees requiring close monitoring and management to ensure their continued good health.~~

~~Further, Council will continue to plan and review its treescape because:~~

- ~~• Standards change e.g. clearance requirements for trees near overhead power lines.~~
- ~~• Trees may take a different physical shape than anticipated, due to factors such as climate or soil conditions.~~
- ~~• The future viability of various tree species may change, due to anticipated climate change or other external factors.~~
- ~~• Trees reach the end of their useful life expectancy. Some areas of the municipality have over mature trees and due to the pressures of recent drought, will require replacement in the future.~~
- ~~• Localised issues such as development pressures, which may reduce the growing area for trees, including the root zone and potential canopy spread.~~
- ~~• The planting of tree species that are considered inappropriate based upon contemporary knowledge.~~

2.3. Naturestrip Planting

Naturestrips make a significant contribution to the appearance of greenery in the road space. The naturestrip is public land, although it is accepted practice that residents maintain the naturestrip areas adjacent to their property.

While this is generally lawn, a number of residents have planted the naturestrip and there is an increasing trend to do so.

It is recognised that this can lead to positive outcomes including:

- a well maintained naturestrip;
- increased habitat;
- enhanced property values;
- practical management e.g. erosion control and ease of maintenance on steep naturestrips;
- reduced lawn mowing (noise and energy use reduction); and
- a stronger sense of resident 'responsibility' for the naturestrip.

Any landscaping within the streetscape is ultimately the responsibility of Council, even if not placed by Council and as such, Council has to be very mindful of its risk exposure.

Allowing residents to grow plants without guidance on the naturestrip carries a number of recognised risks, which includes:

- plant material could be an environmental weed, grow too large and/or cause injury to the public (thorns, etc);
- the genetic integrity of local remnant vegetation may be impacted;
- damage to adjacent infrastructure; and
- paths of travel may become blocked, presenting a risk to the community.

Furthermore, residents and Council must comply with the requirements of the *Road Management Act 2004* when undertaking any activity in the road reserve.

2.4. Strategic Direction

The development of this policy has been informed by a number of Council's key strategic documents including:

- Knox Vision: Our City Our Future;
- City Plan;
- Municipal Strategic Statement;

- ~~Knox Urban Design Framework;~~
- ~~Knox Neighbourhood Character Study; and~~
- ~~relevant State Legislative Frameworks and Policies.~~

~~These strategic documents provide a clear direction to Council and the community in terms of street tree species selection and management, streetscape design and provision for community input.~~

~~Importantly, the development of these strategic documents has incorporated considerable community input into their formulation.~~

~~This policy document synthesises the key aspects and recommendations of these strategies into specific policies pertaining to a green and leafy image in Knox's streets.~~

~~This section provides an outline of the key aspects of the strategic documentation referred to as a part of establishing the draft Green Streets Policy. An overview of the hierarchy of Knox's strategy and policy development pertaining to this policy is provided in Figure One.~~

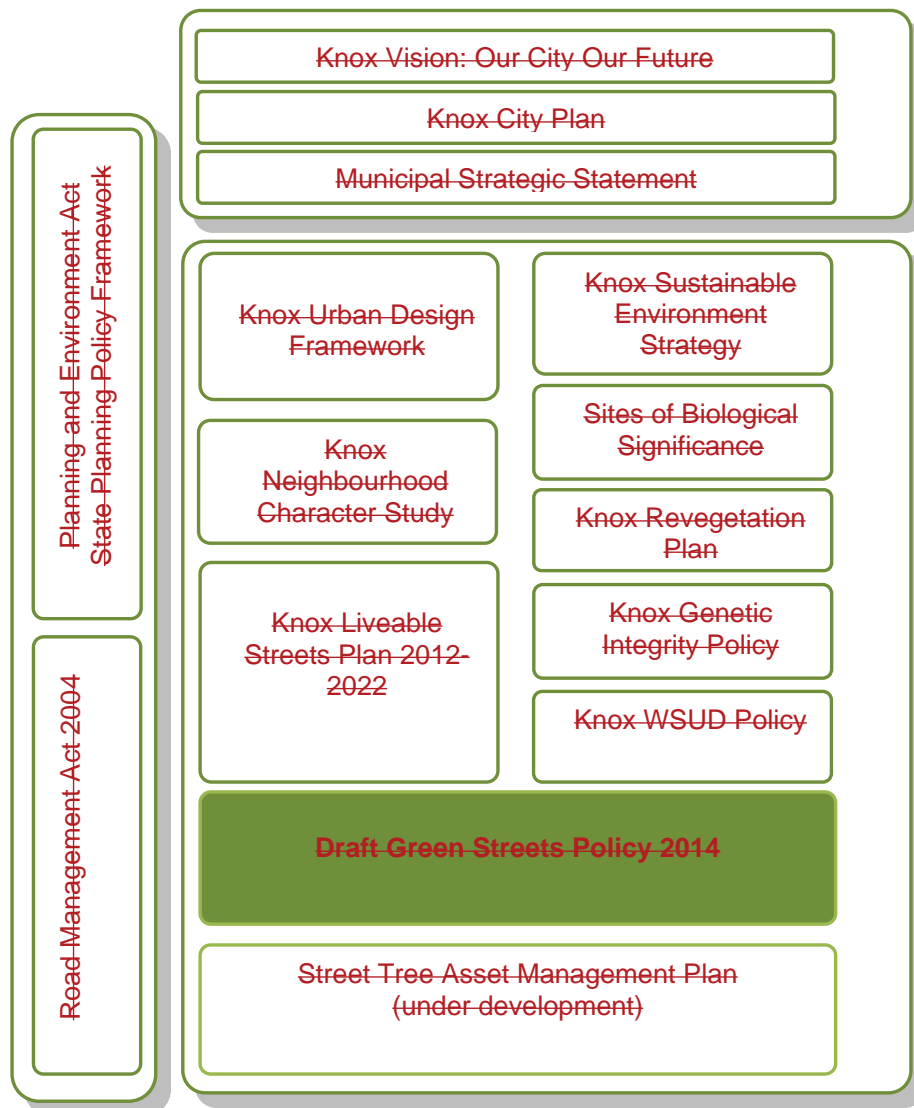


Figure One Green Streets Policy Development Framework

2.4.1. Knox Vision; Our City, Our Future

In the *Knox Vision; Our City, Our Future*, one of the five aspirations for the future city is;

- Vibrant and Sustainable Built and Natural Environments.
 - *‘The Knox community and businesses are leaders in sustainable management and living, valuing and protecting significant environmental assets, celebrating a healthy local environment, a green and leafy municipality, and sustainable living opportunities for all. Biodiversity is valued and protected in Knox. Knox has proactively and innovatively encouraged investment in sustainable technologies, industries and products.’*

2.4.2. Knox City Plan

In the Knox City Plan Theme 3: *Vibrant and Sustainable Built and Natural Environments* it is noted that;

- Biodiversity and places of natural significance, including waterways and open space are highly valued, protected and enhanced. The identified indicator of success for this is an;
 - *Increase the network of habitat corridors and waterways including bush boulevards to join sites of significance with other areas of indigenous vegetation.*

2.4.3. The Planning and Environment Act

The Planning and Environment Act establishes the objectives of planning in Victoria. These are:

- (a) to provide for the fair, orderly, economic and sustainable use, and development of land;
- (b) to provide for the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity;
- (c) to secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria;
- (d) to conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value;
- (e) to protect public utilities and other assets and enable the orderly provision and co-ordination of public utilities and other facilities for the benefit of the community;
- (f) to facilitate development in accordance with the objectives set out in paragraphs (a), (b), (c), (d) and (e); and
- (g) to balance the present and future interests of all Victorians.

2.4.4. State Planning Policy Framework (SPPF)

The State Planning Policy Framework establishes the broader policy objectives of planning in Victoria. These are:

- Help to protect the health of ecological systems and the biodiversity they support (including ecosystems, habitats, species and genetic diversity).
- Protect areas and sites with significant historic, architectural, aesthetic, scientific and cultural values.

Planning is to assist in the conservation and wise use of natural resources including energy, water, land, flora, fauna and minerals to support both environmental quality and sustainable development over the long term through judicious decisions on the location, pattern and timing of development.

- Environmentally sensitive areas with significant recreational value such as the Dandenong and Macedon Ranges, the Upper Yarra Valley, Western Port and Port Phillip Bays and their foreshores, the Mornington Peninsula, the Yarra and Maribyrnong Rivers and the Merri Creek, as well as nominated urban conservation areas, historic buildings and precincts should be protected from development which would diminish their environmental, conservation or recreation values.
- Planning decisions should assist the creation of linked parkland and open space systems and the protection of high quality agricultural land, important open landscapes and native vegetation.
- To achieve high quality urban design and architecture 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.

2.4.5. The Municipal Strategic Statement (MSS)

The Municipal Strategic Statement (MSS) sets out the long term directions and outcomes to be achieved through the Planning Scheme. A key aspect of the land use vision of the MSS relevant to this project is to develop and support the community of Knox by maintaining, enhancing and protecting the key natural, cultural and lifestyle features of the City, both economically and environmentally. The land use themes, 'Promoting the identity and image of Knox' and 'Recognising and protecting significant natural features and cultural heritage' include objectives, strategies and implementation measures relevant to the formulation of any Streetscape Strategy or Policy.

a) Specific Strategies or Policies

Promoting the identity and image of Knox

- To retain and enhance valued character elements of Knox, in particular the 'green leafy image' of urban areas and the rural image of non-urban areas, which give the community a sense of identity and make Knox an attractive place to live and do business in.
- Ensure use and development responds sympathetically to the key local characteristics which are important to an areas character.

- Maintain and enhance the 'green leafy' character of public open space.
- Maintain and enhance a high standard of urban design along major roads and entries (gateways) to the municipality.
- Maintain and enhance a high standard of visual amenity in industrial and restricted retail sales areas.

Facilitating and maintaining local employment

- Maintaining high levels of residential amenity and high standards of urban design in industrial precincts and business parks are recognised as having a role in facilitating and maintaining local employment.

Recognising and protecting significant natural features and cultural heritage

- To protect environmental features.

2.4.6. Knox Urban Design Framework

The Knox Urban Design Framework sets out the urban design vision, framework and policy for the future of Knox. The vision is founded on the key structuring elements of the landscape and urban form of Knox, including the Landscape Setting, Creek Corridors, Activity Centres and Working Environments, Transport Corridors and Residential Environments. An overview of the objectives, strategies, actions and design guidelines relating to Streetscape are provided in this section.

a) Dandenong Creek Valley

Protect the Dandenong Creek Valley as a natural landscape between the Scoresby Transport Corridor, and the adjoining suburbs to the west.

Improve the environmental qualities of the Dandenong Creek Valley

- Protect indigenous vegetation and encourage the planting of indigenous vegetation wherever possible and protect and improve water quality of the creek.
- Adopt design guidelines and standards for landscape works in roadways and other public spaces in the valley.

b) Urban Edge

Create an attractive and stable interface between urban and non-urban areas that maximises public access to and benefits from parks, bushland and rural spaces, and protects rural environments from intrusions of suburban development.

Along the urban edge boundary, apply development controls aimed at developing a quality interface across the (sub) urban/rural edge of the municipality.

~~East of the boundary, limit and control development (public and private) and encourage management of landscapes to protect their qualities over the long term.~~

- ~~• Indigenous vegetation should be retained and planted.~~
- ~~• Provide informal street treatments incorporating indigenous vegetation and rollover kerbing (urban/rural transition area).~~

~~c) Backdrop of the Hills~~

~~Protect the appearance of the foothills of the Dandenong Ranges, when viewed from the west, as treed slopes rising above the suburbs.~~

~~Protect their quality as a natural bush environment dominated by indigenous forest vegetation.~~

~~Foothills contributory area~~

- ~~• Retain and reinforce the native vegetation dominated backdrop.~~
- ~~• Encourage the replanting of indigenous plants.~~
- ~~• Minimise the dominance of buildings from the street.~~
- ~~• Maintain the continuous flow of the landscape and vegetation.~~

~~Foothills backdrop area~~

- ~~• Minimise the visibility of light poles and other infrastructure and ensure light sources are hidden to control glare and light spill.~~
- ~~• Place power and communication cables underground.~~
- ~~• Identify and protect habitat for native fauna.~~
- ~~• Retain and protect indigenous trees and require 80% of all new vegetation to be indigenous species.~~
- ~~• Remove noxious and environmental weeds and avoid the use of invasive exotics.~~
- ~~• Effective stormwater management, reduce impacts on surface and ground waters, use rainwater collections and landscape treatments to reduce and slow rates of run-off and protect water quality.~~

d) ~~Creek Corridors~~

~~Develop networks of walking and cycle paths that are fully integrated with local street systems in order to support sustainable, efficient and healthy modes of transportation as a safe and attractive alternative to travel by car.~~

- ~~• Provide frequent connections to adjoining streets.~~
- ~~• Provide continuous routes for travel with no physical or psychological barriers.~~
- ~~• Encourage the positive interaction of creeks or parks and local streets.~~
- ~~• Maintain good visibility and develop visual and active relationships between facilities in buildings on land adjoining the creek corridors and other open spaces.~~
- ~~• Restore and enhance the creeks as corridors of native vegetation.~~
- ~~• Improve the quality and consistency of landscape design and development along the creek corridors.~~
- ~~• Protect and retain existing remnant vegetation.~~
- ~~• Use local materials and indigenous vegetation.~~

e) ~~Activity Centres and Working Environments – Pedestrian Friendly Environments~~

~~Improve activity centres as attractive settings for pedestrians and make shops and services more accessible for local residents and workers.~~

~~Improve the attractiveness of streets and other spaces in and around activity centres.~~

~~Undertake programs of streetscape works to:~~

- ~~• Plant trees, particularly clean trunked canopy trees rather than shrubby material, to provide shade, shelter and a sense of pedestrian scale, while maintaining views of shops and providing a more secure environment.~~
- ~~• Improve public lighting, particularly aiming to provide an even distribution of light, to minimise glare.~~
- ~~• Provide street furniture.~~
- ~~• Give priority to widened footpaths, safer crossings, spaces to sit and meet, shade etc.~~
- ~~• Focus on improving the quality of pedestrian space in three dimensions rather than decoration.~~
- ~~• Provide quality architecture that contributes to the interest and character of the streetscape.~~

f) — Commercial Strips

~~Improve the amenity and appearance of development fronting onto main roads, assist in orientation and way finding along the roads, and present a positive and lively image of urban activity.~~

- ~~• Encourage a scale and character of development, including built form and landscape treatments, that responds to the width and traffic of main roads and highways.~~
- ~~• Use medium to large clean trunked trees to enable clearer view to displays and buildings and to provide a scale of vegetation that is in proportion to the width of the road.~~

g) — Industrial Areas

~~Use large canopy trees for planting in preference to smaller ornamentals to maximise impacts while minimising maintenance requirements~~

h) — Transport Corridors — Bush Boulevards

~~Transform the east west main roads of Knox into ‘Bush Boulevards’ with extensive native plantings, as a way of expressing the landscape transition between the edge of the suburbs and the Dandenong foothills.~~

2.4.7. Neighbourhood Character Study

~~The City of Knox Neighbourhood Character Study was prepared to survey the character of each part of the city, describe the character in words and pictures and produce guidelines, policies and controls to maintain enhance and improve each part of the city. As a part of the survey process, several different character types were identified. These were mapped and guidelines were developed. These guidelines included recommendations for the Streetscape environment.~~

~~In addition, a number of key principles with supporting recommendations were developed specifically for the overall Streetscape environment in order that a consistent and integrated approach be incorporated. These are described as follows:~~

- ~~a) Works and plantings in the public realm have significant impacts on neighbourhood character.~~
- ~~b) Co-ordination of Council Strategies and works is required.~~
- ~~c) Integration of the public and private domain is important.~~
- ~~d) The Neighbourhood Character Study in its implementation section looked at street trees as an example. For co-ordination of Council Strategies and works. The following is an extract for the Study:~~

~~*‘Taking street trees as an example, it may be necessary to undertake an audit of existing trees, and to prepare a strategy for future planting. The strategy would need to recommend a suitable range of trees for given types of residential street, taking into account area character type, and factors*~~

such as soil conditions, propensity for root damage, presence of overhead and underground services and resident preferences.

- e) ~~Street trees contribute strongly to the urban character of a precinct. At present in Knox there is a range of street planting's ranging from the full avenues, to indigenous bushland street trees, to streets with no trees. To reinforce neighbourhood character the following design principles should be followed:~~
- ~~• Use a consistent treatment of the full length of main roads, with one dominant species of tree;~~
 - ~~• Use a consistent design approach and usually a limited palette or range of similar distinctive tree species throughout each character precinct to reinforce the character of that precinct;~~
 - ~~• Use indigenous trees in areas bordering creek edges which relate to the creek corridor but in the older areas a more formal avenue planting layout;~~
 - ~~• Use a continuous avenue approach to tree planting in grid streets with symmetrical cross sections;~~
 - ~~• Use a less formal approach with grouped planting in curvilinear or streets or bushland areas with a less formal geometry;~~
 - ~~• Use complementary plant material to that generally used throughout the character precinct in the landscape design of traffic calming installations~~
 - ~~• Use tree species which complement the dominant era of development or the dominant tree species where a strong theme already exists; and~~
 - ~~• In foothills and bush suburban areas it is particularly important that the planting species extends into the private domain setback to retain the bush character.~~
- f) ~~The best way of achieving this in the short term is to establish a coordination mechanism. This could take the form of an officer group with the following objectives:~~
- ~~• Coordinate all aspects of design in road reserves and other parts of the public domain;~~
 - ~~• Build up a consistent character across defined local areas (preferably the precincts defined in the Neighbourhood Character Study);~~
 - ~~• Ensure that design decisions relating to a single street, park or other facility are consistent with the various strategies;~~
 - ~~• Resolve conflicts, overlaps or gaps in the strategies;~~

- Establish guidelines for the conduct of public consultation about public domain design, with mechanisms designed to accommodate pressures for divergent treatments in every location within a strategic, consistent approach;
- Producing a coordinated manual of street and other public space design treatments;
- Establishing a rolling program of concept plan and master plan preparation for key precincts and public spaces, so that a coherent design strategy is gradually implemented throughout the city as funds become available;
- Look at the whole area or precinct not just the one street;
- Consider the location of overhead and underground services;
- Consider the scale of the street including the width of the naturestrip, footpath, and roadway;
- Use species which have performed well in the municipality; and
- Develop a formalised decision making process including consultation with all key players including service providers, servicing engineers, traffic engineers, residents and maintenance staff.

2.4.8. Knox Sustainable Environment Strategy 2008-2018

The Knox Sustainable Environment Strategy 2008-2018 identifies a number of themes including:

- Biodiversity (protection of habitat, flora and fauna)
 - The goal of which is *'To improve biodiversity and health of ecosystems'*;
 - Approach 1.7 to achieve this Goal is to *'Create a greener city with more trees and indigenous vegetation in public spaces, and thriving iconic species'*; and
 - The pertinent performance measure of this approach is an improved tree cover ratio.

2.4.9. The Knox Liveable Streets Plan 2012-2022

The Knox Liveable Streets Plan promotes and provides tools for Council and the community to create change in attitudes by increasing pride, public use and ownership of their streets.

The Knox Liveable Streets Plan seeks to recognise all the benefits of more liveable streets, including:

- more use of streets and an increase in health and wellbeing of residents;
- less reliance on car travel for short and medium length journeys;

- more nature in our streets, healthier ecologies;
- more attractive streets to promote business opportunities and local street use;
- safer streets;
- more pedestrian use in activity and retail hubs and subsequent rise in retail activity; and,
- streets for services and infrastructure.

This Plan can be used to advocate for change in policy, standards and legislative requirements where they currently run counter to the concept of liveable streets.

The Knox Liveable Streets Plan builds on the Knox Urban Design Framework and the Neighbourhood Character study and includes a series of checklists and guides for streets design by neighbourhood type and street type.

2.5. Limitations on Tree Planting

Whilst the previous section considered the various strategic and design objectives to be considered when planting trees within the streetscape, there are however, a number of overriding or limiting factors that must also be considered. These mainly relate to the VicRoads safety standards that apply to main roads and the restrictions that apply to tree planting in association with underground and overhead services.

2.5.1. VicRoads Safety Standards

In Victoria, VicRoads set policies and guidelines to inform tree planting within the road reserve of main roads. In particular these policies and guidelines relate to clear zones where obstacles such as large trees are not to be placed. These policies and guidelines are reviewed and updated from time to time by VicRoads. Knox Council will aspire to adhere to current VicRoads policies and standards.

2.5.2. Services

Overhead Infrastructure

All trees within Knox that are planted under overhead power or telecommunications infrastructure are managed in accordance with the current Electrical Line Clearance Regulations. Where possible, Knox Council selects and plants tree species that soften the visual impact of overhead power and telecommunications infrastructure while ensuring minimal interference with these services.

Underground Services

Main roads, whilst catering for the movement of large numbers of vehicles, are also often used as a route or easement by service authorities to run major underground services lines. As an example Stud Road, contains a gas main to the east side and a Telstra main to the west. The existence of this type of infrastructure severely limits the opportunities for tree planting. Council's arborists will consult with service owners were a conflict could potentially arise.

In all instances prior to planting street trees, the location of all underground services should be verified from plans and diagrams.

2.6. Street Tree Asset Management

Knox City Council undertook a process of auditing all street trees in 2002/2003. Data was collected on all trees in three designated areas. These areas are defined as follows:

- **Area 1** - Centre line of Dorset Road, the northern municipal boundary and the central line of Burwood Highway.
- **Area 2** - Centre line of Burwood Highway, centre line for Ferntree Gully Road and the western municipal boundary.
- **Area 3** - Balance of the municipality.

The street tree audits included the inspection, identification and recording of information for all trees situated within the naturestrip of all local roads and on the naturestrips, outer separators and central medians for those sections of main roads where there is a kerb and channel adjacent to the road pavement.

A range of information was collected which included specific information such as the genus, species, common name, height, trunk size and canopy size of the tree. In addition, information was provided regarding the health, structure and importantly, issues regarding urgent pruning requirements and damage to associated infrastructure.

The results of the audit revealed that over half of the trees surveyed in Areas 1 and 2 were regarded as being in fair health and or having a fair structure. In addition, approximately 20% of the trees were identified as being in poor condition in terms of either health and or structure. The audits undertaken for Areas 1 and 2 represented approximately 2/3 of the municipality and highlighted that the majority of trees across the assessed areas would need to be considered as needing to be replaced within the next 5 to 10 years.

In response to these findings Knox Council has created a Proactive Zone Inspection program overseen by qualified arborists. The Proactive Zone Inspection program provides for the assessment and maintenance of Knox's street trees on a biennial basis.

The assessment process identifies trees that require removal using Visual Tree Assessment (VTA). In addition, the height and width of tree canopies are assessed to ensure that clearance distances from roads, footpaths and overhead services are maintained to the required specifications as set out in the current Knox Road Management Plan and Electrical Line Clearance Regulations.

2.7. Policy Principles

Given the complexities and opportunities outlined above, Knox City Council has prepared a series of principles to guide this Green Street Policy.

The principles are:

- ~~The Knox treescape is integral to Knox's green and leafy image;~~
- ~~Knox City Council recognises the substantive social, environmental and economic values of a well designed, managed and maintained treescape;~~
- ~~Knox streets should have consistent and complete treescapes that respond well to the local landscape character;~~
- ~~Knox City Council will aim to proactively manage a healthy, robust and diverse treescape in collaboration with the local community;~~
- ~~Knox City Council places importance on the habitat values of a complete treescape and naturestrips planted with indigenous plants;~~
- ~~Knox's treescape will be protected and enhanced in recognised areas of change;~~
- ~~Knox City Council recognises that well treed bush boulevards and principal avenues with indigenous understory plants are very important to Knox's sense of place;~~
- ~~Knox City Council will maximise opportunities to sustain a green and leafy streetscape through continuous innovative engineering (and ecological) solutions; and~~
- ~~Knox City Council will proactively manage the Knox treescape to minimise and/or mitigate the risk of damage to public and private infrastructure.~~

3. SCOPE

The Green Streets Policy 2019 outlines the key principles and decision making platform for planning and management of street trees and nature strips.

The scope of this Policy includes management statements for street trees and nature strips to be relied upon by:

- Staff;
- Councillors;
- Developers;
- Civil contractors;
- Event organisers; and
- The community.

~~This Policy applies when considering streetscapes, including tree selection, removal, replacement and naturestrip planting in streets managed by Knox City Council.~~

4. REFERENCES

4.1 ~~Knox Vision: Our City, Our Future~~

- ~~• Vibrant and Sustainable Built and Natural Environments~~

4.2 ~~Knox City Plan~~

- ~~• Vibrant and Sustainable Built and Natural Environment~~

4.3 ~~Relevant Legislation~~

- ~~• Road Management Act 2004~~
- ~~• Planning and Environment Act 1987~~
- ~~• State Planning Policy Framework (SPPF)~~
- ~~• Electrical Line Clearance Regulations 2010~~

4.4 ~~Charter of Human Rights~~

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

4.5 ~~Related Council Policies~~

- ~~• Genetic Integrity Policy 2012~~
- ~~• Retrofitting of Indented Parking Bays – Interim Policy~~

4.6 ~~Related Council Procedures~~

- ~~• Nil~~

4.7 ~~Related Council Plans~~

- ~~• Knox Sustainable Environment Strategy 2008 – 2018~~
- ~~• Knox Urban Design Framework 2020~~
- ~~• Knox Neighbourhood Character Study~~
- ~~• Knox Liveable Streets Plan 2012 – 2022~~
- ~~• Knox Revegetation Plan 2013~~
- ~~• Sites of Biological Significance~~
- ~~• Knox Genetic Integrity Policy~~
- ~~• Draft Street Tree Asset management Plan (under Development)~~

4.1 Community & Council Plan 2017-2021

- Goal 1: We value our natural and built environment.
 - Strategy 1.1: Protect and enhance our natural environment (plan for water sensitive urban design in Council projects)
 - Strategy 1.2: Create a greener city with *more large trees*, indigenous flora and fauna.
 - Targets: Increase tree canopy along streets
 - Increase tree canopy on private land
 - Increase in no of indigenous plant species in Knox
 - An increase in local Knox resident's biodiversity awareness

4.2 Relevant Legislation

- Local Government Act 1989 – Conflict and Interest Provisions

4.3 Charter of Human Rights

This Policy has been assessed against and complies with the charter of Human Rights.

4.4 Related Council Policies

- WSUD Policy and Procedures 2015

- Sustainable Buildings and Infrastructure Policy 2019

4.5 Related Council Procedures

- Knox City Council Standard Drawings

4.6 Related Council Plans

Liveable Streets Plan 2012-2022

Theme 1: Streets as Places (character and neighbourhood amenity)

Action 2.1: Implement planting of Knox's key streets

Theme 2: Streets for travel (encourage pedestrian and cycling activity)

Action 1.3: Increase shade along active transport routes

Action 2.1: Implement green streets

Action 2.3: Separation of pedestrians and traffic through plantings

Theme 3: Streets for environment (habitat, shade, connectivity)

Action 2.3: Increase street tree planting across the municipality to provide shade and reduce summer heat gain

Action 3.1: Promote edible streetscapes within the Street Tree and Nature Strip Policy

Theme 6: Streets for community (community pride and connection)

Action 1.3: Initiate community consultation of the neighbourhood green streets in identified priority suburbs.

Action 3.1: Work with community groups and residential street groups to create edible streets and private edible gardens

Theme 7: Streets for Infrastructure (balance of parking, water sensitive urban design)

Action 1.1: Develop plan for undergrounding power lines

Action 3.1: Develop street renewal program

Action 4.1: Design of new streets must incorporate all requirements such as road widths and adequate nature strip width for required trees. It should also consider stormwater infrastructure protection, passive irrigation of street trees and reductions in stormwater runoff volumes.

Action 5.1: Ensure the design and location of on-street car parking is responsive to the needs of pedestrians and cyclists and the space requirements for street tree and nature strip planting.

Environment Strategy 2008-2018: (due for review)

Goal 1: To improve biodiversity and health of ecosystems

Approach 1.3: Establish a *network of habitat corridors* to join sites of significance with other areas of indigenous vegetation

Approach 1.7: Create a greener city with *more trees* and indigenous vegetation *in public spaces*, and thriving iconic species

Goal 3: To lead engaged and empowered community

Approach 3.2: Provide opportunities for community members to participate in meaningful ways (*Gardens for Wildlife*)

Approach 3.3: Provide effective resources to the community to facilitate behaviour change

Goal 5: To increase liveability of the City and develop sustainably

Approach 5.3: Create a city where people can live, work and recreate locally (reduce the urban heat Island effect)

Knox Revegetation Plan 2013

Open Space Plan 2012-2022

Street Tree Asset Management Plan 2016

Knox Housing Strategy and Residential Guidelines 2015

5. DEFINITIONS

Detail any definitions within the Policy.

Amenity value Burnley Method	The monetary value of an urban tree based on factors such as species, size, condition and local environment. The method of placing a monetary value on amenity trees as developed at the University of Melbourne – Burnley College.
Biodiversity Bush Boulevards	In this context, refers to local (indigenous) flora and fauna. A main road or highway within the Knox municipality with a special planting palette that contributes to Knox’s sense of place.
Community Group(s) Community Group(s)	means a legal entity who provide services, support or activities to the Knox community. A legal entity who provide services, support or activities to the Knox community.
Council Council	means Knox City Council, whether constituted before or after the commencement of this Policy. Knox City Council, whether constituted before or after the commencement of this Policy.
Individual(s) Environmental Weed	means a resident(s) of the Knox Municipality. Plant species which have naturalised outside of their natural geographic area. Recognised Environmental Weeds or Pest Plants in Knox include those highlighted in the publication ‘Pest Plants – A Guide to Identification and Management of Environmental Weeds in Knox and Maroondah’.
Liveable streets G.I.S.	As defined in the Liveable Streets Plan. Geographic Information System.
Naturestrip Individual(s)	Council owned land between the property boundary and the road adjacent to a footpath. It is typically covered by either mown grass or low plantings. A resident(s) of the Knox Municipality.

Street tree Local Provenance	<p>Trees situated within, or selected by Council for the purpose of planting within, the Road Reserve or Tree Reserve. Indigenous plants that are propagated from collections located as close as practicable, geographically and ecologically, to the location where the propagated plants are to be planted.</p> <p>Cultivars are not considered local provenance.</p>
Water Sensitive Urban Design Local Street	<p>Water Sensitive Urban Design is a land planning approach based on scientific analysis and engineering design which integrates the urban water cycle (including the management of stormwater, groundwater, wastewater and drinking (potable) water supply into urban design to minimise environmental degradation and improve aesthetic and recreational appeal.</p> <p>A street that provides for access for vehicles, cyclists and pedestrians to properties within a local area.</p>
Main Road	An arterial road or highway that provides for major regional and inter-regional traffic movement.
Melbourne City Council Method	The method of placing a monetary value on amenity trees as developed by the City of Melbourne.
Naturestrip	The strip of land set aside within the road reserve for the purpose of tree planting and landscaping.
Pest Plant	See <i>Environmental Weed</i>
Plants	For the purposes of this policy means a plant specimen of local provenance that does not grow more than 500mm high.
Proactive Zone Inspection (PZI)	The Proactive Zone Inspection program is the assessment and maintenance of Knox's street trees on a biennial basis. The assessment process identifies trees that require: removal and pruning to ensure that clearance distances from roads, footpaths and overhead services are maintained to the required specifications set out in the current Knox Road Management Plan and Electrical Line Clearance Regulations.
Road reserve	The area set aside by Council and or VicRoads to provide for the provision of a roadway, footpaths, infrastructure and landscaping generally extending between property lines.
Roadside	Any land that is within the boundaries of a road (other than the shoulders of the road) which is not a roadway or pathway and includes the land in which any vehicle crossing or pathway which connects from a roadway or pathway on a road to other land has been constructed e.g. any naturestrip, forest, bushland, grassland or landscaped are within the road reserve would be roadside (Road Management Act 2004)
Streetscape	Includes the visible components within a street (or part of a street) including the private front yards between facing <i>buildings</i> , the existing trees, landscaping, driveway and street layout and surfaces, utility services and street furniture.
Street trees	Trees situated within or selected by Council for the purpose of planting within the Road Reserve or Tree Reserve.

Tree	A clear trunked tree with a canopy base which is a minimum of 2.5 metres from the ground on which it grows.
Tree reserve	Land set aside from the road reserve to provide for the provision of landscaping and tree planting generally extending from the edge of the road reserve to the property line.
Treescape	The aesthetic and environmental contribution that a collection of trees makes to the landscape and or streetscape.
Useful Life Expectancy (U.L.E.)	Useful Life Expectancy is a year bracket attributed to each tree for which Council's arborist expects that tree to remain as a healthy robust specimen in the landscape. During the assessment, the age of the tree, and its health, form and growth patterns, are taken into account to determine its life expectancy.
Visual Tree Inspection (V.T.A.)	The standard approach to tree risk assessment consisting of the diagnosis of structural defects and the evaluation of their significance from visible signs and the application of biomechanical criteria.

6. COUNCIL POLICY

6.1 ~~Treescape~~

~~Knox City Council recognises that the Knox treescape is integral to Knox's green and leafy image.~~

~~Knox City Council will be responsible for planting and managing street trees within Council's streets.~~

~~Knox City Council will strive to ensure that Knox streets have consistent and complete treescapes that respond well to local landscape character.~~

~~Knox City Council will proactively manage a healthy, robust and diverse treescape in collaboration with the community.~~

6.1.1 ~~Street Tree Species Selection~~

~~The Neighbourhood Character Study identifies a range of precincts across the City of Knox based on character types that include vegetation cover, topography and the character of existing street trees. For the purposes of the Street Tree Species List the neighbourhood character precincts are divided into two groups as follows:~~

~~Group One~~

- ~~• Foothills~~
- ~~• Bush Suburban~~
- ~~• Rural Parkland~~

~~Group Two~~

- ~~• Garden Suburban~~
- ~~• Garden Court~~
- ~~• Villa Court~~

~~Refer to Appendix A for a map of the neighbourhood character precincts.~~

~~Street trees will be selected for planting based on specific lists of trees suited to defined precincts within the municipality.~~

~~Tree species are to be selected from the Street Tree Species List at Appendix B. Tree Species may be added to or removed from the approved list following assessment and approval by Council.~~

~~The Street Tree Species List responds to the neighbourhood character precincts defined in the Neighbourhood Character Study.~~

~~All tree species are to be selected from the designated lists to ensure that a consistent, unified and aesthetically attractive treescape is developed across the municipality.~~

In the Character Areas of Foothills, Bush Suburban, Rural Parkland and the Bush Boulevards, preference is to be given to the use of local indigenous species for street tree planting. Where local indigenous species are not suitable, Australian native trees are to be used. The selection of Australian native trees is to be based on design criteria including compatibility with the character of the indigenous vegetation and landscape setting. Where exotic species in the road reserve are considered to be in poor condition and the desired future character of the area is indigenous or native, replacement of the overall streetscape is to be undertaken with the objective of utilising local indigenous or Australian native species.

When utilising local indigenous species for street tree planting, seed and vegetative propagating material shall be of local provenance and accordingly, shall have been collected from remnant indigenous parent plants, located as close as possible to the intended planting sites. Locally sourced seed and vegetative propagating material shall have been collected in accordance with the requirements of the Flora and Fauna Guarantee Act.

Knox City Council will undertake appropriate research and development to determine and maintain an appropriate suite of indigenous street trees.

In the Character Areas of Garden Suburban, Garden Court and Villa Court where an existing neighbourhood or streetscape character exists through the use of exotic trees, preference may be given to non-indigenous or non-Australian native trees. The streetscape character is to consider the existing visible character of the tree planting within the streetscape including the private land between facing buildings. In these circumstances, exotic species can be used to reinforce an existing streetscape environment and character.

6.2 Precinct Character Area Policy Guidelines

6.2.1 Foothills Character Area 1 to 3 (FH1-3)

a) Key Character Components

Vegetation Cover — Vegetation dominates the streetscape. Frequent native high canopy indigenous trees and planted eucalypts sometimes forming a close canopy. Private gardens are informal in style and contain indigenous trees and substantial understorey, frequently tree ferns. The bush vegetation flows uninterrupted across public and private land.

Street Trees - Planted street trees are rare, with public planting being remnant indigenous vegetation in a natural setting.

b) Desired Future Character

Vegetation — Retain existing canopy trees, with sufficient space around them to ensure survival and encouraging indigenous trees and understorey planting.

Front Boundary Treatment — Retain the informal nature of the street space.

c) Guidelines

~~Design objective – To maintain the native vegetation dominated vistas and streetscapes and encourage the replacement planting of indigenous plants.~~

~~Design Response – Retain existing trees and understorey planting, wherever possible. Replace any trees lost due to development with indigenous trees or native trees that will ultimately grow to the same size.~~

~~Avoid – Removal of trees, particularly high canopy trees and understorey planting.~~

6.2.2 Bush Suburb Area 1 to 3 (BS1-3)

a) Key Character Components

~~Trees and Understorey Plants – Frequent belts of high canopy indigenous trees and planted Eucalypts, occasionally forming a continuous canopy. Private gardens often contain substantial trees at the front and behind dwellings. Several public open space reserves provide a heavily treed backdrop to the residential areas.~~

~~Street Trees – Planted street trees are generally medium height and informally or irregularly planted.~~

b) Desired Future Character

~~Vegetation – Maintaining and extending the indigenous tree canopy and encouraging native garden plants in front of dwellings to create a continuous flow of vegetation across the street space.~~

c) Guidelines

~~Design objective – To retain and reinforce the local native vegetation dominated backdrop and encourage the replanting of indigenous plants.~~

~~Design Response – Retain existing trees and understorey planting, wherever possible. Replace any trees lost due to development with indigenous trees or native trees that will ultimately grow to the same size. Preferred tree species to be included later.~~

~~Avoid – Removal of trees, particularly high canopy trees and understorey planting.~~

6.2.3 Rural Parkland Area 1 (RP1)

a) ~~Key Character Components~~

~~Trees — Frequent high canopy indigenous trees and planted natives and exotics in pockets and individually.~~

~~Street Trees — Trees in the public domain are informally occurring and appear to be extensions of private plantings or remnant indigenous vegetation.~~

b) ~~Desired Future Character~~

~~Vegetation — Retain all canopy trees and encouraging additional tree planting.~~

c) ~~Guidelines~~

~~Design objective — To retain and enhance the remnant indigenous and other native and exotic species and encourage the new planting of large trees.~~

~~Design Response — Retain existing high canopy trees, wherever possible. Replace any trees lost due to development with trees that will ultimately grow to the same size.~~

~~Avoid — Removal of high canopy trees.~~

6.2.4 Garden Suburban Area 1 to 8 (GS1-8)

a) ~~Key Character Components~~

~~Gardens — gardens are frequently low level with small shrubs and occasional tall trees, usually native varieties.~~

~~Street Trees — Planted street trees are generally medium height; sometimes formally arranged and sometimes informally or irregularly planted. Naturestrips are frequently wide.~~

b) ~~Desired Future Character~~

~~Vegetation — Encouraging the retention of the native and indigenous canopy trees.~~

c) ~~Guidelines~~

~~Design objective — To retain all tall trees.~~

~~Design Response — Retain existing high canopy trees, wherever possible. Replace any trees lost due to development with trees that will ultimately grow to the same size.~~

~~Avoid — Removal of high canopy trees.~~

6.2.5 Garden Court Area 1 to 7 (GC1-7)

a) ~~Key Character Components~~

~~Trees and Understorey — Occasional high canopy indigenous trees and planted natives in pockets and individually.~~

~~Street Trees — Planted street trees are generally medium height and informally or irregularly planted. North of Boronia Road, the street trees are sometimes more formally arranged.~~

b) ~~Desired Future Character~~

~~Vegetation — Retaining the indigenous and native canopy trees and encouraging native garden planting's in front of dwellings.~~

c) ~~Guidelines~~

~~Design objective — To retain the remnant indigenous and other native trees and encourage the new planting of large native trees.~~

~~Design Response — Retain existing high canopy trees and understorey planting, wherever possible. Replace any trees lost due to development with indigenous or native trees that will ultimately grow to the same size.~~

~~Avoid — Removal of high canopy trees.~~

6.2.6 Villa Court Area 1 to 3 (VC 1-3)

a) ~~Key Character Components~~

~~Gardens — Low level and established landscaping gardens. Few tall trees.~~

~~Street Trees — Street trees are usually formally arranged and vary between medium height in the east and smaller and establishing in the west.~~

b) ~~Desired Future Character~~

~~Vegetation — Encouraging retention of the formal street tree planting with medium to tall trees.~~

c) ~~Guidelines~~

~~Design objective — To retain and enhance the streetscape by the planting of appropriate trees on public and private land.~~

~~Design Response — Provide medium height to tall street trees in a formal arrangement~~

~~Avoid — Ad-hoc street tree planting.~~

6.2.7 Bush Boulevards

a) Strategy

~~Transform the east west main roads of Knox into 'Bush Boulevards' with extensive native plantings, as a way of expressing the landscape transition between the edge of the suburbs and the Dandenong foothills.~~

b) Actions

~~Continue to negotiate with VicRoads to implement street works programs to line all Bush Boulevards with large canopy vegetation and understorey planting.~~

~~Maintain a consistent planting type based on landscape character using such techniques as a single dominant tree theme.~~

~~Establish a dominant native or indigenous tree type, planted with loose regularity rather than in an informal avenue, accompanied by several species of native or indigenous under storey vegetation.~~

~~Utilise more planting arrangements along roads that pass activity centres.~~

~~Protect and enhance existing remnant indigenous vegetation within road reservations.~~

~~Place power lines and other overhead services underground (or at a minimum bundle the cables).~~

~~Utilise clean trunked trees that enable views to be maintained across roads ensuring safety and greater visibility for commercial premises.~~

6.3 Community Consultation

~~Knox City Council will consult when substantive changes to street trees are planned. Consultation will be consistent with the Knox City Council Community Engagement Plan and the following:~~

- ~~• Where practicable, residents will be advised in advance when decisions are to be made regarding street trees adjacent to their property. In some instances, prior advice may not be given e.g. those trees deemed to present immediate risk to members of the community and/or property or for routine maintenance prunes.~~
- ~~• In circumstances where a street tree is to be removed and replaced with a similar species, the adjacent resident/s will be consulted regarding the proposed replacement species type, location and timing.~~

- Where new plantings for an entire street or a substantial component of a street is to take place, affected residents will be consulted and provided with information including; images of different treescape characters, tree species descriptions and photographs that enable the treescape character to be understood. The proposed treescape and tree species are selected by a Council arborist and are based on the following; the width of the nature strip, the underlying soil type, the presence of overhead and underground services, surrounding infrastructure, neighbourhood characteristics and predicted climate change.
- The Ward Councillor will be advised of proposed street tree removal and replacement programs where an entire street or substantial component of a street is affected.
- Street tree replacement programs and associated information will also be provided through Council media including the Council Web Site.
- In the case of Industrial Roads, Council will decide on appropriate street tree planting, unless the situation is determined to require consultation.

6.4 Street Tree Asset Management

Council will develop a Street Tree Asset Management Plan (STAMP) in line with Council's Asset Management Planning Framework. The STAMP will guide Council officers in the implementation of this policy including;

- Street tree planting planning and implementation. To ensure that all practical measures are taken to effectively plant appropriate street trees in the most efficient manner possible.
- Street tree replacement programs. Both proactive and reactive programs to ensure every opportunity is taken to establish and maintain a complete treescape;
- Street tree risk assessments. To ensure that street trees are regularly assessed for their ongoing viability in the street environment;
- Street tree maintenance. To ensure that street tree maintenance activities are best matched with the needs of managing a robust and healthy treescape;
- Street tree protection. To ensure that Council's existing treescape is protected as much as possible, particularly in areas of change; and
- Resourcing. To ensure a clear understanding of the financial implications of managing a 'green and leafy' image into the future.

As per Council's Asset Management Planning Framework, the STAMP will be subject to public exhibition prior to adoption and implementation.

6.5 — Risk Assessment

6.5.1 — Assessment of Risk to the Public

Knox Council will aspire to maintain public safety through the use of an industry recognised tree assessment method and industry standard tree treatments and practices.

Council will apply the industry recognised Visual Tree Assessment (VTA) method when assessing tree related public risk. A VTA enables Council's arborists to determine the condition of the tree and identify signs of potential structural weakness by assessing the following; roots (if visible), trunk, main branch structure, crown, buds, leaves and the identification of pests or pathogens (if present).

A VTA will be carried out bi-annually on Knox's street trees through the Proactive Zone Inspection program. The Proactive Zone Inspection program ensures that street trees which have breached the intervention levels set out in the current Knox Road Management Plan and Electrical Line Clearance Act are rectified. Under the Proactive Zone Inspection program trees which are assessed to have a 'poor' Tree Retention Value are to be removed and replaced.

Trees which breach intervention levels or become hazardous between zone inspections will be reactively assessed by Council's arborists when made aware of a concern.

Tree care and/ or maintenance practices such as tree pruning, root pruning and treatments are carried out with regard to the appropriate Australian Standard.

6.5.2 — Assessment of Risk to Infrastructure

Should there be evidence of public or private infrastructure damage that can be attributed to an adjacent street tree(s), Council will undertake a risk assessment following the Street Tree Assessment Workflow (Appendix D). This may result in the application of the associated Infrastructure Risk Matrix (Appendix E), and an assessment of the Tree Retention Value.

Street Tree Risk Assessment may include, but is not limited to the following;

- the underlying soil type; and
- the stage of tree lifecycle; and
- the structural root zone of the tree; and
- distance between the tree and infrastructure; and
- any existing evidence (perceived and actual) of conflict between the street tree and infrastructure.

6.6 — Street Tree Retention or Removal

It is Council's aspiration to retain trees in the street environment wherever practicable. To this end, street trees will not be removed unless in accordance with the Street Tree Assessment Workflow as outlined at Appendix D. The assessment incorporates environmental, social and economic impacts and includes consideration of:

- ~~Tree Retention Values as per Section 7.1.1.1. (This is determined by a Visual Tree Assessment (VTA));~~
- ~~A Monetary Value Assessment as per Section 7.1.1.2;~~
- ~~An Assessment of Liabilities as per Section 7.1.1.3;~~
- ~~An Assessment of Public Risk derived from the VTA;~~
- ~~An Assessment of Existing Risk to infrastructure; and~~
- ~~An Assessment of Future Infrastructure Risk as per Appendix E.~~

~~6.6.1 Large Scale Tree Removals~~

~~In situations where a large number of trees within a treescape are assessed as requiring removal, Council will seek to minimise the visual and environmental impact of the loss of the treescape through the gradual removal and replacement of trees.~~

~~This approach is intended to lessen the visual and environmental impact of large numbers of tree removals. This approach is also intended to introduce a balance of tree age classes that can be maintained within the treescape which will minimise the future risk of age related large scale simultaneous removals.~~

~~6.6.2 Street Trees and Developments~~

~~Knox Council recognises the importance of ensuring housing needs are provided to meet the changing needs of our community into the future. Council also recognises the need to protect and enhance the character of Knox that is valued by so many in the community. Council will seek to balance the need for development and the responsibility to maintain Knox's 'leafy green image'.~~

~~Planning applications which impact street trees are assessed by a Council arborist. Where development works may adversely affect the health and or structure of the existing street tree, Council's arborist will recommend mitigation measures in accordance with AS 4970-2009, *Protection of Trees on Development Sites*.~~

~~Where planning applications request the removal of street trees, Council's arborist will determine a Tree Retention Value for the tree/s. Street trees that have a 'poor' or 'low' Tree Retention Value will be approved for removal. Street trees with a 'medium' or 'high' value will be further evaluated to determine an amenity value for the tree. Street trees with an amenity value of \$10,000 or above will not be considered for removal due to their significance to the landscape. Trees below this threshold will be considered for removal. The total cost of street tree removal will include the following; amenity value, cost of removal and the cost of planting and maintaining a new tree for two years.~~

~~6.7 Landscaping of Naturestrips~~

- ~~Trees that have been planted by residents in the road reserve that do not meet Council's approved species including environmental weeds, or that are deemed unsuitable based on growing characteristics that will cause damage to Council infrastructure or public utilities are to be removed.~~

- Existing, naturally occurring remnant vegetation to nature strip areas does not form part of this section of this policy.
- Existing landscaping to nature strip areas as of the date of this Policy can be retained provided that each of the following requirements are met;
 - The landscaping is deemed to not present a risk to the community;
 - Allows for the safe and unencumbered movement of pedestrians; and,
 - Meets the functional requirements outlined in Policy “B” Nature Strips and Special Circumstances (see below).
- Nature strips that are deemed to not meet Council Policy are to be modified by the resident within thirty (30) days of being notified. Nature strips that are not modified after thirty (30) days, will be removed or modified by Council at the resident’s expense.
- Watering systems are not to be installed to nature strips.

Policy “A” – General Nature Strip Areas

- For the growing of grass on the naturestrip, Council approval is not required.
- Existing landscaping to nature strips will be only be permitted to be retained provided that it meets or is modified to meet the functional requirements as outlined under Policy “B” – Nature Strips and Special Circumstances (see below). Residents may be required to provide an undertaking to maintain the landscaping to the nature strip to the satisfaction of Council.
- Existing landscaping to nature strips that is not modified to meet Council’s requirements following request by Council, will be removed by Council at the resident’s expense.
- Resident initiated landscaping to nature strips will not be permitted unless it meets the requirements of Policy “B” – Nature Strips and Special Circumstances (see below).

Policy “B” – Nature Strips and Special Circumstances

- Landscaping to naturestrip areas will only be permitted in special circumstance. These circumstances include;
 - Erosion prevention.
 - Public safety enhancement.
 - Where evidence of a resident’s inability to maintain a grass nature strip can be demonstrated, or,
 - Where there are specific service requirements, such as postal deliveries or garbage collection.

A written request is to be made to Council stating the special circumstances in the first instance.

- ~~If special circumstances can be demonstrated and written approval is provided by Council, a plan drawn at a scale of 1:100 and clearly denoting planting layout and garden bed preparation must be submitted for Council's approval prior to commencement of landscaping. The proposed landscaping must take into account the following functional requirements;~~
 - ~~Only low ground cover planting is permitted to the naturestrip area. This planting is to ideally incorporate local indigenous or native Australian species. Recognised environmental weeds, such as Agapanthus, are not permitted under any circumstances.~~
 - ~~A minimum strip of grass or compacted granitic sand 1 metre in width is to be provided to the back of kerb (where kerb exists) to allow for persons accessing and alighting from vehicles parking to the side of the road.~~
 - ~~Rockeries, retaining walls and like structures will only be permitted to address issues of erosion or public safety.~~
 - ~~Feature paving and ornamental features such as statues and brick structures are not permitted.~~
 - ~~Structures to meet specific service requirements, such as post boxes, are permitted provided they are not deemed to constitute a hazard to the public (ie they must be outside the "clear zone" as a minimum).~~
 - ~~Tan bark, mulch or compacted granite mulch must be stable and adequately contained. Care must be taken to ensure that mulching will not escape, as it will impact on the stormwater drainage system and ultimately streams and waterways.~~
 - ~~Log barriers, bollards and other obstructions are not permitted unless for purposes of public safety.~~
 - ~~Fencing of any type is not permitted although temporary protective fencing is permitted to establish newly seeded grassed areas or turfed areas.~~

6.8. Management of the Streetscape

~~Council will establish a working group consisting of key internal stakeholders to manage the implementation of this policy.~~

7.0 COUNCIL PROCEDURES

7.1 Treescape

~~The following procedures will form the basis of street tree management by Knox City Council.~~

7.1.1 Street Tree Removal

7.1.1.1 Tree Retention Values

When considering street tree retention or removal the following determinants of value shall be used by a Knox Council Arborist;

Through the assessment process, each tree will be given a retention value, which may have one or more of the listed qualities:

High Retention Value (Tree should be retained)

- Tree has the potential to be a long term component of the landscape i.e. long life expectancy;
- Tree offers or exhibits cultural values;
- Tree poses minimal risk to person or property;
- Tree may have a trunk diameter greater than 400mm;
- Tree is in very good condition has good form, health and structure;
- Tree is of high amenity value;
- Tree is worthy of auxiliary works to accommodate its retention;
- Tree may be Heritage listed or of similar significance;
- Tree (living or dead) is located in an Environmentally Significant Overlay (ESO), Vegetation Protection Overlay (VPO) or bush corridor and has very high biodiversity value;
- Tree has established hollows important for nesting and homes; and/or,
- Tree may have minimal long term maintenance required.

Medium Retention Value (Tree that is desirable to retain)

- Tree has the potential to be a medium to long term component of the landscape i.e. medium to long life expectancy.
- Tree is in good condition, has reasonable form, health and structure.
- Tree is of medium to high amenity value.
- Tree could be retained with some auxiliary works.
- Tree is 3 years old or more;
- Tree is a remnant tree and adjacent to ESOs, VPOs or bush corridors; or,
- Tree could be accommodated with appropriate levels of line clearance.

Low Retention Value (Tree not desirable to retain)

- Tree is in average condition with a Useful Life Expectancy (ULE) of 2 years or less;
- Tree has an untreatable pest or disease which cannot be practically cured or controlled and will send the tree into decline;
- Tree is an identified, environmental weed or pest plant that Council is actively controlling as part of its maintenance program;
- Tree has been planted by a third party and does not accord with Council's approved planting list; or,
- Tree is not in a good location and requires above average maintenance works.

Poor Retention Value (Tree should be removed in the short term)

- Tree is in decline and has a ULE of 1 Year or less;
- Tree is in poor condition and structure with possible major dead wood;
- Tree is causing safety issues for the travelling public that cannot be resolved by other means;
- Tree is an identified, environmental weed or pest plant that Council is actively controlling as part of its maintenance program;
- Tree has been planted by a third party and does not accord with Council's approved planting list;
- Tree species may be on a proactive tree removal program; or,
- Tree is dead and has no habitat value;

7.1.1.2 Monetary Value Assessment

In certain circumstances such as the assessment of planning applications, a monetary value will be established for the tree under assessment. The *City of Melbourne - Amenity Value Formula* will be used to determine this value.

7.1.1.3 Assessment of Liabilities

Where the tree is seen to cause damage to footpath, road paving or other infrastructure, an estimate of the cost to repair the damaged paving or infrastructure will be established.

If the estimate of cost of repairs is a permanent solution and is deemed less than the value of the tree, to a maximum of \$10,000, the tree should be retained with the infrastructure repaired or modified.

Where the cost of repairs is estimated to be in excess of \$10,000, the situation will be reviewed by the Director — Engineering and Infrastructure or his or her delegate, for determination.

If the tree being assessed is found to be of low or poor retention value, has a low monetary value and is causing significant liability that outweighs its monetary and retention value, then it will be considered for removal.

7.1.2 Street Tree Planting and Replacement

Council's approach to its street tree planting program is focussed on enhancing tree canopy cover across the municipality. The intent of this approach is to achieve complete treescapes that will contribute to an increase in tree canopy cover.

As such, in instances where a resident requests an individual replacement, Council endeavours to plant all existing vacant locations in that street to achieve a complete treescape and reduce maintenance costs. Where the existing treescape character is established, the replacement species will be chosen by a Council arborist from the Knox City Council *Street Tree Species List*. Species selection will be based on the following: existing treescape character or logical species patterns, the width of the nature strip, the underlying soil type, the presence of overhead and underground

~~services, surrounding infrastructure, neighbourhood characteristics and predicted climate change.~~

~~Residents will be notified of the selected tree species as per item 6.3 – *Community Consultation* of this policy. If a resident does not wish to have a nature strip tree, a request outlining the reason must be submitted in writing to Council for approval prior to the planting of the tree. As identified in the *Knox Liveable Streets Plan* maintaining Knox's 'leafy green' image is a priority, therefore, the following reasons will not be accepted as justification to not accept a nature strip tree;~~

- ~~● Potential tree debris and associated maintenance~~
- ~~● Potential shading of private dwellings~~
- ~~● Potential obstruction of advertising signage~~

7.1.3 Tree and Root Pruning

~~Trees and tree roots may be pruned by Knox City Council staff and authorised contractors with regard to Australian Standards (AS4373-2009), for any of the following reasons:~~

- ~~● When pruning has been determined as the most appropriate form of tree management;~~
- ~~● Provide for formative pruning of the tree to ensure long term structure and shape;~~
- ~~● To conform with clearance requirements around overhead powerlines;~~
- ~~● When tree roots are found to be blocking drainage or damaging other services;~~
- ~~● When tree roots are found to be causing direct damage to adjacent property and/or infrastructure;~~
- ~~● When trees are overhanging private property and causing a nuisance;~~
- ~~● When trees are obstructing footpaths, roads or reducing the effectiveness of public lighting;~~
- ~~● When trees are obstructing vehicle access to public areas; and~~
- ~~● When trees are obscuring traffic signage and visibility at intersections.~~

Trees will not be pruned in the following circumstances:

- To preserve, create or enhance views;
- For the reduction of shade or leaf litter, tree debris; and/or,
- To deter roosting birds or other animals.

7.2 Tree Related Infrastructure Disruption

Council recognises that the relationship between nature strip trees and infrastructure is complex. As such Council along with industry experts has developed a tool to determine the likelihood of current and future conflicts where infrastructure disruption is currently visible.

The assessment process consists of a series of matrices that are framed to establish an infrastructure risk rating. Factors that are considered in this process include;

- the underlying soil type;
- the stage of tree lifecycle;
- the structural root zone of the tree;
- distance between the tree and infrastructure; and,
- any existing evidence (perceived and actual) of conflict between the street tree and infrastructure.

This assessment process encompasses both the probability of current infrastructure disruption and the possibility of future infrastructure disruption from tree roots.

The assessment considers:

- The likelihood of current and future indirect infrastructure disruption; and,
- The likelihood of current and future direct infrastructure disruption.

This assessment process can be viewed at Appendix D and Appendix E of this Policy.

8. RELATED DOCUMENTS

Appendix A - City of Knox Character Precincts

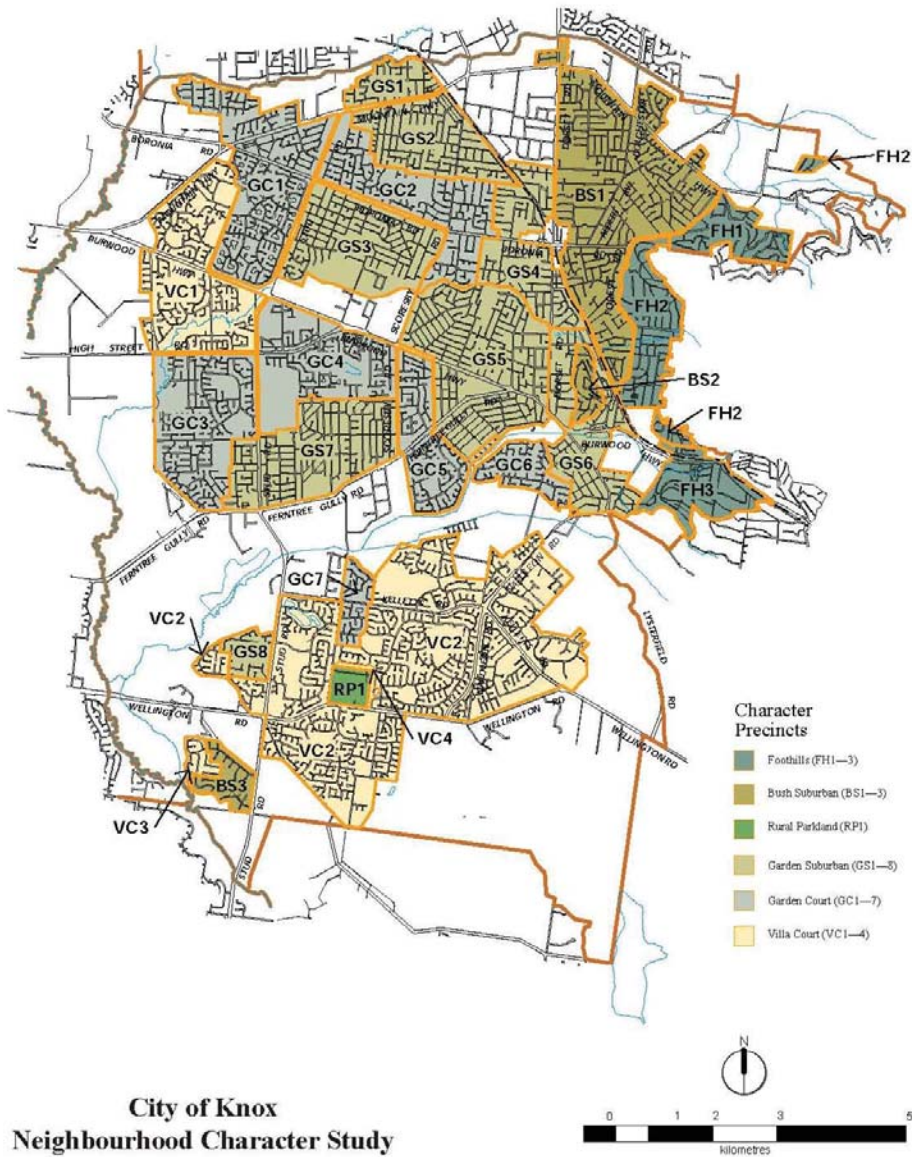
Appendix B - Street Tree Species Selection List

Appendix C - Street Tree Images and Main Characteristics

Appendix D - Draft Street Tree Assessment Workflow

Appendix E - Draft Street Tree Infrastructure Risk Assessment Matrix

Appendix A – City of Knox Character Precincts



**City of Knox
Neighbourhood Character Study**

Appendix B - Street Tree Species Selection List

Appropriateness of tree selection includes factors such as, but not limited to:

- Local Neighbourhood character;
- Life expectancy;
- Proven structural integrity;
- Mature size, form and structure; and
- Specific growing environment and adjacencies.

Street tree species are grouped according to neighbourhood character area(s) below.

Neighbourhood Character Area

1. Foothills
2. Bush Suburban
3. Rural Parkland

Botanical Name	Common Name
Small Trees	
Callistemon 'Harkness',	Bottlebrush
Callistemon viminalis	Weeping Bottle Brush
Small Trees to Trial;	
Eucalyptus platypus	Round-leaved Moort
Kunzea ericoides	Burgan
Hakea bucculenta	Red Pokers
Hakea francisiana	Grass-leaf hakea
Medium Trees	
Acacia implexa*	Lightwood
Acacia melanoxylon*	Australian Blackwood
Allocasuarina littoralis*	Black Sheoak
Eucalyptus leucoxylon spp Megalocarpa	Red flowering yellow gum
Eucalyptus mannifera 'little spotty'	Little spotty
Eucalyptus radiata*	Narrow leaved peppermint gum
Eucalyptus scoparia	Wallangarra white gum
Tristaniopsis laurina	Water gum
Medium Trees to Trial;	
Corymbia citriodora 'Scentuous'	Lemon Scented Gum
Eucalyptus torquata	Coral gum
Eucalyptus pauciflora 'Little Snowman'	Dwarf snowgum
Large Trees	
Angophora costata	Smooth barked apple
Eucalyptus cephalocarpa*	Silver Stringbark
Eucalyptus melliodora*	Yellow box
Eucalyptus obliqua*	Messmate
Eucalyptus polyanthemos*	Red box
Lophostemon confertus	Brush box

*Indigenous to Knox

Neighbourhood Character Area

- 4.— Garden Suburban
- 5.— Garden Court
- 6.— Villa Court

Botanical Name	Common Name
Small Trees	
<i>Acer buergerianum</i>	Trident Maple
<i>Acer platanoides</i> 'Norwegian Sunset'	Norwegian Sunset maple
<i>Acer platanoides</i> 'October Glory'	October Glory red maple
<i>Acer platanoides</i> 'Pacific Sunset'	Pacific Sunset Norwegian maple
<i>Callistemon</i> 'Harkness',	Bottlebrush
<i>Callistemon viminalis</i>	Weeping Bottle Brush
<i>Cercis canadensis</i> 'Forest Pansy'	Eastern redbud
<i>Eucalyptus ficifolia</i> various dwarf varieties	Dwarf red flowering gum
<i>Lagerstroemia indica</i>	Crepe myrtle
<i>Malus floribunda</i>	Crab apple
<i>Pistachio chinensis</i> 'Keith Davey'	Chinese pistachio
<i>Tristanopsis laurina</i>	Water Gum
<i>Zelkova serrata</i>	Japanese Zelkova
Small Trees to Trial;	
<i>Acacia pendula</i>	Weeping myall
<i>Arbutus unedo</i>	Strawberry tree
<i>Kunzea ericoides</i>	Burgan
<i>Hakea bucculenta</i>	Red Pokers
<i>Hakea francisiana</i>	Grass-leaf hakea
<i>Leptospermum petersonii</i>	Lemon-scented teatree
Liquidamber — dwarf species	American sweetgum
Medium Trees	
<i>Acacia implexa</i> *	Lightwood
<i>Acacia melanoxylon</i> *	Australian Blackwood
<i>Acer campestre</i> 'Queen Elizabeth'	Queen Elizabeth hedge maple
<i>Allocasuarina littoralis</i> *	Black Sheoak
<i>Eucalyptus leucoxylon</i> ssp connate	Yellow gum
<i>Eucalyptus leucoxylon</i> spp Megalocarpa	Red flowering yellow gum
<i>Eucalyptus polyanthemus</i> *	Red box
<i>Eucalyptus radiata</i> *	Narrow leaved peppermint gum
<i>Eucalyptus scoparia</i>	Wallangarra white gum
<i>Pyrus calleryana</i>	Gallery pear
<i>Tilia cordata</i> 'Green Spire'	Small leaved linden
<i>Tristanopsis laurina</i>	Water gum
<i>Ulmus parvifolia</i>	Chinese Elm
<i>Waterhousea floribunda</i>	Weeping lilly pilly
Medium Trees to Trial	
<i>Agonis flexuosa</i>	Willow Myrtle
<i>Brachychiton populneus</i>	Kurrajong
<i>Carpinus betulus</i>	Common hornbeam
<i>Corymbia eximia</i> 'Nana'	Yellow Bloodwood
<i>Corymbia citriodora</i> 'Scentuous'	Lemon Scented Gum
<i>Elaeocarpaceae reticulatus</i>	Blueberry ash

<i>Geijeria parvifolia</i>	Native willow
<i>Melia azeradach</i>	Indian bead tree
Large Trees	
<i>Acer x freemanii</i> 'Jeffersred' Autumn Blaze	
<i>Angophora costata</i>	Smooth-barked apple
<i>Angophora floribunda</i>	Rough-barked apple
<i>Eucalyptus cephalocarpa</i> *	Silver-stringybark
<i>Lophostemon confertus</i>	Brush-box
Large Trees to Trial	
<i>Brachychiton acerifolius</i>	Illawarra flame tree
<i>Catalpa bignonioides</i>	Indian bean tree
<i>Celtis australis</i>	European Nettle tree

*Indigenous to Knox

Bush Boulevards

Boronia Road, Burwood Highway, Ferntree Gully Road, Mountain Highway, Stud Road, and Wellington Road.

Botanical Name	Common Name
Small Trees	
<i>Acacia implexa</i> *	Lightwood
<i>Banksia marginata</i> *	
Medium Trees	
<i>Acacia melanoxylon</i> *	Australian Blackwood
<i>Allocasuarina littoralis</i> *	Black Sheek
<i>Eucalyptus radiata</i> *	Narrow-leaved peppermint gum
<i>Melaleuca ericifolia</i> *	
Large Trees	
<i>Eucalyptus cephalocarpa</i> *	Silver Stringbark
<i>Eucalyptus melliodora</i> *	Yellow box
<i>Eucalyptus obliqua</i> *	Messmate
<i>Eucalyptus polyanthemos</i> *	Red box
Middle Storey Plants	
<i>Kunzea ericoides</i>	Burgan
<i>Prostranthera lasianthos</i> *	Victorian Christmas Bush
<i>Coprosma quadrifida</i> *	Prickly Currant Bush
Under Storey Plants (Under storey plants included in Street Tree List as they complement the street tree selection in the Bush Boulevard section)	
<i>Acaena novae-zealandiae</i> *	Bidgee-widgee
<i>Chrysocephalum Semipapposum</i> *	Clustered Everlasting
<i>Dianella longifolia</i> *	Pale Flax-lily
<i>Gahnia sieberiana</i> *	Red-fruit Saw-sedge
<i>Helichrysum scorpioides</i> *	Button Everlasting
<i>Lomandra longifolia</i> *	Spiny-headed Mat-rush
<i>Microleana stipoides</i> *	Weeping Grass
<i>Poa labillardieri</i> *	Common Tussock Grass
<i>Themeda triandra</i> *	Kangaroo Grass
<i>Indigofera australis</i> *	Austral Indigo
<i>Platylobium formosum</i> *	Handsome Flat-pea

*Indigenous to Knox

Appendix C - Street Tree Images and Main Characteristics

Further to feedback from the Community this Appendix is undergoing development to reflect the following:

- Street tree information sheets, including images, will be consistent so as not to make one species appear more attractive than another.
- Information will be based around desired treescape character as outlined in Section 6.3.

Street tree images including main characteristics will be included in the final published version of this Policy.

An example of this approach is identified below:

Lophostemon confertus

A medium sized evergreen native tree that is well suited to the urban environment. An excellent shade tree that is moderately to long lived. Rarely requires formative pruning and is commonly available.

Family: Myrtaceae

Botanical Name: *Lophostemon confertus*

Common Name: Brush box, Queensland box, Pink box

Origin & Habitat: Native, New South Wales, Queensland

Habit: A tall tree with a straight trunk and a dense round headed canopy

Height x Width (m): 10-15 x 5-8 smaller on colder sites

Growth rate: Moderate to fast with sufficient water

Foliage: Glossy, dark green above and paler beneath

Bark: Smooth, orange to brown bark and flaky at base.

Flower: Small, feathery, white to cream coloured

Flowering time: Late spring/summer

Environmental Impacts: Resistant to drought, water logging and soil compaction

Environmental Benefit: Dense foliage which provides excellent shade and reduces energy consumption.

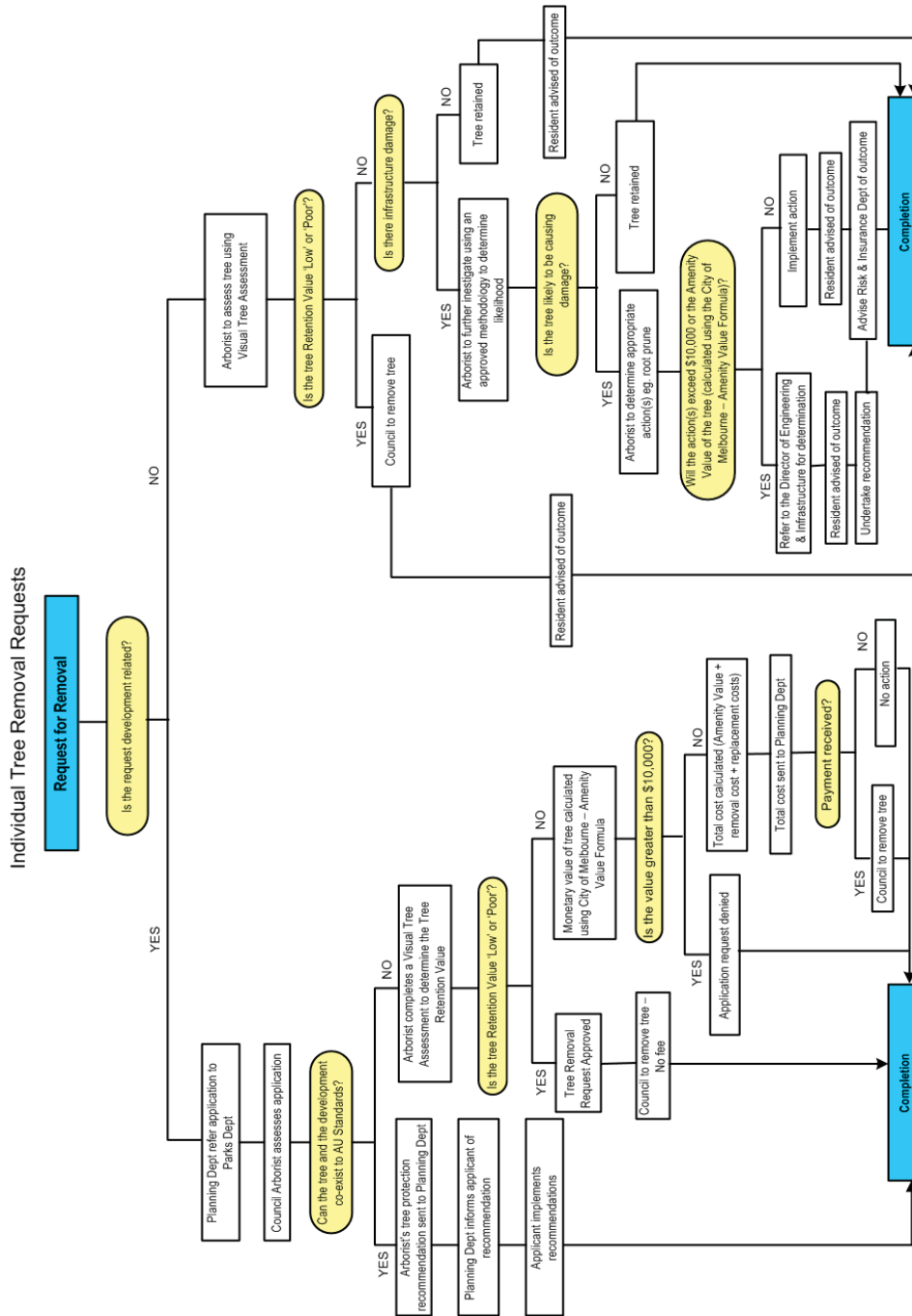
Ecology: Food or habitat resource for native fauna, insects, butterflies and birds.

Pest & Disease: Generally not prone to insects that cause obvious damage to foliage; possum resistant.



Appendix D – Draft Street Tree Assessment Workflow

This tree assessment workflow outlines the process followed by Council's arborists in the administration of its tree management programs. This includes proactive and reactive tree programs.



Appendix E – Draft Street Tree Infrastructure Risk Assessment Matrix

Note: The following matrix and series of supporting matrices have been developed to assist Council in the assessment of possible potential disruptive effects on public and private infrastructure. These matrices are intended to be applied as an indicator of potential and are not to be relied upon as providing definitive answers to questions of tree and infrastructure conflict.

Street Tree Infrastructure Risk Assessment Matrix Structure Diagram

Master Matrix

Infrastructure Risk Rating equals Future Likelihood of Further Direct or Indirect Disruption and Existing Infrastructure Disruption

This master matrix is the primary tool to establish the rating of risk and the associated actions to be applied. The master matrix is informed by an assessment of the existing levels of infrastructure disruption, and the results of assessments of the likelihood of indirect and direct infrastructure disruption as determined using the following three matrices. Of note, the matrix that reflects the highest level of risk will be used to determine the overall rating.

Existing Level of Infrastructure Disruption	Severe					
	Significant					
	Moderate					
	Minor					
	Negligible					
		Rare	Unlikely	Possible	Likely	Almost Certain
Future Likelihood of Further Direct or Indirect Disruption						

Risk Rating Results/Action Glossary	
<i>Term</i>	<i>Definition</i>
Critical	Immediate action required. Action may include removal of trees.
Major	Short term action required. Action may include targeted removal of tree or trees or mitigation works such as root barriers.
Moderate	Medium term action required. Action may include mitigation works such as root barriers. Continue to monitor the street for further issues through the Proactive Zone Inspection Program and re-evaluate as necessary.
Minor	The tree/treescape will be monitored for signs of further infrastructure disruption as a part of Proactive Zone Inspection Program.
Negligible	No action required.

Existing Level of Infrastructure Disruption Glossary	
<i>Term</i>	<i>Definition</i>
Severe	Major disruption to five (5) or more cases of private infrastructure (e.g. residential housing) within the same street and/or claims with a cumulative value in excess of \$100,000.
Significant	Major disruption to one to five (1-5) cases of private infrastructure and/or claims with a cumulative value not exceeding \$100,000.
Moderate	Moderate disruption to private supporting infrastructure (e.g. residential garage) and/or claims not exceeding \$20,000 or moderate disruption to Council infrastructure.
Minor	Minor infrastructure disruption to private property (e.g. boundary fence) or Council infrastructure (e.g. footpaths lifting over 20mm).
Negligible	Disruption to Council infrastructure that does not exceed intervention level (e.g. footpath lifting below 20mm).

Likelihood of Future Indirect Infrastructure Disruption

		Stage in Tree Lifecycle			
		Juvenile	Semi-Mature	Mature	Over Mature
Soil Reactivity (AS2870 Classification)	S-Class – Slightly Reactive	Rare	Rare	Rare	Rare
	M-Class – Moderately Reactive	Rare	Rare	Rare	Rare
	M-Class & Abnormal Moisture Conditions	Likely	Possible	Unlikely	Rare

Note: This matrix estimates the likelihood of indirect root disruption to infrastructure by evaluating the current stage in the lifecycle and the susceptibility of the soil to shrinkage

Stages in Lifecycle Glossary	
Term	Definition
Juvenile	A recently planted tree that has begun to establish. In general, the tree is of good vigour but is not yet significant to the landscape.
Semi-Mature	A tree that is established, actively growing and is significant to the landscape.
Mature	A tree that has reached its expected size in its environment and is significant to the landscape. The tree is approximately in the middle stage of its life expectancy and in general is of good vigour.
Over-Mature	A tree that is fully established, moderately vigorous but slowing in growth.

Shrinkage Rating Glossary	
Classification	Knox Soils (see following Soil Type Definition Table for more information)
S	Qc4, Nc1, Djf, Djk, Dje & Dje
M	Qc1, Qa1, G241, Dxh, Sxm & Sxa
M-Class & Abnormal Moisture Conditions	Where a residential dwelling lies within the zone of influence of a tree (where the height of the tree is greater than the horizontal distance from the base of that tree to the residential dwelling) on the following soil types: Qc1, Qa1, G241, Dxh, Sxm & Sxa. Interpreted from AS 2870-2011 Residential slabs and footings.

Soil Type Definition Table	
Knox Council GIS KEY	DESCRIPTION
Qa1	Low level alluvium, beach sands
Dxh	Massive to thin bedded siltstones, interbedded near base (Humevale formation)
Qc1	Fan and slump deposits, hillwash
H	Metamorphic phase: Hornfels (Humevale formation)
G241	Granodiorite; minor hornblende granodiorite (Lysterfield Granodiorite)
Sxg	Laminated and current bedded sandstones, interbedded with massive siltstones and shales (Dargile formation)
Nb	Fine to coarse sands, with minor poorly sorted gravels, poorly consolidated (Red bluff sands)
Sxa	Massive siltstones. Interbedded with the sandstones. Occasional bunches of massive, laminated and current bedded greywackes, conglomerates, and clast beds
Djc	Several flows of dense rhyolite, often finely flow-banded, interbedded fragmental rhyolite at north
Dje	Numerous flows of rhyolites and rhyodacites, with interbedded fragmental flows and tuff beds
Djk	Single flow of rhyodacite flow banded at base (Kalorama Rhyodacite)
Djf	Single flow of biotite-hypersthene rhyodacites. Chilled glassy base schistose phase: highly schistose biotite-hypersthene rhyodacites (Ferry creek Rhyodacites)

Likelihood of Current Direct Infrastructure Disruption¹

		Structural Root Zone			
		1.5m	2.25m	3.0m	3.5m
		(D=0.15m)	(D=0.4m)	(D=0.8m)	(D=1.2m)
Set-back Distance	0-2m	Possible	Almost Certain	Almost Certain	Almost Certain
	2-4m	Unlikely	Possible	Likely	Almost Certain
	4-6m	Rare	Unlikely	Possible	Likely
	6-9m	Rare	Rare	Unlikely	Possible
	9m+	Rare	Rare	Rare	Unlikely

Note: This matrix estimates the likelihood of current direct infrastructure disruption from tree roots. The matrix works on the premise that the structural root zone contains the roots that anchor the tree and will therefore contain the largest roots with the greatest potential to cause disruption. The structural root zone is not definitive and can change due to an impediment and/or soil conditions. When using this matrix Council's arborists will also take into account species specific root characteristics outside of the SRZ.

Glossary	
Term	Definition
Set-back distance	The distance from the base of the tree (at ground level) to the structure (e.g. house or footpath).
Structural Root Zone (SRZ)	The SRZ is the area around the base of the tree required for stability, the area to maintain a viable tree is much larger than this. An indicative SRZ radius is calculated by measuring the trunk diameter immediately above the root buttress and then putting the value into the follow formula: SRZ radius= (D x 50) 0.042 x 0.64. This calculation does not apply to trees with asymmetrical root zones. (AS 4970- 2009 Protection of Trees on Development Sites).

¹ The likelihood of current direct damage is required in order to determine the likelihood of future direct damage

Likelihood of Future Direct Infrastructure Disruption

		Current Stage in Life-Cycle			
		Juvenile	Semi-mature	Mature	Over-mature
Likelihood of Current Direct Infrastructure Disruption	Almost Certain	Almost Certain	Likely	Unlikely	Rare
	Likely	Likely	Possible	Unlikely	Rare
	Possible	Possible	Possible	Unlikely	Rare
	Unlikely	Unlikely	Unlikely	Rare	Rare
	Rare	Rare	Rare	Rare	Rare

Note: This matrix predicts the likelihood of future direct disruption by evaluating the 'Current Likelihood of Direct Disruption' (determined from the Likelihood of Current Direct Infrastructure matrix) and the current stage in the life cycle.

Stages in Lifecycle Glossary

Term	Definition
Juvenile	A recently planted tree that has begun to establish. In general, the tree is of good vigour but is not yet significant to the landscape.
Semi-Mature	A tree that is established, actively growing and is significant to the landscape
Mature	A tree that has reached its expected size in its environment and is significant to the landscape. The tree is approximately in the middle stage of its life expectancy and in general is of good vigour.
Over-Mature	A tree that is fully established, moderately vigorous but slowing in growth.

In setting out the Policy, Knox City Council recognises that:

- street trees, nature strips and water are integral to Knox's green, leafy image and local landscape character;
- green streets are one of the core components of Liveable Streets which aim to enhance health and wellbeing, encourage active transport, improve urban ecology and encourage integrated planning and design;
- there are opportunities to create cooler spaces within the urban environment;
- collaboration and engagement with the community is important in proactively managing green streets;
- nature strips can form an important part of the city's biodiversity through habitat provision and connectivity;

- nature strips can form an important part of the city's flood mitigation, stormwater treatment, and waterway protection;
- urban development and maintaining Knox's leafy green image is a careful balance that requires evidence based, integrated planning and management;
- private realm, park and reserve trees and vegetation strengthen the diversity, health and resilience of the network of green streets;
- street trees are planted, owned, managed and maintained by Council; and
- nature strips are owned by Council yet planted and maintained by residents.

Street Tree Policy:

6.1 Tree Protection

- 6.1.1 All street trees will be protected from construction or development works that adversely affect their health and/or structure in accordance with Australian Standard AS 4970- Protection of trees on development sites.
- 6.1.2 Trees must not be pruned in any form and branches or roots may not be removed unless authorised by a Council arborist. Any pruning undertaken on Council street trees must conform to AS 4373 Pruning of amenity trees will only be undertaken by appropriately sufficiently qualified and insured personnel engaged by Council.

6.2 Street Tree Removals

- 6.2.1 Council will manage and monitor all street trees throughout their lifecycle and remove and replace them as appropriate.
- 6.2.2 Street trees will not be removed unless in accordance with Council's Street Tree Assessment or relevant Technical Street Tree Management Guidelines.
- 6.2.3 The assessment of street tree retention or removal will include consideration of tree retention values, monetary value of the asset, liabilities, public risk, public benefit, impact to the environment and biodiversity, and existing risk to infrastructure.
- 6.2.4 Any street tree removed as part of construction works will be replaced wherever possible.
- 6.2.5 Council will seek to minimise the visual and environmental impact of the loss of groups of street trees through the staggered removal and replacement of trees where appropriate.
- 6.2.6 Where planning applications request the removal of street trees, Council's arborist will accord with the Street Tree Asset Management Plan or Technical Street Tree Management Guideline to determine whether the removal is supported.
- 6.2.7 Council's relevant planning overlays and permit conditions cover the protection and removal of native vegetation.
- 6.2.8 Council will seek to inform the Community of proposed tree removals prior to the works occurring, although trees posing an immediate risk to the public may be removed without notification.

- 6.2.9 Council will generally not remove a street tree to reduce the extent of leaf/flower/fruit drop, improve views, increase light to adjacent residences or gardens or due to a dislike of species. Council's arborist will follow the Street Tree Assessment Workflow to determine whether the removal is supported.
- 6.2.10 Alternative options may be explored to enable retention of the trees and employed where practical in consideration of 6.2.3.

6.3 Street tree valuation

- 6.3.1 When the removal of a Council tree asset is deemed necessary for construction, development or works, all associated costs must be paid by the property owner, developer or applicant prior to removal.
- 6.3.2 Total cost for street tree removal includes amenity value of the tree plus tree and stump removal costs plus planting and maintaining a new tree for two years, as per the City of Melbourne method of tree valuation.

6.4 Street Tree Management

- 6.4.1 Council will regularly update tree management and maintenance standards and procedures to ensure they reflect legislative requirements and industry best practice.
- 6.4.2 Council will maintain an up to date street tree inventory that will be used to formulate cyclic tree management and maintenance programs.
- 6.4.3 The tree inventory will be updated every five years but will also record results of proactive tree inspections.
- 6.4.4 All tree pruning will be in accordance with AS 4373 Pruning of amenity trees.
- 6.4.5 Council will maintain vegetation clearance from above ground electrical conductors under the Electrical Safety Act 1998 and most recent Electricity Safety (Electric Line Clearance) Regulations.
- 6.4.6 Council will undertake reactive maintenance of street trees as a result of extreme weather events, change in tree condition or from customer requests.
- 6.4.7 Council will monitor and appropriately treat pest and disease incursions that threaten the viability of street trees in consideration of the long-term viability of the species as a street tree and the resource available.

6.5 Street Tree Planting

- 6.5.1 Council is responsible for selecting and planting the most appropriate species for a location based on site suitability, aesthetic, functional and environmental attributes and the potential to contribute to the predominant or preferred landscape character as set out in the Liveable Streets Plan 2012 and Residential Housing Guidelines 2015.

- 6.5.2 Street tree planting will aim to enhance canopy cover across the Municipality and be implemented by an annual tree planting and renewal programs.
 - 6.5.3 All tree stock must meet AS 2303 Tree stock for landscape use.
 - 6.5.4 Trees will be planted in accordance with Councils tree planting technical guidelines.
 - 6.5.5 Council will maintain an up to date and evidence based preferred species list suitable for planting within the municipality.
 - 6.5.6 Where planting of street trees is adjacent to a Site of Biological Significance, preference will be for use of local provenance indigenous species.
- 6.6 Street trees, Infrastructure and public safety
 - 6.6.1 Should there be a possibility of public or private infrastructure damage that could be influenced to an adjacent street tree(s), Council will undertake a risk assessment that accords with the Street Tree Asset Management Plan or the Technical Street Tree Management Guidelines.
 - 6.6.2 Knox Council will undertake appropriate and regular street tree inspections to maintain public safety through the use of an industry recognised tree assessment method.
- Street Tree Re-use
 - 6.6.3 Council will develop a tree re-use guideline to maximize the benefits of tree removals and minimize waste.
- 6.7 Community Consultation
 - 6.7.1 Council will consult with residents regarding relevant street tree and nature strip works.
 - 6.7.2 This Policy and associated relevant documentation will be included on Councils website.
- 6.8 Street Trees and Water
 - 6.8.1 Council will adhere to the Water Sensitive Urban Design Policy, WSUD & Stormwater Management Strategy 2010 and integrate stormwater collection for the benefit of street trees where possible to meet the objectives of the Liveable Streets Plan.
- 6.9 Biodiversity
 - 6.9.1 Street trees along bush boulevards will be planted to enhance local biodiversity where possible in alignment with the Liveable Streets Plan and any other Council plan for urban biodiversity.
 - 6.9.2 The planning and delivery of street trees will aim to reflect the adopted Living Melbourne – Urban Forest Strategy.
- 6.10 Private trees
 - 6.10.1 Council will continue to review and implement the planning scheme to strive to protect canopy trees and allow space for future trees on private land.

- 6.10.2 Council will continue to encourage the protection and planting of trees in the private realm through education, active programs like Gardens for Wildlife and any future strategic biodiversity work.
- 6.10.3 Private trees will be considered as a contributory part of the streetscape during street tree planting programs where applicable.

Nature Strips:

6.11 Existing Nature Strip plantings

- 6.11.1 Existing landscaping to nature strip areas as of the date of this Policy can be retained provided that the landscaping;
- is deemed to not present a risk to the community;
 - allows for the safe and unencumbered movement of pedestrians along adjacent footpaths;
 - meets the requirements outlined in Councils Nature Strip Guidelines; and
 - is maintained to the satisfaction of Council.
- 6.11.2 Naturestrips that are deemed not to meet Council Policy are to be modified by the resident within thirty (30) days of being notified. Nature strips that are not modified after thirty (30) days, will be removed or modified by Council at the resident's expense.
- 6.11.3 Trees that have been planted by residents in the road reserve that do not meet Council's approved species including environmental weeds, or that are deemed unsuitable based on growing characteristics that will cause damage to Council infrastructure or public utilities are to be removed by the resident within thirty (30) days of being notified. Nature strips that are not modified after thirty (30) days, will be removed or modified by Council at the resident's expense.

6.12 Nature strip plantings

- 6.12.1 Watering systems are not to be installed to nature strips
- 6.12.2 Artificial turf is not to be installed on nature strips
- 6.12.3 Council approval is not required to grow mown grass on the nature strip
- 6.12.4 Trees are not to be planted by residents in their nature strips
- 6.12.5 Resident initiated landscaping to nature strips will only be permitted through an application and Council approval process. Considerations in allowing residents to plant nature strips will include:
- Erosion prevention
 - Public safety enhancement
 - Contribution to local landscape character
 - Contribution to biodiversity and Gardens for Wildlife program
 - Benefits or impacts of proposed planting on existing trees
 - Where evidence of a resident's inability to maintain a grass nature strip can be demonstrated

- Ensuring that existing services and maintenance requirements are prioritised e.g. waste collection and drainage.
- Tenant/owner status of the applicant
- If edibles are to be planted *in situ* whether soil contaminant testing has been undertaken

6.12.6 A written request to Council is to be submitted as per the Nature strip Application Procedure, addressing the Nature Strip Guidelines which at a minimum, outline the design, landscape enhancement, species selection and ongoing maintenance of the proposed planting.

6.12.7 Council will not be responsible for repair, replacement or reinstatement of naturestrip garden beds/plants should they be disrupted by asset renewal/repair works from Council or other parties.

Other:

6.13 Management of greens streets

6.13.1 Council will continue to administer an internal stakeholder working group to effectively manage the implementation of this Policy.

Administrative Updates

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

8.4 Healesville Freeway Reservation

SUMMARY: Sustainable Transport Planner, Winchelle Chuson

Council at its meeting of 24 June, 2019 called for a report on the options available for Council to negotiate with the Department of Transport (VicRoads) to utilise the unused Healesville Freeway Reservation within Knox for the purpose of extending Knox's open space network, planting 100,000 trees and allowing for expansion and access to land locked sites along the Healesville Freeway Reserve. This report responds to that call up item.

RECOMMENDATION

That Council:

- 1. receives and notes this call-up item as resolved by Council on 24 June 2019, in relation to the Healesville Freeway reservation;**
- 2. notes the options available to Council to obtain control of the Healesville Freeway Reservation;**
- 3. notes the potential development options for the site and consider cost-benefit ratios of investing funds to further develop the Healesville Freeway Reservation;**
- 4. notes the option of developing a business case for the future consideration by Council as part of the 2020/21 budget process to develop a coordinated strategic position for the Healesville Freeway Reservation in collaboration with key stakeholders;**
- 5. notes that a report investigating opportunities for recreational facilities within the Healesville Reserve Precinct will be presented to Council at a future meeting for consideration;**
- 6. notes that a report on the Knox Green Areas and Rural Strategy (GARS) will be presented to Council in late 2019 for consideration.**

1. INTRODUCTION

At the Council meeting of 24 June 2019, a motion was moved to request the following call up item:

That Council receives a report at the September Ordinary Meeting of Council outlining key requirements for Council to negotiate with VicRoads to obtain the unused Healesville Freeway Reservation within Knox for the purpose of extending its own open space network, planting 10,000 trees and allowing for expansion and access to JW Manson Reserve.

This matter has been investigated, which included having initial discussions with representatives of the Department of Transport (DoT, formerly VicRoads).

2. DISCUSSION

Background

As part of the 1969 Melbourne Transport Plan, the Healesville Freeway was proposed to connect Springvale Road to Healesville. With the construction of Eastlink and the confirmation of the North-East Link alignment, the land reservation allocated for the Healesville Freeway within Forest Hill and Vermont (west of Eastlink Freeway) was identified as surplus land. In October 2018, the surplus land located west of the Eastlink Freeway, was transferred from VicRoads to the Department of Environment, Land, Water and Planning (DELWP) in preparation for the land to be managed by Parks Victoria as a new passive recreation facility for the Forest Hill and Vermont communities.

The eastern section of the Healesville Freeway Reservation (Figure 1) is located along the northern boundary of Knox, running parallel to the Dandenong Creek and is bounded by the Eastlink Freeway to the west and Scoresby Road to the East. Currently, the land within the Healesville Freeway Reserve and surrounding precinct is largely owned by the Department of Transport (Figure 2). JW Manson Reserve which is owned by Maroondah City Council is located within this precinct. A small portion of the land within the precinct is owned privately and by Knox City Council.

Figure 1: Healesville Freeway Precinct



Figure 2: Land ownership along the Healesville Reserve

Legend:

-  Knox Owned Land
-  Maroondah Owned Land
-  DoT Owned Land



Recent discussions with the Department of Transport have confirmed that the Healesville Freeway Reservation within Knox is still reserved for the purpose of a future road (see Figure 3). This was confirmed by a recent arterial roads study conducted internally by DoT. Currently, there is no proposed schedule to progress this project further and plans for the alignment have not been updated since it was initially proposed. If delivered, there remain questions as to whether the road would be constructed to a freeway standard.

Figure 3: Road Zone 1 and Public Acquisition Overlay highlighting the proposed Healesville Freeway alignment



Current and Future Land Uses

Economic Development

At the Knox Council meeting held on 23 January 2017, a response to a call up item regarding the Healesville corridor was presented. The report identified that while the Healesville Freeway Reservation has some potential to provide space for hockey, soccer and rugby facilities, the dimension requirements for these fields means there would be limitations on the location of these facilities, given much of the land is subject to flooding. The report also recommended a further assessment of the reservation, in terms of its potential for delivering economic benefit to the community. This work is being undertaken in detail through the Knox Green Areas and Rural Strategy (GARS) Economic Study, which is currently at draft stage.

Based on the initial assessment, the Healesville Freeway Reservation is identified as having a limited economic role with the land being used for passive and recreational parkland for uses such as horse agistment, further trails and passive recreation. Based on the existing planning zone and overlay controls within the reservation, other uses would be subject to a permit approval process and confirmation that the freeway will no longer be constructed. This draft study assessment also highlights that based on existing planning controls, the region would not draw major developments that would encourage large economic benefit to Knox or the surrounding precinct. Therefore, the precinct does not garner substantial Council investment towards the site unless the main intention was to increase social and environmental community benefits.

Recreational Facilities

Council currently owns property 318 Michellan Court, Bayswater. However, the site is currently landlocked with no formal access lane connecting to the site. As shown in figure 4, the lot is bounded by the Dandenong Creek to the north, DoT owned land to the south, Crown land to the east and a private property to the west. With the increasing demand for recreational facilities, the site has the potential to be considered along with alternative sites along the Healesville Freeway Precinct to increase Knox's recreational facilities.

For the 318 Michellan Court site to be usable, a dedicated access road needs to be established via one of the adjacent properties. Initial discussions with the DoT suggested that an access road would only be supported if Council understood that it could not guarantee that the connection would be accommodated in a new road located in the reservation or that an alternative access point would be provided as part of the a new road. Therefore, consideration needs to be given to whether the site could be utilised in an alternative way. Currently recreational facilities within the Healesville Freeway Precinct is being investigated by the Youth, Leisure and Cultural Services Department. An Issues Briefing report on this matter will be presented to Council later in 2019.

Figure 4: Land ownership around 318 Michellan Court site



Water Catchment Improvement

Currently, Melbourne Water, in conjunction with Knox City Council and Maroondah City Council, are undertaking improvements within the Healesville Freeway Reservation as part of the Enhancing Our Dandenong Creek (EODC) Project. The project aims to address:

1. Flood mitigation;
2. Treatment infrastructure to improve water quality of urban runoff;
3. Flora and Fauna management; and
4. Improved community access to public open space and shared path trails.

To enhance the work that is currently being undertaken along the Dandenong Creek Corridor, there exist a number of land parcels which have been identified as providing positive stormwater outcomes based on:

- Community feedback during design stages of the EODC project;
- Potential availability of land;
- Suitable topography;
- Cost-benefit ratio of the impact on improving water quality versus availability of land and cost of the assets; and
- Proximity to the creek and Council managed assets.

Utilisation of these properties would reduce flooding impacts within the catchment, reduce pollutant loads on the creek and reduce excess runoff volumes entering Dandenong Creek.

Biodiversity Corridor

The Healesville Freeway corridor is important to Knox's biodiversity. As highlighted in Figure 6, the corridor currently has sections of National (marked yellow), State (marked blue) and Regional (marked purple) importance with rare and threatened species located just east of the Eastlink Freeway along Bateman Reserve. Currently Knox City Council has a lease agreement with DoT to maintain and revegetate the area and has previously purchased some of the land located along Bateman Street.

Figure 6: Sites of Significant Biological Importance in Knox



Figure 7: Bateman Street aerial



As the precinct has high biodiversity value, the planting of an extra 10,000 trees would improve the corridor and allow threatened flora species to thrive and fauna species to travel along the corridor. However, such a large volume of tree planting would be considered unattractive to DoT as this may limit the available land where they could place any future road alignment and may trigger planning overlay controls that may restrict the removal of the vegetation or require a large sum for offset. Any planting while the land remains in DoT's ownership would remain challenging while plans for a future road are retained and would require their approval.

Alternatively, the proposed vegetation could be planted in areas that is sympathetic to a potential road alignment to minimise the potential for future removal. An option could be to allocate planting along the north and south property boundaries of the Healesville Freeway Reserve. This would enhance the Dandenong Creek Corridor and provide a natural sound barrier between residential properties and any proposed road alignment. Figure 8 highlights the potential planting corridor (in yellow). Figure 8 also highlights the significant area located adjacent to Bateman Street where there are threatened floral species. Where possible, Knox should request the areas owned by DoT (see Figure 9) to be transferred to Knox to maintain this National and State significant corridor.

Figure 8: Proposed planting locations.

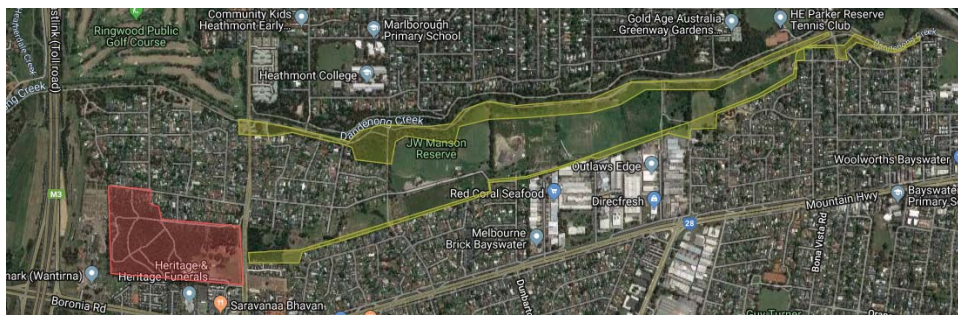
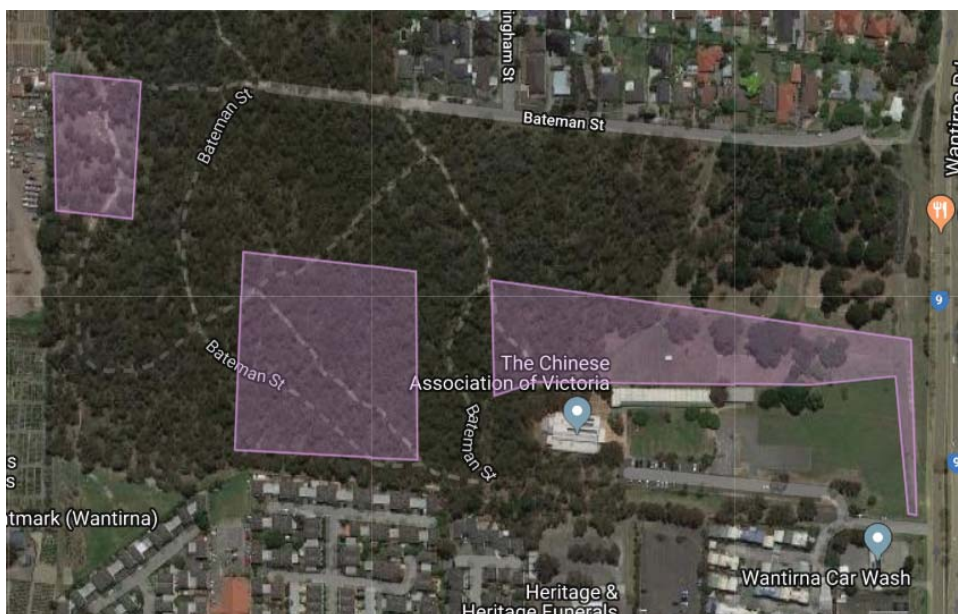


Figure 9: Department of Transport owned land of Biodiversity interest



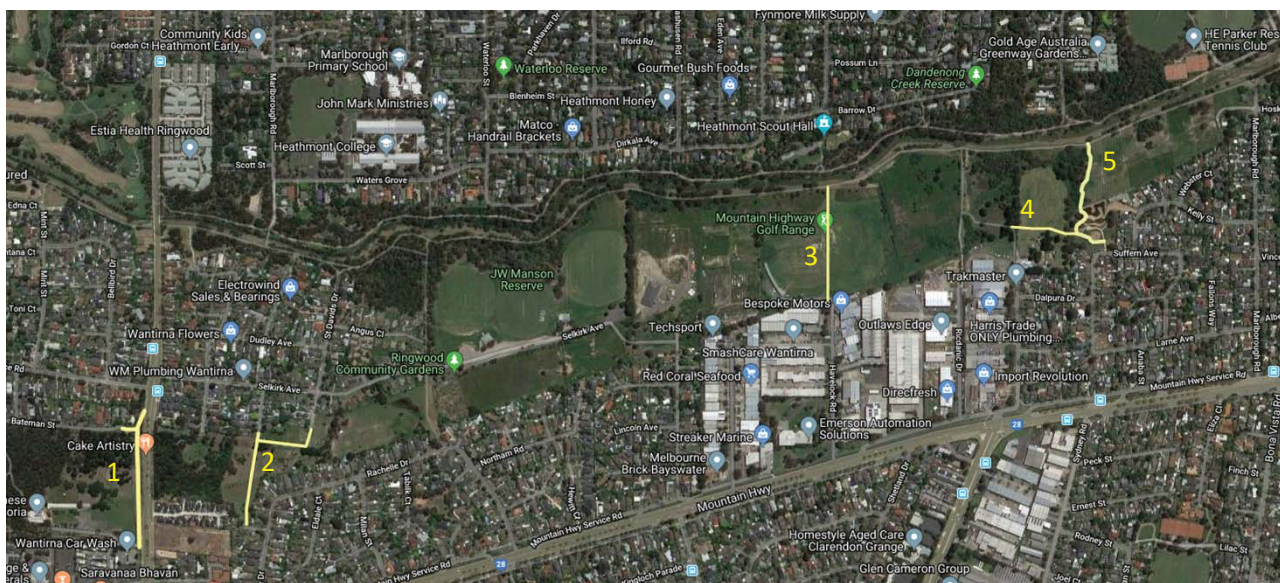
Trails Strategy

Dandenong Creek Trail is a key recreational shared path that provides a connection from Carrum to Warburton. Dandenong Creek Trail has been identified in the Eastern Regional Trails Strategy as a key recreational and commuter trail for cyclists for Melbourne’s East. With a more formalised shared path on the south side of Dandenong Creek (within the Knox boundary), many cyclists use this link as a commuter route and a connection between the City of Knox and City of Maroondah.

Through various community consultation processes, the community has requested more shared path connections from the residential and industrial areas into the Dandenong Creek Trail to increase permeability between the two Councils, residential areas and the industrial precinct. However, many of the sites for these links are currently situated within VicRoads property. Figure 10 highlights the missing shared path links that could be created if access to DoT land was obtained. The proposed links would provide the following connections:

1. Along the western side of Wantirna Road connecting the Wantirna Health Precinct to residential areas;
2. St. Thomas Avenue and St. Davids Drive to Tara Court;
3. Dandenong Creek Trail to Havelock Road;
4. Suffern Reserve to Dandenong Creek Trail and University Road; and
5. Neal Street to Dandenong Creek.

Figure 10: Proposed missing shared path links



Future Road Alignment

Based on recent discussions with DOT, the official position on the Healesville Freeway Reserve is as follows:

- At this stage DoT clearly does not favour selling any of the road reserve as the details of the road to be constructed are not yet finalised.
- DoT are mindful of its obligation for environmental offsets and the Healesville Freeway reservation is a part of this obligation.

- DoT will welcome any suggestions that Knox Council may have for it developing part of the road reserve. Regardless of the type of development, Council needs to understand that any work it seeks to undertake should not influence or limit the future provision a road, noting that any proposed works may be temporary in nature. As such, community expectations for the site should be appropriately considered and managed as part of the decision-making process.
- Without knowing details, there are concerns in providing a new vehicular access to 318 Michellan Court, Bayswater crossing the road reserve as DoT cannot guarantee that a secondary access road would be retained as part of the Healesville Freeway project.

It is clear that DoT are not inclined to consider any part of the Healesville Freeway Reserve within Knox as surplus land. DoT's reservation around relinquishing the Healesville Freeway Reserve may have regard to:

- The potential increase in traffic volumes experienced once the North-East Link is constructed.
- The congestion already occurring along Canterbury Road, especially for freight connecting into the Bayswater Business Precinct.
- The congestion occurring along Maroondah Hwy, further increasing travel time during the peak periods to Lilydale and beyond. This is largely due to a lack of alternative arterial roads available to connect with Melbourne's motorway network.

Consideration may be given for a lease agreement if Council can provide evidence that the proposed land use will not unduly inhibit any proposed road alignment within the site. Generally, the average lease time is for the duration of a 5 or 10 years. Once the lease has been completed, the lease agreement would revert to a month by month tenancy. If DoT requires the land for the construction of a transport facility whilst the lease is in effect, they are required to provide a 6-month notification to the lessee who will be required to forfeit the land.

Internal discussions at Council have indicated that a short-term lease of 5-10 years would only benefit biodiversity goals of increasing planting around the Dandenong Creek corridor. For the use of improving water quality and active recreation, a long-term lease with a minimum duration of 35 years would be required. A 35-year lease would be suitable as this is the estimated lifespan of any assets used to improve water quality in this corridor. At the end of such a lease, Council would be able reconsider whether to renew the assets and the accompanying lease agreement.

Recreational facilities would typically require a 10-year upkeep. The negotiation of long-term lease would allow for clubs to establish and have sufficient tenancy in one location to justify any initial investment.

Future Planning

As highlighted above, there are several community benefits for Council to obtain land within the Healesville Freeway. However, the uncertainty of the Healesville Freeway alignment and the available short lease agreements do raise concerns on whether such significant Council investment should be allocated to this site in comparison to more permanent alternative sites across the municipality.

Issues and opportunities for this area are currently being investigated as part of the Knox Green Areas and Rural Strategy (GARS) which is being prepared by the City Futures team. It is expected that a report on this project will be presented to Council in late 2019. Similarly, Youth, Leisure and Cultural Services Department's investigation on opportunities for recreational facilities within the Healesville Reserve Precinct (including the 318 Michellan Court, Bayswater site) is to be presented to Council at a future Council meeting. These two bodies of work may be able to shed some further light on whether there is value in investing Council facilities within the Healesville Freeway Precinct.

Through discussions, interest has been received from Yarra Ranges Shire, Maroondah City Council, Department of Environment, Water, Land and Planning, Melbourne Water, Department of Transport and internal teams to develop a strategic vision for the reserve. A coordinated vision for the Healesville Freeway Reserve would highlight key principles to guide the future design process of the Healesville Freeway Reserve and guide future negotiations with DoT. If supported by Council, this strategic work would be subject to the development of a business case, for consideration by Council as a part of the 2020/21 budget process.

3. CONSULTATION

The following teams from the Department of Transport have been consulted:

- Land and Property
- Metro South East – Vehicular Movement

The following internal teams were consulted as part of this report:

- City Planning
- Open Space and Landscape
- Leisure
- Stormwater
- Biodiversity
- Investment and Partnerships

Discussions with Yarra Ranges Shire and Maroondah City Council has also highlighted interest from neighbouring Councils to form a position and principles to guide potential development along the Healesville Freeway Reserve.

4. ENVIRONMENTAL/AMENITY ISSUES

The Healesville Freeway is a key environmental corridor with State and Regional significant sites. The planting of 10,000 extra trees would significantly boost the potential within the corridor.

5. FINANCIAL & ECONOMIC IMPLICATIONS

Market Value for the land would need to be assessed in order to determine the cost of an ongoing lease agreement with DOT or the purchase of future surplus land. At present, Council does not have an indication on the potential cost for the land.

As a part of undertaking the work required for this Call Up Item, officers have had regard to Council's Call Up Items at Council Meeting Policy and in particular Item 6.5 which state:

"Where preparing a report responding to a Call Up Item which will require more than 3 person days or \$5,000 in costs, then the matter which is subject to the Call Up Item should be referred by Council to the next budget considerations with a supporting business case for consideration along with other competing priorities."

6. SOCIAL IMPLICATIONS

The inclusion of new passive and active recreational sites and installation of new shared path connections would provide social benefits for the surrounding community and increase physical activity opportunities.

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 3 - We can move around easily

Strategy 3.1 - Enable improved transport choices supported by integrated and sustainable transport systems and infrastructure

Goal 4 - We are safe and secure

Strategy 4.4 - Protect and promote public health, safety and amenity

Goal 6 - We are healthy, happy and well

Strategy 6.2 - Support the community to enable positive physical and mental health

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 – Sustainable Transport Planner, Winchelle Chuson - 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 Healesville Freeway Reserve currently has highly significant sites for biodiversity, is a key stormwater corridor and could be utilised to increase physical activity opportunities within the region by increasing trail connections and passive and active recreational spaces for Knox.

Based on the uncertainty of the future freeway alignment and the available short lease agreements with the Department of Transport to lease the site, it is recommended that Council:

1. Note the options available to Council to obtain control of the Healesville Freeway Reservation.
2. Note the potential development options for the site and consider cost-benefit ratios of investing funds to further develop the Healesville Freeway Reserve.
3. Notes the option of developing a business case for the future consideration by Council as part of the 2020/21 budget process to develop a coordinated strategic position for the Healesville Freeway Reservation in collaboration with key stakeholders.
4. Note that a report investigating opportunities for recreational facilities within the Healesville Reserve Precinct will be presented to Council at a future meeting for consideration.
5. Note that a report on the Knox Green Areas and Rural Strategy (GARS) will be presented in late 2019 for consideration.

10. CONFIDENTIALITY

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

Report Prepared By: Sustainable Transport Planner, Winchelle Chuson

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

Attachments

Nil

8.5 Capital Works Ranking Criteria Report

SUMMARY: Coordinator – Capital Works (Gene Chiron)

This report presents the ranking criteria proposed to be used to priorities New/Upgrade projects within individual 2020-2024 Capital Works Programs. The criteria takes into account Council's Community Facilities Planning Policy where appropriate and are presented for Council's consideration.

RECOMMENDATION

That Council:

- 1. Adopt the revised Capital Works Program ranking criteria for New/Upgrade Programs as shown in Attachment 1; and**
- 2. Note that the revised Capital Works Program ranking criteria will be utilised for the development of the Draft 2020-2024 Capital Works Program.**

1. INTRODUCTION

In accordance with Council's Untied Funding Allocation Policy, all proposed New/Upgrade category capital works projects are to be ranked within their respective sub programs for presentation to Council. The proposed ranking criteria for each New/Upgrade sub program is submitted for Council's consideration and endorsement.

The principle of this approach is to demonstrate transparently that Council is considering the allocation of funding to the highest priority areas within the municipality. This process also facilitates good governance and strategically drives the delivery of the Capital Works Program to improve services to the community.

2. DISCUSSION

2.1 Ranking Criteria

Council's New/Upgrade Program presently comprises 24 individual sub programs. The ranking criteria were presented to Council for the first time in this format at the November 2006 Strategic Planning Committee meeting. Of note, the criteria used to rank each sub program have been developed based on a multifaceted evaluation philosophy.

In accordance with the Untied Funding Allocation Policy, ranking criteria for all individual sub programs are reviewed and adjusted as applicable, on an annual basis. The ranking criteria are now presented to Council following this review.

All individual ranking criteria proposed to be used to develop the 2020-2024 Capital Works program for New/Upgrade projects are included (Attachment 1). The programs and adjustments are noted as follows:

NO.	PROGRAM	ADJUSTMENTS
4000	STRUCTURED SPORTING FACILITIES	No Change
4000A	STRUCTURED SPORTING FACILITIES (CARPARKS)	No Change
4001	CULTURAL & LIBRARY FACILITIES	No Change
4002	INDOOR LEISURE FACILITIES	No Change
4003	FAMILY & CHILDREN SERVICES BUILDINGS & FACILITIES	No Change
4004	AGED CARE BUILDINGS	No Change
4005	COMMUNITY BUILDINGS AND FACILITIES FOR OTHERS	No Change
4006	NEW FOOTPATH CONSTRUCTION PROGRAM & PEDESTRIAN FACILITIES	No Change
4007	ROAD & BRIDGE CONSTRUCTION	No Change
4008	LOCAL AREA TRAFFIC MANAGEMENT SCHEMES	No Change
4009	NEW BICYCLE / SHARED PATHS	No Change
4010	LOCAL ROAD SAFETY INITIATIVES	No Change
4011	PUBLIC TRANSPORT INFRASTRUCTURE	No Change
4012	NEW PLANT & MACHINERY	No Change
4013	LAND ACQUISITION	No Change
4014	UNSTRUCTURED RECREATION	No Change
4016	STREETScape UPGRADES	No Change
4017	STORMWATER UPGRADES	No Change
4018	SUSTAINABILITY INITIATIVES	No Change
4019	CIVIC & CORPORATE BUILDINGS & FACILITY UPGRADES	No Change
4021	SUSTAINABLE INITIATIVES FOR OUTDOOR STRUCTURED FACILITIES	No Change
4022	INTEGRATED STORMWATER SOLUTIONS	No Change
4023	COMMUNITY SAFETY INITIATIVES	Minor Change (See below)

Where the criteria have been revised, a copy of the current format (used to develop the 2019-2023 Program) has been included in Attachment 2. As noted in the above table, this applies to one program. All other programs have been reviewed for consistency of terminology to ensure compatibility when referencing key plans, strategies and policies.

2.2 Basis for Amendments

Program 4023 – COMMUNITY SAFETY INITIATIVES:

Change to criteria “Does the project provide the sufficient justification?” to recognise the change in name of Safer Communities Group to Community Safety Health and Wellbeing Advisory Committee.

Building programs

Ranking criteria across multiple building programs have been consolidated to bring the evaluation process for buildings into alignment. The ranking process was standardised prior to developing the 2018/19 program. With the finalisation of the Buildings Asset Management Plan nearing its conclusion, it's noted that one of the key recommendations of the plan is the establishment of a cross-directorate panel to review and approve all building related programs prior to them being presented to Council as part of the Capital Works budget planning process. The stated objectives of the panel are to promote integration between service areas, identify gaps in current planning processes and inform the allocation of funds for planning work necessary to support project development. The panel will also review scoping work undertaken for key building projects and to provide guidance and direction for subsequent stages of implementation.

2.3 Utilisation of ranking criteria

The ranking criteria are now presented for Council's endorsement following which, these criteria will be utilised to prepare the Draft 2020-2024 Capital Works Program for New/Upgrade projects for Council's consideration.

During 2019/2020 budget deliberations, Councillors were presented with an indicative 5 year Capital Works program for new and upgraded works across all programs, which broadly aligned with the funding parameters of the Long Term Financial Forecast.

The formally adopted Capital Program for 2019/2020 endorses a one year program of works. This 2019/2020 approach will continue to present a five year horizon of upcoming Capital Works Programs, giving focus to the first year of delivery.

The Draft Program will be presented to Council as part of preparing the draft 2020/2021 budget, with the projects within programs ranked. It is to be noted that where changes to ranking criteria have been endorsed by Council, this may result in some re-ordering of projects relative to presentation of the previous year's program. This may impact on the timing of delivery across a five year horizon.

3. CONSULTATION

Consultation was undertaken with relevant staff (Program Managers and Coordinators) from a number of departments that are involved with the development of business cases for Capital Works projects.

4. ENVIRONMENTAL/AMENITY ISSUES

The ranking criteria for New/Upgrade projects have been developed using a multifaceted evaluation philosophy, with programs structured in accordance with social, environmental, economic as well as governance categories.

As noted, the criteria for New and Upgrade Capital Works sub programs have been reviewed, and in some cases refined and enhanced as a part of the ongoing development and delivery of Council's overall Capital Works Program. This assessment process is important in ensuring that the Program delivers the greatest benefits to the Knox community.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The underpinning concept in the use of the ranking criteria is to ensure that projects are prioritised with substantiation so that the overall needs of the community are addressed in a strategic way with the highest priority projects taking precedence. This supports consistency and transparency in allocating funding to ongoing capital programs whereby, subject to practicality and Council endorsement, funding is directed to the highest ranked projects.

6. SOCIAL IMPLICATIONS

The provision, upgrade and replacement of community assets and infrastructure are aligned to the needs of the community, so that they are enjoyed by current and future generations. As noted, the use of comprehensive and transparent ranking criteria is seen to be an important tool in the establishment of Council's Capital Works Program to ensure that those projects that have the greatest benefit or outcome are identified.

Importantly, members of the community or individuals who are advocating for projects can be confident that a transparent process, based on objective and agreed criteria, will form the basis of ranking and identify the top ranked projects. This also ensures equity whereby all community groups or individuals, whether large or small, can be confident that projects are transparently assessed based on merit. This also meets the objectives of the Local Government Act and best practice in terms of good governance and transparency and allows all groups and individuals to see where their projects sit based on these ranking criteria.

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

Goal 3 - We can move around easily

Strategy 3.2 - Improve bike and footpath connectivity, including identifying gaps between existing bike routes, footpaths and key places

Goal 4 - We are safe and secure

Strategy 4.3 - Maintain and manage the safety of the natural and built environment

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.

Author - Coordinator – Capital Works, Gene Chiron - 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

Ranking criteria for New/Upgrade Capital sub programs have been developed to provide a transparent approach to prioritising capital projects for Council consideration. These criteria have been presented and endorsed by Council since November 2006, and provide the basis for the ranking and development of Council’s Capital Works Program. In accordance with the Untied Funding Allocation Policy, these criteria are revised annually and are now presented for Council’s consideration. It is recommended that Council endorse the ranking criteria for the respective sub programs as presented within this report.

10. CONFIDENTIALITY

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

Report Prepared By: Coordinator – Capital Works (Gene Chiron)

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

Attachments

1. Attachment 1 - 2020-2021 Capital Works Ranking Criteria [8.5.1 - 41 pages]
2. Attachment 2 - 2020-2021 Capital Works Ranking Criteria [8.5.2 - 3 pages]

PROPOSED RANKING CRITERIA – 2020-2024

4000 - 4023 NEW/UPGRADE

4000 STRUCTURED SPORTING FACILITIES

The assessment process for Structured Sporting Facilities uses Council's consolidated building facilities ranking criteria. The criteria ranks projects against Council strategic plans, risk, finance, and asset service delivery improvements.

Assessment Criteria for Buildings in Structured Sporting Facilities			
	Maximum Score	Description	Score
Alignment with Strategic Plans			
Community and Council Plan	20	Project Aligns with a Council Plan Initiative	20
Initiatives, strategies and goals		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	10	The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	10
Masterplans, strategies, service plans, asset management plans, or implementation plans		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	10	Project is required to resolve one or more regulatory issues	10
DDA, NCC, Australian standards, etc.		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. Assets team has this information.		RI equal to or greater than 10%	5
Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost		RI less than 10%	0
Asset Service Delivery Improvement			
Asset Performance	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 Possible Score			100

4000A CAR PARKS IN STRUCTURED SPORTING FACILITIES

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Car Parks in Structured Sporting Facilities	Rating	Score
Is the project consistent with Council's Sporting Reserve & Facility Development Guidelines Policy?	Yes	10
	No	0
Do the Community Plan, Leisure Plan, or other relevant planning documents support the project?	Yes	10
	No	0
What is the level of risk exposure to Council and the community should the project not be undertaken?	High	20
	Medium	15
	Low	5
	None	0
To what extent has planning been undertaken for this project?	Significant	20
	Moderate	15
	Minimal	10
	None	0
Is there any external funding tied to this project? (i.e. election commitment)	Yes > 50%	10
	Yes < 50%	5
	No	0
Does the project improve accessibility for all users? (in particular people with a disability, seniors, etc.)	Yes	10
	No	0
To what extent are tenant community groups/users of the site contributing financially towards the project? (refer to Sporting Club Financial Contributions Towards Reserve Developments Policy)	Exceeds Policy	10
	Meets Policy / Nil	0
Number of club members and regular casual users per week that will benefit from the project?	500+	10
	250 to 499	7.5
	100 to 249	5
	< 100	0
Maximum Possible Score		100

4001 CULTURAL AND LIBRARY FACILITIES

The assessment process for Cultural and Library Facilities uses Council's consolidated building facilities ranking criteria. The criteria ranks projects against Council strategic plans, risk, finance, and asset service delivery improvements.

Assessment Criteria for Buildings in Cultural & Library Facilities			
	Maximum Score	Description	Score
Alignment with Strategic Plans			
Community and Council Plan	20	Project Aligns with a Council Plan Initiative	20
Initiatives, strategies and goals		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	10	The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	10
Masterplans, strategies, service plans, asset management plans, or implementation plans		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	10	Project is required to resolve one or more regulatory issues	10
DDA, NCC, Australian standards, etc.		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. Assets team has this information.		RI equal to or greater than 10%	5
Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost		RI less than 10%	0
Asset Service Delivery Improvement			
Asset Performance	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 Possible Score			100

4002 INDOOR LEISURE FACILITIES

The assessment process for Indoor Leisure Facilities uses Council's consolidated building facilities ranking criteria. The criteria ranks projects against Council strategic plans, risk, finance, and asset service delivery improvements.

Assessment Criteria for Buildings in Indoor Leisure Facilities			
	Maximum Score	Description	Score
Alignment with Strategic Plans			
Community and Council Plan	20	Project Aligns with a Council Plan Initiative	20
Initiatives, strategies and goals		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	10	The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	10
Masterplans, strategies, service plans, asset management plans, or implementation plans		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	10	Project is required to resolve one or more regulatory issues	10
DDA, NCC, Australian standards, etc.		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. Assets team has this information.		RI equal to or greater than 10%	5
Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost		RI less than 10%	0
Asset Service Delivery Improvement			
Asset Performance	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 Possible Score			100

4003 FAMILY & CHILDREN SERVICES BUILDINGS AND FACILITIES

(All business cases are to demonstrate the methodology used to prioritise the program of works)

The assessment process for Family & Children Services Buildings and Facilities uses Council's consolidated building facilities ranking criteria. The criteria ranks projects against Council strategic plans, risk, finance, and asset service delivery improvements.

Assessment Criteria for Buildings in Family & Children's Services			
	Maximum Score	Description	Score
Alignment with Strategic Plans			
Community and Council Plan	20	Project Aligns with a Council Plan Initiative	20
Initiatives, strategies and goals		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	10	The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	10
Masterplans, strategies, service plans, asset management plans, or implementation plans		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	10	Project is required to resolve one or more regulatory issues	10
DDA, NCC, Australian standards, etc		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

10

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		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. Assets team has this information.		RI equal to or greater than 10%	5
Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost		RI less than 10%	0
Asset Service Delivery Improvement			
Asset Performance	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 Possible Score			100

4004 AGED CARE BUILDINGS

The assessment process for Aged Care Buildings uses Council's consolidated building facilities ranking criteria. The criteria ranks projects against Council strategic plans, risk, finance, and asset service delivery improvements.

Assessment Criteria for Buildings in Aged Care			
	Maximum Score	Description	Score
Alignment with Strategic Plans			
Community and Council Plan	20	Project Aligns with a Council Plan Initiative	20
Initiatives, strategies and goals		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	10	The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	10
Masterplans, strategies, service plans, asset management plans, or implementation plans		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	10	Project is required to resolve one or more regulatory issues	10
DDA, NCC, Australian standards, etc		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. Assets team has this information.		RI equal to or greater than 10%	5
Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost		RI less than 10%	0
Asset Service Delivery Improvement			
Asset Performance	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 Possible Score			100

4005 COMMUNITY BUILDINGS & FACILITIES FOR OTHERS

The assessment process for Community Buildings & Facilities for Others uses Council's consolidated building facilities ranking criteria. The criteria ranks projects against Council strategic plans, risk, finance, and asset service delivery improvements.

Assessment Criteria for Buildings in Community Buildings & Facilities for others			
	Maximum Score	Description	Score
Alignment with Strategic Plans			
Community and Council Plan	20	Project Aligns with a Council Plan Initiative	20
Initiatives, strategies and goals		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	10	The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	10
Masterplans, strategies, service plans, asset management plans, or implementation plans		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	10	Project is required to resolve one or more regulatory issues	10
DDA, NCC, Australian standards, etc		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. Assets team has this information.		RI equal to or greater than 10%	5
Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost		RI less than 10%	0
Asset Service Delivery Improvement			
Asset Performance	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 Possible Score			100

4006 NEW FOOTPATH CONSTRUCTION PROGRAM & PEDESTRIAN FACILITIES

Assessment Criteria for New Footpath Construction Program and Pedestrian Facilities	Rating	Score
Governance		
Is it part of the Principal Pedestrian Network?	Yes No	10 0
What is the Road Hierarchy?	Arterial Link Commercial Industrial Reserve Access Unsealed	15 10 10 10 10 5 0
Social / Community Engagement / Community/Health Benefits		
Is there a pedestrian generator within 800m walk?	Education Activity Centre Hospital Retirement Village Reserve Industrial None	20 20 15 10 5 5 0
Is there public transport connectivity? (i.e. a train station within 800m walk and a bus stop within 400m walk)	Train Principal Public Transport Network Bus Route Other Bus Route No Connectivity	20 10 5 0
Is there evidence of use?	Yes No	5 0
Is it a court or no through road? (Note: a court which has a reserve that can allow pedestrian access through to another street is not considered a no through road or court)	No Yes	10 0
Number of customer requests	3+ 1-2 0	5 2 0
Has there been a request from a mobility aid user?	Yes No	5 0
Does it link to an existing path?	Yes No	10 0
Environmental		
*Is it a site with biological significance?	Yes No	 *
Maximum Possible Score		100

*The criteria 'is it a site with biological significance?' has no points attached. The criteria aims to flag the need for the project to be referred to other departments and a more detailed quote to be obtained. This is because these projects will have significant site constraints that need to be taken into account when proposing a project budget.

4007 ROAD AND BRIDGE CONSTRUCTION

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

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

Economic / Financial Impact		
Has the road segment been identified as non compliant with the desirable features of its hierarchy classification?		
Surface Material & Pavement Composition.	Yes	3
	No	0
Pavement Width.	Yes	3
	No	0
Kerb Type.	Yes	3
	No	0
Traffic (% Commercial Vehicles or Volume).	Yes	3
	No	0
Is there a demonstrable lifecycle cost benefit of sealing the unsealed road or constructing a new road?	Yes	9
	No	0
Proportion of external funding (Special Charge Scheme or Grant) available for proposed works?	50 – 100 %	9
	25 – 49 %	5
	< 25 %	0
Can proposed works be integrated with other Capital Works programs?	Yes	6
	No	0
Density Benefit Factor - Number of benefiting people/cost of asset.	High Benefit	9
	Low Benefit	0
Maximum Possible Score		100

4008 LOCAL AREA TRAFFIC MANAGEMENT SCHEMES (LATM's)

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Local Area Traffic Management Schemes	Rating	Score
Social / Community Engagement / Community Benefit		
Accidents per kilometre of road. - Accident statistics as recorded in VicRoads crash stats database (Latest available over a full 5 Year period)	5+	20
	4- 4.9	10
	3 – 3.9	8
	2 – 2.9	5
	1 – 1.9	2
	Less than 1	0
Traffic Volume - The 12 hour two-way traffic volume (7am-7pm) For a collector road For a local access road	6001 or more	20
	4001-6000	10
	3001-4000	8
	2001-3000	5
	1001-2000	2
	0 – 1000	0
	2501 or more	20
	2001-2500	10
	1501-2000	8
	1001-1500	5
	501-1000	2
	Less than 500	0
Traffic Speed - The recorded 85 th %ile speed (within a 24 hour period) over 50km/hr.	+15.1 km/h or more	20
	+10.1-15km/h	10
	+5.1-10 km/h	5
	+0.1-5km/h	2
	Under 50km/hr	0
Adjacent Land Use (if more than one, use the higher score)	Activity Centre	10
	Hospital	8
	Education -Primary	8
	Education -Secondary	5
	Education-Children centre	5
	Local shops	4
	Retirement village	4
	Community hall/church	4
	Reserve (Active/play equipment, Passive)	2
	On-Road use (School crossing, bike path)	2
	Industrial	1
	None	0
	How long has the site been on the list?	5 years or more
4 years		4
3 years		3
Less than 2 years		0
Road Geometry of the road being considered for installation of traffic devices.	Curvilinear	5
	Straight	0
Maximum Possible Score		80

Isolated Traffic Treatments

Assessment Criteria for Isolated Traffic Treatments (Hot Spot) Program	Rating	Score
Social / Community Engagement / Community Benefit		
For isolated intersection (2 or more treatable accidents at an intersection) OR For mid Block site (2 or more treatable accidents between intersections)		
Accident Statistics as recorded in VicRoads Crash stats database (Latest available over a full 5 Year period)	For each Fatality. For each Serious Injury. For each Minor Injury.	10 8 6
Type of user injured	Pedestrian Cyclist Motorcyclist Car driver Other	15 10 8 5 0
Accident is related to the road environment	Yes No	10 0
Customer Request	More than 3 1 to 3 0	5 2 0
Adjacent Land Use within 200m of site (if more than one, use the higher score)	Activity Centre Hospital Education -Primary Education -Secondary Education-Children centre Local shops Retirement village Community hall/church Reserve (Active/play equipment, Passive) On-Road use (School crossing, bike path) Industrial None	10 8 8 5 5 4 4 4 4 2 2 1 0
Road geometry of the road being considered for installation of isolated traffic devices.	Curvilinear Straight	5 0
How long has the site been on the list?	5 years or more 4 years 3 years Less than 2 years	5 4 3 0
Maximum Possible Score (Dependent on number of accidents)		

4009 NEW BICYCLE/SHARED PATHS

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

SHARED PATHS:

Assessment Criteria for New Bicycle/Shared Paths Projects	Rating	Score
Governance		
Principal Bike Network	Yes No	10 0
Road Hierarchy	Arterial Link Industrial Collector Reserve Access Unsealed	20 15 15 10 10 5 0
Social / Community Engagement / Community Benefit		
Is there a pedestrian generator within 1000m walk? (Note: 1000m walk = 4minutes on bike)	Education Activity Centre Industrial Hospital Reserve None	20 20 15 10 5 0
Is there public transport connectivity? (i.e. a train station within 800m walk and a bus stop within 400m walk)	Train No Connectivity Other Bus Route Principal Public Transport Network Bus Route	20 15 10 5
Number of customer requests	3+ 1-2 0	5 2 0
Does it link to an existing on-road/off-road facility?	Shared Path On-Road Facility None	10 8 0
Environmental		
*Is it a site with biological significance?	Yes No	 *
Economic / Financial Impact		
Available funding from an external body?	Yes No	15 0
Maximum Possible Score		100

*The criteria 'is it a site with biological significance?' has no points attached. The criteria aims to flag the need for the project to be referred to other departments and a more detailed quote to be obtained. This is because these projects will have significant site constraints that need to be taken into account when proposing a project budget.

ON-ROAD LANES:

Assessment Criteria for New Bicycle/Shared Paths Projects	Rating	Score
Governance		
Path identified on the Principal Bicycle Network	Yes No	10 0
Social / Community Engagement / Community Benefit		
Crashes involving bicycles over a 5 year period	More than 5 3 to 4 1 to 2 0	20 10 5 0
Is there public transport connectivity? (i.e. a train station within 800m and a bus stop within 400m)	Train No Connectivity Other Bus Route Principal Public Transport Network Bus Route	20 15 10 5
Width of the road (Note: If less than 9m wide, a shared path is recommended unless a very quiet street with low volume)	13m+ wide 9-13m wide Less than 9m wide	10 5 0
Speed Zone along the street	40km/hr and less 50km/hr 60km/hr >60km/hr	15 10 5 0
Customer requests for bike lane	More than 3 1 to 3 0	10 5 0
Links to existing bike lane/shared path	Yes No	15 0
Maximum Possible Score		100

BICYCLE FACILITIES:

Assessment Criteria for New Bicycle/Shared Paths Projects	Rating	Score
Governance		
Is the facility on an existing bike route	Shared Path	25
	On-road Bike Lane	15
	Gravel/Granitic	5
	No	0
Is the facility along the Principal Bike Network/identified route on the bike plan	Principal Bike Network	20
	Bike Plan	10
	None	0
Social / Community Engagement / Community Benefit		
Is there a pedestrian generator within 1000m walk? (Note: 1000m walk = 4minutes on bike)	Activity Centre	25
	Education	20
	Industrial	15
	Hospital	10
	Reserve	5
	None	0
Does it improve safety?	Yes	10
	No	0
Does it improve accessibility/connectivity?	Yes	10
	No	0
Customer request for facility	3+	10
	1-2	5
	0	0
Maximum Possible Score		100

4010 LOCAL ROAD SAFETY INITIATIVE

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Local Road Safety Initiatives	Rating	Score
Social / Community Engagement / Community Benefit		
Regulatory Requirement (eg. street light required over a traffic device or pedestrian numbers warrant school crossing)	Yes No	10 0
Treatment addresses property damage accidents (eg. Kerb installed to reduce run off road accidents)	Yes No	10 0
Accident reduction/prevention potential	Reduce conflict points Improve Sight distance Improve pedestrian visibility Improve driver awareness None	15 10 5 2 0
Customer requests	3 or more 1-3 None	5 2 0
Identified within the Integrated Transport Plan, Pedestrian Plan, Bike Plan or Community and Council Plan	Yes No	10 0
Adjacent Land Use within 100m of site (if more than one, use the higher score)	Activity Centre Hospital Education –Primary Education –Secondary Education – Children centre Local shops Retirement village Community hall/church Reserve (Active/play equipment, Passive) On-Road use (School crossing, bike path) Industrial None	10 8 8 5 5 4 4 4 2 2 1 0
Bus Route	Yes No	5 0
Road Hierarchy	Link Collector Local/access	10 5 0
Environmental		
Impacts on the environment e.g. excavation required, tree removal	No Yes	5 0
Economic / Financial Impact		
Possible external funding contribution from other source	Yes No	20 0
Maximum Possible Score		100

4011 PUBLIC TRANSPORT INFRASTRUCTURE

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Priority is based on:

- problem being experienced by bus company;
- frequency and type of bus service; and
- benefits the works will have on the operation of the bus service.

Prioritisation of bus stop works will also be based on:

- identified locations where people with disabilities are using the bus service;
- works that can be done in conjunction with other authorities (e.g. Dept of Infrastructure may undertake works to make a bus stop DDA compliant and Council may need to construct a short length of footpath; and
- the number of patrons using a bus stop.

Assessment Criteria for Local Road Safety Initiatives	Rating	Score
Social / Community Engagement / Community Benefit		
Problem identified by bus company	Yes No	10 0
Works will improve reliability	Yes No	10 0
Works will improve road safety	Yes No	10 0
DDA need to improve access	Yes No	10 0
Customer requests	3 or more 1-3 None	10 5 0
Bus route/stop location (footpath hierarchy)	Commercial access Key access Local access	10 5 0
Environmental		
Negative impacts on environment	No Yes	10 0
Economic / Financial Impact		
Possible external funding contribution from other source	Yes No	15 0
Works can be done in partnership with other authorities	Yes No	15 0
Maximum Possible Score		100

4012 NEW PLANT & MACHINERY

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for New Plant & Machinery	Rating	Score
Governance		
Fit with Council Plan	Significant	25
To what extent does the project reflect the current direction and vision of Council as outlined in the Knox Community and Council Plan?	Moderate	20
	Slightly	10
	Not at all	0
Social / Community Engagement/ Community Benefit		
To what extent is the need and urgency for the delivery of this project to the community, taking into account:	Significant	20
- support from the community	Moderate	18
- benefit to the community	Slightly	10
- risk to the community	Not at all	0
- alignment with existing Strategic Plans		
- how long the need has been apparent to Council?		
To what extent does the project address access and inclusion, amenity, public health and safety, cultural and heritage values and support the delivery of community services?	Significant	10
	Moderate	7
	Slightly	3
	Not at all	0
Environmental		
To what extent does the project benefit the environment considering energy reduction/efficiency, reduction of greenhouse gas emissions, water consumption, the use of recycled materials and minimising the use of resources? Are there positive environmental initiatives in the project?	Significant	15
	Moderate	7
	Slightly	3
	Not at all	0
Economical / Financial Impact		
What is the extent of economic benefits, to the organisation and/or the community, potential cost savings, availability of grants/ contributions or any return for investment?	Significant	15
	Moderate	7
	Slightly	3
	Not at all	0
Has the project been adequately scoped and documented for the efficient and economic delivery in the coming year, staged over one or more years or should it be deferred for further investigation?	Significant	15
	Moderate	10
	Slightly	5
	Not at all	0
Maximum Possible Score		100

4013 LAND ACQUISITION

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Land Acquisition	Rating	Score
Governance		
Fit with Council Plan.	Significant	10
To what extent does the project reflect the current direction and vision of Council as outlined in the Knox Community and Council Plan and other Council Strategies and Plans?	Moderate	5
	Slightly	3
	None	0
Service Feasibility and Asset Option Analysis (as detailed in Asset Management Policy)	Yes	10
Has a Service Feasibility Study and Asset Option Analysis been completed with an identified need to purchase land?	No	0
The recommended option from the Asset Option Analysis is:		
Purchase land and construct		10
Enter into a commercial lease		-50
Deliver service via a third party		-50
Improve utilisation of an existing building		-50
Public Private Partnership		-50
Other		-50
Service Feasibility and Asset Option Analysis not undertaken		0
Has the purchase of the land been authorised via a Council resolution?	Yes	10
	No	0
Social / Community Engagement/ Community Benefit		
Has public consultation occurred in relation to the purchase of the land?	Yes	10
	No	0
What is the anticipated benefit to be provided to the community from the purchase of the land?	Significant	5
	Moderate	3
	Minimal	1
	None	0
To what extent does the community support the purchase of the land?	Significant	5
	Moderate	3
	Minimal	1
	None	0
To what extent does the project address access and inclusion, amenity, public health and safety, cultural and heritage values and support the delivery of community services?	Significant	10
	Moderate	7
	Minimal	5
	None	0
Environmental		
To what extent does the project benefit the environment considering energy reduction/efficiency, reduction of greenhouse gas emissions, water consumption, the use of recycled materials and minimising the use of resources?	Significant	10
	Moderate	7
	Minimal	5
	None	0
Economical / Financial Impact		
What is the extent of economic benefits, to the organisation and/or the community, potential cost savings, availability of grants/ contributions or any return for investment?	Significant	10
	Moderate	7
	Minimal	5
	None	0
Has the construction aspect of the project been adequately scoped and documented for the efficient and economic delivery in the coming year, staged over one or more years or should it be deferred for further investigation?	Significant	10
	Moderate	7
	Minimal	5
	None	0
Maximum Possible Score		100

4014 UNSTRUCTURED RECREATION

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

		Current Score (C) (10 max)	Potential Score (P) (10 max)
Type of Open Space – either:	Municipal <ul style="list-style-type: none"> • Physical relationships to an activity centre is essential • Excellent connectivity, being visually accessible, accessible to pedestrian and bike and have near proximity to community facilities is necessary • Cater for multiple groups of people • Diverse user groups is desirable • Unique qualities, character or special features is essential • Is the space also located on a creek corridor? • Is the space also a community hub? • Accommodation of changing use 	1-10	1-10
Or:	Neighbourhood <ul style="list-style-type: none"> • Located in a prominent location within the neighbourhood • Excellent connectivity, being visually accessible, accessible to pedestrian and bike and have near proximity to community facilities is necessary • Cater for multiple groups of people • Enable diverse activities • Unique qualities, character or special features is essential • Is the space also located on a creek corridor? • Is the space also a community hub? • Accommodation of changing use 	1-10	1-10
Or:	Local <ul style="list-style-type: none"> • Develop community engagement with the space in the immediate surroundings • Spaces must be visually and physically accessible • Develop place based character sympathetic to the neighbourhood and site • Accommodation of changing use 	1-10	1-10
Biodiversity appreciation	<ul style="list-style-type: none"> • Priority/significant location • Create new links • Strong character and branding 	1-10	1-10
Connections connectivity	<ul style="list-style-type: none"> • Access to public transport, pedestrian and bike infrastructure • Have excellent amenity and community infrastructure • Comply with DDA and other standards 	1-10	1-10
Cultural interpretation	<ul style="list-style-type: none"> • Landmark • Event opportunities • Special character/significance 	1-10	1-10
Economy local	<ul style="list-style-type: none"> • Engaged interface with business and industry • Connect with community infrastructure • Opportunities for temporary business • High level of amenity 	1-10	1-10
Leisure healthy	<ul style="list-style-type: none"> • Dynamic interface design • Integrated design between active/passive spaces • Ability to activate spaces through structured activities 	1-10	1-10

People wellbeing	<ul style="list-style-type: none"> • Develop strong community links to the space • Develop a sense of community custodianship of site • Good provision of community infrastructure 	1-10	1-10
Play exploration	<ul style="list-style-type: none"> • Provide diverse opportunities for play use of the site • Comply with equal access and compliance standards • Multi-generational use of spaces • Appropriate infrastructure for the type of space • Excellent visual amenity 	1-10	1-10
Sustainable equilibrium	<ul style="list-style-type: none"> • Integrate opportunities for sustainable infrastructure • Design with sustainable materials and vegetation 	1-10	1-10
Water - quality	<ul style="list-style-type: none"> • Increase water quality • Link and extend creek corridors by integrating drainage corridors • Improve community access to water • Integrate water systems between open spaces, streets and homes 	1-10	1-10
		100 max (C)	100 max (P)

Strategic Priority- Level of Change		Change Score (CS)	
Limited Change or;	A limited level of change for residential land located within the Dandenong Foothills or designated as a Site of Biological Significance.	1 or;	
Incremental Change or;	An incremental level of change for residential land which generally has limited access to public transport, services and facilities, low pedestrian permeability and a green and leafy character.	2 or;	
Moderate Change or;	A moderate level of change for mixed use and residential areas within and surrounding selected Activity Centres	3 or;	
Substantial Change	The highest rate of change for mixed use and residential land within selected Activity Centres and other strategic sites.	4	
Total Score			(P-C) X (CS)

4015 PLACE MANAGEMENT PROGRAM

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

<p>Criteria</p> <p>Please select either column A, B or C.</p> <p>Then only highlight / score appropriate responses in that column.</p>	<p>A (40)</p> <p>Is this initiative consistent with actions outlined in an existing/ endorsed structure plan or other strategic planning instrument?</p>	<p>B (20)</p> <p>Will this initiative precede any planned or proposed structure planning or other strategic planning exercise in the future?</p>	<p>C (0)</p> <p>Is this initiative a stand-alone project with no identified strategic basis?</p>
<p>How many Community and Council Plan Goals and Strategies does this initiative align with?</p> <p>List them:</p> <p>1)</p> <p>2)</p> <p>3)</p> <p>4)</p> <p>5)</p>	<p>5 (15)</p> <p>4 (12)</p> <p>3 (9)</p> <p>2 (6)</p> <p>1 (3)</p>	<p>5 (15)</p> <p>4 (12)</p> <p>3 (9)</p> <p>2 (6)</p> <p>1 (3)</p>	<p>5 (15)</p> <p>4 (12)</p> <p>3 (9)</p> <p>2 (6)</p> <p>1 (3)</p>
<p>Will the initiative raise the profile of Knox?</p> <p>How?</p>	<p>International (15)</p> <p>Metro (10)</p> <p>Local (5)</p>	<p>International (15)</p> <p>Metro (10)</p> <p>Local (5)</p>	<p>International (15)</p> <p>Metro (10)</p> <p>Local (5)</p>

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COUNCIL – ENGINEERING & INFRASTRUCTURE

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<p>Does this initiative help implement other priorities, as articulated in the Knox Community and Council Plan and other Strategies/Plans?</p> <p>(eg flood management/ mitigation, healthy together, violence prevention)</p> <p>List them:</p> <p>1)</p> <p>2)</p> <p>3)</p> <p>4)</p>	<p>More than 2 (10)</p> <p>Less than 2 (5)</p>	<p>More than 2 (10)</p> <p>Less than 2 (5)</p>	<p>More than 2 (10)</p> <p>Less than 2 (5)</p>
<p>Will this initiative respond to a significant community issue?</p>	<p>Yes (5)</p> <p>No (0)</p>	<p>Yes (5)</p> <p>No (0)</p>	<p>Yes (5)</p> <p>No (0)</p>
<p>Will the initiative address known safety hazards/ manage known risk?</p>	<p>Yes (5)</p> <p>No (0)</p>	<p>Yes (5)</p> <p>No (0)</p>	<p>Yes (5)</p> <p>No (0)</p>
<p>Will the initiative provide an opportunity for community capacity building?</p>	<p>Yes (5)</p> <p>No (0)</p>	<p>Yes (5)</p> <p>No (0)</p>	<p>Yes (5)</p> <p>No (0)</p>
<p>Will the initiative have a positive impact on access and inclusion?</p>	<p>Yes (5)</p> <p>No (0)</p>	<p>Yes (5)</p> <p>No (0)</p>	<p>Yes (5)</p> <p>No (0)</p>
<p>Maximum Possible Score</p>	<p>(100)</p>	<p>(80)</p>	<p>(60)</p>

4016 STREETScape UPGRADES: ROAD RESERVE & NATURE STRIP PLANTING

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Streetscape Upgrades	Rating	Score
Governance		
Identified in Council's strategic documents or adopted Masterplan	Priority item	10
	Yes	5
	No	0
Risk exposure to the Community/Council should the project not be undertaken (rated against Council's Integrated Risk Management Process).	High	5
	Medium	3
	None	0
Project adds to the body of knowledge or guides future works on the site / program. E.g. Biolinks Study, Masterplan, Energy Audit, assessments etc	Yes	10
	No	0
Social / Community Engagement / Community Benefit		
Extent of participation or consultation with the community/Council/external stakeholders	Significant participation or consultation	10
	Some awareness, but more consultation required	5
	No consultation	0
Encourages greater leisure participation/engagement from any of the following: youth, women, people with disabilities, ageing and socially isolated individuals and communities?	Significant impact	5
	Some benefit	2
	None	0
Catchment visitation	Municipal	10
	Neighbourhood catchment	5
Environmental		
Risk to environmental values reduced	None	10
	Moderate	5
	High risk	0
Values Improved	Major improvement	10
	Moderate	5
	None	0
Potential use of sustainable materials.	Major opportunity	5
	Moderate	3
	None	0
Economic / Financial Impact		
Impact on operations budget /maintenance cost.	Decrease	10
	Same	5
	Increase	0
Complements existing investment/ assets / capital works.	Major	5
	Moderate	2
	None	0
Components have achieved optimum replacement life.	Optimum	5
	Moderate	2
	No	0
External funding contribution available.	Yes	5
	No	0
Maximum Possible Score		100

4017 STORMWATER UPGRADES

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Stormwater Upgrades	Rating	PTS
Governance, Risk Management & Public Safety (25 points)		
Is the proposed project in line with Knox's strategic direction under: 1) Knox Community and Council Plan 2) WSUD & Stormwater Management Strategy 2010 3) Sustainable Water Use Plan 4) Drainage Asset Management Plan 2010 5) Revegetation Plan 6) Stormwater Catchment # Master Plan (SC#MP) 7) Open Space & Landscape Master Plan	Project listed as priority action (in one or more strategies) = 8 pts Project listed as action in a flood mapped SC#MP (20yr CWP) = 6 pts Project supports strategic objectives = 3 pts No connection with strategic direction of council = 0 pts	8
If project is not delivered, will the issue result in residential displacement; inability to live at property; compromised living standards; or risk to public health?	Yes = 13 pts No = 0 pts	13
What is the primary land use within the flood affected area?	Residential = 4 pts Commercial/Industrial = 3 pts Non Developed = 1pt	4
Economic and Financial Benefits (25 points)		
Will this project support (complement) and/or assist resolution for other CWP initiatives identified/planned for in the forward CWP (i.e. synergies, added value, combined resources, shared effort)?	Yes = 5 pts No = 0 pts	5
Is external funding available to cost share / deliver this project?	50% or more external funds = 5 pts 30-50% external funds = 3 pts No external funds = 0 pts	5
Number of Properties suffering internal Above Floor level damage Number of Properties with Below Floor level damage	Multiple properties = 15 pts Single property = 7 pts Multiple Properties = 5 pts Single Property = 2 pts	15
Environmental Benefits (25 points)		
Is the project within a high value catchment (HVC)? [* = section of Dandenong Creek north of Boronia Rd] [# = section of Dandenong Creek south of Boronia Rd to confluence]	Dobsons /Upper Dandenong* = 7 pts Monbulk/Ferry = 6 pts Corhanwarrabul/Eumemmering = 5 pts Middle Dandenong Creek# = 4 pts Blind Creek = 3 pts Old Joes Creek = 2 pts Rowville Main Drain = 1 pt	7

<p>Will this project scope provide urban pollutant reductions and meet industry best practice for waterway/bay protection in terms of water quality?</p> <p>(i.e. State Targets: TSS = 80%, TP = 45%, TN= 45%, litter/gross pollutants = 70% & Flow reductions)</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
<p>Will this project seek to capture and reuse alternate water sources for 'fit for purpose' application (e.g. open space irrigation) to reduce Council's reliance/usage of potable (drinking) water supplies?</p> <p>[Note: Industry best practice is 80% substitution reliability or more]</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
<p>Will this project scope provide a % reduction in urban DCI connections to the receiving (local) waterway through upstream treatment systems? DCI = Directly Connected Impervious Area</p> <p>Apply: (Catchment total DCI area – System's total disconnected DCI area) / Catchment's total DCI area</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
Social and Community Benefits (25 points)		
<p>Does this project provide opportunity to improve urban cooling of the local (immediate) area, reducing Urban Heat Island effects and community vulnerability, through provision of shade/canopy trees?</p> <p>Note: Street Tree Policy target is 25% canopy cover across municipality.</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	5
<p>Will the project create a desirable destination (passive or active space) for community use/visitation that: (a) builds community inclusion & connectedness to places across the municipality; and (b) will be accessible for all abilities?</p>	<p>'(a) + (b) = 5 pts</p> <p>'(a) only = 4 pts</p> <p>No = 0 pts</p>	5
<p>If project is not delivered, to what Degree will social / community benefits be disrupted - that is, access to essential services OR disruption to road networks OR other community facility or asset is compromised?</p>	<p>Major disruption or loss of access = 8 pts</p> <p>Moderate = 6 pts</p> <p>Minor = 4 pts</p> <p>No = 0 pts</p>	8
<p>Is the project in an area considered to be a sensitive land use or an area of a known vulnerable population?</p> <p>Sensitive Land Use = schools, hospitals, aged/disability services etc</p> <p>Vulnerable population = retirement villages, aged care facilities, medical precincts, early childhood, primary/secondary schools, specialist schools for special needs individuals.</p>	<p>Yes = 5 pts</p> <p>No = 0 pts</p>	5
<p>Will this project provide habitat?</p>	<p>Yes = 2 pts</p> <p>No = 0 pts</p>	2
Ranking Score (Total)		? / 100

4018 SUSTAINABILITY INITIATIVES

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Sustainability Initiatives	Rating	Score
Governance		
Identified in Council's Strategic Documents or adopted Master Plan	Priority item	10
	Yes	5
	No	0
Project adds to the body of knowledge or guides future works on the site / program or acts as a Demonstration Project. E.g. Master Plan, Energy Audit, etc	Yes	5
	No	0
Risk exposure to the Community/Council should the project not be undertaken (rated against Council's Integrated Risk Management Process).	High	10
	Medium	5
	None	0
Social / Community Engagement / Community Benefit		
Extent of consultation with the community/Council/external stakeholders.	Significant consultation	10
	Some awareness, but more consultation required	5
	No consultation	0
Encourages greater leisure participation/engagement from any of the following: youth, women, people with disabilities, ageing and socially isolated individuals and communities?	Significant impact	5
	Some benefit	2
	None	0
Catchment visitation (e.g. the demographic that the project location or site typically caters for)	Municipal or wider	10
	Neighbourhood	5
	Restricted Access	0
Environmental		
Impact on existing environmental values (e.g. Net loss of canopy trees, increase in stormwater runoff, increase in noise or light pollution)	Net improvement	10
	Neutral impact	5
	Net loss of value	0
Impact on Resource use (e.g. will the project increase electricity, gas or water use)	Significant Reduction	10
	Neutral impact	5
	Significant Increase	0
	Increase	0
Sustainable Procurement and sustainable use of materials (e.g. reduction in waste to landfill, purchasing recycled material or reusing existing materials on the project)	Major opportunity	5
	Moderate	3
	None	0
Economic / Financial Impact		
Impact on operations budget/maintenance cost (including ongoing cost of energy or water bills for the site).	Decrease	10
	Same	5
	Increase	0
Compliments existing investment/assets/capital works.	Major	5
	Moderate	2
	None	0
Components have achieved optimum replacement life.	Optimum	5
	Moderate	2
	No	0
Potential external funding contribution available or Project has a return on investment of under 10 years.	Yes	5
	No	0
Maximum Possible Score		100

4019 CIVIC & CORPORATE BUILDING AND FACILITY UPGRADE

The assessment process incorporates a quadruple bottom line evaluation which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Civic Corporate Building & Facility Upgrade	Rating	Score
Governance		
The works support the direction set by the Knox Community and Council Plan.	Significantly	15
	Moderately	10
	Slightly	5
Social / Community Engagement / Community Benefit		
The works are required to provide safe and available amenities.	Yes	15
	No	10
The works promotes access and inclusion for all.	Yes	15
	No	0
Expected future utilisation of the facility	To increase	10
	Stay the same	5
	Reduce	-15
Environmental		
The works will contribute to the natural and built environment; consider sustainable principle and energy efficiencies.	Significantly	15
	Moderately	8
	Slightly	5
Economic / Financial Impact		
Components of the facility have achieved their optimum replacement life	Yes	15
	No	0
The works occurs in conjunction with other capital works	Yes	5
	No	0
The works will improve the delivery of the services	Yes	10
	No	0
Maximum Possible Score		100

4021 SUSTAINABLE INITIATIVES FOR OUTDOOR STRUCTURED FACILITIES

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Stormwater Upgrades	Rating	PTS
Governance, Risk Management & Public Safety (25 points)		
Is the proposed project in line with Knox's strategic direction under: 1) Knox Community and Council Plan 2) WSUD & Stormwater Management Strategy 2010 3) Sustainable Water Use Plan 4) Drainage Asset Management Plan 2010 5) Revegetation Plan 6) Stormwater Catchment # Master Plan (SC#MP) 7) Open Space & Landscape Master Plan	Project listed as priority action (in one or more strategies) = 8 pts Project listed as action in a flood mapped SC#MP (20yr CWP) = 6 pts Project supports strategic objectives = 3 pts No connection with strategic direction of council = 0 pts	8
If project is not delivered, will the issue result in residential displacement; inability to live at property; compromised living standards; or risk to public health?	Yes = 13 pts No = 0 pts	13
What is the primary land use within the flood affected area?	Residential = 4 pts Commercial/Industrial = 3 pts Non Developed = 1pt	4
Economic and Financial Benefits (25 points)		
Will this project support (complement) and/or assist resolution for other CWP initiatives identified/planned for in the forward CWP (i.e. synergies, added value, combined resources, shared effort)?	Yes = 5 pts No = 0 pts	5
Is external funding available to cost share / deliver this project?	50% or more external funds = 5 pts 30-50% external funds = 3 pts No external funds = 0 pts	5
Number of Properties suffering internal Above Floor level damage Number of Properties with Below Floor level damage	Multiple properties = 15 pts Single property = 7 pts Multiple Properties = 5 pts Single Property = 2 pts	15
Environmental Benefits (25 points)		
Is the project within a high value catchment (HVC)? [* = section of Dandenong Creek north of Boronia Rd] [# = section of Dandenong Creek south of Boronia Rd to confluence]	Dobsons /Upper Dandenong* = 7 pts Monbulk/Ferry = 6 pts Corhanwarrabal/Eumemmering = 5 pts Middle Dandenong Creek# = 4 pts Blind Creek = 3 pts Old Joes Creek = 2 pts Rowville Main Drain = 1 pt.	7

<p>Will this project scope provide urban pollutant reductions and meet industry best practice for waterway/bay protection in terms of water quality?</p> <p>(i.e. State Targets: TSS = 80%, TP = 45%, TN= 45%, litter/gross pollutants = 70% & Flow reductions)</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
<p>Will this project seek to capture and reuse alternate water sources for 'fit for purpose' application (e.g. open space irrigation) to reduce Council's reliance/usage of potable (drinking) water supplies?</p> <p>[Note: Industry best practice is 80% substitution reliability or more]</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
<p>Will this project scope provide a % reduction in urban DCI connections to the receiving (local) waterway through upstream treatment systems? DCI = Directly Connected Impervious Area</p> <p>Apply: (Catchment total DCI area – System's total disconnected DCI area)</p> <p style="text-align: center;">Catchment's total DCI area</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
Social and Community Benefits (25 points)		
<p>Does this project provide opportunity to improve urban cooling of the local (immediate) area, reducing Urban Heat Island effects and community vulnerability, through provision of shade/canopy trees?</p> <p>Note: Street Tree Policy target is 25% canopy cover across municipality.</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	5
<p>Will the project create a desirable destination (passive or active space) for community use/visitation that: (a) builds community inclusion & connectedness to places across the municipality; and (b) will be accessible for all abilities?</p>	<p>'(a) + (b) = 5 pts</p> <p>'(a) only = 4 pts</p> <p>No = 0 pts</p>	5
<p>If project is not delivered, to what Degree will social / community benefits be disrupted - that is, access to essential services OR disruption to road networks OR other community facility or asset is compromised?</p>	<p>Major disruption or loss of access = 8 pts</p> <p>Moderate = 6 pts</p> <p>Minor = 4 pts</p> <p>No = 0 pts</p>	8
<p>Is the project in an area considered to be a sensitive land use or an area of a known vulnerable population?</p> <p>Sensitive Land Use = schools, hospitals, aged/disability services etc</p> <p>Vulnerable population = retirement villages, aged care facilities, medical precincts, early childhood, primary/secondary schools, specialist schools for special needs individuals.</p>	<p>Yes = 5 pts</p> <p>No = 0 pts</p>	5
<p>Will this project provide habitat?</p>	<p>Yes = 2 pts</p> <p>No = 0 pts</p>	2
Ranking Score (Total)		? / 100

4022 INTEGRATED STORMWATER SOLUTIONS

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

Assessment Criteria for Stormwater Upgrades	Rating	PTS
Governance, Risk Management & Public Safety (25 points)		
Is the proposed project in line with Knox's strategic direction under: 8) Knox Community and Council Plan 9) WSUD & Stormwater Management Strategy 2010 10) Sustainable Water Use Plan 11) Drainage Asset Management Plan 2010 12) Revegetation Plan 13) Stormwater Catchment # Master Plan (SC#MP) 14) Open Space & Landscape Master Plan	Project listed as priority action (in one or more strategies) = 8 pts Project listed as action in a flood mapped SC#MP (20yr CWP) = 6 pts Project supports strategic objectives = 3 pts No connection with strategic direction of council = 0 pts	8
If project is not delivered, will the issue result in residential displacement; inability to live at property; compromised living standards; or risk to public health?	Yes = 13 pts No = 0 pts	13
What is the primary land use within the flood affected area?	Residential = 4 pts Commercial/Industrial = 3 pts Non Developed = 1pt	4
Economic and Financial Benefits (25 points)		
Will this project support (complement) and/or assist resolution for other CWP initiatives identified/planned for in the forward CWP (i.e. synergies, added value, combined resources, shared effort)?	Yes = 5 pts No = 0 pts	5
Is external funding available to cost share / deliver this project?	50% or more external funds = 5 pts 30-50% external funds = 3 pts No external funds = 0 pts	5
Number of Properties suffering internal Above Floor level damage Number of Properties with Below Floor level damage	Multiple properties = 15 pts Single property = 7 pts Multiple Properties = 5 pts Single Property = 2 pts	15
Environmental Benefits (25 points)		
Is the project within a high value catchment (HVC)? [* = section of Dandenong Creek north of Boronia Rd] [# = section of Dandenong Creek south of Boronia Rd to confluence]	Dobsons /Upper Dandenong* = 7 pts Monbulk/Ferny = 6 pts Corhanwarrabul/Eumemmering = 5 pts Middle Dandenong Creek# = 4 pts Blind Creek = 3 pts Old Joes Creek = 2 pts Rowville Main Drain = 1 pt.	7

<p>Will this project scope provide urban pollutant reductions and meet industry best practice for waterway/bay protection in terms of water quality?</p> <p>(i.e. State Targets: TSS = 80%, TP = 45%, TN= 45%, litter/gross pollutants = 70% & Flow reductions)</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
<p>Will this project seek to capture and reuse alternate water sources for 'fit for purpose' application (e.g. open space irrigation) to reduce Council's reliance/usage of potable (drinking) water supplies?</p> <p>[Note: Industry best practice is 80% substitution reliability or more]</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
<p>Will this project scope provide a % reduction in urban DCI connections to the receiving (local) waterway through upstream treatment systems? DCI = Directly Connected Impervious Area</p> <p>Apply: (Catchment total DCI area – System's total disconnected DCI area)</p> <p style="text-align: center;">Catchment's total DCI area</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	6
Social and Community Benefits (25 points)		
<p>Does this project provide opportunity to improve urban cooling of the local (immediate) area, reducing Urban Heat Island effects and community vulnerability, through provision of shade/canopy trees?</p> <p>Note: Street Tree Policy target is 25% canopy cover across municipality.</p>	<p>Yes = 6 pts</p> <p>No = 0 pts</p>	5
<p>Will the project create a desirable destination (passive or active space) for community use/visitation that: (a) builds community inclusion & connectedness to places across the municipality; and (b) will be accessible for all abilities?</p>	<p>'(a) + (b) = 5 pts</p> <p>'(a) only = 4 pts</p> <p>No = 0 pts</p>	5
<p>If project is not delivered, to what Degree will social / community benefits be disrupted - that is, access to essential services OR disruption to road networks OR other community facility or asset is compromised?</p>	<p>Major disruption or loss of access = 8 pts</p> <p>Moderate = 6 pts</p> <p>Minor = 4 pts</p> <p>No = 0 pts</p>	8
<p>Is the project in an area considered to be a sensitive land use or an area of a known vulnerable population?</p> <p>Sensitive Land Use = schools, hospitals, aged/disability services etc.</p> <p>Vulnerable population = retirement villages, aged care facilities, medical precincts, early childhood, primary/secondary schools, specialist schools for special needs individuals.</p>	<p>Yes = 5 pts</p> <p>No = 0 pts</p>	5
<p>Will this project provide habitat?</p>	<p>Yes = 2 pts</p> <p>No = 0 pts</p>	2
Ranking Score (Total)		? / 100

4023 COMMUNITY SAFETY INITIATIVES

The assessment process incorporates a quadruple bottom line evaluation, which considers an assessment of the social, environmental, economic and governance categories.

The table below can be used to score and rank each proposed initiative within the Plan. Initiatives with the highest scores will be assigned the highest priority.

Assessment Criteria for Community Safety Initiatives	Rating	Score
Governance		
To what extent does the project create risk exposure to the community/Council should the project not be undertaken (rated against Council's integrated risk management process)	Significantly Moderately Not at all	15 10 0
Social / Community Engagement / Community Benefit		
To what extent does the project work towards delivering priorities from the Knox Community and Council Plan for a safe community? <u>Considerations:</u> <ul style="list-style-type: none"> The project supports an integrated planning approach to place management. The project supports greater community participation in public places/spaces. The project works towards reducing inequities for particular groups including people with disabilities, young people, women, CALD communities, Aboriginal community to access public places/spaces. 	Significantly Moderately Not at all	15 10 0
To what extent does the project work towards delivering community safety outcomes? <u>Considerations:</u> <ul style="list-style-type: none"> The project increases the communities perceptions of safety – particularly at night The project incorporates crime prevention through environmental design principles The project incorporates other community safety programs to support sustainable community outcomes. 	Significantly Moderately Not at all	25 15 0
Does the project provide the sufficient justification? <u>Considerations:</u> <ul style="list-style-type: none"> Project has been identified by the Community Safety Health and Wellbeing Advisory Committee as a priority Project has been identified by community as a high priority community safety initiative Consultation has occurred with relevant Council staff and community user groups 	Significantly Moderately Not at all	20 10 5

Sustainability		
Does the project benefit the environment: <u>Considerations:</u> <ul style="list-style-type: none"> • Energy efficiencies – reducing greenhouse gas emissions (water, gas, electricity) • Sustainable design principles – • Eco buy use of sustainable materials. 	Significantly Moderately Not at all	10 5 0
Financial Impact		
Does the project address <u>economic</u> sustainability principles? <u>Considerations:</u> <ul style="list-style-type: none"> • Project has secured part funding from other sources • Capacity to improve financial return from building • Capacity to reduce maintenance costs • Potential to attract other funding sources • Extent of financial contribution from user group • Extent of in-kind contributions 	Significantly Moderately Not at all	15 10 0
Maximum Possible Score Total		100

ATTACHMENT 2

CAPITAL WORKS RANKING CRITERIA – 2019-23

(Previous iteration of ranking criteria for those programs which incorporated minor amendment for 2020-2024)

4023 COMMUNITY SAFETY INITIATIVES

The assessment process incorporates a quadruple bottom line evaluation which considers an assessment of the social, environmental, economic and governance categories.

The table below can be used to score and rank each proposed initiative within the Plan. Initiatives with the highest scores will be assigned the highest priority.

Assessment Criteria for Community Safety Initiatives	Rating	Score
Governance		
To what extent does the project create risk exposure to the community/Council should the project not be undertaken (rated against Council's integrated risk management process)	Significantly Moderately Not at all	15 10 0
Social / Community Engagement / Community Benefit		
To what extent does the project work towards delivering priorities from the Knox Community and Council Plan for a safe community? <u>Considerations:</u> <ul style="list-style-type: none"> The project supports an integrated planning approach to place management. The project supports greater community participation in public places/spaces. The project works towards reducing inequities for particular groups including people with disabilities, young people, women, CALD communities, Aboriginal community to access public places/spaces. 	Significantly Moderately Not at all	15 10 0
To what extent does the project work towards delivering community safety outcomes? <u>Considerations:</u> <ul style="list-style-type: none"> The project increases the communities perceptions of safety – particularly at night The project incorporates crime prevention through environmental design principles The project incorporates other community safety programs to support sustainable community outcomes. 	Significantly Moderately Not at all	25 15 0
Does the project provide the sufficient justification? <u>Considerations:</u> <ul style="list-style-type: none"> Project has been identified by the Safer Communities group as a priority Project has been identified by community as a high priority community safety initiative Consultation has occurred with relevant Council staff and community user groups 	Significantly Moderately Not at all	20 10 5

Sustainability		
Does the project benefit the environment: <u>Considerations:</u> <ul style="list-style-type: none"> • Energy efficiencies – reducing greenhouse gas emissions (water, gas, electricity) • Sustainable design principles – • Eco buy use of sustainable materials. 	Significantly Moderately Not at all	10 5 0
Financial Impact		
Does the project address <u>economic</u> sustainability principles? <u>Considerations:</u> <ul style="list-style-type: none"> • Project has secured part funding from other sources • Capacity to improve financial return from building • Capacity to reduce maintenance costs • Potential to attract other funding sources • Extent of financial contribution from user group • Extent of in-kind contributions 	Significantly Moderately Not at all	15 10 0
Maximum Possible Score Total		100

9 Community Services Officers' Reports for consideration

9.1 Community Engagement Policy

SUMMARY: Coordinator Community Partnership, Saskia Weerheim

Community engagement is a critical function of Council and can contribute to enhanced service excellence; strengthened local democracy; and improved governance and transparency.

Knox City Council's Community Engagement Policy sunsetted on 23 February 2019. This Policy has been reviewed with consideration given to the proposed changes to the Local Government Act 1989 (Vic) as well as best practice recommendations for Local Government community engagement policies, as set out by the Victorian Auditor General Office (VAGO). The revised draft Community Engagement Policy defines and directs a consistent and considered approach to community engagement by Council. It includes all of VAGO's best practice recommendations for community engagement for Local Government, including utilisation of the International Association of Public Participation (IAP2) model of community engagement (which Knox already uses), newly developed community engagement principles, and expands on how, when and who to engage with in the community and the level of engagement required.

On 24 June 2019, Council approved a business case for an ongoing community engagement role with an associated budget for program costs including staff training and an online platform, within the 2019-2020 budget. It is expected that this revised Policy, as well as the new community engagement resources will reinvigorate community engagement practice across Council.

RECOMMENDATION

That Council adopt the Community Engagement Policy as presented in Attachment 1.

1. INTRODUCTION

The Knox community is shifting and evolving. Our population is becoming more diverse, bringing people together with a broad range of values and levels of community connection. The changing nature of the Knox community emphasises the importance of an ongoing dialogue between community and Council, through effective community engagement.

The Local Government Act 1989 (Vic) outlines Best Practice Principles for Councils, including the need for Councils to develop a program of regular consultation with community in relation to the services it provides. In 2018, the Local Government Act 1989 (Vic) was reviewed and included proposed changes to community engagement requirements for Councils. Local Government Victoria is currently re-establishing discussions around the proposed Local Government Bill 2019, which is expected to be passed before the end of 2019. At this stage, it is expected that the existing draft recommendations around community engagement, from the 2018 review, will remain unchanged. With proposed changes to the Local Government Act, Council's Community Wellbeing Department has led the review of Council's community engagement approach including a review of the Community Engagement Policy, in response to Initiative 8.2.1 in the Community and Council Plan 2017-2021.

In preparation for these expected changes, the VAGO has been conducting audits of Council community engagement policies and manuals. In order to meet the VAGO recommendations on Local Government community engagement policies, Local Government must clearly articulate:

- Objectives;
- Responsibilities;
- Use of the IAP2 model of engagement;
- Principles and values;
- Engagement methods;
- Method of monitoring, evaluation and review; and
- Engagement resources.

Following staff consultation and a review of best practice policy across the sector, the Community Engagement Policy has been updated to incorporate best practice community engagement as well as the VAGO requirements for Council community engagement.

2. DISCUSSION

“Community engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.”
(International Association for Public Participation 2015)

Effective community engagement can contribute to:

- Strengthened local democracy, both participatory and representative;
- Enhanced service excellence; and
- Improved governance and transparency.

The review of Council’s community engagement approach, including review of the Policy and Manual, identified the lack of a consistent and effective approach across Council in delivering community engagement, translating into a highly variable community engagement approach across the organisation. The majority of staff that completed a Community Engagement Staff Survey delivered community engagement, but less than half felt that they delivered community engagement well. Half of those surveyed were also not aware of Council’s Community Engagement Manual and the Community Engagement Team site. Feedback from the re-established Community of Practice Network, made up of Council staff, reiterated the need for a coordinated and consistent approach across Council, as well as training, additional tools including an online software platform, and support and guidance from a community engagement professional.

Knox City Council’s Community and Council Plan 2017-2021 targets include increased transparency in decision making across all levels of government and increased engagement participation from across all sectors of the community. The updated draft Community Engagement Policy aims to support achievement of these targets and underpins Council’s thinking behind, and approach to, achieving Goal 8 of the Plan: “We have confidence in decision making.”

2.1 Work Done to Date

The following activities were undertaken from January to June 2019 to review and update Knox City Council's community engagement approach:

- Research conducted (including benchmarking with other Councils) into contemporary frameworks for community engagement and stakeholder management.
- Council's Community Engagement Policy reviewed and updated draft prepared for Council consideration.
- Council's Community Engagement Manual reviewed and updated.
- A list of key Council projects requiring community engagement prepared for the 2019-2020 period.

Technical Advice:

- Support and advice provided to internal service areas regarding the planning, delivery, analysis and management of engagement outcomes.
- Digital community engagement tools investigated.
- Recommendations made regarding preferred community engagement software.

Internal Capacity Building:

- Scan conducted of community engagement practices and tools that are currently utilised across the organisation.
- Community Engagement Training needs assessment conducted across Council.
- The Community of Practice Network group re-established for Council community engagement practitioners.

Stakeholder Management:

- Advice provided to staff across the organisation in relation to community engagement plan development.
- Participation on the LG Pro Consultation and Research Special Interest Group, gaining input and insight into best practice engagement for local government across Victoria.

Two Key Council Engagement Initiatives:

- Knox Festival Hub

With a number of community consultation activities being delivered simultaneously at Council, including the mid-term review of the Community and Council Plan, the 2019 Knox Festival was an ideal opportunity to deliver Council-led community engagement under one marquee. Hundreds of residents visited the Hub and engaged with staff about Council projects including the Community and Council Plan Mid-Term Review, volunteering in Knox and Miller's Homestead. The Community Engagement Hub allowed Council to build positive relationships with community members. Feedback from the Hub was positive with additional benefits including:

- Increased visibility of Council at the Knox Festival.; and
- The building of trust with the community on decision making (Goal 8, Community and Council Plan 2017-2021).

- Miller’s Homestead

Knox City Council recently sought input from the community in relation to the future use of Miller’s Homestead. Consultation was undertaken over a two-month period. Over 300 submissions were received with 2,730 people participating in the variety of community engagement activities at Knox Festival, Miller’s Homestead Open Days and Easter Family Fun Day, as well as online.

2.2 Knox City Council’s Community Engagement Framework

To assist Council in meeting the VAGO recommendations and enhancing best practice community engagement planning and delivery across the organisation, the following framework and principles have been developed and incorporated into the updated Policy, for all Council people who undertake community engagement on behalf of Council.



2.3 Knox City Council’s Community Engagement Principles

Council will approach all community engagement activities using the guiding principles established in the Knox City Council Community and Council Plan 2017-2021. The proposed Community Engagement Principles are as follows:

Guiding Principle (Knox City Council Community and Council Plan 2017-2021)	
Flexibility	<ul style="list-style-type: none"> • Council will respond to community input to inform changing circumstances.
Integration	<ul style="list-style-type: none"> • Council will support and train staff on systems and processes to support community engagement in line with this Policy and to use the Knox Community Engagement Manual with contractors. • Council will work across teams to ensure effective and comprehensive

Guiding Principle (Knox City Council Community and Council Plan 2017-2021)	
	<p>community engagement.</p> <ul style="list-style-type: none"> • Council will foster best practice and facilitate a whole of Council approach by facilitating a cross organisational peer support group.
Robustness	<ul style="list-style-type: none"> • Council will design and implement its community engagement processes using the Knox Community Engagement Approach outlined in the Manual, based on the IAP2 best practice framework. • Council will undertake planned community engagement processes and activities to enable maximum community participation.
Inclusiveness	<ul style="list-style-type: none"> • Council will communicate its commitment to the Community Engagement Policy and processes to the community. • Council will engage with a diverse range of people to enhance community engagement processes and outcomes.
Resourcefulness	<ul style="list-style-type: none"> • Council will use a diverse range of community engagement methods, adopting a prevention and early intervention approach.
Reflection	<ul style="list-style-type: none"> • Council will review engagement activities to continually improve its practices. • Council will report back to our community in a timely manner about how their input was considered within the final outcome. • Council will collate community engagement output data in the document management system to support integrated planning and service delivery.

2.4 When to Engage

The draft Policy provides a guideline for Council to determine the need for community engagement by considering the impact level. The impact level sits across a spectrum from Level 1, high impact and municipal wide, to Level 4, lower impact and within a local area. The development of a Community Engagement Plan is essential for Impact Level 1 and 2 and it is proposed that all Councillors will be advised of Level 1 plans and Ward Councillors will be engaged, for ward specific projects. The draft Policy also provides guidance on when community engagement is not appropriate.

2.5 Who to engage

The community engagement process at Knox City Council will identify and involve all relevant people and groups who are directly impacted by or, have an interest in, the issue to be addressed. Such people and groups may include:

- Residents and ratepayers
- Children and families
- Service providers and community groups

- Businesses
- Education providers

2.6 Council's Engagement Level (IAP2 Model)

Council will use the IAP2 model of engagement to guide planning and implementation of community engagement activities, as detailed in the attached Policy. This will assist with the selection of the level of participation that defines the public's role in community engagement activities. The IAP2 engagement level depicts five levels of increasing influence that the public can have on an outcome or decision. From the first, low-intensity level of "Inform" to the highest level of engagement termed "Empower", with proposed goals and styles of engagement for each level.

3. CONSULTATION

Views were sought from the following stakeholders including:

- Internal staff currently delivering community engagement activities through various feedback mechanisms including survey, one-on-one meetings and the re-established Community of Practice Network; and
- Feedback and benchmarking of other Councils into contemporary frameworks for community engagement and stakeholder management.

4. ENVIRONMENTAL / AMENITY ISSUES

Providing an updated and relevant Community Engagement Policy will enable better decision making on environment and amenity issues. The types of projects requiring a Community Engagement Plan are outlined in the Knox Community Engagement Policy.

5. FINANCIAL & ECONOMIC IMPLICATIONS

At the 24 June 2019 Council meeting, Council approved a business case for an ongoing community engagement position and associated community engagement resources as part of the budget process. These ongoing resources will consolidate the work done to date and support implementation of the updated Community Engagement Policy and Manual.

6. SOCIAL IMPLICATIONS

The Knox Community Engagement Policy will allow Council to:

- Support informed decision making, governance and active participation;
- Acknowledge the diversity of skills, views and expertise in the community;
- Improve community satisfaction scores regarding community consultation;
- Address the reduced engagement findings from the State of Knox;
- Provide a framework for building staff capacity and consistency in practice in community engagement work;

- Reach a broader range of community groups with a consistent approach;
- Allow for evaluation of the Knox community engagement approach; and
- Prepare for the expected legislative changes and any future audits of our practices.

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

Goal 8 - We have confidence in decision making

The revised draft Community Engagement Policy will contribute to the achievement of the following Strategy and Action in the Plan:

- Strategy 8.2: Enable the community to participate in a wide range of engagement activities.

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 – Coordinator Community Partnership – Community Wellbeing, Saskia Weerheim – In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director Community Services, Tanya Scicluna - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

Community engagement is a critical function of Council and can contribute to enhanced service excellence; strengthened local democracy; and improved governance and transparency.

The updated Community Engagement Policy acknowledges the changes in Victorian Government policy and the Knox community. It emphasises the importance of an ongoing dialogue between all parts of the community and Council, including those who are harder to reach or those who don't normally participate in engagement activities.

Increased transparency in decision making across all levels of government and increased engagement and participation from across all sectors of the community are key aims within the Knox City Council Community and Council Plan 2017-2021. The updated Community Engagement Policy and reinvigorated and supported community engagement practice across Council will support achievement of these targets and underpin Council's thinking behind, and approach to, achieving Goal 8 of the Plan: "We have confidence in decision making."

10. CONFIDENTIALITY

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

Attachments

1. Policy - Community Engagement DRAFT [9.1.1 - 9 pages]



Community engagement policy

Policy Number:	Issued by Governance	Directorate:	Community Services
Approval by:	Council or EMT	Responsible Officer:	Community Wellbeing Manager
Approval Date:	Meeting Date	Version Number:	2
Review Date:	3 Years from Meeting Date		

1. Purpose

The purpose of this Policy is to define and direct a consistent and considered Council approach to Community Engagement.

2. Context

Our community is shifting and evolving. The Knox community is represented by a diverse group of people with their own values and community connections. Figures from the 2016 Census show that in the Knox community:

- People are getting older.
- Cultural diversity is increasing.
- There is more variety in the types of housing we are living in.
- People are becoming more educated.
- People are working closer to home.

The changing nature of the Knox community emphasises the importance of an ongoing dialogue between all parts of the community and Council, including those who are harder to reach or those who don't normally participate in engagement activities.

The *Local Government Act 1989* (Vic) ¹ outlines Best Practice Principles for Councils including the need for Council to develop a program of regular consultation with its community in relation to the services it provides. Council regularly engages with the community through its Advisory Committees as well for programs and services, place-based activities, capital works projects and community events. Councillors also play a vital and ongoing role in engaging with the community.

Council acknowledges that effective community engagement contributes to:

- Strengthened local democracy, both participatory and representative.
- Enhanced service excellence.
- Improved governance and transparency.

¹ S 208B (e)



Knox City Council’s Community and Council Plan 2017-2021 targets include increased transparency in decision making across all levels of government and increased engagement participation from across all sectors of the community. The Community Engagement Policy aims to support achievement of these targets and underpins Council’s thinking behind, and approach to, achieving Goal 8 of the Plan, ‘We have confidence in decision making’. This Policy will also contribute to the achievement of the following strategies in the Plan:

- Strategy 8.1: Build, strengthen and promote good governance practices across government and community organisations.
- Strategy 8.2: Enable the community to participate in a wide range of engagement activities.

3. Scope and responsibilities

This Policy applies to all Council People who undertake community engagement on behalf of Council. Knox City Council’s community engagement framework is as follows:



Community engagement in Knox will:



Some community engagement involves opportunities for the community to contribute to the decision making process (Inform decision making). Other opportunities arise when Council facilitates relationship building between and with stakeholders such as community groups. Community engagement in Council aims to strengthen the capacity of the community to increase knowledge or change behaviours.



4. References

4.1 Knox City Council Community & Council Plan 2017-2021

- Goal 8: We have confidence in decision making

4.2 Relevant Legislation

- *Local Government Act 1989* (Vic) – Conflict and Interest Provisions

4.3 Charter of Human Rights

This policy has been assessed against the rights contained within the *Charter of Human Rights and Responsibilities Act 2006* (Vic) and is deemed compatible with the Charter.

4.4 Related Council Policies

- Councillor Code of Conduct
- Staff Media Policy
- Councillor Media Policy
- Staff Social Media Policy

4.5 Related Council Procedures

- Community Engagement Manual
- Communications Request Procedure

5. Definitions

Council Means Knox City Council, whether constituted before or after the commencement of this Policy.

Council People / Person **Staff** - Any permanent, part-time, temporary or casual employee of Knox City Council.

Contractor/Agency/Labour Hire Worker - Any contractor or agency/labour hire worker who provides services or undertakes work on behalf of Knox City Council.

Volunteer/s A member of the public when contributing directly to a Council program/service/event and who:

- is registered as a Council volunteer; or
- is part of any count with regard to volunteer hours contributed to Council programs/services/events

For the purposes of this Policy the definition of a volunteer also includes students on work/student placement from an educational institution.

Councillor/s An elected representative of the Knox municipality.



Community	Broadly defined as those who have an interest in or are affected by the business of Council and the way it operates and includes: residents and landowners, businesses, workers, organisations and visitors.
Community Engagement	Any process that values and facilitates community input to help Council make better-informed decisions. It recognises that if the community is going to be affected by a decision, it needs to be engaged in the decision-making process in some way.
Community Engagement Advocates	A cross organisational peer support group comprising Council staff trained and certified in IAP2, fostering best practice and facilitating a whole of Council approach to community engagement.
Community Engagement Framework	The Community Engagement Framework outlines the community engagement activities Council will undertake within its community engagement program.
Community Engagement Plan	A Plan that is developed in conjunction with a Project Plan, which outlines the community engagement stages, level of community participation in decision making, objectives, techniques, stakeholders and deliverables.
Community Engagement Spectrum	A tool designed to assist with the selection of the level of participation from less active to more active involvement. The spectrum includes the levels: inform, consult, involve, collaborate and empower. It defines the community's role and the formulation of the community engagement goal and promise which drives the engagement process. It is based on the IAP2 Spectrum.
IAP2	The International Association for Public Participation is a world-wide association of members who seek to promote and improve the practice of public participation.

6. Council Policy

6.1 Objectives

- To support informed decision making, governance and active civic participation and democracy by ensuring that all community engagement activities conducted by Council are in line with the principles outlined in section 6.2.
- To acknowledge the diversity of skills, views and expertise in the community and involve the community, where appropriate, in Council decision-making processes.



6.2 Principles

Council will approach all community engagement activities using the guiding principles established in the Knox City Council Community and Council Plan 2017-2021. The Principles are as follows:

Guiding Principle (Knox City Council Community and Council Plan 2017-2021)	
Flexibility	<ul style="list-style-type: none"> • Council will respond to community input to inform changing circumstances.
Integration	<ul style="list-style-type: none"> • Council will support and train staff on systems and processes to support community engagement in line with this Policy and to use the Knox Community Engagement Manual with contractors. • Council will work across teams to ensure effective and comprehensive community engagement. • Council will foster best practice and facilitate a whole of Council approach by facilitating a cross organisational peer support group.
Robustness	<ul style="list-style-type: none"> • Council will design and implement its community engagement processes using the Knox Community Engagement Approach outlined in the Manual, based on the IAP2 best practice framework. • Council will undertake planned community engagement processes and activities to enable maximum community participation.
Inclusiveness	<ul style="list-style-type: none"> • Council will communicate its commitment to the Community Engagement Policy and processes to the community. • Council will engage with a diverse range of people to enhance community engagement processes and outcomes.
Resourcefulness	<ul style="list-style-type: none"> • Council will use a diverse range of community engagement methods, adopting a prevention and early intervention approach.
Reflection	<ul style="list-style-type: none"> • Council will review engagement activities to continually improve its practices. • Council will report back to our community in a timely manner about how their input was considered within the final outcome. • Council will collate community engagement output data in the document management system to support integrated planning and service delivery.

6.3 IAP2 Model



Council will use the IAP2 model of engagement to guide planning and implementation of community engagement activities.

Council's engagement level (IAP2 model)

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives and solutions	To obtain stakeholder feedback on analysis, alternatives and/or decisions	To work directly with stakeholders throughout the process to ensure that their concerns and aspirations are consistently understood	To partner with stakeholders in each aspect of the decision from development to solution	Shared leadership of community-led projects with final decision-making at the community level
Style	One way communication 'Here's what's happening'	Obtaining feedback 'Here are some options, what you think?'	Participatory process to identify issues and views 'Here's a problem, what ideas do you have?'	Working together 'Let's work together to solve this problem'	Building community capacity to be change leaders 'You care about this issue and are leading an initiative, how can we support you?'
Examples	Ads, factsheets, websites	Surveys, focus groups	Advisory committees, workshops	Partnerships, participatory decision making	Facilitation of networks, campaigns

Source: Adapted from Tamarack Institute and IAP2

6.4 When to engage

Council will determine the need for community engagement considering the following:

Impact level	Description	Criteria (one or more may apply)	Examples
Level 1	High impact LGA wide Community engagement plan essential	<ul style="list-style-type: none"> Legislative requirements (as listed above). Existing or potential for conflict or controversy. High level of interest from the community. High level of political interest Potential to impact on regional or state strategies or direction. 	<ul style="list-style-type: none"> Strategic plans Significant Council policies, plans or by-laws Major changes to city-wide services e.g. waste services or childcare Masterplans Customer facing IT solutions



Impact level	Description	Criteria (one or more may apply)	Examples
		<ul style="list-style-type: none"> Any impact on health, safety and wellbeing of the broader community. Significant environmental changes or impacts. Need for Council to understand community values and priorities to inform policies, planning or service delivery. 	
Level 2	<p>High impact in a local area</p> <p>Community engagement plan essential</p>	<ul style="list-style-type: none"> Removal or significant changes to a facility or service to a local community/user group. Existing or potential for conflict or controversy at a local level. High level of community or sectional interest. 	<ul style="list-style-type: none"> Playground changes Major local road work Significant changes to car parking Change of use to buildings and infrastructure Involves heritage Naming/re-naming of parks or buildings
Level 3	<p>Lower impact LGA wide</p> <p>Community engagement plan desirable</p>	<ul style="list-style-type: none"> Potential for some controversy or conflict. Potential for some, although not significant impact on regional or state strategies or direction. Minor changes to recurring large scale programs. Need to build community action around an issue. Potential opportunity to establish partnerships to address an issue. More information is needed to reach a decision. 	<ul style="list-style-type: none"> Minor changes to processes Minor changes to services e.g. events such as Knox Festival or Sorry Day Impacts vulnerable groups Non-contentious changes to fees and charges
Level 4	<p>Lower impact in a local area</p> <p>Community engagement plan optional</p>	<ul style="list-style-type: none"> Minor changes to a facility or services at a local level. Low potential for controversy or conflict at local level. Minor works 	<ul style="list-style-type: none"> Normal road works Development of local programs Landscaping



6.5 When community engagement is not appropriate

The following are examples of circumstances where community engagement should not be used:

- The decision cannot be affected because:
 - It is already made;
 - Council has no jurisdiction; or
 - Confidentiality issues wouldn't allow meaningful discussion.
- Time frame and/or resources are too limited for meaningful input.
- Other decisions have to be made prior to the community being consulted.

6.6 Community Engagement Plan endorsement

Council staff completing Community Engagement Plans will:

- Seek endorsement from their Director for Level 1 plans and advise all Councillors.
- Develop all Community Engagement Plans in consultation with their Manager.
- Engage with the relevant Councillors for Ward-specific projects.

6.7 How to engage

The community engagement process at Knox City Council involves five steps:

1. *Define* – the impact, objectives and engagement level for the project.
2. *Select* – which parts of the community Council will engage with.
3. *Plan* – the engagement tools to be used.
4. *Manage* – the risk and approvals required for community engagement activities (see 6.6 of Policy).
5. *Report* – review the engagement activity.

Knox City Council's Community Engagement Manual 2019 provides more detail on each step.

6.8 Who to engage

The community engagement process at Knox City Council will identify and involve all relevant people and groups who are directly impacted by or, have an interest in, the issue to be addressed. Such people and groups may include:

- Residents and ratepayers
- Children and families
- Service providers and community groups
- Businesses
- Education providers

6.9 Evaluation and review of the community engagement process

Reporting back to the community on decisions and evaluating and reviewing the community engagement approach will be key responsibilities of those managing the community engagement process. Evaluation of the community engagement process will include assessment of robustness, inclusiveness and level of information and transparency.

6.10 Engagement resources

- Knox City Council Community Engagement Manual 2019
- Knox City Council Community Engagement Advocates/Champions
- International Association for Public Participation Australasia (IAP2) resources and materials



- Local Government Professionals (LGPro) resources and materials

7. Administrative Updates

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

9.2 Breach of Seasonal Tenancy Agreements with Sporting Clubs Policy

SUMMARY: Coordinator Leisure Services, Bronwyn Commandeur

Council's Breach of Seasonal Tenancy Agreements with Sporting Clubs Policy exists to ensure sporting clubs understand and meet their responsibilities as tenants of Council sporting facilities. Following a recent review of the Policy, a series of updates have been proposed to provide further clarity to sporting clubs, to reduce the risk to Council and lesson any adverse impacts on the community, and to improve the operational effectiveness for Council Officers administering the Policy.

RECOMMENDATION

That Council adopt the Breach of Seasonal Tenancy Agreements with Sporting Clubs Policy at Attachment 2.

1. INTRODUCTION

At its Ordinary Meeting of Council on 23 June 2015, Council adopted a revised Breach of Seasonal Tenancy Agreements with Sporting Clubs Policy ("the Policy"), developed to ensure sporting clubs understand and meet their responsibilities as tenants of Council sporting facilities. Since the inception of the Policy, the number of breaches, which have occurred, has generally declined. The number of breaches per year in 2016 was eight and in 2018 was four.

This report outlines updates, which have been proposed to ensure the Policy remains relevant and to ensure sporting clubs behave in a manner, which is consistent with the licence agreement, the Good Neighbour Guidelines and the Good Sports Program, and in doing so ensure the negative impacts to Council, the community and residents are minimised.

The draft policy changes were also discussed at Council's Confidential Issues Briefing meeting held on 19 August 2019.

2. DISCUSSION

By submitting a seasonal or annual licence application, sporting clubs acknowledge and agree to responsibilities related to their usage of a Council facility. These responsibilities are detailed in their respective seasonal/annual licence agreement. Should any of these responsibilities be breached, Council has the ability to issue the sporting club with a Notice of Breach of Tenancy.

A recent review of the Policy identified the following changes:

1. Title Change. The proposed change of terminology from tenancy agreement to licence agreement is reflective of the conditions of use for pavilions and reserves, which includes non-exclusive use by sporting clubs. The reference to licence agreement has been updated throughout the document.
2. Scope. The wording has been updated to confirm that the Policy does not apply to other User Groups, which are not sporting clubs that have entered into licence agreements or other occupancy agreements.

3. Definitions Table. Breach of tenancy has been defined.
4. Policy Statement. A Policy statement has been added in accordance with Councils updated Policy requirements.
5. Process. The process has been updated to clarify the communication procedure, which is required to occur when a concern or complaint has been identified. This includes confirmation that the Ward Councillor will be kept informed. Further details have been added for the types of breaches and also the addition of a strengthened appeal process.
6. Review. The Policy has been updated to include wording, which identifies that Council reserves the right to assess the severity of a breach to the Seasonal Tenancy Agreement on a case-by-case basis.
7. Assessment. Additional wording has been included when assessing the breach to include that an additional two penalty points will be allocated to the sporting club if the breach is repeated for the same breach of term/s of the Seasonal Tenancy Agreement. This has been included to address concerns regarding repetitive behaviour.
8. Accumulation of penalty points. Additional wording has been added to require the sporting club to meet with Council officers for discussion on all occasions when a breach has occurred.
9. Review of seasonal tenancy. The wording has been strengthened to outline that Council when issuing a new tenancy agreement may do so subject to conditions.

The updated Policy with marked up changes is included at Attachment 1 and a clean copy of the proposed Policy can be found at Attachment 2.

3. CONSULTATION

Consultation has occurred with members from Council's Recreation and Leisure Committee regarding the proposed amendments to the current policy. Feedback received from the Committee was supportive of the proposed changes.

Consultation also included that of the state sporting associations. Feedback received included clarity that the Policy covered the surrounding infrastructure of the reserve, including car park areas.

A significant amount of consultation has occurred internally within Council, most notably with officers from the Leisure Services and Governance units. Further advice was sought from Council's solicitors, Russell Kennedy Lawyers.

Should the proposed Policy changes be adopted, officers will immediately advise all sporting clubs of the key changes and send the updated document to each club secretary via email. The revised document will also be referenced within the Seasonal Tenancy Agreement, and copies will be available on Council's public website.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no Environmental or amenity issues.

5. FINANCIAL & ECONOMIC IMPLICATIONS

There would be no negative financial and economic implications for Council should the updates to the Policy be adopted. However, if a sporting club was to record numerous breaches, there is the potential that the club would experience a financial penalty. This would include a potential loss of funds through a bond, as well as the possibility of becoming ineligible for future Council funding opportunities or external funding requiring Council endorsement for a period of up to 12 months.

6. SOCIAL IMPLICATIONS

Sporting Clubs in Knox are generally responsible in the administration of their community sporting clubs. If a sporting club breaches its Seasonal Tenancy Agreement with Council, a variety of negative impacts are often associated with the breach. These in-turn affect residents within the community, other clubs and/or Council. As a result of this, it is important that Council considers the need to have high quality and well-respected sporting clubs within the community, which support the health and wellbeing of the community at large. The updates to the Policy will assist in ensuring that this occurs.

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

Goal 4 - We are safe and secure

Strategy 4.1 - Encourage and support the community to take responsibility for their own safety, and the safety of others

Strategy 4.3 - Maintain and manage the safety of the natural and built environment

Goal 6 - We are healthy, happy and well

Strategy 6.1 - Mitigate lifestyle risks such as smoking, risky alcohol consumption and drug use, obesity, lack of physical activity and poor nutrition

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 –Coordinator Leisure Services, Bronwyn Commandeur - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Co Manager Youth, Leisure and Cultural Services, Nicole Columbine - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The updated Breach of Seasonal Tenancy Agreements with Sporting Clubs Policy will enable sporting clubs to understand and meet their responsibilities as tenants of Council sporting facilities.

The review undertaken enables the Policy to remain relevant and ensure sporting clubs behave in a manner, which is consistent with the tenancy agreement, the Good Neighbour Guidelines and the Good Sports Program, and in doing so ensure the negative impacts to Council, the community, and residents are minimised.

10. CONFIDENTIALITY

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

Report Prepared By: Coordinator Leisure Services, Bronwyn Commandeur

Report Authorised By: Director Community Services, Tanya Scicluna

Attachments

1. Attachment 1 - Breach of Seasonal Licence Agreements with Sporting Clubs Policy [9.2.1 - 11 pages]
2. Attachment 2 - Breach of Seasonal Licence Agreements with Sporting Clubs Policy [9.2.2 - 7 pages]



Breach of Seasonal Tenancy Licence Agreements for with Sporting Clubs

Policy Number:	2012/29	Directorate:	Community Services
Approval by:	Council	Responsible Officer:	Team Leader Leisure Development
Approval Date:	23 June 2015 <u>23 September 2019</u>	Version Number:	23
Review Date:	2018/19 <u>23 September 2022</u>		

1. Purpose

The purpose of this Policy is:

- To promote compliance with Council's Seasonal Licence Agreements, Good Neighbour Guidelines and the Good Sports Program;
- To provide a clear and consistent process to assist staff managing breaches of Council's Seasonal Licence Agreements and to limit the impact these breaches have on Council, local residents and staff; and
- To ensure sporting clubs understand the consequences of breaching Seasonal licence agreements with Council. To ensure that sporting club committee members and their members understand the consequences of breaching seasonal licence agreements with Council. This includes the impact which this may have on Councils allocation of sporting reserves and pavilions to clubs for use, in accordance with the Sporting Reserve Facility Usage Policy.
- To ensure sporting clubs understand the consequences of breaching Seasonal licence agreements with Council.

~~This policy provides a clear and consistent process for Council to ensure sporting clubs understand and meet their responsibilities as tenants of Council sporting facilities, whilst assisting with the management of sporting clubs that breach their seasonal/annual tenancy agreement. It will also help assist in limiting the impact these breaches have on both Council, its officers and its residents.~~

The types of matters covered by this policy include, but are not limited to:

- public disturbances;
- conduct at Council reserves and pavilions;
- damage to Council property; and
- additional costs incurred by Council.

~~In addition, this policy will help ensure all sporting clubs behave in a manner consistent with Council's Good Neighbour Guidelines and the Good Sports Program.~~



2. Context

All sporting clubs entering into Seasonal Licence Agreements with Council are required to comply with the terms of those agreements and to behave in a manner consistent with Council's Good Neighbour Guidelines and the Good Sports Program.

Routine updates to all Councillors outlining a summary of breach notices issued to sporting clubs which have occurred throughout the season will be provided at the conclusion of each of the summer / winter seasons.

Historically Council officers have issued a breach of tenancy notification to a sporting club when a breach of its seasonal/annual tenancy agreement has occurred. This notification, in the form of a letter, requires the sporting club to respond in writing within seven days, highlighting how it plans to address the breach, as well as highlighting the measures put in place to ensure the breach doesn't occur in the future.

3. Scope & Application

This policy applies to all sporting clubs and community groups within the City of Knox which are placed on have entered into a sSeasonal/annual tenancy licence agreements when utilising for use of Council's owned assets and infrastructure. This includes, but is not limited to, sports fields, sports pavilions, tennis courts and netball courts, all facilities owned and/or managed by Council.

This policy will not apply to:

- sporting clubs and associations placed on long-term lease and licence agreements; or
- other user groups which are not sporting clubs that have entered into licence agreements or other occupancy arrangements more generally.

4. References

4.1 Community & Council Plan 2017-2021

- Goal 1: We value our natural and built environment
- Goal 6: We are healthy, happy, and well
- Goal 7: We are inclusive, feel a sense of belonging, and value our identity
- Goal 8: We have confidence in decision making

4.2 Relevant Legislation

- Local Government Act 1989 – Conflict and Interest Provisions
- Liquor Control Reform Act 1998

4.3 Charter of Human Rights

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

4.4 Related Council Policies

- Advertising, Sponsorship and Promotional Signs on Council Land
- Sporting Reserve Facility Usage
- Sporting Reserve & Facility Development Guidelines
- Casual Use of Active Reserve

4.5 Related Council Documents

- Seasonal/Annual Tenancy Licence Agreement
- Seasonal Changeover Guidelines
- Fees & Charges

4.6 Related Council Plans

- Knox Leisure Plan 2014-192018-2024



- Community Safety Plan ~~2013-17~~2017-2021
- ~~Knox~~ Community Health & Wellbeing Strategy ~~2013-17~~2017-2021
- Open Space Asset Management Plan
- Open Space Plan 2012-22
- The Knox Integrated City Strategy 2017-2021

5. Definitions

Breach of Tenancy Licence Agreement	An action executed by the sporting club which is in breach of its seasonal/annual tenancy agreement. Means: <ul style="list-style-type: none"> • <u>a failure to comply with a term of the Seasonal Licence Agreement; or</u> • <u>an action or omission which is contrary to an obligation, contained in a sporting club's Seasonal Licence Agreement.</u>
Community Group	A legal entity that provides services, support or activities to the Knox community under a sub-let arrangement with a sporting club.
Council	Knox City Council, whether constituted before or after the commencement of this Policy.
Council's Leisure Facilities	Facilities managed by Knox City Council, including sports fields, courts and pavilions.
Good Neighbour Guidelines	The guidelines developed to encourage good relations between occupants of Council facilities and nearby residents.
Good Sports Program	An initiative by the Australian Drug Foundation to develop safer and healthier communities. The program helps sporting clubs manage alcohol responsibly and reduce alcohol related problems.
Seasonal/Annual Tenancy Licence Agreement	An <u>6 month Winter/Summer or 12 month</u> agreement which outlines the roles and responsibilities of each respective sporting club which utilises a Council facility.
Seasonal/Annual Tenancy Licence Fee	Is a figure charged by Council on a seasonal/annual basis to cover costs associated with maintenance works. The total figure consists of three elements – sports field fees, pavilion fees and team fees.
Sporting Club	Any sporting club which enters into a Seasonal/ Annual Tenancy Licence Agreement with Council.

6. Council Policy

Council is committed to ensuring that tenants of Council facilities abide by their contractual obligations including the Seasonal Licence Agreement, Good Neighbour Guidelines and the Good Sports Program.

Council will hold sporting clubs accountable for the actions and behaviour of its~~the~~ respective members, officials and spectators in accordance with the terms of the Seasonal Licence Agreement.



6.1 Process

A sporting club is considered to be in breach of term/s of the Seasonal Licence Agreement in the event that the sporting club:

- fails to comply with a term of the Seasonal Licence Agreement; or
- undertakes an action or omission which is contrary to an obligation, contained in the Seasonal Licence Agreement.

Sporting clubs may be in breach of their licence agreement due to, but not limited to, the following circumstances:

- Exceeding pavilion hours of use
- Unapproved usage of Council facilities
- Unapproved works to a Council facility
- Required behaviour of user groups respective members, officials and spectators as listed in Seasonal Licence Agreements
- Breach of Liquor Licence Agreement
- Gambling within Council facilities
- Smoking within Council facilities
- Late submission of Seasonal Licence Application
- Late submission of Seasonal Changeover Checklist
- Sub-letting Council facilities without Council approval
- Failure to adequately clean Council facilities
- Inappropriate storage of equipment within Council facilities
- Displaying of non-conforming signage
- Excessive litter surrounding Council facilities
- Late payment of Seasonal Licence Fees
- Changing locks within a Council facility without prior approval
- Failure to 'Test & Tag' electrical equipment

6.2 Assessing whether a breach of the Seasonal Licence Agreement has occurred

Once a report of concern or complaint has been identified, Council Officers will undertake the following process: To ensure a fair and transparent system with regard to potential breaches of tenancy agreements, the following process will be implemented when a potential breach of a Seasonal/Annual Tenancy Agreement has occurred;

6.2.1 Council's Leisure Services Officer will assess the concern or complaint against the terms and conditions listed in the Seasonal Licence Agreement. This will be assessed on a case-by-case basis to determine whether a breach of the Seasonal Licence Agreement has occurred, and if so the severity of the breach and the penalty points applicable.

6.2.2 The Ward Councillor will be kept informed by the Coordinator Leisure Services. The Ward Councillor will be invited to be included in discussions held with the sporting club.

6.2.3 Council's Leisure Services Officer will assess the claimed breach using the matrix shown at Section 6.2 of this Policy. A breach level will be established where appropriate.

Upon the assessment being completed by the Leisure Services Officer, Council's Coordinator Leisure Services will review this the assessment prior to notifying the club and arrange a meeting with the sporting club.



~~6.2.4 An assessment will be undertaken on a case-by-case basis to determine whether a breach of the Seasonal Licence-Agreement has occurred, and if so the severity of the breach and the penalty points applicable.~~

~~inform the Sporting Club in writing of the assessment outcome.~~

~~6.2.2 The club will be notified in writing of the assessment outcome and The Ward Councillor will be kept informed by the Coordinator Leisure Services at the appropriate intervals. at this time given an opportunity to respond in writing within seven days.~~

~~If the club wishes to appeal the breach level decision made by the Leisure Services Officer, a review panel consisting of three Council Officers will be assembled to review and re-assess the breach. This panel will be chaired by the either Director Community Services or Manager – Youth, Leisure & Cultural Services, will include a minimum of one other Director or Manager and will not include any officers who were involved in the original decision making process. All matters associated with potential apprehended bias must be considered in forming any review panel.~~

~~The club will have an opportunity to send a nominated Club Executive Committee Member to present to the review panel, in order to provide the club's version of events.~~

~~The club will be notified of the outcome of the appeal.~~

6.23 Classifying the Severity of the Breach and the allocation of penalty points

~~If a sporting club, in accordance with the process outlined at Section 6.1, is found to have breached its seasonal/annual tenancy agreement, the breach will be classified into a category which reflects the level of severity of the breach. These levels will range from minor breaches (Level 1) to severe breaches (Level 5).~~

~~Examples of actions which can be classified as a breach, and their corresponding levels, can be found in Attachment 1.~~

~~Once it has been determined that a breach of the Seasonal Licence Agreement has occurred, an assessment will be undertaken to determine the severity of the breach, and the penalty points applicable.~~

~~In determining the severity of the breach, consideration will be given to:~~

~~These potential breaches have been allocated their corresponding level by using a matrix which factors in two key elements:~~

- ~~• The impact on Knox City Council and its residents. This may include (i.e. disturbances, disruption and the impact on reputation etc); and~~
- ~~• The financial cost to Knox City Council (i.e. cost to rectify the impact of the breach).~~

~~Council Officers may use the matrix for the classification of the severity of a breach of the Licence Agreement in making this determination.~~

~~Council reserves the right to assess the severity of the breach on a case-by-case basis without use of the matrix for the classification of the severity of a breach to the Seasonal Licence Agreement should the breach fall outside what can be assessed using the matrix.~~



Table 1. Matrix for the classification of the severity of a breach to the licence agreement

		Impact on Council & Residents		
		Low	Medium	High
Financial cost to Council	Low	Level 1	Level 2	Level 3
	Medium	Level 2	Level 3	Level 4
	High	Level 3	Level 4	Level 5

6.3 Points System

Once the breach has been categorised, Penalty points will be allocated to the breach by using a matrix using Table 2: Assessment tool to allocate penalty points. The assessment tool will consider: which factors in two key elements:

- The number of breaches during the previous 12 months level; and
- The level of breach as assessed under clause 6.2 The number of breaches allocated to the Sporting Club during the previous 12 months.

Table 2: Assessment tool to allocate penalty points

		Breach Level				
		1	2	3	4	5
Breach Number over the preceding 12 month period	1	1 Point	2 Points	3 Points	4 Points	5 Points
	2	2 Points	4 Points	6 Points	8 Points	10 Points
	3	3 Points	6 Points	9 Points	12 Points	15 Points
	4	4 Points	8 Points	12 Points	16 Points	20 Points



If the Section 6.2 Matrix is used:

The points for each separate breach will be recorded and a cumulative rolling total will be kept. The points attributed to each separate breach will expire after 12 months and the cumulative rolling total will be adjusted accordingly. For example;

- ~~02/12/2014 — Breach (2 points, expires in 12 months)~~
- ~~14/01/2015 — Breach (2 points, expires in 12 months — 4 points cumulative)~~
- ~~09/03/2015 — Breach (3 points, expires in 12 months — 7 points cumulative)~~
- ~~02/12/2015 — Points adjusted (5 points cumulative)~~
- ~~14/01/2015 — Points adjusted (3 points cumulative)~~
- ~~09/03/2015 — Points adjusted (0 points cumulative)~~

This practice ensures that clubs which improve their behaviour as a result of a change in committee members, for example, will not continue to be penalised for prior mistakes beyond their control.

Examples of how breaches are classified and the points attributed to the breach are set out at Attachment 2 of this policy.

6.4 — Appeal Process

1. ~~If the sporting club wishes to appeal the breach assessment (whether or not the Section 6.2 Matrix is used to determine the severity of the breach) made by the Leisure Services Officer, they are required to do so in writing or via email addressed to the Leisure Service Officer within seven days. If required a review panel consisting of three Council Officers will be assembled to review and re-assess the breach. This panel will be chaired by the either Director of Community Services or Manager — Youth, Leisure & Cultural Services, and will include a minimum of one other Director or Manager and will not include any officers who were involved in the original decision making process. All matters associated with potential apprehended bias must be considered by Council in forming any review panel.~~
2. ~~The sporting club will have an opportunity to send a nominated club executive or committee member from the sporting club to present to the review panel, in order to provide the sporting club's version of events.~~
3. ~~The sporting club will be notified of the outcome of the appeal.~~

6.4 Penalties Accumulation of Penalty Points

~~The table below provides the penalties to may be applied should a ssporting eClub accumulate the following total points:~~



Penalty Points System	
1 Point – 4 Points	Offer to meet Meet with the sporting club to discuss breach.
5 Points - 9 Points	Offer to meet Meet Meeting with the sporting club to discuss breach. And requirement of a bond totalling 10% of their seasonal tenancy licence fees issued by Council. This bond will be returned to the sporting club at the time in which its cumulative points total drops below five points. The club's respective Ward Councillor will also be invited to attend.
10 Points - 14 Points	Meet with the sporting club to discuss breach. Loss of bond and reported to the sporting club's respective governing body and various other sport and recreation or relevant regulatory bodies (i.e. AFL Victoria, Good Sports, Liquor Licensing Victoria, VicSport etc).
15 Points - 19 Points	Meet with the sporting club to discuss breach. Ineligible for funding opportunities through Council for the next 12 month period (i.e. Sport & Recreation Victoria, Minor Grants, Community Grants etc).
20 Points or Greater	Meet with sporting club to discuss breach. The sporting club must attend the meeting with Council Officers to show cause as to why the seasonal licence should not be terminated. Review of Seasonal/ Annual Tenancy Licence Agreement – This may include by way of example: <ul style="list-style-type: none"> ◆ termination of the Seasonal Licence Agreement; or ◆ entering into a new Seasonal Licence Agreement with the sporting club which contains one or more of the conditions outlined in Section 6.4.2 of this Policy.

* Note:

Should a ~~sporting club accumulate additional penalty points, progress into a new penalty category,~~ the penalties applied at all previous levels will ~~still~~ remain.

Where a breach has been substantiated:

- ~~the penalty points for each separate breach will be recorded and a cumulative rolling total will be kept; and~~
- ~~the points attributed to each separate breach will expire after 12 months and the cumulative total will be adjusted accordingly.~~

6.45.1 Bond ~~Figure~~ Calculation

~~Council acknowledges that the bond figure would affect each separate club in a unique way, with some larger clubs being able to cover a nominated amount much easier than a smaller club would be able to. Where a bond is imposed, it shall be 10%. As such, the bond figure applied will represent 10% of the offending sporting club's sSeasonal/annual tenancy Licence fee (excluding fees associated with turf wickets). For example:~~

~~Club A, a large football club with in excess of 400 members, has a seasonal tenancy fee of \$8,500. Should it be required, the bond figure applied would be \$850.~~

~~Club B, a small netball club with less than 50 members, has a seasonal tenancy fee of \$1,200. Should it be required, the bond figure applied would be \$120.~~

Should this formula result in an amount below \$100 inc GST, a minimum bond amount of \$100 will be applied.



6.4.256 Review of Seasonal/~~Annual~~ Tenancy Licence Agreement

Council reserves all rights not to renew A review of a sporting club's Sseasonal/~~annual~~ tenancy Licence Agreement for the following season or licence period and Council will consider breaches by sporting clubs in making this determination.

If Council decides to issue a new seasonal or annual licence agreement for the following season or licence period, Council may do so subject to any conditions it considers necessary, which may include ~~will consist of the introduction of~~ one or more of the following conditions (by way of example):

- An additional bond of \$1,500 inc GST being required.
- Usage of Council facilities being restricted to only match and training needs, therefore excluding facility use for social functions.
- Removal of access to Council facilities for pre-season training.
- Introduction of a good behaviour contract for the following ~~tenancy licence~~ period, where any breach may evoke a loss of bond or see the sporting club ineligible for funding opportunities for an additional 24 months. Should the bond be ~~revoked~~ applied by Council due to a breach ~~involving which results in~~ damage to a Council facility, the bond will not act as a substitute for a sporting club's contribution towards the costs to rectify the issue, which will be required by Council separately.
- Loss of tenancy and loss of access to all Council facilities.

6.7 Appeal Process

The sporting club will be given the opportunity to respond to the assessment outcome. Responses must be in writing via post or email within 7 days, marked to the attention of the Coordinator Leisure Services.

Upon receiving a request to review the assessment outcome, a review panel consisting of three Council Officers will be assembled to review and re-assess the breach. This panel will be chaired by the either Director of Community Services or Manager – Youth, Leisure & Cultural Services, and will include a minimum of one other Director or Manager from another department within Knox City Council and one Councillor (other than the ward Councillor) and will not include any officers who were involved in the original decision making process. All matters associated with potential apprehended bias must be considered by Council in forming any review panel.

The sporting club will have an opportunity to send a nominated club executive or committee member from the sporting club to present to the review panel, in order to provide the sporting club's version of events.

The sporting club will be notified of the outcome of the appeal.

7. Administrative Updates

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



ATTACHMENT 1

Breach of Seasonal/Annual Tenancy Agreement Examples

Late submission of Seasonal/Annual Tenancy Application
Late submission of Seasonal Changeover Checklist
Gambling within Council facilities
Smoking within Council facilities
Breach of Liquor Licence Agreement
Sub-letting Council facilities without Council approval
Failure to 'Test & Tag' electrical equipment
Failure to adequately clean Council facilities
Inappropriate storage of equipment within Council facilities
Unapproved usage of Council facilities
Displaying of non-conforming signage
Exceeding pavilion hours of use
Excessive litter surrounding Council facilities
Late payment of seasonal/annual tenancy fees
Unapproved works to a Council facility
Changing locks within a Council facility without prior approval



ATTACHMENT 2

Examples – Breach of Seasonal/Annual Tenancy Agreement

First Breach

Incident: Club A has applied to Council, requesting to hold an exhibition match which falls outside their allocated reserve usage times. The request is denied due to the fact a different sporting club (Club B) has been allocated use of the reserve at this time. Despite Club A's request being denied they proceed to hold the exhibition match, which severely interrupts Club B's usage of the reserve.

Classification: A breach has occurred on the grounds of unapproved usage of Council facilities. The breach is deemed to have a low financial cost to Council and a medium impact on residents due to the amount of players affected from Club B. After referring to the matrix outlined in Section 6.2 of the Policy, this incident is deemed to be a Level 2 breach.

Penalty: 2 Points – Level 2 / First Breach

Action: A breach of tenancy notification is sent to Club A. The club is informed of the two penalty points associated with this breach and are reminded of their responsibilities as tenants under their tenancy agreement. The club is also advised of the processes in place should further points be accumulated.

Second Breach

Incident: Numerous residents contact Council on a Monday morning, expressing their concern that a sporting club is still partying after their Grand Final on the weekend prior. The club members are partaking in activities which are disturbing local residents and the police have been called to attend. Following an investigation, the claims are found to be correct and involve Club A.

Classification: A breach has occurred on the grounds of exceeding pavilion hours of use. The breach is deemed to have a low financial cost to Council and a high impact on residents due to the amount of residents affected. After referring to the matrix outlined in Section 6.2 of the policy, this incident is deemed to be a Level 3 breach.

Penalty: 6 Points – Level 3 / Second Breach

Action: A breach of tenancy notification is sent to Club A. The club is informed of the six penalty points associated with this breach and are reminded of their responsibilities as tenants under their tenancy agreement. The club is informed that they now have a cumulative total of eight points, consisting of two points and six points from each respective breach. As such, they are required to pay a bond which is consistent with the figure as determined in Section 6.4.1 of this policy. The club is again advised of the processes in place should further points be accumulated.



Breach of Seasonal Licence Agreements with Sporting Clubs

Policy Number:	2012/29	Directorate:	Community Services
Approval by:	Council	Responsible Officer:	Team Leader Leisure Development
Approval Date:	23 September 2019	Version Number:	3
Review Date:	23 September 2022		

1. Purpose

The purpose of this Policy is:

- To promote compliance with Council's Seasonal Licence Agreements, Good Neighbour Guidelines and the Good Sports Program;
- To provide a clear and consistent process to assist staff managing breaches of Council's Seasonal Licence Agreements and to limit the impact these breaches have on Council, local residents and staff; and
- To ensure that sporting club committee members and their members understand the consequences of breaching seasonal licence agreements with Council. This includes the impact which this may have on Council's allocation of sporting reserves and pavilions to clubs for use, in accordance with the Sporting Reserve Facility Usage Policy.

The types of matters covered by this policy include, but are not limited to:

- public disturbances;
- conduct at Council reserves and pavilions;
- damage to Council property; and
- additional costs incurred by Council.

2. Context

All sporting clubs entering into Seasonal Licence Agreements with Council are required to comply with the terms of those agreements and to behave in a manner consistent with Council's Good Neighbour Guidelines and the Good Sports Program.

Routine updates to all Councillors outlining a summary of breach notices issued to sporting clubs which have occurred throughout the season will be provided at the conclusion of each of the summer/winter seasons.

3. Scope & Application

This policy applies to all sporting clubs and community groups within the City of Knox which have entered into a Seasonal Licence Agreement for use of Council owned assets and infrastructure. This includes all facilities owned and/or managed by Council.



This policy will not apply to:

- sporting clubs and associations placed on long-term lease and licence agreements; or
- other user groups which are not sporting clubs that have entered into licence agreements or other occupancy arrangements more generally.

4. References

4.1 Community & Council Plan 2017-2021

- Goal 1: We value our natural and built environment
- Goal 6: We are healthy, happy, and well
- Goal 7: We are inclusive, feel a sense of belonging, and value our identity
- Goal 8: We have confidence in decision making

4.2 Relevant Legislation

- Local Government Act 1989 – Conflict and Interest Provisions
- Liquor Control Reform Act 1998

4.3 Charter of Human Rights

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

4.4 Related Council Policies

- Advertising, Sponsorship and Promotional Signs on Council Land
- Sporting Reserve Facility Usage
- Sporting Reserve & Facility Development Guidelines
- Casual Use of Active Reserve

4.5 Related Council Documents

- Seasonal Licence Agreement
- Seasonal Changeover Guidelines
- Fees & Charges

4.6 Related Council Plans

- Knox Leisure Plan 2018-2024
- Community Safety Plan 2017-2021
- Community Health & Wellbeing Strategy 2017-2021
- Open Space Asset Management Plan
- Open Space Plan 2012-22
- The Knox Integrated City Strategy 2017-2021

5. Definitions

Breach of Licence Agreement

Means:

- a failure to comply with a term of the Seasonal Licence Agreement; or
- an action or omission which is contrary to an obligation,

contained in a sporting club's Seasonal Licence Agreement.

Council

Knox City Council, whether constituted before or after the commencement of this Policy.

Council's Leisure Facilities

Facilities managed by Knox City Council, including sports fields, courts and pavilions.

Good Neighbour Guidelines

The guidelines developed to encourage good relations between occupants of Council facilities and nearby residents.



Good Sports Program	An initiative by the Australian Drug Foundation to develop safer and healthier communities. The program helps sporting clubs manage alcohol responsibly and reduce alcohol related problems.
Seasonal Licence Agreement	A 6 month Winter/Summer or 12 month agreement which outlines the roles and responsibilities of each respective sporting club which utilises a Council facility.
Seasonal Licence Fee	Is a figure charged by Council on a seasonal/annual basis to cover costs associated with maintenance works. The total figure consists of three elements – sports field fees, pavilion fees and team fees.
Sporting Club	Any sporting club which enters into a Seasonal Licence Agreement with Council.

6. Council Policy

Council is committed to ensuring that tenants of Council facilities abide by their contractual obligations including the Seasonal Licence Agreement, Good Neighbour Guidelines and the Good Sports Program.

Council will hold sporting clubs accountable for the actions and behaviour of its respective members, officials and spectators in accordance with the terms of the Seasonal Licence Agreement.

6.1 Process

A sporting club is considered to be in breach of term/s of the Seasonal Licence Agreement in the event that the sporting club:

- fails to comply with a term of the Seasonal Licence Agreement; or
- undertakes an action or omission which is contrary to an obligation, contained in the Seasonal Licence Agreement.

Sporting clubs may be in breach of their licence agreement due to, but not limited to, the following circumstances:

- Exceeding pavilion hours of use
- Unapproved usage of Council facilities
- Unapproved works to a Council facility
- Required behaviour of user groups respective members, officials and spectators as listed in Seasonal Licence Agreements
- Breach of Liquor Licence Agreement
- Gambling within Council facilities
- Smoking within Council facilities
- Late submission of Seasonal Licence Application
- Late submission of Seasonal Changeover Checklist
- Sub-letting Council facilities without Council approval
- Failure to adequately clean Council facilities
- Inappropriate storage of equipment within Council facilities
- Displaying of non-conforming signage
- Excessive litter surrounding Council facilities
- Late payment of Seasonal Licence Fees
- Changing locks within a Council facility without prior approval
- Failure to 'Test & Tag' electrical equipment



6.2 Assessing whether a breach of the Seasonal Licence Agreement has occurred

Once a report of concern or complaint has been identified, Council Officers will undertake the following process:

- 6.2.1 Council’s Leisure Services Officer will assess the concern or complaint against the terms and conditions listed in the Seasonal Licence Agreement.
- 6.2.2 The Ward Councillor will be kept informed by the Coordinator Leisure Services. The Ward Councillor will be invited to be included in discussions held with the sporting club.
- 6.2.3 Council’s Coordinator Leisure Services will arrange a meeting with the sporting club.
- 6.2.4 An assessment will be undertaken on a case-by-case basis to determine whether a breach of the Seasonal Licence Agreement has occurred.

6.3 Classifying the Severity of the Breach and the allocation of penalty points

Once it has been determined that a breach of the Seasonal Licence Agreement has occurred, an assessment will be undertaken to determine the severity of the breach, and the penalty points applicable.

In determining the severity of the breach, consideration will be given to:

- The impact on Knox City Council and its residents. This may include disturbances, disruption and the impact on reputation ; and
- The financial cost to Knox City Council to rectify the impact of the breach.

Council Officers may use the matrix for the classification of the severity of a breach of the Licence Agreement in making this determination.

Council reserves the right to assess the severity of the breach on a case-by-case basis without use of the matrix for the classification of the severity of a breach to the Seasonal Licence Agreement should the breach fall outside what can be assessed using the matrix.

Table 1. Matrix for the classification of the severity of a breach to the licence agreement

		Impact on Council & Residents		
		Low	Medium	High
Financial cost to Council	Low	Level 1	Level 2	Level 3
	Medium	Level 2	Level 3	Level 4
	High	Level 3	Level 4	Level 5



Penalty points will be allocated to the breach using Table 2: Assessment tool to allocate penalty points. The assessment tool will consider:

- The breach level; and
- The number of breaches allocated to the Sporting Club during the previous 12 months.

Table 2: Assessment tool to allocate penalty points

	Breach Level					
	1	2	3	4	5	
Breach Number over the preceding 12 month period	1	1 Point	2 Points	3 Points	4 Points	5 Points
	2	2 Points	4 Points	6 Points	8 Points	10 Points
	3	3 Points	6 Points	9 Points	12 Points	15 Points
	4	4 Points	8 Points	12 Points	16 Points	20 Points

6.4 Accumulation of Penalty Points

Penalties may be applied should a Sporting Club accumulate the following total points:

Penalty Points	
1 Point – 4 Points	Meet with the sporting club to discuss breach.
5 Points - 9 Points	Meet with the sporting club to discuss breach. Requirement of a bond totalling 10% of their seasonal licence fees issued by Council. This bond will be returned to the sporting club at the time its cumulative points total drops below five points.
10 Points - 14 Points	Meet with the sporting club to discuss breach. Loss of bond and reported to the sporting club's respective governing body and various other sport and recreation or relevant regulatory bodies (i.e. AFL Victoria, Good Sports, Liquor Licensing Victoria, VicSport etc).
15 Points - 19 Points	Meet with the sporting club to discuss breach. Ineligible for funding opportunities through Council for the next 12 month period (i.e. Sport & Recreation Victoria, Minor Grants, Community Grants etc).
20 Points or Greater	Meet with sporting club to discuss breach. The sporting club must attend the meeting with Council Officers to show cause as to why the seasonal licence should not be terminated. Review of Seasonal Licence Agreement – This may include by way of example: <ul style="list-style-type: none"> • termination of the Seasonal Licence Agreement; or • entering into a new Seasonal Licence Agreement with the sporting club which contains one or more of the conditions outlined in this Policy.

* Note: Should a sporting club accumulate additional penalty points, the penalties applied at all previous levels will remain.



Where a breach has been substantiated:

- the penalty points for each separate breach will be recorded and a cumulative rolling total will be kept; and
- the points attributed to each separate breach will expire after 12 months and the cumulative total will be adjusted accordingly.

6.5 Bond Calculation

Where a bond is imposed, it shall be 10% of the sporting club's Seasonal Licence Fee (excluding fees associated with turf wickets).

Should this formula result in an amount below \$100 inc GST, a minimum bond amount of \$100 will be applied.

6.6 Review of Seasonal Licence Agreement

Council reserves all rights not to renew a sporting club's Seasonal Licence Agreement for the following season or licence period and Council will consider breaches by sporting clubs in making this determination.

If Council decides to issue a new seasonal or annual licence agreement for the following season or licence period, Council may do so subject to any conditions it considers necessary, which may include one or more of the following conditions (by way of example):

- An additional bond of \$1,500 inc GST being required.
- Usage of Council facilities being restricted to only match and training needs, therefore excluding facility use for social functions.
- Removal of access to Council facilities for pre-season training.
- Introduction of a good behaviour contract for the following licence period, where any breach may evoke a loss of bond or see the sporting club ineligible for funding opportunities for an additional 24 months. Should the bond be applied by Council due to a breach which results in damage to a Council facility, the bond will not act as a substitute for a sporting club's contribution towards the costs to rectify the issue, which will be required by Council separately.
- Loss of tenancy and loss of access to all Council facilities.

6.7 Appeal Process

The sporting club will be given the opportunity to respond to the assessment outcome. Responses must be in writing via post or email within 7 days, marked to the attention of the Coordinator Leisure Services.

Upon receiving a request to review the assessment outcome, a review panel consisting of three Council Officers will be assembled to review and re-assess the breach. This panel will be chaired by the either Director of Community Services and will include a minimum of one other Director or Manager from another department within Knox City Council and one Councillor (other than the ward Councillor) and will not include any officers who were involved in the original decision making process. All matters associated with potential apprehended bias must be considered by Council in forming any review panel.

The sporting club will have an opportunity to send a nominated club executive or committee member from the sporting club to present to the review panel, in order to provide the sporting club's version of events.

The sporting club will be notified of the outcome of the appeal.



7. Administrative Updates

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

9.3 Food Services Contract

SUMMARY: Manager Active Ageing & Disability Services, Judy Chalkley

This report considers and recommends the appointment of a tenderer for Council's Active Ageing Commonwealth Home Support Programme (CHSP) Food Services Program and that the contract be awarded for three years with the option of three x one possible year extensions based on satisfactory service delivery.

RECOMMENDATION

That Council:

- 1. Award Contract 2513 for the Provision of Delivered Meals to Maroondah City Council t/as Karralyka for an initial contract term of three years with three possible extensions of one year to a maximum contract term of six years;**
- 2. Note the estimated contract cost for the maximum term is anticipated at \$3,042,205 (including GST) however, it is a schedule of rates;**
- 3. Note expenditure under this contract in 2019/2020 is in accordance with Councils adopted budget and expenditure in future years will be in accordance with the approved budget allocations;**
- 4. Authorise the Chief Executive Officer to sign the contract agreements with Maroondah City Council t/as Karralyka for the Provision of Delivered Meals; and**
- 5. Authorise the Chief Executive Officer to negotiate and execute extensions to Contract 2513 for the Provision of Delivered Meals with Maroondah City Council to the maximum six-year contract term.**

1. INTRODUCTION

Knox City Council provides a comprehensive and integrated range of support services for frail, older residents and their carers to assist them to continue to live independently in their own homes. Services include home care, personal respite care, home maintenance and social inclusion programs. These services are predominantly supported by Commonwealth Home Support Programme (CHSP), which is funded by the Department of Health.

Council currently delivers approximately 30,000 to 35,000 chilled and frozen meals per year to residents and operates from Council's Meal Distribution Centre. The service is managed by Council staff within the Active Ageing & Disability Services Department and meals are delivered to clients' homes by approximately 70 volunteers.

2. DISCUSSION

Knox City Council identified that neighbouring Councils are also required to tender for the Provision of Delivered Meals. Officers identified that collaborating with other councils for the tender event had the potential to incentivise new suppliers in the area, with consolidating volume and location. Monash City Council agreed to participate and Knox City Council appointed Monash as tender agent.

3. TENDERS RECEIVED

Council advertised a public tender for this service in collaboration with Monash City Council in The Age on Saturday 8 June 2019, in accordance with Council's Procurement Plan and the Local Government Act.

Tenders closed on Wednesday 3 July 2019 with tender submissions from:

- Maroondah City Council t/as Karralyka
- Ranahans Pty Ltd
- Lite n' Easy (Victoria) Pty Ltd
- Australian Catering Solutions Pty Ltd t/as Hearty Health

4. TENDER EVALUATION PANEL

All members of the evaluation panel signed the evaluation panel declaration form and conflict of interest and confidentiality agreement, indicating that they had no conflict of interest or association with any of the submitted tenders.

A probity auditor was available for this process.

5. EVALUATION CRITERIA

A two-stage evaluation was undertaken. Submissions were reviewed against mandatory criteria, and if successful, progressed to comparative criteria as per the following:

Mandatory Evaluation Criteria

A copy of current Food Safety Registration Certification

Hazard Analysis Critical Control Point Certification (HACCP)

Comparative Criteria

Comparative Criteria	Weighting
Price	30%
Ability to Provide the Services	50%
Quality Management	15%
Sustainability	5%
TOTAL	100%

6. TENDER EVALUATION RESULTS

The evaluation panel met to review tender submissions on 18 July 2019. Where required, further clarification was sought with the assistance of the Probity Advisor. The details of the evaluation are attached, refer the Confidential Procurement Report.

7. PREFERRED TENDER

Following the tender evaluation process, Maroondah City Council, t/as Karralyka, is the preferred tenderer for the Provision of Delivered Meals services.

8. CONSULTATION

Consultation has occurred during the tender preparation, advertising and evaluation phases with potential tenderers, relevant Council staff and other agencies to conduct referee checks and financial capacity assessment.

The clients will be notified of the appointment of the new provider and the commencement date. Council will work closely with the successful provider and liaise with clients to ensure a continued service.

9. ENVIRONMENTAL/AMENITY ISSUES

The services provided under this contract will have no direct impact on the environment but will enhance the amenity and lifestyle for the residents receiving the delivered meals.

10. FINANCIAL & ECONOMIC IMPLICATIONS

The cost per year fees are based on an average calculation of the cost of meals per day (for each client) and these costs were added and tabled as part of the pricing evaluation as follows:

	Year	Cost per year *(ex GST)
1	2019/20	\$442,844.00
2	2020/21	\$449,929.50
3	2021/22	\$457,128.38
4	2022/23	\$464,442.43
5	2023/24	\$471,873.51
6	2024/25	\$479,423.49
	Sub Total	\$2,765,641.30
	GST	\$276,564.13
	TOTAL	\$3,042,205.43

*Including anticipated CPI cost of 1.6% per year.

The Commonwealth Home Support Programme (CHSP) provides funding of \$225,000 per year to the program. Client will pay approximately \$235,000 per year in fees.

Council has received funding from CHSP for the 2016-2019 period and this has already been extended for a further 12 months. It is anticipated that further funding will be granted for this service after this period. If funding is not granted beyond this time, the situation will be assessed, and the department will make its recommendations to Council.

The contract for the Provision of Delivered Meals services is a schedule of rates with no committed volume of order.

11. SOCIAL IMPLICATIONS

The provision of delivered meals to eligible residents within Knox City Council that are of quality and nutritionally balanced meeting the dietary needs of the individual recipient assists them to remain healthy and independent at home and in the community.

Delivered meals are more than just a meal, they are delivered by volunteers who provide a low level of monitoring of meals recipients, who are often isolated and have limited social contact.

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

Goal 6 — We are healthy, happy and well

Strategy 6.1 Mitigate lifestyle risks such as smoking, risky alcohol consumption and drug use, obesity, lack of physical activity and poor nutrition

Goal 7 — We are inclusive, feel a sense of belonging and value our identity

Strategy 7.3 Strengthen community connections

Strategy 7.4 Promote and celebrate the contribution of our volunteers

13. 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 Active Ageing & Disability Services, Judy Chalkley - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Coordinator Active Communities, Robbie Leslie - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

14. CONCLUSION

The preferred tender recommended as Karralyka, for schedule of rates contract at an anticipated six-year cost of \$3,042,205 including GST.

The company is adequately resourced and available to undertake this contract in accordance with the specification.

15. CONFIDENTIALITY

A confidential summary relating to the evaluation matrix is distributed under separate cover.

Report Prepared By: Manager Active Ageing & Disability Services, Judy Chalkley

Report Authorised By: Director Community Services, Tanya Scicluna

Attachments

Confidential attachments are circulated under separate cover.

9.4 Minor Grants Program Applications for September 2019-20

SUMMARY: Community Partnerships Officer, Deb Robert

This report summarises the recommended grant 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 ten recommended Minor Grants Program applications for a total of \$16,718.30 as detailed below:

Applicant Name	Project Title	Amount Requested	Amount Recommended
Polish Senior Citizens Club Rowville	Independence Concert in November	\$600.00	\$600.00
Shree Kutchi Leva Patel Samaj Vic Incorporated	Navratri Event 2019	\$1,200.00	\$1,200.00
Ferntree Gully Eagles Football Club Inc	Purchase of achievement and recognition trophies / shields	\$1,000.00	\$1,000.00
Tamil Senior Citizens Fellowship (VICTORIA) Inc	Christmas Celebration by Tamil Seniors (Vic) Inc	\$2,700.00	\$2,700.00
Knox Community Chess Enthusiasts	Chess equipment for opening of a new Chess Hub at the Rowville Library	\$2,989.80	\$2,989.80
Ferntree Gully Senior Citizens Club Inc	Bingo Machine	\$1,494.00	\$1,494.00
The Basin Food is Free project and Community Garden	Community garden beds	\$2,500.00	\$2,500.00
Special Olympics Australia, Melbourne Eastern Ranges Branch	Increase participation among junior girls all abilities swimmers through uniform subsidy	\$1,000.00	\$1,000.00
Rowville Uniting Church	Car Park Line Marking	\$874.50	\$874.50
First Friends of Dandenong Creek Inc	Group Branding	\$2,386.00	\$2,386.00
TOTAL		\$16,744.30	\$16,744.30

2. Refuse two Minor Grants Program applications for a total of \$3,432.00 as detailed below:

Applicant Name	Project Title	Amount Requested	Amount Recommended
Knox Interfaith Network	Public Liability Insurance	\$432.00	\$0.00
Support the Girls	Establishment of Support The Girls Australia Victorian Team & Bra Gifting Event	\$3,000.00	\$0.00
TOTAL		\$3,432.00	\$0

3. Note that, inclusive of the grants recommended above, a total of \$69,152.30 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 purpose 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; and
- 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.

Recipients of Minor Grants over \$1,000 enter into a funding agreement with Council to hold them accountable for the delivery and financial acquittal of funded activities. All recipients of Minor Grants must provide proof of expenditure or purchase.

This report outlines the grant applications received since the 26 August 2019 Ordinary Council meeting. It recommends 10 grants for Council's approval and recommends 2 applications for refusal based on assessment against the Minor Grants Policy.

2.1 Not Recommended Applications

The application submitted by Knox Interfaith Network is requesting a grant to cover public liability insurance which, as a basic organisational operating expense, is not eligible under the Minor Grants Policy (Cl. 6.23)

The application submitted by Support the Girls has been assessed as ineligible because it is not a Knox-based organisation or Knox focused program/activity providing direct benefit to residents of Knox (Cl.6.9 and Cl.6.17)

3. CONSULTATION

Consultation has been undertaken with relevant organisations in relation to their grant applications detailed in this report to seek clarity regarding their applications prior to Councils consideration. 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. The 2019/20 budget provides \$148,500.00 for the Minor Grants Program. Recommended applications for the September period total \$16,744.30. If approved, the remaining minor grants budget for 2019/20 will total \$79,347.70

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 in 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 - Community Partnerships Officer, Deb Robert - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Manager Community Wellbeing, Kathy Parton - 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 through the Minor Grants program.

10. CONFIDENTIALITY

A confidential attachment has been circulated under a separate cover.

Report Prepared By: Community Partnerships Officer, Deb Robert

Report Authorised By: Director Community Services, Tanya Scicluna

Attachments

A confidential attachment has been circulated under a separate cover.

10 Corporate Services Officers' Reports for consideration

10.1 Q4 2018-19 Annual Plan Progress Report

SUMMARY: Strategy & Reporting Lead, Carrie Hudson

This report provides the fourth quarter progress on initiatives identified in the 2018-19 Annual Plan. The Annual Plan for 2018-19 was adopted by Council at the Ordinary Meeting of Council on 25 June 2018 as part of the 2018-19 Annual Budget. The Annual Plan satisfies the requirements of the Local Government Act 1989 by outlining the services provided by Council and the initiatives that Council will complete in the 2018-19 year.

The Annual Plan progress report only reports on those initiatives identified in the Annual Plan and Annual Budget process, it is not a comprehensive report on all of Council's activities.

RECOMMENDATION

That Council receive and note the 2018-19 Annual Plan progress report for the period ending 30 June 2019.

1. INTRODUCTION

An Annual Plan was established for the 2018-19 financial year to assist in the achievement of the goals of the Community and Council Plan 2017-21. The 2018-19 Annual Plan progress report to 30 June 2019 (see Attachment 10.2.1) reports on the initiatives that support those goals.

2. DISCUSSION

Attachment 10.2.1 provides the Annual Plan progress report for the fourth quarter of 2018-19.

Q4 2018-19 Results:

Of the 30 initiatives included in the 2018-19 Annual Plan:

- 21 initiatives are complete
- 9 initiatives have fallen behind schedule and continue to progress.

The following initiatives, categorised by Goal, had not been completed at the end of the fourth quarter of financial year 2018-19. These initiatives continue to progress and will be delivered in the 2019-20 financial year.

Goal 1: We value our natural and built environment

- Complete Flood Mapping and Modelling Study of stormwater sub catchments across the municipality. **(80%)**
- Develop and implement a strategic pest animal plan. **(80%)**

- Incorporate in the development of the Strategic Asset and Investment Strategy, Community Infrastructure Plans in key locations with models for alternative funding to enable the development of multi-use community facilities and infrastructure. **(49%)**

Goal 2: We have housing to meet our changing needs

- Explore and where appropriate leverage Council's own land to pilot and partner the development of a range of housing models. **(80%)**

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

- Initiate a Precinct Investment Plan for Wantirna Health Precinct and the enabling planning and implementation frameworks. **(55%)**
- Progress the development, implementation and evaluation of Development Contributions Plan (DCP) planning including addressing infrastructure information gaps and mapping necessary to inform these plans. **(72%)**

Goal 6: We are healthy, happy and well

- Develop a Pavilion Plan **(70%)**

Goal 7: We are inclusive, feel a sense of belonging and value identity

- Advocate and plan for the development of a Bayswater Multipurpose Community Facility. **(56%)**
- 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. **(72%)**

3. CONSULTATION

The 2018-19 Annual Plan actions are linked to, and support the delivery of, the Community and Council Plan 2017-21. Significant community engagement was incorporated into the development of the Community and Council Plan 2017-21.

The Annual Plan 2018-19, including the initiatives, was approved as part of the Annual Budget after public consultation on 25 June 2018.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no direct environmental/amenity issues arising from this report. A number of initiatives within the 2018-19 Annual Plan seek to have a positive impact on environmental issues within the Knox municipality.

5. FINANCIAL & ECONOMIC IMPLICATIONS

There are no direct financial and economic implications arising from this report. Changes in specific projects are reported through Capital Works and Budget processes.

6. SOCIAL IMPLICATIONS

There are no direct social implications arising from this report. A number of initiatives within the 2018-19 Annual Plan seek to have a positive social impact within the Knox municipality.

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 - Strategy & Reporting Lead, Carrie Hudson - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director, Corporate Services, Michael Fromberg - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

There has been sufficient progress on most of the Annual Plan Actions for 2018-19 with the majority of initiatives complete or near completion by the end of June 2019. Officers will continue to progress outstanding initiatives into 2019-20.

10. CONFIDENTIALITY

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

Report Prepared By: Strategy & Reporting Lead, Carrie Hudson

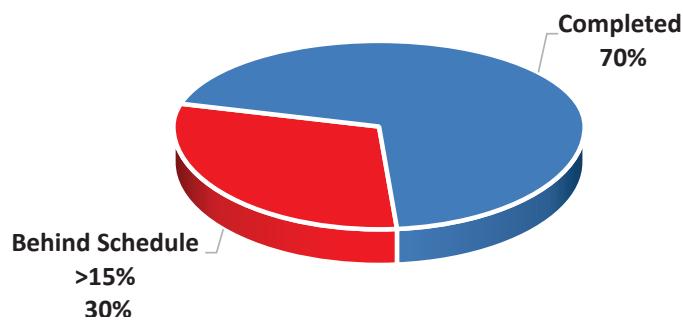
Report Authorised By: Director, Corporate Services, Michael Fromberg

Attachments

1. Q4 2018-19 Annual Plan Progress Report [10.1.1 - 21 pages]



2018-19 Annual Plan Progress Report - Quarter Four (April – June 2019)



Goal	Behind Schedule (>15%)	Complete
1. We value our natural and built environment	3	3
2. We have housing to meet our changing needs	1	1
3. We can move around easily	-	2
4. We are safe and secure	-	3
5. We have a strong regional economy, local employment and learning opportunities	2	5
6. We are healthy, happy and well	1	2
7. We are inclusive, feel a sense of belonging and value identity	2	-
8. We have confidence in decision making	-	5
Total	9	21

The overall progress completion percentage of each initiative is calculated by the combined progress of the associated milestones. Where appropriate, milestones are weighted based on the importance and quantity of work involved.



2018-19 Annual Plan Progress Report




Goal 1: We value our natural and built environment


Initiative Description		Department	Q4 Target	Progress
Complete Flood Mapping and Modelling Study of stormwater sub catchments across the municipality		Community Infrastructure	100%	80%
Progress Comment:				
<p>The final stage of flood modelling the city is well underway. Overall, the five-year program will be delayed by approximately 12 months due to the finding of approximately 5,000 new pit assets that had not been identified in Council's asset register. Year Four asset condition audits and surveys were completed. Year Five condition audits and survey deliverables are due by September 2019.</p> <p>The contract for the modelling and mapping work for both years Four and Five was awarded to a modelling consultant, with final deliverables due by April 2020.</p> <p>Climate change scenario modelling was completed for all flood-mapped catchments from years One to Three. Climate change scenario modelling for years Four and Five is underway with final deliverables due by April 2020. These models will better inform the forward challenges of the city through changing climate patterns and urban consolidation.</p>				
Initiative Milestones	Description	Start date	End date	Progress
	Flood Mapping complete	01-07-2018	30-06-2019	80%
YTD Actual		YTD Budget		Initiative Budget
\$1,279,667		\$585,000		\$585,000

Initiative Description		Department	Q4 Target	Progress
Develop and implement a strategic pest animal plan.		Community Infrastructure	100%	80%
Progress Comment:				
<p>The Eastern Regional Pest Animal Group has been formed, which consists of 12 councils, three state government agencies and the Department of Environment, Land, Water and Planning. In 2018-19, a consultant was appointed and works commenced. Further work on the strategic pest animal plan and its implementation will continue in 2019-20.</p>				
Initiative Milestones	Description	Start date	End date	Progress
	Regional group of invested planners formed	01-07-2018	30-08-2018	100%
	Strategic pest animal plan developed	01-07-2018	30-06-2019	70%
YTD Actual		YTD Budget		Initiative Budget
\$20,292		\$50,000		\$50,000



2018-19 Annual Plan Progress Report

Initiative Description		Department	Progress		
Phase hybrid and electric vehicles into the Council vehicle fleet where appropriate and investigate the installation of charging points in new community infrastructure where appropriate.		Community Infrastructure	 Complete		
Progress Comment:					
<p>The first of three electronic vehicles were received and introduced into Council's fleet, with two more ordered and to be delivered early in 2019-20.</p> <p>Two double-charging stations were commissioned, with two to be available for public use at the Civic Centre.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Installation of charging points in new community infrastructure investigated	01-07-2018	30-06-2019	100%	
	Phasing of hybrid and electric vehicles into the Council vehicle fleet commenced	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
No additional budget, sits within current operating budget.					

Initiative Description		Department	Progress		
Revegetate priority sites as per the recommendations from the Knox Revegetation Plan 2012.		Community Infrastructure	 Complete		
Progress Comment:					
<p>Revegetation scoping and design, site preparation and delivery was undertaken along Scoresby Linear Reserve and Dandenong Creek in Bayswater and The Basin.</p> <p>Approximately 60,000 plants were planted across the sites. Several tree-planting events were held, including National Tree Day, World Environment Day, Wattle Day and the One Tree per Child program.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Scope and design complete	01-07-2018	31-10-2018	100%	
	Site preparation and habitat creation complete	01-10-2018	28-02-2019	100%	
	Planting and community events complete	01-03-2019	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
No additional budget, sits within current operating budget.					



2018-19 Annual Plan Progress Report

Initiative Description		Department	Progress		
Develop and undertake a review of the Master plan for the Boronia Park precinct.		Community Infrastructure	 Complete		
Progress Comment:					
<p>A report was presented to the Executive Management Team (EMT) which will become the basis for a high-level options paper identified as a key challenge and opportunity within the Boronia Renewal Project Strategy.</p> <p>In conjunction with the results of the Masterplan review and the strategy, a business case was approved for 2019-20 to consider high-level options for the future use of Boronia Park following the removal of the basketball stadium.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Explore high level issues and opportunities scoping the Boronia Park Review	01-07-2018	30-11-2018	100%	
YTD Actual		YTD Budget		Initiative Budget	
No additional budget, sits within current operating budget.					


Initiative Description		Department	Q4 Target	Progress	
Incorporate in the development of the Strategic Asset and Investment Strategy, Community Infrastructure Plans in key locations with models for alternative funding to enable the development of multi-use community facilities and infrastructure.		City Futures	100%	49%	
Progress Comment:					
<p>Stage Three of the Strategic Asset and Investment Strategy is underway. Desktop analysis was completed for 18 sites for their suitability to convert, invest, divest or acquire. Further in-depth analysis is now underway for three sites, including 257 Boronia Road, Boronia (former Youth Hall site), the Pine Road car park in Bayswater, and the Taylors Lane Family and Children's Centre in Rowville. Preparation of the draft Boronia Renewal Strategy is underway, and one of the three sites for further in-depth analysis is within the Boronia Activity Centre. This site wasn't confirmed until April 2019, and has resulted in a slight delay with undertaking the in-depth analysis. Development of the Strategy and the models will be completed once the further in-depth analysis for the three sites is undertaken. Work will continue in 2019-20 to further progress and complete this project.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Draft governance, delivery and funding models developed	01-07-2018	30-06-2019	25%	
	Strategic Asset and Investment Strategy developed	01-07-2018	30-06-2019	85%	
	Models presented to EMT	01-01-2019	30-06-2019	0%	
YTD Actual		YTD Budget		Initiative Budget	
No additional budget, sits within current operating budget.					



2018-19 Annual Plan Progress Report



Goal 2: We have housing to meet our changing needs

Initiative Description		Department	Progress		
Continue to support the development of Stamford Park residential estate.		City Futures	 Complete		
Progress Comment:					
<p>During 2018-19, Stockland liaised with Melbourne Water to confirm its support for the revised levels associated with the land subject to inundation. The Planning Scheme amendment was lodged on 20 June 2018.</p> <p>The planning scheme amendment (C172) received authorisation from the Minister for Planning on 12 October 2018 and was exhibited between 15 November 2018 and 17 December 2018 with no submissions received. The amendment was adopted by Council on 29 January 2019, and approved and gazetted by the Minister for Planning on 21 March 2019.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Approval of Planning Permit for Parkland works.	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$6,947		\$16,000		\$16,000	

Initiative Description		Department	Q4 Target	Progress	
Explore and where appropriate leverage Council's own land to pilot and partner the development of a range of housing models.		City Futures	100%	80%	
Progress Comment:					
<p>Stages One and Two of the Strategic Asset and Investment Strategy (SAIS) were completed, with Stage Three in its final stages. Stage Three includes desktop analysis of 18 properties to determine their suitability for conversion, investment, divestment or acquisition. Further investigation is currently underway in relation to three of these sites.</p> <p>Council officers are using the work and emerging insights generated by the SAIS project to inform 'laying a social housing pipeline' initiative.</p> <p>Completion of the SAIS has been slightly delayed, as one of the sites chosen for further in-depth analysis is affected by the draft Boronia Renewal Strategy that is currently underway, this site wasn't confirmed until April 2019.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Strategic Asset and Investment Strategy completed and informing Councils approach to housing	01-07-2018	30-06-2019	80%	
YTD Actual		YTD Budget		Initiative Budget	
No additional budget, sits within current operating budget.					



2018-19 Annual Plan Progress Report




Goal 3: We can move around easily

Initiative Description		Department	Progress		
Continue to advocate for all priority transport projects, including the Knox Tram, Rowville Rail, improved bus services, and the Dorset Road extension.		Sustainable Infrastructure	 Complete		
Progress Comment:					
<p>Council adopted its public transport advocacy document in July 2018 and used it as a basis for advocacy for the state and federal elections that were held in 2018-19. Through representation as part of the Eastern Transport Coalition, Council met with elected state members prior to the election, including Shaun Leane MP, David Davis MP, Samantha Dunn MP and newly elected state MPs post-election including Nick Wakeling MP, David Davis MP, Shaun Leane MP, Matt Fregan MP, Dustin Halse MP, Will Fowles MP, Melissa Horne MP and Paul Hamer MP. Discussions focused on priority issues including Rowville rail, the Knox tram extension, better bus servicing and bus servicing to support economic growth. In addition, the Mayor of Knox, along with senior officers, met with Rodney Barton MP separately to discuss Council’s public transport priorities. Prior to the federal election, Council also liaised with Alan Tudge MP to discuss priorities, including public transport and road initiatives.</p> <p>Discussions in relation to the Dorset Road project led to election commitments from the Federal Liberal party representative for both the duplication of Napoleon Road and the delivery of the Dorset Road extension. Since the election, initial meetings have been held with Alan Tudge MP to discuss the implementation of the projects, some of which will be delivered by the Victorian Government through VicRoads.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Public transport advocacy document prepared	01-07-2018	31-12-2018	100%	
	Engagement with state and federal members on advocacy priorities complete	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$24,488		\$18,000		\$18,000	



2018-19 Annual Plan Progress Report


Initiative Description		Department	Progress		
Continue to progress implementation of the Mobility Implementation Plan.		Sustainable Infrastructure	 Complete		
Progress Comment:					
Funds from the Mobility Implementation Plan improved footpath infrastructure at a number of discrete locations across the municipality that include footpath, seating, kerb ramp and Tactile Ground Surface Indicators (TGSi). Key projects included the installation of handrails at steep steps and footpaths within The Basin and Upper Ferntree Gully and the installation of new accessible parking bays near selected primary schools. Key path projects were delivered in Bayswater, Wantirna, Knoxfield, Scoresby and Rowville.					
Initiative Milestones	Description	Start date	End date	Progress	
	Path network improvements in accordance with the priority list implemented	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$150,374		\$130,000		\$130,000	



2018-19 Annual Plan Progress Report





Goal 4: We are safe and secure

Initiative Description		Department	Progress		
Implement gender equity actions to support prevention of violence against women within the Community Access & Equity Implementation Plan.		Community Wellbeing	 Complete		
Progress Comment:					
Actions completed in 2018-19 to implement gender equity actions to support prevention of family violence included the following: <ul style="list-style-type: none"> • The development of a family violence and gender equity plan. • The preparation of two grant submissions for funding to support a family violence and gender equity audit, a family violence and gender equity training calendar, a campaign to address everyday sexism and the development of an accredited gender equity training package. • Council participated in the 16 Days of Activism against Gender Based Violence program (25 November to 10 December 2018), which is an international campaign to challenge violence against women. • PLEDGE programs: The group participated in strategic planning sessions and are preparing an application for the Community Development Fund focused on women in leadership roles. This initiative is ongoing and will be continued in line with the Community Access and Equity Implementation Plan in 2021. • Recruitment of a Diversity Officer to support gender equity initiative implementation. 					
Initiative Milestones	Description	Start date	End date	Progress	
	Family Violence and Gender Equity Implementation Plan developed	01-07-2018	30-09-2018	100%	
	Submissions for funding complete	01-07-2018	30-09-2018	100%	
	Year 1 Implementation Plan actions complete	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$234,323		\$275,544		\$275,544	



2018-19 Annual Plan Progress Report

Initiative Description		Department	Progress		
Develop a communications approach to improve perceptions of community safety.		Community Wellbeing	 Complete		
Progress Comment:					
<p>A communications plan was developed that incorporated a social-messaging calendar scheduled over 12 months. The focus of the messaging was to improve perceptions of safety, which included graffiti prevention, community awareness and discussion, and positive messages regarding Knox as a safe community.</p> <p>A community survey was conducted with traders and residents in relation to perceptions of safety and crime in Boronia. Feedback will be incorporated into the Boronia Renewal project. Preliminary findings from the survey indicate that the public transport interchange and shopping precinct areas are where the community feels unsafe, in particular during the evening hours. A community safety audit was also conducted in the Boronia precinct.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Communication Plan embedded	01-07-2018	30-09-2018	100%	
	Pilot survey complete	01-07-2018	30-06-2019	100%	
	Communications Plan developed and tested with key stakeholders	01-07-2018	30-06-2019	100%	
	Communications messaging piloted in Boronia	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$269,189		\$298,897		\$298,897	


Initiative Description		Department	Progress		
Inform residents and conduct inspections of all properties within the Bushfire Management Overlay areas to ensure compliance with relevant legislation.		City, Safety & Health	 Complete		
Progress Comment:					
<p>The Fire Danger Period was declared on 19 November 2018. Municipal fire prevention officers inspected 2,456 properties within the Bushfire Management Overlay. These properties have historically had fire hazard issues and been the source of complaints from the public. Of these, 73 fire prevention notices were issued; 50 passed and seven properties failed to comply and were compulsorily cleared. 20 properties required a second inspection, which was completed in February 2019. The final round of inspections was completed for vacant land (approximately 600) in February 2019.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Initial inspections in the overlay area complete	01-10-2018	31-12-2018	100%	
	Follow up activities undertaken to ensure compliance	01-01-2019	31-03-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$109,429		\$152,385		\$152,385	



2018-19 Annual Plan Progress Report



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

Initiative Description		Department	Progress		
Develop and implement a Strategic Asset and Investment Strategy to best achieve community and Council outcomes through the implementation of targeted investment strategies.		City Futures	 Complete		
Progress Comment:					
Stages One and Two of the Strategic Asset and Investment Strategy (SAIS) were completed, with Stage Three in its final stages.					
Stage Three includes desktop analysis of 18 properties to determine their suitability for conversion, investment, divestment or acquisition. Further investigation is currently underway in relation to three of these sites. Work will continue in 2019-20 to finalise this information and present it to Council by September 2019.					
Initiative Milestones	Description	Start date	End date	Progress	
	Method and asset scorecard endorsed by Council	01-07-2018	30-09-2018	100%	
	High level strategy development for top 10 assets endorsed by Council	01-09-2018	31-12-2018	100%	
	2-3 strategic investment/development opportunities progressing	01-03-2019	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$78,267		\$65,000		\$65,000	

Initiative Description		Department	Q4 Target	Progress	
Initiate a Precinct Investment Plan for Wantirna Health Precinct and the enabling planning and implementation frameworks.		City Futures	100%	55%	
Progress Comment:					
The Wantirna Health Precinct Enterprise Strategy is unlikely to be completed until early 2020 due to its dependency on background research reports being produced for the Victorian Planning Authority. These reports are not expected to be finalised until the end of 2019. Scoping of the Wantirna Health Precinct Enterprise Strategy (previously known as the Precinct Investment Plan) has commenced.					
Initiative Milestones	Description	Start date	End date	Progress	
	Scope and work plan for preparation of the Precinct Investment and Development Plan endorsed	01-01-2019	30-04-2019	10%	
	Communications and Engagement Plan endorsed	01-03-2019	30-04-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$142,292		\$143,284		\$143,284	

10



2018-19 Annual Plan Progress Report

Initiative Description		Department	Progress		
Implement the strategic review of land for business and employment in the municipality.		City Futures	 Complete		
Progress Comment:					
Amendment C164 was approved and gazetted by the Minister for Planning on 21 March 2019 and came into effect on that date.					
Initiative Milestones	Description	Start date	End date	Progress	
	Panel Report for Amendment C164 (Land for Business) to Council	01-07-2018	31-01-2019	100%	
	Amendment C164 to the Minister for Planning for approval, subject to Council support	01-02-2019	31-03-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$49,877		\$55,000		\$55,000	

Initiative Description		Department	Progress		
Investigate the use of Environmental Upgrade Agreements for businesses to improve infrastructure, reduce energy consumption and create savings.		City Futures	 Complete		
Progress Comment:					
Investigation into the feasibility of environmental upgrade agreements was completed.					
Initiative Milestones	Description	Start date	End date	Progress	
	Report on the option of implementing EUA for Knox prepared	01-07-2018	30-08-2018	100%	
	Report for Council to consider offering EUA's to eligible applicants in Knox prepared	30-08-2018	30-09-2018	100%	
YTD Actual		YTD Budget		Initiative Budget	
No additional budget, sits within current operating budget.					




2018-19 Annual Plan Progress Report

Initiative Description		Department	Q4 Target	Progress
Progress the development, implementation and evaluation of Development Contributions Plan (DCP) planning including addressing infrastructure information gaps and mapping necessary to inform these plans.		City Futures	100%	72%
Progress Comment:				
<p>Stage Two of the Development Contributions Plan (DCP) project continued in 2018-19. The project's data and spatial catchments were collected, and DCP modelling was undertaken. Delays were encountered as it took longer than expected to gather information relating to Council's projected infrastructure.</p> <p>The recommended modelling and charge areas will be presented to the Executive Management Team in August 2019. Following this, the DCP modelling and the associated planning scheme amendment can be prepared. Stage Two of the DCP is expected to be completed by September 2019 and Stage Three by November 2019.</p>				
Initiative Milestones	Description	Start date	End date	Progress
	Feasibility assessment for a Development Contributions Plan finalised (Stage 2)	01-09-2018	31-03-2019	100%
	Project Report and recommendations provided to EMT (Stage 2)	01-04-2019	31-05-2019	60%
	Preparation of the draft DCP Incorporated document for the Planning Scheme Amendment (Stage 3)	01-06-2019	30-06-2019	0%
YTD Actual		YTD Budget		Initiative Budget
No additional budget, sits within current operating budget.				

		Department	Progress	
Construct and open two Early Years Hubs in Wantirna South and Bayswater to support early education, lifelong learning and improved physical and mental health.		Family & Children Services	 Complete	
Progress Comment:				
The Early Years Centre at Wantirna South opened for children and families in January 2019 and the Bayswater Centre in April 2019.				
Initiative Milestones	Description	Start date	End date	Progress
	Early Years Hub in Wantirna opened	01-07-2018	28-02-2019	100%
	Early Years Hub in Bayswater opened	01-07-2018	31-03-2019	100%
YTD Actual		YTD Budget		Initiative Budget
\$11,020,900		\$10,388,781		\$10,388,781



2018-19 Annual Plan Progress Report

Initiative Description		Department	Progress		
Promote and support the establishment of social enterprises to create greater employment and community development opportunities for all.		City Futures	 Complete		
Progress Comment:					
The Social Enterprise Report was finalised and submitted to Council for review.					
Initiative Milestones	Description	Start date	End date	Progress	
	Scoping and planning including budgetary requirements, reference group support for the initiative and agreed pathway for research finalised.	01-07-2018	31-10-2018	100%	
	Research and engagement undertaken	01-11-2018	28-02-2019	100%	
	Reporting and assessment complete	01-03-2019	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
No additional budget, sits within current operating budget.					



2018-19 Annual Plan Progress Report




Goal 6: We are healthy, happy and well

Initiative Description		Department	Q4 Target	Progress
Develop a Pavilion Plan		Youth, Leisure & Cultural Services	100%	70%
Progress Comment:				
Due to the delay in recruiting a strategic planning coordinator (Youth, Leisure and Cultural Services), a consultant was appointed in June 2019 to continue the development of the Pavilion Plan. It is anticipated that it will now be completed in the first quarter of 2019-20.				
Initiative Milestones	Description	Start date	End date	Progress
	Project scoping and research complete	01-07-2018	31-12-2018	100%
	Pavilion Plan developed	01-01-2019	30-06-2019	40%
YTD Actual		YTD Budget	Initiative Budget	
-		\$16,780	\$60,000	




2018-19 Annual Plan Progress Report

Initiative Description		Department	Progress		
Implement the Municipal Strategic Disability Leadership Plan to support people with a disability, their families and carers with the implementation of the NDIS.		Community Wellbeing	 Complete		
Progress Comment:					
<p>The Municipal Strategic Disability Plan revision was completed and a report of Year One’s progress was presented to Council in November 2018. Revision of the plan was conducted prior to the Council meeting to update actions to align with community changes in relation to the NDIS roll-out and disability services.</p> <p>The Municipal Disability Leadership Model working group continued to meet on a monthly basis to guide the implementation of the plan. Individual advocacy occurred on an as-needs basis as individuals transitioned to the NDIS.</p> <p>Planning progressed to prepare for NDIS ILC funding grants and review. Council committed additional funding to support the program until 30 June 2020.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Municipal Strategic Disability Plan Revised	01-07-2018	30-09-2018	100%	
	Consultation with key stakeholders complete	01-07-2018	30-06-2019	100%	
	Communications to community on Council activities complete	01-07-2018	30-06-2019	100%	
	Year 2 actions complete	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$341,909		\$368,412		\$368,412	



2018-19 Annual Plan Progress Report

Initiative Description		Department	Progress		
Commence a review into the role of Council to advance mental health within the municipality, i.e. schools, business and community settings.		Community Wellbeing	 Complete		
Progress Comment:					
<p>A mental health working group was established by the Community Safety, Health and Wellbeing Advisory Committee. A regional mental health forum was held in October 2018 with over 60 community stakeholders attending to:</p> <ul style="list-style-type: none"> • provide a greater understanding of the Victorian mental health reforms and the journey ahead • provide an overview of the Knox Mental Health Social Profile 2018 • hear from a range of mental health specialists and service providers as part of a workshop • consider the role of local government in identifying key cohorts and place-based community needs • consider Council's current mental health commitments/actions • identify gaps, partnerships, areas of focus and quick wins. <p>A discussion paper that identifies the proposed directions was completed and will be submitted to the Victorian Royal Commission into Mental Health by 4 July 2019. A copy of the submission will then be distributed to Councillors.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	The Knox Mental Health Profile developed	01-07-2018	30-09-2018	100%	
	Knox Mental Health Forum complete	01-07-2018	31-10-2018	100%	
	Community and Council Mental Health Working Groups established	01-07-2018	30-06-2019	100%	
	Directions Paper that identifies Council's role and proposed directions prepared	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$41,554		\$43,933		\$43,933	



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Goal 7: We are inclusive, feel a sense of belonging and value identity

Initiative Description	Department	Q4 Target	Progress	
Advocate and plan for the development of a Bayswater Multipurpose Community Facility.	Community Wellbeing	100%	56%	
Progress Comment:				
Over the past twelve months, the following work has been completed: <ul style="list-style-type: none"> Demographic information was updated in line with the 2016 Census and social issues information was updated to reflect the current situation in Bayswater. Preliminary site and capacity assessments were conducted for the Pine Road car park, the Bayswater youth hall site and 750 Mountain Highway, Bayswater. Engagement was conducted with VicRoads regarding the purchase of 750 Mountain Highway following Council approval. The process of appointing a consultant to update the social needs and service needs assessment was initiated. An EMT discussion was being prepared to discuss the coordination and status of the Bayswater Multipurpose Community Facility. The Bayswater multipurpose facility review was completed. The Bayswater and Pine Road car park study is underway to identify the highest and best use residential land value of Council owned land within the Bayswater Activity Centre. 				
Initiative Milestones	Description	Start date	End date	Progress
	Community Service and Facility Needs Analysis updated	01-07-2018	30-06-2019	100%
	Strategic site assessment undertaken	01-07-2018	30-06-2019	50%
	Concept plan, advocacy plan and a project implementation plan developed	01-07-2018	30-06-2019	20%
YTD Actual	YTD Budget	Initiative Budget		
\$13,299	\$11,461	\$11,461		

Initiative Description	Department	Q4 Target	Progress	
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.	Sustainable Infrastructure	100%	72%	
Progress Comment:				
The Buildings Asset Management Plan is now progressing to draft status and the current methodology incorporates Levels of Service measures that define aspirations from across a service, asset and place lens.				
Initiative Milestones	Description	Start date	End date	Progress
	Draft Building Asset Management Plan developed	01-07-2018	31-12-2018	75%
	Service asset place framework for adoption developed	01-01-2019	30-06-2019	70%
YTD Actual	YTD Budget	Initiative Budget		
-	\$45,000	\$45,000		



2018-19 Annual Plan Progress Report




Goal 8: We have confidence in decision making

Initiative Description		Department	Progress
Implement a Customer Focused Business Improvement program on reviewing and improving the efficiency and effectiveness of services delivered by the organisation.		Transformation	Complete
Progress Comment:			
<p>The Customer Focused Business Improvement initiative was a small-scale, targeted activity that introduced the organisation to process improvement using the Lean principles. This activity has now been absorbed into the organisation-wide implementation of Lean Thinking and Practice, the aim of which is to embed a culture of continuous improvement, using the Lean principles, that places the customer at the centre of everything we do.</p>			
YTD Actual	YTD Budget	Initiative Budget	
No additional budget, sits within current operating budget.			

Initiative Description		Department	Progress
Respond to and implement any reforms made to the Local Government Act 1989.		Governance & Strategy	Complete
Progress Comment:			
<p>Knox City Council submitted a comprehensive submission to the Local Government Act Exposure Draft in February 2018. A further update was provided to Councillors at a confidential Issues Briefing session in August 2018. The state government then advised that the Bill had been discontinued and would not progress.</p>			




2018-19 Annual Plan Progress Report

Initiative Description		Department	Progress		
<p>Implement the requirements of the Victorian Government’s Early Years Management Framework – specifically the requirements for Council’s role as a Kindergarten Cluster Manager and the need for a different model for parent committees supporting Council operated preschool services.</p>		<p>Family & Children’s Services</p>	 Complete		
Progress Comment:					
<p>This initiative is now complete. All previous committees have transitioned to parent groups and these groups are in the process of signing new memoranda of understanding with Council. Equipment, maintenance, utilities and cleaning arrangements have been established within Council and staff recruited to implement the Early Years Management arrangements are located within the Family and Children’s Services Department.</p> <p>Council endorsed the parent group model, with the current committees due to hand over to the newly elected parent groups as part of the 2018 AGM. Staff were appointed to the Family and Children’s Services Department to undertake operational processes in readiness for full implementation from February 2019.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Early Years Management Framework Implemented	01-07-2018	28-02-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
\$1,532,498		\$1,479,051		\$1,479,051	




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Initiative Description		Department	Progress		
Review and implement Council's updated Community Engagement approach.		Community Wellbeing	 Complete		
Progress Comment:					
<p>A comprehensive review of Council's community engagement policy and procedures was undertaken in the six-month period from January to June 2019. In this period, the following work was completed:</p> <ul style="list-style-type: none"> • Council's community engagement manual was reviewed and updated. • Research was conducted (including benchmarking with other councils) into contemporary frameworks for community engagement and stakeholder management. • Council's community engagement policy was reviewed and updated • A community engagement plan was developed that outlines priority engagement projects for 2019-20. • Council's Community of Practice group was reestablished for Council community engagement practitioners. • Advice was provided to internal service areas regarding the planning, delivery, analysis and management of community engagement. • Digital community engagement tools were investigated, with a report prepared outlining recommendations for preferred software moving forward. <p>Additionally, the community engagement advisor was instrumental in planning and delivering the community engagement hub at the Knox Festival as well as community engagement for the Millers Homestead consultation.</p> <p>The review stage of this indicator has now been completed. Implementation of Council's updated Community Engagement approach will proceed in the next reporting period with the commencement of an ongoing community engagement advisor.</p>					
Initiative Milestones	Description	Start date	End date	Progress	
	Resources to coordinate, review and redevelop a cross organisation community engagement program identified	01-07-2018	30-04-2019	100%	
	EMT and stakeholder consultation complete	01-07-2018	30-06-2019	100%	
	Revised Community Engagement Program approved	01-07-2018	30-06-2019	100%	
YTD Actual		YTD Budget	Initiative Budget		
No additional budget, sits within current operating budget.					



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Initiative Description		Department	Progress		
Finalise and implement Council’s Advocacy Framework through delivering targeted advocacy campaigns in line with Council’s objectives.		Communications	 Complete		
Progress Comment:					
Incorporating feedback from an Issues Briefing session in May, Council endorsed the advocacy framework at the June Ordinary Council meeting.					
Initiative Milestones	Description	Start date	End date	Progress	
	Draft Advocacy Framework developed	01-08-2018	30-10-2018	100%	
	Framework finalised and presented to EMT	01-11-2018	30-03-2019	100%	
	Advocacy Framework implemented	01-04-2019	30-06-2019	100%	
YTD Actual		YTD Budget		Initiative Budget	
No additional budget, sits within current operating budget.					

10.2 Live Streaming

SUMMARY: Coordinator Governance, Andrew Dowling

This report recommends a technical solution for live streaming Council meetings as requested by Council at its meeting in June 2019.

RECOMMENDATION

That Council commence live streaming of Council Meetings within the first quarter of 2020, generally in accordance with the proposal set out in the Officer's report.

1. INTRODUCTION

Council resolved in June 2019 to request officers to present a report to the September 2019 Council meeting investigating the most cost-effective means to implement live streaming for Council Meetings, inclusive of a timeline for implementation in the event that Council resolve to proceed with this initiative.

2. DISCUSSION

The recommended proposal for live streaming Council Meetings is via an externally hosted service, linked to Council's website. The recommended approach is a three-camera system, offering a split-screen view of the Council table and the screen in the Chamber. Examples of this approach are included at Attachment 1.

This approach allows Council to retain the greatest control over the broadcast and archived content, which is beneficial from a risk management perspective, enabling Council to directly manage:

- Copyright and licensing issues, and any risks identified in the broadcast content, for example relating to privacy issues.
- Quality issues, providing access to value added services such as chapter indexation of archived content and captioning services (anticipated to come online within the next 6 months).
- Technical and maintenance issues, as vendors provide equipment, training and maintenance and a staff support service.

Opportunities to participate in the live stream (and access archived content) would then be promoted via Council's social meeting channels.

Preliminary procurement enquiries have been made and a preferred vendor identified should Council resolve to proceed with live streaming. Estimated costs (excluding GST) for the preferred vendor's solution are:

Installation costs:	\$18,980
Monthly service costs:	\$1,260

The monthly service cost is irrespective of the number meetings held per month and includes:

- The streaming unit (hardware).
- Live streaming and archiving hosting services.
- Add on services (ie stream cleaning, indexation, captioning when available).
- Equipment maintenance.
- Staff support service.

Service Particulars

1. Storage and Archiving

Following the initial live stream, meetings would be archived and made available for viewing usually within two to five business days. Archived meetings include an agenda with links to chapter points in the video enabling users to quickly pinpoint desired content.

2. Captioning

The preferred vendor has indicated a captioning service will be available within six to eight months. This would enable Council to include captions in the archived meetings, providing a greater level of accessibility for hearing impaired viewers.

3. Council Staff Resource Requirements

The proposed solution requires minimal staff resourcing to manage and support the live stream and archiving processes. It is expected the Governance staff in attendance to support Council meetings will be able to meet these additional demands.

Implementation Timeline

Should Council resolve to live stream meetings, the technical requirements are relatively straightforward, however staff will be required to prepare supporting policies, procedures, information and collateral before streaming commences. This work includes:

- Preparing communications to inform the community of the decision.
- Policy and procedures to manage the privacy implications under the Privacy and Data Protection Act 2014 for members of the public attending and participating at Council meetings; and also for Councillors and staff.
- Reviewing meeting protocols, processes and supporting documents.
- Providing guidance and training for Councillors and staff regarding the legal and reputational risks and issues associated with live streaming meeting.
- Reviewing record management processes.

It is estimated that this work could be completed to enable live streaming to commence within the first quarter of 2020.

3. CONSULTATION

The recommended technical solution has been the subject of consultation with colleagues in the sector who have recent experience implementing live streaming.

4. ENVIRONMENTAL/AMENITY ISSUES

Nil.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The estimated costs (excluding GST) for the preferred vendor's solution are set out below:

Installation costs:

Panasonic High Definition Pan-Tilt-Zoom Cameras (x3)	\$16,980
Electrical installation (estimate)	<u>\$2,000</u>
Total installation costs	<u>\$18,980</u>

Monthly service costs (irrespective of the number of events) \$1,260

There is no provision in the 2019/20 budget for costs associated with live streaming.

The estimated cost to live stream Council meetings from March to June 2020 would be \$22,760 excluding GST. The annual cost thereafter would commence at \$15,120 (fixed for 3 years from commencement).

6. SOCIAL IMPLICATIONS

Live streaming of Council meetings will provide the community with the opportunity of observing Council business via their browser-based screens ('smart' TVs, computers and mobile devices) which would:

- Facilitate greater engagement and transparency with the community.
- Meet the Ombudsman's recommendation for best practice (Victorian Ombudsman, 2016).
- Promote greater understanding and appreciation of the strategic directions that are placing Knox in a better position in the future.
- Allow hearing impaired participants to observe archived video meetings (with captions, due for implementation by vendor in approximately six months' time).
- Provide another record of meetings for future reference.

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 – Coordinator Governance, Andrew Dowling - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director, Corporate Services, Michael Fromberg - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

Should Council resolve to commence live streaming, it is recommended that Council proceed with the technical solution as outlined above, with live streaming to commence in the first quarter of 2020.

10. CONFIDENTIALITY

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

Report Prepared By: Coordinator Governance, Andrew Dowling

Report Authorised By: Director, Corporate Services, Michael Fromberg

Attachments

1. Attachment 1 - Live Stream Examples [**10.2.1** - 1 page]

Attachment 1

Examples of a three-camera, split-screen live stream



10.3 Investment Policy

SUMMARY: Acting Manager, Business and Financial Services, James Morris

The review date for the Investment Policy (policy number 2003/28) is 20 September 2019. This policy was last reviewed in 2016 with Council approval on 20 September 2016.

RECOMMENDATION

That Council:

1. Note the recommendation of the Audit Committee to extend the operation of the existing Investment Policy, pending further review by 30 June 2020;
2. Adopt the Investment Policy at Attachment 1.

1. INTRODUCTION

The Investment Policy establishes mandatory rules and specific guidelines for the management and investment of Council funds. It was recommended at the Audit Committee meeting, held on 22 August 2019, that Council extend the operation of the existing Investment Policy while officers investigate potential amendments to the current Investment Policy.

2. DISCUSSION

A comprehensive review of the Investment Policy was undertaken in 2016. A further review aims to ensure that the policy continues to accurately reflect best practice, reduce exposure to risk and be reflective of the current economic and investment environment. This review is scheduled to be considered at the December 2019 Audit Committee meeting.

Attachment 1 contains the revised Investment Policy. This policy has been updated on the new Council Policy template, with minor administrative changes made mainly relating to changes of names of Council departments and positions. A paragraph has also been included relating to administrative updates (clause 7).

Attachment 2 contains the revised Investment Policy, on the previous template, with track changes.

3. CONSULTATION

This report does not necessitate community consultation. The review of the Investment Policy will be provided to Council's Audit Committee.

4. ENVIRONMENTAL/AMENITY ISSUES

This report does not have any environmental or amenity issues for discussion.

5. FINANCIAL & ECONOMIC IMPLICATIONS

This is an extension to the operation of the existing Investment Policy, and therefore will not change the existing management and investment of Council funds.

6. SOCIAL IMPLICATIONS

There are no direct social implications arising 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 - Acting Manager, Business and Financial Services, James Morris - In providing this advice as the Author, I have no disclosable interests in this report.

Officer Responsible – Director, Corporate Services, Michael Fromberg - In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

9. CONCLUSION

The review date for Council's Investment Policy (policy number 2003/28) is 20 September 2019. This extension of the operation of the existing Investment Policy allows for a further review of the policy by 30 June 2020.

10. CONFIDENTIALITY

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

Report Prepared By: Acting Manager, Business and Financial Services, James Morris

Report Authorised By: Director, Corporate Services, Michael Fromberg

Attachments

1. Attachment 1 - Investment Policy [10.3.1 - 9 pages]
2. Attachment 2 - Investment Policy with Track Changes [10.3.2 - 10 pages]



Investment Policy

Policy Number:	2003/28	Directorate:	Corporate Services
Approval by:	Council	Responsible Officer:	Manager Business & Financial Services
Approval Date:	23 September 2019	Version Number:	8
Review Date:	30 June 2020		

1. Purpose

The purpose of this policy is to provide mandatory rules and specific guidelines for Council Officers to follow in managing and investing the funds of Knox City Council (Council). This policy provides a framework to safeguard the management of funds invested, and conformance to Federal and State regulations and standards.

2. Context

This policy provides guidance to staff undertaking investment of Council funds.

3. Scope

This policy will apply to all funds invested by and/or on behalf of Council.

4. References

4.1 Community & Council Plan 2017-2021

- Goal 8 – We have confidence in our decision making
- Strategy 8.1 – Build, strengthen and promote good governance practices across government and community organisations.

4.2 Relevant Legislation

- Local Government Act 1989
- Local Government (Planning and Reporting) Regulations 2014

4.3 Charter of Human Rights

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

4.4 Related Council Policies

- Loan Borrowing Policy
- Instrument of Sub Delegation – Chief Executive to Staff

4.5 Related Council Procedures

- Investment Procedures (work area procedure)



5. Definitions

Authorised Deposit-taking Institution (ADI)	means corporations that are authorised under the <i>Banking Act 1959 (Cwth)</i> to take deposits from customers.
Council	means Knox City Council, whether constituted before or after the commencement of this Policy.

6. Council Policy

It is the policy of Council to invest public funds in a manner which will provide the highest investment return with the maximum security of invested capital while meeting the daily cash flow demands of Council. This policy will conform to all Federal and State legislation governing the investment of public funds.

6.1 Objectives

The primary objectives of Council's investment activities are:

- a) **Safety: Preservation of Capital and Protection of Principal** – Safety of principal is the foremost objective of the investment program. Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.
- b) **Liquidity:** Council's investment portfolio will remain sufficiently liquid to enable the entity to meet all operating requirements which might be reasonably anticipated. A Working Capital (Liquidity Ratio) of 1.00 or above must be maintained at all times.
- c) **Diversification:** The goals for the selection of a portfolio of specific investments are to establish levels of credit quality and diversification by issuer and diversification by security type.
- d) **Return on Investment:** Reflective of the economic conditions at the time of investment, Council's investment decisions should be structured to provide for a rate of return on investment greater than the cash rate as declared by the Reserve Bank of Australia.

6.2 Delegation of Authority

Delegation of authority to persons responsible for investment transactions ensure that no person may engage in an investment transaction except as provided under the terms of this policy.

Authority for the operational management of the Council's investment portfolio is delegated by the Chief Executive Officer to the Director Corporate Services and Investment Officers as identified within this Policy.

6.3 Cash Management

The following principles apply to ensure efficient management of Council's cash resources:

- Cash flows and cash balances will be analysed at least fortnightly, with daily review. Fortnightly Cash Flow Analysis will be prepared by the Financial Accountant, reviewed and analysed by the Coordinator Financial Accounting, and authorised by the Manager Business & Financial Services;
- Sufficient funds to meet short term cash requirements must be held and invested in an 'at call' account with Council's transactional banking services provider; and



- Funds considered being surplus to Council's immediate cash requirements will be invested in accordance with this Policy.

6.4 Prudence

The standard of prudence will be applied in the following context when managing the overall portfolio. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investments, considering the probable safety of their capital as well as the probable income to be derived.

6.5 Register of Investments and Documentation

A Register of Investments will be maintained by the Coordinator Financial Accounting together with an investment file containing all relevant documentation including letters of advice from financial institutions and supportive quotations sought for audit purposes.

6.6 Accounting Method

Council will comply with the Australian Accounting Standards, Australian Accounting Standards Board (AASB) pronouncements, the provisions of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

6.7 Internal Controls

The Manager Business & Financial Services will establish and maintain internal controls and processes that will ensure investment objectives are met and that the investment portfolio is protected from loss or inappropriate activity.

To minimise the potential for investment risk and unauthorised appropriation of Council funds, the following internal controls will apply:

- a) All placements and redemption (where redemption account is not confirmed at time of investment placement) of investments must be authorised by any two of the Investment Officers (refer section 6.8).
- b) The investment authorisation process must be carried out in accordance with any relevant policies and procedures – such as the accounts payable and electronic funds transfer (EFT) processes. At least one of the two authorising officers of the transfer of funds must not have been an Investment Officer involved in the placement or redemption of investments.
- c) Each investment will require written confirmation by the Financial Institution with which funds are placed. All documentation must be added to the Register of Investments.



6.8 Investment Officers

The following positions are appointed as Investment Officers for the purposes of delivering on the objectives and processes of this Policy:

- Director Corporate Services
- Manager Business & Financial Services
- Coordinator Financial Accounting
- Coordinator Management Accounting
- Financial Accountant (where the Coordinator Financial Accounting is unavailable)

6.9 Reporting Requirements

A Cash Flow Projection Report is to be completed fortnightly and reviewed and endorsed by the Coordinator Financial Accounting. The Report is to be authorised by the Manager Business & Financial Services. The Report will assist in the identification of surplus funds for investment.

Investment holdings are to be reported to the Executive Management Team monthly, identifying the value and type of each investment, its term, interest rate of earnings, the holding financial institution and the Standard and Poor's rating of the institution at the time of the investment. This report must also report compliance with the diversification by credit rating as well as by financial institution requirements (refer section 6.10). Investment portfolio performance is to be included in the quarterly report of investment holdings (refer section 6.14).

The most recent quarterly report is to be tabled at each meeting of Council's Audit Committee.

The Quarterly Management Financial Report to Council must include a report on investment holdings including investment activity, types of investment held, interest earnings, compliance with portfolio diversification requirements and any relevant commentary.

6.10 Diversification and Suitable Investments

Diversification of invested funds will be sought within the following guidelines and with the purpose to reduce overall portfolio risk while attaining market average rates of return.

6.10.1 Suitable Investments – Legislative Context

All investments shall comply with the *Local Government Act 1989*, relevant Regulations and guidelines or directions issued by the Minister for Local Government or Local Government Victoria.

Section 136 of the *Local Government Act 1989* requires councils to implement and maintain a robust financial framework. In particular it specifies councils must implement the principles of sound financial management. These principles require that Council must:

- a) Manage financial risks faced by the Council prudently, having regard to economic circumstances;
- b) Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;



- c) Ensure that decisions are made and actions are taken having regard to their financial effects on future generations; and
- d) Ensure full, accurate and timely disclosure of financial information relating to the Council.

Section 143 of *the Local Government Act 1989* provides Council the capacity to invest any money:

- a) In Government securities of the Commonwealth;
- b) In securities guaranteed by the Government of Victoria;
- c) With an authorised deposit-taking institution;
- d) With any financial institution guaranteed by the Government of Victoria;
- e) On deposit with an eligible money market dealer within the meaning of the Corporations Act;
- f) In any other manner approved by the Minister after consultation with the Treasurer either generally or specifically, to be an authorised manner of investment for the purposes of this section.

All investments must comply with the requirements of the *Local Government Act 1989*, relevant Regulations, guidelines and directions issued by the Minister (as per Section 143(f) of the *Local Government Act 1989*). In addition, all investments in complying instruments other than complying term deposits and cash at call must be approved by the Chief Executive Officer.

6.10.2 Diversification by Credit Rating

The goal for selection of specific investments is to establish levels of credit quality, diversification by issuers and by security type. An optimal mix, though subjective, enhances portfolio liquidity and safety.

In terms of diversification by credit rating, the following exposure limits must be adhered to:

Investment Grade	S&P Short Term Rating	S&P Long Term Rating	Exposure Limit of Total Portfolio %
Extremely Strong	A1+	AAA	100%
Strong/Very Strong	A1	AA+, AA & AA-	80%
Satisfactory/Strong	A2	A+, A & A-	60%
Adequate	A3	BBB+	10%

Authorised Deposit-taking Institutions are to be verified against the Australian Prudential Regulation Authority register of institutions (www.apra.gov.au). Credit Rating credentials are to be verified against the Standard and Poors rating index (www.standardandpoors.com/en_AU) prior to the placement of investment funds.



6.10.3 Diversification by Financial Institution

The individual exposure to any single institution must be limited to a maximum of 25% of the total investments at all times (excluding 'At Call' funds which are required for Working Capital purposes and to meet short term cash flow requirements), whilst also ensuring that the diversification by credit rating exposure limits for the total portfolio are also adhered to. Where the exposure limit of an investment category is exceeded as a result of an investment being redeemed, the exposure limits will be adjusted at the next available opportunity when funds are able to be reinvested.

6.10.4 Diversification by Tenure

Tenure diversification enhances the ability to achieve investment sustainability in the competing interests of investment return and risk. Consideration must be given to tenure diversity to enable optimal investment return whilst ensuring operational liquidity. Investment maturity should be staggered to ensure regular redemption of funds.

6.11 Investment Maturity

Maturity will be laddered to provide for interest rate fluctuations and to minimise investment interest risk. Careful monitoring of interest rate fluctuation will provide a basis for evaluating risk and return.

Investments with a maturity term greater than one year (365 days) are classified as long term. The purpose of such investments is to take advantage of market interest rate movements at different times of the economic cycle.

Given Council's working capital (liquidity) requirements and the requirement that investment funds should be reasonably accessible, the maximum term of investments is to be 2 years with a maximum of 25% of the total investment portfolio to be classified as long term.

6.12 Competitive Selection of Investment Instruments

6.12.1 Competitive Selection

Prior to investing, a minimum of three (3) quotations for the relevant investment product being sought shall be obtained from Authorised Deposit-taking Institutions (ADIs). The best quote on the day, allowing for administrative and banking costs where applicable, will be accepted by the Coordinator Financial Accounting, having regard to the credit rating and financial institution diversification requirements of this Policy.

6.12.2 Specific Maturity

If a specific maturity date is required, either for cash flow purposes or for conformance to maturity guidelines, bids will be requested for instruments which meet the maturity requirement.

6.13 Monitoring and Adjusting the Portfolio

Portfolios will benefit from active management. The Coordinator Financial Accounting will routinely monitor the contents of the portfolio, the available markets and the relative value of competing instruments with consideration given to credit quality and benchmarks. The portfolio will be adjusted accordingly within its parameters if there are advantageous transactions.



The investment portfolio will be monitored for ongoing compliance with the diversification requirements of the Policy. The Manager Business & Financial Services will undertake the appropriate action, taking into consideration imposed costs, to align with diversification requirements in accordance with authorisation and approval processes outlined in this Policy.

6.14 Performance Evaluation

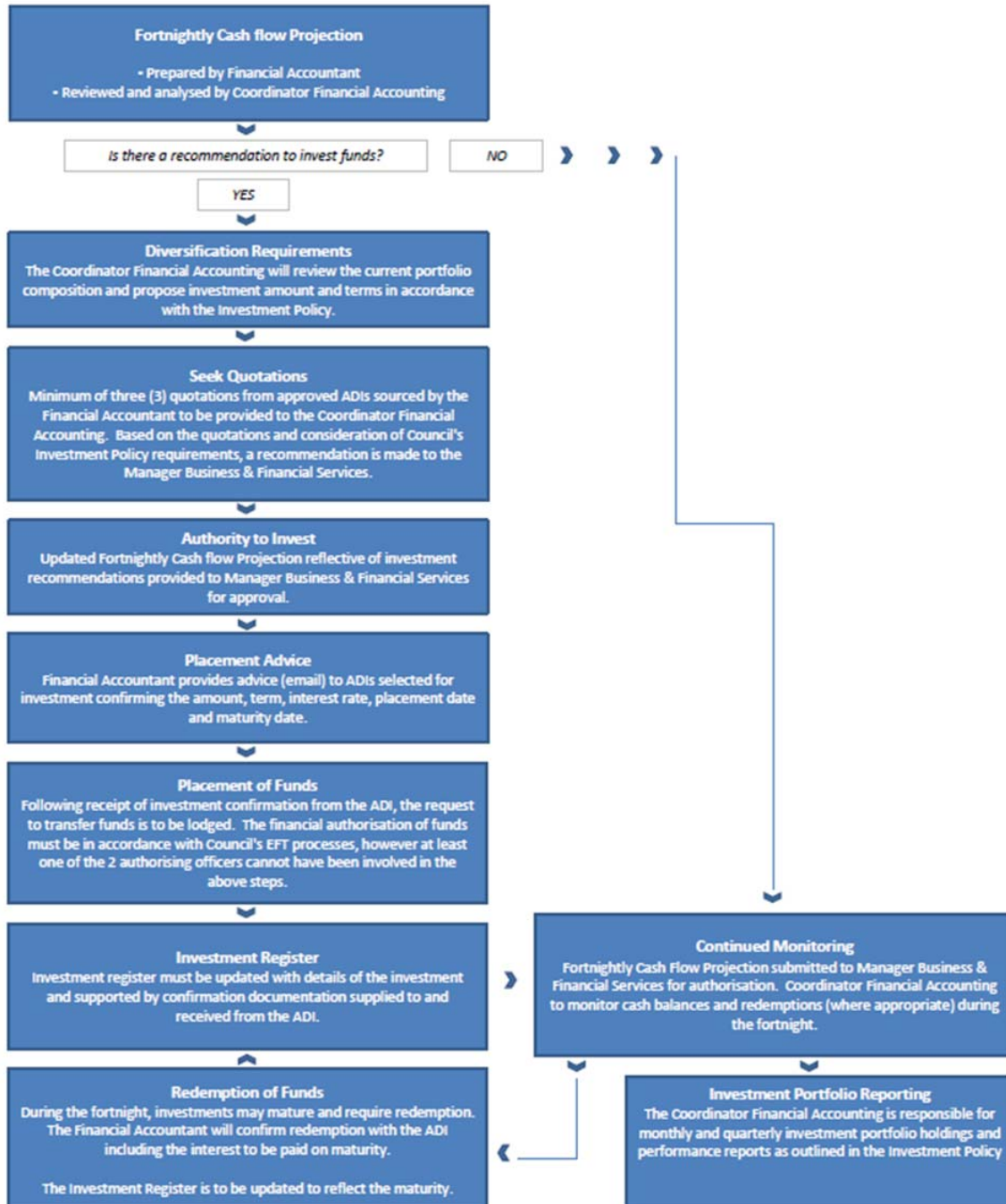
At least quarterly the performance of the investment portfolio is to be reviewed. The investment benchmark will be the Bloomberg AusBond Bank Bill Index and compared to both the actual financial year-to-date investment returns and the rolling average 12 month return of Council's investment portfolio. Investment portfolio performance is to be reported to the Executive and Audit Committee quarterly.

7. Administrative Updates

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



INVESTMENT POLICY - PROCESS FLOW CHART





Appendix 1

STANDARD & POOR'S INVESTMENT RATINGS

Short Term – Investment term of less than 365 days

A-1 A short term obligation rated "A-1" is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.

A-2 A short-term obligation rated 'A-2' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

A-3 A short-term obligation rated 'A-3' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.

B A short term obligation rated 'B' has significant speculative characteristics. The obligor currently has the capacity to meet its financial obligation but faces major ongoing uncertainties that could impact its financial commitment on the obligation.

C A short term obligation rated 'C' indicates an obligor is currently vulnerable to non-payment and is dependent upon favourable business, financial and economic conditions for the obligor to meet its financial commitment on the obligation.

D A short term obligation rated 'D' indicates an obligor is in payment default. Obligation not made on due date and grace period may not have expired. The rating is also used upon the filing of a bankruptcy petition.

Long Term – Investment term greater than 365 days

AAA An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.

AA An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.

A An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.

BBB An obligor rated 'BBB' has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitments.

Investment grades BB or lower are considered to be speculative in nature and significant risk.

KNOX POLICY



INVESTMENT POLICY

Policy Number:	2003/28	Directorate:	Corporate Development <u>Services</u>
Approval by:	Council	Responsible Officer:	Manager <u>Business & Financial</u> Finance and <u>Property</u> Services
Approval Date:	20 September 2016 <u>23 September 2019</u>	Version Number:	<u>87</u>
Review Date:	20 September 2019 <u>30 June 2020</u>		

1. PURPOSE

~~The purpose of this policy is to~~ provide mandatory rules and specific guidelines for Council Officers to follow in managing and investing the funds of Knox City Council (Council). This policy provides a framework to safeguard the management of funds invested, and conformance to Federal and State regulations and standards.

2. CONTEXT

This policy provides guidance to staff undertaking investment of Council funds.

3. SCOPE

This policy will apply to all funds invested by and/or on behalf of Council.

4. REFERENCES

- 4.1 **Community & Council Plan 2017-2021**
 - ~~Democratic and Engaged Communities~~ Goal 8: We have confidence in our decision making
- 4.2 **Relevant Legislation**
 - Local Government Act 1989
 - Local Government (Planning and Reporting) Regulations 2014
- 4.3 **Charter of Human Rights**
 - This policy has been assessed against and complies with the Charter of Human Rights
- 4.4 **Related Council Policies**
 - ~~Financial Governance Policy~~
 - Loan Borrowing ~~and Return on Investment~~ Policy
 - Instrument of Sub Delegation – Chief Executive to Staff
- 4.5 **Related Council Procedures**
 - Investment Procedures (work area procedure)

5. DEFINITIONS

Authorised Deposit-taking Institution (ADI)	<u>Means</u> Corporations that are authorised under the <i>Banking Act 1959 (Cwth)</i> to take deposits from customers.
Council	Means Knox City Council, whether constituted before or after the commencement of this Policy.

6. COUNCIL POLICY

It is the policy of Council to invest public funds in a manner which will provide the highest investment return with the maximum security of invested capital while meeting the daily cash flow demands of Council. This policy will conform to all Federal and State legislation governing the investment of public funds.

6.1 OBJECTIVES

The primary objectives of Council's investment activities are:

- a) **Safety: Preservation of Capital and Protection of Principal** - Safety of principal is the foremost objective of the investment program. Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.
- b) **Liquidity:** Council's investment portfolio will remain sufficiently liquid to enable the entity to meet all operating requirements which might be reasonably anticipated. A Working Capital (Liquidity Ratio) of 1.00 or above must be maintained at all times.
- c) **Diversification:** The goals for the selection of a portfolio of specific investments are to establish levels of credit quality and diversification by issuer and diversification by security type.
- d) **Return on Investment:** Reflective of the economic conditions at the time of investment, Council's investment decisions should be structured to provide for a rate of return on investment greater than the cash rate as declared by the Reserve Bank of Australia.

6.2 DELEGATION OF AUTHORITY

Delegation of authority to persons responsible for investment transactions ensure that no person may engage in an investment transaction except as provided under the terms of this policy.

Authority for the operational management of the Council's investment portfolio is delegated by the Chief Executive Officer to the Director Corporate Development Services and Investment Officers as identified within this Policy.

6.3 CASH MANAGEMENT

The following principles apply to ensure efficient management of Council's cash resources:

- Cash flows and cash balances will be analysed at least fortnightly, with daily review. Fortnightly Cash Flow Analysis will be prepared by the Financial Accountant, reviewed and analysed by the Coordinator Financial Accounting ~~Coordinator~~, and authorised by the Manager Business & Financial ~~Finance and Property~~ Services;
- Sufficient funds to meet short term cash requirements must be held and invested in an 'at call' account with Council's transactional banking services provider; and
- Funds considered being surplus to Council's immediate cash requirements will be invested in accordance with this Policy.

6.4 PRUDENCE

The standard of prudence will be applied in the following context when managing the overall portfolio. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investments, considering the probable safety of their capital as well as the probable income to be derived.

6.5 REGISTER OF INVESTMENTS AND DOCUMENTATION

A Register of Investments will be maintained by the Coordinator Financial Accounting ~~Coordinator~~ together with an investment file containing all relevant documentation including letters of advice from financial institutions and supportive quotations sought for audit purposes.

6.6 ACCOUNTING METHOD

Council will comply with the Australian Accounting Standards, Australian Accounting Standards Board (AASB) pronouncements, the provisions of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

6.7 INTERNAL CONTROLS

The Manager Business & Financial ~~Finance and Property~~ Services will establish and maintain internal controls and processes that will ensure investment objectives are met and that the investment portfolio is protected from loss or inappropriate activity.

To minimise the potential for investment risk and unauthorised appropriation of Council funds, the following internal controls will apply:

- a) All placements and redemption (where redemption account is not confirmed at time of investment placement) of investments must be authorised by any two of the Investment Officers (refer section 6.8).
- b) The investment authorisation process must be carried out in accordance with any relevant policies and procedures – such as the accounts payable and electronic funds transfer (EFT) processes. At least one of the two authorising officers of the transfer of funds must not have been an Investment Officer involved in the placement or redemption of investments.

- c) Each investment will require written confirmation by the Financial Institution with which funds are placed. All documentation must be added to the Register of Investments.

6.8 INVESTMENT OFFICERS

The following positions are appointed as Investment Officers for the purposes of delivering on the objectives and processes of this Policy:

- Director Corporate ~~Development~~Services
- Manager ~~Business & Financial Finance and Property~~ Services
- ~~Coordinator~~ Financial Accounting ~~Coordinator~~
- ~~Coordinator~~ Management Accounting ~~Coordinator~~
- Financial Accountant (where the ~~Coordinator~~ Financial Accounting ~~Coordinator~~ is unavailable)

6.9 REPORTING REQUIREMENTS

A Cash Flow Projection Report is to be completed fortnightly and reviewed and endorsed by the ~~Coordinator~~ Financial Accounting ~~Coordinator~~. The Report is to be authorised by the Manager ~~Business & Financial Finance and Property~~ Services. The Report will assist in the identification of surplus funds for investment.

Investment holdings are to be reported to the Executive Management Team monthly, identifying the value and type of each investment, its term, interest rate of earnings, the holding financial institution and the Standard and Poor's rating of the institution at the time of the investment. This report must also report compliance with the diversification by credit rating as well as by financial institution requirements (refer section 6.10). Investment portfolio performance is to be included in the quarterly report of investment holdings (refer section 6.14).

The most recent quarterly report is to be tabled at each meeting of Council's Audit Committee.

The Quarterly Management Financial Report to Council must include a report on investment holdings including investment activity, types of investment held, interest earnings, compliance with portfolio diversification requirements and any relevant commentary.

6.10 DIVERSIFICATION AND SUITABLE INVESTMENTS

Diversification of invested funds will be sought within the following guidelines and with the purpose to reduce overall portfolio risk while attaining market average rates of return.

6.10.1 Suitable Investments – Legislative Context

All investments shall comply with the *Local Government Act 1989*, relevant Regulations and guidelines or directions issued by the Minister for Local Government or Local Government Victoria.

Section 136 of the *Local Government Act 1989* requires councils to implement and maintain a robust financial framework. In particular it specifies councils must implement the principles of sound financial management. These principles require that Council must:

- a) Manage financial risks faced by the Council prudently, having regard to economic circumstances;
- b) Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
- c) Ensure that decisions are made and actions are taken having regard to their financial effects on future generations; and
- d) Ensure full, accurate and timely disclosure of financial information relating to the Council.

Section 143 of *the Local Government Act 1989* provides Council the capacity to invest any money:

- a) In Government securities of the Commonwealth;
- b) In securities guaranteed by the Government of Victoria;
- c) With an authorised deposit-taking institution;
- d) With any financial institution guaranteed by the Government of Victoria;
- e) On deposit with an eligible money market dealer within the meaning of the Corporations Act;
- f) In any other manner approved by the Minister after consultation with the Treasurer either generally or specifically, to be an authorised manner of investment for the purposes of this section.

All investments must comply with the requirements of the *Local Government Act 1989*, relevant Regulations, guidelines and directions issued by the Minister (as per Section 143(f) of the *Local Government Act 1989*). In addition, all investments in complying instruments other than complying term deposits and cash at call must be approved by the Chief Executive Officer.

6.10.2 Diversification by Credit Rating

The goal for selection of specific investments is to establish levels of credit quality, diversification by issuers and by security type. An optimal mix, though subjective, enhances portfolio liquidity and safety.

In terms of diversification by credit rating, the following exposure limits must be adhered to:

Investment Grade	S&P Short Term Rating	S&P Long Term Rating	Exposure Limit of Total Portfolio %
Extremely Strong	A1+	AAA	100%
Strong/Very Strong	A1	AA+, AA & AA-	80%
Satisfactory/Strong	A2	A+, A & A-	60%
Adequate	A3	BBB+	10%

Authorised Deposit-taking Institutions are to be verified against the Australian Prudential Regulation Authority register of institutions (www.apra.gov.au). Credit

Rating credentials are to be verified against the Standard and Poors rating index (www.standardandpoors.com/en_AU) prior to the placement of investment funds.

6.10.3 Diversification by Financial Institution

The individual exposure to any single institution must be limited to a maximum of 25% of the total investments at all times (excluding 'At Call' funds which are required for Working Capital purposes and to meet short term cash flow requirements), whilst also ensuring that the diversification by credit rating exposure limits for the total portfolio are also adhered to. Where the exposure limit of an investment category is exceeded as a result of an investment being redeemed, the exposure limits will be adjusted at the next available opportunity when funds are able to be reinvested.

6.10.4 Diversification by Tenure

Tenure diversification enhances the ability to achieve investment sustainability in the competing interests of investment return and risk. Consideration must be given to tenure diversity to enable optimal investment return whilst ensuring operational liquidity. Investment maturity should be staggered to ensure regular redemption of funds.

6.11 INVESTMENT MATURITY

Maturity will be laddered to provide for interest rate fluctuations and to minimise investment interest risk. Careful monitoring of interest rate fluctuation will provide a basis for evaluating risk and return.

Investments with a maturity term greater than one year (365 days) are classified as long term. The purpose of such investments is to take advantage of market interest rate movements at different times of the economic cycle.

Given Council's working capital (liquidity) requirements and the requirement that investment funds should be reasonably accessible, the maximum term of investments is to be 2 years with a maximum of 25% of the total investment portfolio to be classified as long term.

6.12 COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

6.12.1 Competitive Selection

Prior to investing, a minimum of three (3) quotations for the relevant investment product being sought shall be obtained from Authorised Deposit-taking Institutions (ADIs). The best quote on the day, allowing for administrative and banking costs where applicable, will be accepted by the [Coordinator](#) Financial Accounting [Coordinator](#), having regard to the credit rating and financial institution diversification requirements of this Policy.

6.12.2 Specific Maturity

If a specific maturity date is required, either for cash flow purposes or for conformance to maturity guidelines, bids will be requested for instruments which meet the maturity requirement.

6.13 MONITORING AND ADJUSTING THE PORTFOLIO

Portfolios will benefit from active management. The Coordinator Financial Accounting-~~Coordinator~~ will routinely monitor the contents of the portfolio, the available markets and the relative value of competing instruments with consideration given to credit quality and benchmarks. The portfolio will be adjusted accordingly within its parameters if there are advantageous transactions.

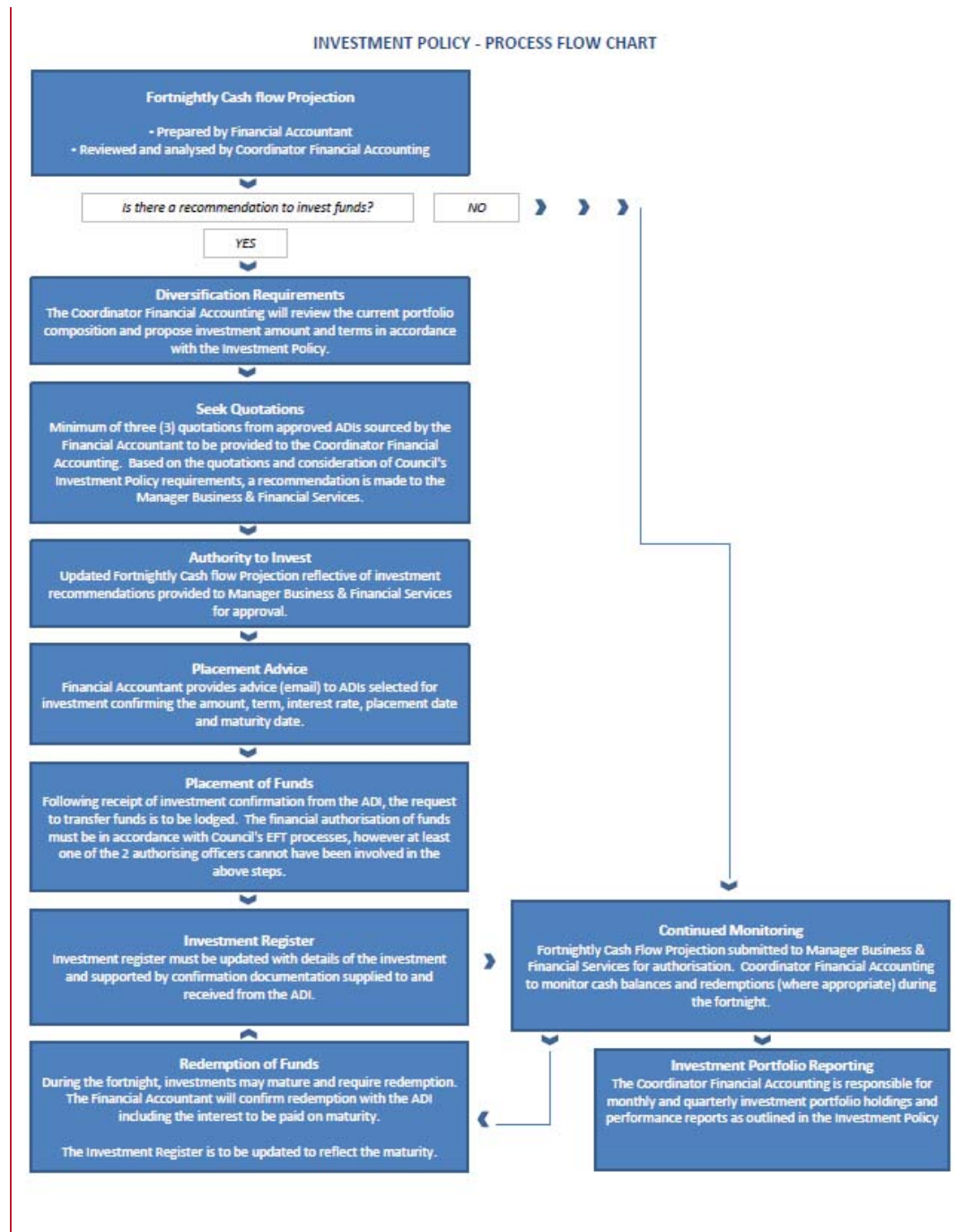
The investment portfolio will be monitored for ongoing compliance with the diversification requirements of the Policy. The Manager Business & Financial Finance and Property Services will undertake the appropriate action, taking into consideration imposed costs, to align with diversification requirements in accordance with authorisation and approval processes outlined in this Policy.

6.14 PERFORMANCE EVALUATION

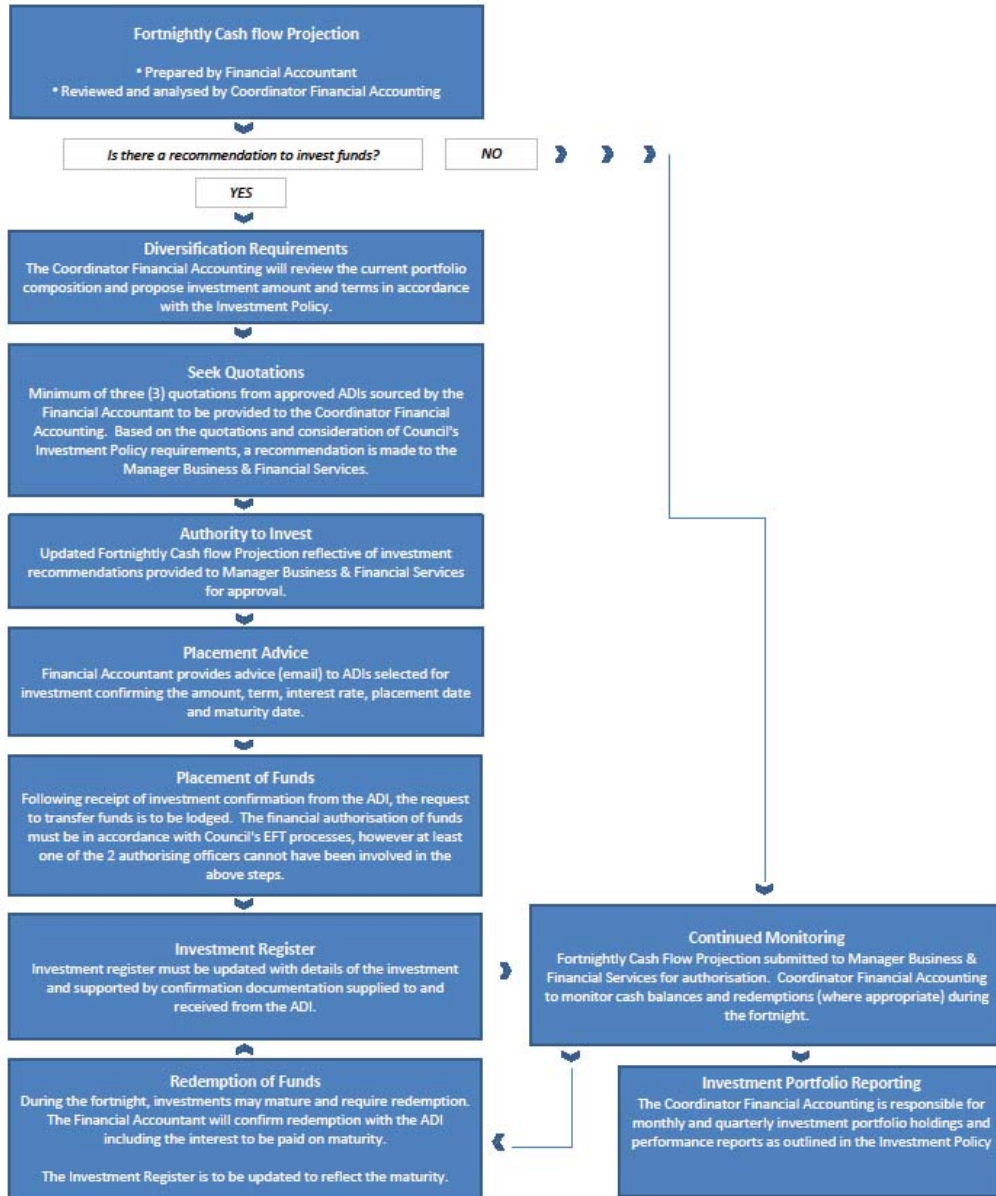
At least quarterly the performance of the investment portfolio is to be reviewed. The investment benchmark will be the Bloomberg AusBond Bank Bill Index and compared to both the actual financial year-to-date investment returns and the rolling average 12 month return of Council's investment portfolio. Investment portfolio performance is to be reported to the Executive and Audit Committee quarterly.

7. ADMINISTRATIVE UPDATES

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



INVESTMENT POLICY - PROCESS FLOW CHART



APPENDIX 1

STANDARD & POOR'S INVESTMENT RATINGS

Short Term – Investment term of less than 365 days

A-1 A short term obligation rated "A-1" is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.

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BBB An obligor rated 'BBB' has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitments.

Investment grades BB or lower are considered to be speculative in nature and significant risk.

11 Items for Information

11.1 Assemblies of Councillors

SUMMARY: Manager, Governance and Strategy, Phil McQue

This report provides details of Assembly of Councillors as required under section 80A(2) of the Local Government Act 1989.

RECOMMENDATION

That Council:

- 1. Note the written record of Assemblies of Councillors as attached to this report.**
- 2. Incorporate the records of the Assemblies into the minutes of the meeting.**

1. INTRODUCTION

Under section 80A(2) of the Local Government Act 1989, the Chief Executive Officer must present a written record of an Assembly of Councillors to an ordinary meeting of Council as soon as practicable after an Assembly occurs. This written record is required to be incorporated into the minutes of the meeting.

This report is for the period 5 August 2019 to 9 September 2019, as well as number of other Assembly of Councillors held throughout 2019 which are now presented to Council for noting.

Report Prepared By: Manager, Governance and Strategy, Phil McQue

Report Authorised By: Director, Corporate Services, Michael Fromberg

Attachments

- 1. Attachment 1 - Assemblies of Councillors [11.1.1 - 22 pages]**



Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 30/1/2019

Name of Committee or Group (if applicable): Knox Active Ageing Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr Nicole Seymour

Name of Members of Council Staff Attending:

Judy Chalkley

Stuart Ireland

Linda Keenahan

Matters Considered:

1. Annual Report and Group Reflection
2. Life Stages Group Committee Meeting Reflections and Next Steps
3. KAAAC Terms of Reference
4. Key Priorities for 2019

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Stuart Ireland

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.



Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 12/2/2019

Name of Committee or Group (if applicable): Knox Disability Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr Nicole Seymour

Name of Members of Council Staff Attending:

Peter Johnston

Alison Treeby

Zara Ariarta

Belinda Carney

Michelle Penney

Yvonne Rust

Joy Temple

Matters Considered:

1. Welcome to New Members
2. Induction Session
3. Boronia Renewal Strategy
4. NDIS Update
5. Update on Knox Festival

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Peter Johnston

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 28/2/2019

Name of Committee or Group (if applicable): Knox Community Safety, Health & Wellbeing Advisory Committee

Time Meeting Commenced: 9.00am

Name of Councillors Attending:

Cr John Mortimore

Name of Members of Council Staff Attending:

Kathy Parton

Lisette Pine

Rosie Tuck

Joy Temple

Matters Considered:

1. Confirmation of Minutes of Previous Meeting
2. Business Arising from Previous Meeting
3. Social and Affordable Housing Discussion
4. Organisation and Community Member Updates
5. Agenda Topics 2019

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Mel Roche

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 2/4/2019

Name of Committee or Group (if applicable): Knox Disability Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr Nicole Seymour

Name of Members of Council Staff Attending:

Peter Johnston

Alison Treeby

Zara Ariarta

Belinda Carney

Joy Temple

Matters Considered:

1. Preventing Violence Against Women with a Disability
2. NDIS Update
3. Presentation of Certificate to Outgoing Member
4. Schedule of Speakers and Subject Matters for 2019 KDAC Meetings

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Peter Johnston

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.
 ** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.



Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 10/4/2019

Name of Committee or Group (if applicable): Knox Active Ageing Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr John Mortimore

Cr Nicole Seymour

Name of Members of Council Staff Attending:

Judy Chalkley

Stuart Ireland

Linda Keenahan

Helen Oakley

Michelle Penney

Matters Considered:

1. Recognising Outgoing Committee Members

2. My Aged Care: Current Supports and Emerging Needs and Opportunities

3. Hoarding and Squalor: A Whole of Community and Council Approach

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Stuart Ireland

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 18/4/2019

Name of Committee or Group (if applicable): Knox Community Safety, Health & Wellbeing Advisory Committee

Time Meeting Commenced: 9.00am

Name of Councillors Attending:

Cr John Mortimore

Name of Members of Council Staff Attending:

Kathy Parton

Lisette Pine

Rosie Tuck

Sam Spooner

Tony Justice

Rachel Phillips

Matters Considered:

1. Confirmation of Minutes of Previous Meeting
2. Business Arising from Previous Meeting
3. Mental Health Priorities Update
4. Presentation by Eastern Metro Public Health Network
5. Public Submission to the Mental Health Royal Commission
6. Organisation and Community Member Updates

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Mel Roche

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.



Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 4/6/2019

Name of Committee or Group (if applicable): Knox Disability Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr Nicole Seymour

Name of Members of Council Staff Attending:

Peter Johnston

Alison Treeby

Zara Ariarta

Belinda Carney

Joy Temple

Michelle Penney

Matters Considered:

1. Disability Employment
2. Update on Preventing Violence Against Women with a Disability
3. Update on Guide to Accessible Park Design
4. Update on Wheelie Bin Assistance Program

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Peter Johnston

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 19/6/2019

Name of Committee or Group (if applicable): Knox Active Ageing Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr Nicole Seymour

Name of Members of Council Staff Attending:

Trish Winterling

Stuart Ireland

Kevin Kelly

Robbie Leslie

Matters Considered:

1. Knox On-Demand Bus Trial
2. AA&DS Client, Carer and Community Member Consultations 2019
3. Future Self and Design Living Lab

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Stuart Ireland

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.



Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 20/6/2019

Name of Committee or Group (if applicable): Knox Community Safety, Health & Wellbeing Advisory Committee

Time Meeting Commenced: 9.00am

Name of Councillors Attending:

Cr John Mortimore

Name of Members of Council Staff Attending:

Lisette Pine

Rosie Tuck

Sam Spooner

Tony Justice

Rachel Phillips

Matters Considered:

1. Confirmation of Minutes of Previous Meeting
2. Business Arising from Previous Meeting
3. Overview of Homelessness and Sleeping Rough Policy and Training Resources
4. Overview of Victorian Public Health and Wellbeing Plan (19-23)
5. Organisation and Community Member Updates

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Mel Roche

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 5/8/2019

Name of Committee or Group (if applicable): Issues Briefing

Time Meeting Commenced: 6.28pm

Name of Councillors Attending:

Cr Jake Keogh, Mayor	Cr Adam Gill
Cr Peter Lockwood, Deputy Mayor	Cr Tony Holland
Cr John Mortimore	Cr Darren Pearce
Cr Marcia Timmers-Leitch	Cr Nicole Seymour

Name of Members of Council Staff Attending:

Ian Bell	Misty Johannsen (Item 2)
Judy Chalkley	Anthony Petherbridge (Item 3)
Michael Fromberg	Yvonne Rust (Item 3)
Matt Kelleher	Madeleine Cheah (Item 3)
Matt Hanrahan	Nicole Columbine (Item 4)
Phil McQue	Andrea Szymanski (Item 4)
Andrew Dowling	

Matters Considered:

1. Council Meeting Logistics
2. Recyclables Processing
3. Boronia Renewal Project
4. Status of Wantirna Reserve
5. Forward Report Schedule

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Joanne Ellis

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.
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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 6/8/2019

Name of Committee or Group (if applicable): Knox Disability Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr Nicole Seymour

Name of Members of Council Staff Attending:

Peter Johnston

Alison Treeby

Zara Ariarta

Belinda Carney

Joy Temple

Michelle Penney

Matters Considered:

1. Overview of Opening Doors Program

2. NDIS Update

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Peter Johnston

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 12/8/2019

Name of Committee or Group (if applicable): Issues Briefing

Time Meeting Commenced: 7.48pm

Name of Councillors Attending:

Cr Jake Keogh, Mayor	Cr Tony Holland
Cr Peter Lockwood, Deputy Mayor	Cr Lisa Cooper
Cr John Mortimore	Cr Darren Pearce
Cr Marcia Timmers-Leitch	Cr Nicole Seymour

Name of Members of Council Staff Attending:

Samantha Mazer	James Morris (Item 1)
Judy Chalkley	Gerard Scholten (Item 2)
Michael Fromberg	David Yeouart (Item 3)
Matt Kelleher	Sam Sampanthar (Item 3)
Matt Hanrahan	Bronwyn Commandeur (Item 4)
Damian Watson	Elissa Pachacz (Item 4)
Andrew Dowling	

Matters Considered:

1. Contract 10504 – Provision of Banking and Bill Payment Services
2. Advocacy/Community Investment Plan
3. Recycled Materials in the Construction and Renewal of Council Infrastructure
4. Carrington Park Leisure Centre Management Options
5. Frank Johnson/Quarry Reserve

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Joanne Ellis

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 13/8/2019

Name of Committee or Group (if applicable): Youth Advisory Committee

Time Meeting Commenced: 6.30pm

Name of Councillors Attending:

Cr Marcia Timmers-Leitch

Name of Members of Council Staff Attending:

Kelly Bartholomeusz

Tony Justice

Elissa Pachacz

Matters Considered:

1. Youth Advisory Committee Member Experience

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Kelly Bartholomeusz

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 15/8/2019

Name of Committee or Group (if applicable): City Futures Advisory Committee

Time Meeting Commenced: 4.30pm

Name of Councillors Attending:

Cr Peter Lockwood, Deputy Mayor

Cr Darren Pearce

Name of Members of Council Staff Attending:

Jon Wright

Lou Zarro

Matters Considered:

1. Better Approvals Project

2. Succession Planning for an Ageing Workforce

3. Skills and Training

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Anthony Petherbridge

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.



Record of Assembly of Councillors

(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 19/8/2019

Name of Committee or Group (if applicable): Issues Briefing

Time Meeting Commenced: 6.30pm

Name of Councillors Attending:

Cr Jake Keogh, Mayor Cr Tony Holland

Cr Peter Lockwood, Deputy Mayor Cr Darren Pearce

Cr Marcia Timmers-Leitch Cr Nicole Seymour

Name of Members of Council Staff Attending:

Tony Doyle Bronwyn Commandeur (Item 1)

Matt Hanrahan Nicole Columbine (Item 1 and 2)

Matt Kelleher Jane Kuchins (Item 3)

James Morris Saskia Weerheim (Item 3)

Tania Scicluna Kathy Parton (Item 3)

Andrew Dowling Angela Morcos (Item 4 and 5)

Damian Watson Angela Mitchell Item 5)

Cliff Bostock (Item 6)

Matters Considered:

1. Tennis Facilities Update
2. Breach of Seasonal Licence Agreements with Sporting Clubs Policy
3. Community Engagement Policy
4. Kindergarten Expansion Reform – Project Scope
5. Proposed Lease 27 Tyner Road, Wantirna South
6. Kingston Links Section 173 Agreement

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Joanne Ellis

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 20/8/2019

Name of Committee or Group (if applicable): Knox Multicultural Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr Peter Lockwood, Deputy Mayor

Name of Members of Council Staff Attending:

Lisette Pine

Merran Graff

Matters Considered:

1. 2020 Cultural Diversity Week – Planning for Knox City Council and community event
2. 2020 Refugee Week – Consideration of types of activities that could be held
3. Campfire Conversations – Assistance to be provided to Welcoming Cities Australia to hold this event with local football clubs in October 2019

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Joan Pepi

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 21/8/2019

Name of Committee or Group (if applicable): Knox Active Ageing Advisory Committee

Time Meeting Commenced: 6.00pm

Name of Councillors Attending:

Cr Nicole Seymour

Name of Members of Council Staff Attending:

Judy Chalkley

Stuart Ireland

Linda Keenahan

Matters Considered:

1. Older People and Alcohol and Other Drug Use

2. AA&DS Client, Carer and Community Member Consultations 2019 – Survey Results

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Stuart Ireland

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 22/8/2019

Name of Committee or Group (if applicable): Knox Community Safety, Health & Wellbeing Advisory Committee

Time Meeting Commenced: 10.00am

Name of Councillors Attending:

Cr John Mortimore

Name of Members of Council Staff Attending:

Kathy Parton

Rosie Tuck

Sam Spooner

Rachel Phillips

Matters Considered:

1. Confirmation of Minutes of Previous Meeting
2. Business Arising from Previous Meeting
3. Sustainable Development Group Meeting
4. Boronia Renewal Strategy
5. Organisational and Community Member Updates

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Mel Roche

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.



Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 22/8/2019

Name of Committee or Group (if applicable): Early Years Advisory Committee

Time Meeting Commenced: 6.30pm

Name of Councillors Attending:

Cr Adam Gill

Cr Lisa Cooper

Name of Members of Council Staff Attending:

Vicki Kindilien

Caroline Meier

Victoria Fagan

Matters Considered:

1. Confirmation of Revised Terms of Reference

2. 3 Year Old Kindergarten Expansion Project

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Victoria Fagan

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

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Record of Assembly of Councillors

(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 28/8/2019

Name of Committee or Group (if applicable): ICT Governance Committee

Time Meeting Commenced: 5.30pm

Name of Councillors Attending:

Cr Peter Lockwood, Deputy Mayor

Cr Darren Pearce

Name of Members of Council Staff Attending:

Michael Fromberg

Paul Barrett

Damian Watson

Matters Considered:

1. Change Request 003 for Digital Customer Channels
2. HR Systems Audit Findings
3. Business Intelligence Proof of Concept Outcomes
4. ICT Program Update
5. ICT Roadmap and Cost Benefits Update – Endorsement of ICT Roadmap V4 (Change Request 002)

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Rachel Culpitt

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.



Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 4/9/2019

Name of Committee or Group (if applicable): Recreation and Leisure Committee

Time Meeting Commenced: 6.30pm

Name of Councillors Attending:

Cr Jake Keogh, Mayor

Cr Marcia Timmers-Leitch

Cr Tony Holland

Name of Members of Council Staff Attending:

Bronwyn Commandeur

Daniel Clark

Suranga Dissakarunaratne

Dayna Nicholas

Matters Considered:

1. Review of 2019 Knox Sport and Leisure Awards
2. Knox Young Sporting Leaders Program
3. Sport & Recreation Information – Victorian Commission for Gambling and Liquor Regulation Presentation
4. Capital Works and Grants

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Suranga Dissakarunaratne

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.

** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.



Record of Assembly of Councillors
(Section 80A Local Government Act)

Complete this Section

Date of Assembly: 9/9/2019

Name of Committee or Group (if applicable): Issues Briefing

Time Meeting Commenced: 7.35pm

Name of Councillors Attending:

Cr Jake Keogh, Mayor	Cr Tony Holland
Cr Peter Lockwood, Deputy Mayor	Cr Lisa cooper
Cr John Mortimore	Cr Darren Pearce
Cr Marcia Timmers-Leitch	Cr Nicole Seymour

Name of Members of Council Staff Attending:

Tony Doyle	Phil McQue
Ian Bell	Andrew Dowling (Item 1)
Michael Fromberg	
Matt Kelleher	
Tania Scicluna	

Matters Considered:

1. Live Streaming
2. Knox Carols

Any conflict of interest disclosures made by a Councillor attending:* Nil

Name	Disclosure (refer front of form)	Relevant Matter	Left Assembly **

Name of Person Completing Record: Joanne Ellis

* Note: A Councillor making a disclosure must (80A(3)) make a disclosure under s79 and complete a Disclosure of Conflict of Interest Form.
 ** Councillor disclosing to an assembly that he or she has a conflict of interest must leave the assembly prior to the matter being discussed and not return until the item has been considered.

11.2 ICT Capital Works Program Report

SUMMARY: Acting Manager Information Technology, Paul Barrett

The ICT Works Report shows projects on Council's ICT Capital Works Program and indicates the status of each project as at 12 September 2019.

RECOMMENDATION

That Council receive and note the ICT Capital Works Report, as at 12 September 2019.

1. INTRODUCTION

This report summarises Councils ICT Capital Works Program for the 2019/2020 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 12 September 2019 is attached as Attachment 1.

Highlights of the Works Report as at 12 September 2019 Include:

1242 - Digital Customer Channel Transformation (DCCT)

28 Aug ICT Governance Committee have approved a change request to re-baseline timelines and re-align work package budgets. Tender is currently open to contract a digital agency to lead user experience and design.

812 - Asset Management System

Project is tracking to plan. Tender Response Evaluation is nearing completion

1036 – HR System Enhancement

PageUp design and configuration is well underway as are project communication activities. Development and testing for integration between PageUp and Chris21 (payroll) is well progressed. TimeTarget requirements gathering workshops are scheduled for Sept/Oct. The project is on track and within budget.

1034 - Business Intelligence

Business Case is progressing. Implementation Model to be agreed in principle to inform ongoing set up for business operations and staffing

1031 – ICT Spatial Capability

New Project Manager has commenced on the Project; Karen Morrissey is reviewing the Tech One Contract and continuing with the Intramaps uplift. Scoping Document for remaining ICT Work packages is in progress.

Report Prepared By: Acting Manager Information Technology, Paul Barrett

Report Authorised By: Michael Fromberg, Director Corporate Services

Attachments

1. ICT Status Report #9 [11.2.1 - 2 pages]

Knox City Council Project Status Report

12-Sep-2019

Project Number	Project Name
789	Facilities Booking Review/Upgrade (ICT Roadmap #)
All Wards	Project resulted in nil award of contract to procure solution.
812	Asset Management System (ICT Roadmap #67,68,69,70,32)
All Wards	Project is tracking to plan. Tender Response Evaluation is nearing completion.
827	Intranet Redevelopment eRIK (ICT Roadmap #)
All Wards	This work package will be delivered as part of a broader scope for Website Project Phase 2 due for commencement in FY 20/21.
977	Pathway Program (ICT Roadmap #59,60,61,62,75,76,77,78,79,80,81,82)
All Wards	Projects implemented in August 19: Permits to Burn, Rates automated Direct Debit letters, Computron Upgrade, Smart Mobile Assets. In progress: Swimming Pool registrations, Animal Foster Care workflow build in place, Waste Mgmt Reporting in build phase.
1031	Spatial Capability (ICT Roadmap #31,32,34,35,36,37)
All Wards	New Project Manager has commenced on the Project; Karen Morrissey is reviewing the Tech One Contract and continuing with the Intramaps uplift. Scoping Document for remaining ICT Work packages is in progress.
1034	Business Intelligence (ICT Roadmap #14,16,17,18,19)
All Wards	Business Case is progressing. Implementation Model to be agreed in principle to inform ongoing set up for business operations and staffing.
1036	HR System Enhancement (ICT Roadmap #84,85,86,98)
All Wards	PageUp design and configuration is well underway as are project communication activities. Development and testing for integration between PageUp and Chris21 (payroll) is well progressed. TimeTarget requirements gathering workshops are scheduled for Sept/Oct. The project is on track and within budget.
1037	Key Project Initiation Documentation (ICT Roadmap #)
All Wards	Project awaiting scheduling
1242	Website Channel Transformation (ICT Roadmap #3,4,5)
All Wards	28 Aug ICT Governance Committee have approved a change request to re-baseline timelines and re-align work package budgets. Tender is currently open to contract a digital agency to lead user experience and design.
1245	Governance System (ICT Roadmap #46,47,48)
All Wards	Project awaiting scheduling

Knox City Council Project Status Report

12-Sep-2019

Project Number	Project Name
1250	Storage System - DR (ICT Roadmap #21)
All Wards	Project Completed
1254	Cloud Solutions (ICT Roadmap #)
All Wards	Project awaiting scheduling
1255	Server Infrastructure Upgrade (ICT Roadmap #)
All Wards	Project awaiting scheduling
1257	Project Management Office - Major (ICT Roadmap #)
All Wards	Project awaiting scheduling
1364	Project Management Office - Not Major
All Wards	

12 Motions for Which Notice has Previously Been Given

13 Supplementary Items

13.1 Community Investment Plan

This item will be distributed separately on Friday 20 September 2019.

14 Urgent Business

14.1 Urgent Business

14.2 Call Up Items

15 Questions Without Notice

16 Confidential Items