

MINUTES



Strategic Planning Committee Meeting

Held via Zoom

On

Monday 13 September 2021

The Agenda for the Strategic Planning Committee Meeting, Monday 13 September 2021, forms part of these Minutes and is attached in full at the end of the Minutes.

These Minutes are considered draft until adopted and confirmed at the next Strategic Planning Committee Meeting.

The meeting commenced at 7:04 pm.

PRESENT:

| | |
|----------------------------------|--|
| <i>Cr L Cooper (Chairperson)</i> | <i>Scott Ward</i> |
| <i>Cr Y Allred</i> | <i>Baird Ward</i> |
| <i>Cr J Dwight</i> | <i>Chandler Ward</i> |
| <i>Cr M Timmers-Leitch</i> | <i>Collier Ward</i> |
| <i>Cr S Grasso</i> | <i>Dinsdale Ward</i> |
| <i>Cr M Baker</i> | <i>Dobson Ward</i> |
| <i>Cr S Laukens</i> | <i>Friberg Ward</i> |
| <i>Cr D Pearce</i> | <i>Taylor Ward</i> |
| <i>Cr N Seymour</i> | <i>Tirhatuan Ward</i> |
| | |
| | |
| <i>Mr B Dobson</i> | <i>Chief Executive Officer</i> |
| | |
| <i>Mr G Thorne</i> | <i>Director - Infrastructure</i> |
| | |
| <i>Mr M Kelleher</i> | <i>Director - City Strategy and Integrity</i> |
| | |
| <i>Ms T Scicluna</i> | <i>Director - Connected Communities</i> |
| | |
| <i>Ms I Kelly</i> | <i>Acting Director - City Centre</i> |
| | |
| <i>Ms S Stanton</i> | <i>Executive Manager - Strategy, People and Culture, Interim Information Technology & Transformation</i> |
| | |
| <i>Mr P McQue</i> | <i>Manager, Governance</i> |
| | |
| <i>Mr A Dowling</i> | <i>Coordinator, Governance</i> |

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1 Apologies and Requests for Leave of Absence

Nil.

2 Declarations of Conflict of Interest

Pursuant to Section 130 of the Local Government Act 2020 (the Act) and Chapter 5 of the Governance Rules of Knox City Council, Councillor Baker declared a general conflict of interest in Item 4.7 on the grounds that Councillor Baker has a close personal relationship with the recently elected President of the First Ferntree Gully Scout Group.

3 Confirmation of Minutes

The Chairperson, Cr Cooper invited Councillors to raise any opposition to the Minutes of the Strategic Planning Committee Meeting held on Monday 9 August 2021; and there being none, declared the Minutes to be confirmed.

4 Considering and Ordering Upon Officers' Reports

4.1 Contract No. 1651- Management and Operation of Knox Transfer Station and Recycling Facility - service review and consideration of extension

SUMMARY: Acting Coordinator – Waste Management, Marissa France

In February 2007, WM Waste Management Pty Ltd., trading as Knox Transfer Station Pty Ltd (KTS Recycling), commenced Contract No. 1651- Management and Operation of Cathies Lane Transfer Station and Recycling Facility (now known as Knox Transfer Station and Recycling Facility). The contract is for a fifteen year period with the option for a five year extension at the discretion of Council. The initial contract period expires on 4 February 2022. In 2011, a portion of land at the rear of the transfer station was leased to KTS Recycling. The lease has been extended in various increments to 30 September 2022.

This report presents a review of the contract and lease and considers the future of the transfer station facility both in terms of the five year extension period to February 2027 and beyond this timeframe. The report recommends extension of the contract and lease for the next five years but with conditions imposed on KTS Recycling in relation to the management of the site. It also identifies the need for a strategic review of future operations of the facility, which sit beyond the five year contract horizon.

RECOMMENDATION

That the Committee resolve:

1. To extend Contract No. 1651 – Management and Operation of Knox Transfer Station and Recycling facility for a 5 year period from 4 February 2022 to 4 February 2027 and the current lease arrangement for the rear of the site from 30 September 2022 to 4 February 2027 to align with Contract 1651, subject to compliance with the conditions contained within the report;
2. To authorise the Chief Executive Officer (or such person selected by the Chief Executive Officer) to negotiate and execute all necessary documents related to the contract and lease extensions, including the addition of new conditions (at their discretion);
3. To note the need to undertake a strategic review of the future operations of the facility which sit beyond the five year contract extension period.

RESOLUTION

MOVED: Councillor Timmers-Leitch

SECONDED: Councillor Dwight

That the Committee resolve:

1. To extend Contract No. 1651 – Management and Operation of Knox Transfer Station and Recycling facility for a 5 year period from 4 February 2022 to 4 February 2027 and the current lease arrangement for the rear of the site from 30 September 2022 to 4 February 2027 to align with Contract 1651, subject to compliance with the conditions contained within the report;
2. To authorise the Chief Executive Officer (or such person selected by the Chief Executive Officer) to negotiate and execute all necessary documents related to the contract and lease extensions, including the addition of new conditions (at their discretion);
3. To note the need to undertake a strategic review of the future operations of the facility which sit beyond the five year contract extension period.

CARRIED

Councillor Seymour left the meeting due to technical issues at 7:09 pm during discussion on item 4.1

4.2 Consideration of Submissions - Amendment C174knox Rezoning of Council Surplus Assets

SUMMARY: Strategic Planner, David Cameron

At its previous meeting on 26 November 2018, Council resolved to commence a planning scheme amendment to rezone three former early years sites after declaring the sites surplus. The declaration was made following a strategic review of Council's early years building assets and Council sought to rezone these sites from the Public Use Zone (PUZ6) to the Neighbourhood Residential Zone (NRZ4). The proposed zone was chosen to reflect the same zone as the surrounding residential areas.

Amendment C174knox underwent public exhibition between 15 June and 23 July 2021. A total of 7 submissions were received by Council, with 1 submission subsequently withdrawn.

Key issues raised in the submissions include:

- Suggested future uses for the Amendment sites and loss of early years services.
- Objection to any future sale of Amendment sites, and proposed conditions of sale if sites were to be sold by Council.
- Future development related concerns as a result of the rezoning; including noise, parking and traffic, vegetation removal potentially resulting from redevelopment and other amenity considerations including suggested restriction of development potential.

Officers have reviewed all submissions received and have provided a response to the points raised in Attachment 1 to this report. Officers are not recommending any changes to be made to the Amendment in response to submissions received.

As there are submissions requesting changes that Council is not able to accommodate, if it wishes to proceed with the Amendment it is recommended that the Strategic Planning Committee (SPC) resolve to request that the Minister for Planning appoint an independent Planning Panel to consider the submissions received. It is also recommended Council resolve to refer all submissions received to the Planning Panel for consideration.

RECCOMENDATION

That the Strategic Planning Committee:

1. Receive and note the submissions to Amendment C174knox (Attachment 1) to the Knox Planning Scheme in accordance with Section 22 of the *Planning and Environment Act 1987*.
2. Endorse the officers' response to submissions and recommendations to Amendment C174knox as shown at Attachment 1, noting that there are no further changes proposed to the exhibited planning scheme amendment documents as a result of submissions.
3. Request the Minister for Planning to appoint a Planning Panel under Section 153 of the *Planning and Environment Act 1987* to consider all submissions to Amendment C174knox.
4. Refer the Amendment and all submissions to a Planning Panel in accordance with Section 23(1) of the *Planning and Environment Act 1987*.

5. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to undertake administrative changes to Amendment C174knox that do not change the intent of the amendment prior to the Panel Hearing.

RESOLUTION

MOVED: Councillor Pearce

SECONDED: Councillor Cooper

That the Strategic Planning Committee:

1. Receive and note the submissions to Amendment C174knox (Attachment 1) to the Knox Planning Scheme in accordance with Section 22 of the *Planning and Environment Act 1987*.
2. Endorse the officers' response to submissions and recommendations to Amendment C174knox as shown at Attachment 1, noting that there are no further changes proposed to the exhibited planning scheme amendment documents as a result of submissions.
3. Request the Minister for Planning to appoint a Planning Panel under Section 153 of the *Planning and Environment Act 1987* to consider all submissions to Amendment C174knox.
4. Refer the Amendment and all submissions to a Planning Panel in accordance with Section 23(1) of the *Planning and Environment Act 1987*.
5. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to undertake administrative changes to Amendment C174knox that do not change the intent of the amendment prior to the Panel Hearing.

CARRIED

Councillor Seymour returned to the meeting at 7:10 pm during discussion on item 4.2

4.3 Early Years Advisory Committee - Appointment of New Members

SUMMARY: Janine Brown, Manager Family and Children's Services

The role of the Early Years Advisory Committee (EYAC) is to provide advice to Council on early years issues and to promote greater awareness and understanding in the local community of early years services and the life of children and families in the Knox community through the lens of Council's Key Life Stages Implementation Plan 2017-2021.

The membership term for four members of the Early Years Advisory Committee concluded at the end of June 2021. An expression of interest process was conducted in accordance with the Knox City Council Committees Policy. This report seeks approval to appoint the recommended Committee Members as outlined in the Confidential Attachment 1.

RECOMMENDATION

That the Committee:

1. Thank outgoing Committee Members for their contribution over the last four years.
2. Appoint the following applicants to the Early Years Advisory Committee for the period July 2021 – June 2023 as presented in Confidential Attachment 1:

| Name | Category |
|------|---|
| 1. | Professional Representative (First Term) |
| 2. | Community Representative (First Term) |
| 3. | Community Representative (Second Term) |
| 4. | Professional Representative (Second Term) |

RESOLUTION

MOVED: Councillor Allred

SECONDED: Councillor Dwight

That the Committee:

1. Thank outgoing Committee Members for their contribution over the last four years.
2. Appoint the following applicants to the Early Years Advisory Committee for the period July 2021 – June 2023 as presented in Confidential Attachment 1 and on screen at the meeting:

| Name | Category |
|------------------------|---|
| 1. Emily Wahl | Professional Representative (First Term) |
| 2. Karen Harris | Community Representative (First Term) |
| 3. Meg Stow | Community Representative (Second Term) |
| 4. Christopher Guinane | Professional Representative (Second Term) |

CARRIED

4.4 Kindergarten Expansion Reform - Kindergarten Infrastructure Service Plan

SUMMARY: **Acting Head of Strategy Learning and Evaluation, Liz Stafford and
Manager Family and Children’s Services, Janine Brown**

The Victorian State Government’s Kindergarten Expansion Reform is the largest reform of the kindergarten service system in Victoria’s history. This reform is designed to ensure access to two years of funded kindergarten for all 3 and 4-year-old children in Victoria from 2022.

As part of the reform, the Victorian Department of Education and Training provided grant funding and worked in partnership with local government in Victoria to develop a Kindergarten Infrastructure Services Plan (KISP) for each municipality. The KISP outlines estimated future demand for and potential supply of 3 and 4-year-old kindergarten places as a result of the reform. It identifies areas of potential future unmet demand for kindergarten places based on available forecast data and existing local capacity.

Council officers have now completed the KISP for Knox in partnership with the Department of Education and Training. The KISP is included in this report for consideration and approval by the Strategic Planning Committee.

RECOMMENDATION

That the Committee:

1. Approves the Kindergarten Infrastructure Service Plan as set out in Attachment 1, noting that:
 - a. It is an indicator of future unmet demand as predicted by currently available forecast data and a planning tool for potential future investment by various parties to use at their own discretion.
 - b. The approval is not and should not be interpreted as an indication that Council:
 - Accepts responsibility for meeting identified unmet demand driven by the State Government Kindergarten reform;
 - Has capacity to meet the identified demand, through either service provision or infrastructure expansion; or
 - Can impose change management activities on independent service providers to meet the identified demand.
2. Authorises the Chief Executive Officer to sign the Kindergarten Infrastructure Services Plan on behalf of Knox City Council.

RESOLUTION

MOVED: Councillor Allred

SECONDED: Councillor Timmers-Leitch

That the Committee:

- 1. Approves the Kindergarten Infrastructure Service Plan as set out in Attachment 1, noting that:**
 - a. It is an indicator of future unmet demand as predicted by currently available forecast data and a planning tool for potential future investment by various parties to use at their own discretion.**
 - b. The approval is not and should not be interpreted as an indication that Council:**
 - Accepts responsibility for meeting identified unmet demand driven by the State Government Kindergarten reform;**
 - Has capacity to meet the identified demand, through either service provision or infrastructure expansion; or**
 - Can impose change management activities on independent service providers to meet the identified demand.**
- 2. Authorises the Chief Executive Officer to sign the Kindergarten Infrastructure Services Plan on behalf of Knox City Council.**

CARRIED

4.5 Australia Day Awards 2022

SUMMARY: Coordinator Governance, Andrew Dowling

This report provides an overview of the 2021 Awards and seeks the Committee's endorsement of the Terms of Reference for the Australia Day Awards Committee in readiness for the 2022 Australia Day Awards.

RECOMMENDATION

That the Committee:

1. Note the overview of the 2021 Awards as set out in the Officers' report.
2. Adopt revised Terms of Reference for the Australia Day Awards Committee consistent with those set out in Attachment 1.
3. Thank the outgoing members of the Australia Day Awards Committee:
 - Gary Cantwell - 2020 Citizen of the Year
 - Sam Heydon - 2020 Young Citizen of the Year
 - Jeanette Spencer - 2020 Elder Citizen of the Year
 - Neil Morriss - 2020 Volunteer of the Year
 - Erica Peters - 2020 Environmentalist of the Year
 - Sam Jelley - 2020 Local Hero.

RESOLUTION

MOVED: Councillor Seymour

SECONDED: Councillor Grasso

That the Committee:

1. Note the overview of the 2021 Awards as set out in the Officers' report.
2. Adopt revised Terms of Reference for the Australia Day Awards Committee consistent with those set out in Attachment 1.
3. Thank the outgoing members of the Australia Day Awards Committee:
 - Gary Cantwell - 2020 Citizen of the Year
 - Sam Heydon - 2020 Young Citizen of the Year
 - Jeanette Spencer - 2020 Elder Citizen of the Year
 - Neil Morriss - 2020 Volunteer of the Year
 - Erica Peters - 2020 Environmentalist of the Year
 - Sam Jelley - 2020 Local Hero.

CARRIED

4.6 Call Up Item Graffiti Management Policy

SUMMARY: Coordinator Facilities (Brett Anderson) and Coordinator Healthy and Safe Communities (Lisette Pine)

This report responds to issues raised in Council’s Notice of Motion 116 – Addressing Graffiti in Knox at the Council meeting on 24 May 2021. The purpose of graffiti management programs is to maintain and create quality public spaces and increase community safety. To develop this report, Council officers conducted a benchmarking activity with other councils in relation to graffiti management programs and analysed graffiti reporting and removal data for the past five years. Generally, the Knox Graffiti Management Policy (the policy) and cleaning programs continue to draw upon and deliver best practice results. (See Attachment 1)

The policy is scheduled for review in September 2021 and will include an evaluation of current graffiti management programs and seek community feedback on services. Following the review a report will be prepared for Council consideration.

This report also proposes options to improve graffiti management on private and public land and other measures that more broadly benefit the community.

RECOMMENDATION

That the Committee:

1. Note the report in relation to Addressing Graffiti in Knox; and Graffiti Management programs in Knox;
2. Note that the Knox Graffiti Management Policy is due for review and that a report will be presented to a future Council or Strategic Planning Committee meeting outlining options for a detailed investigation into the management of graffiti in Knox, including relevant resourcing implications; and
3. Endorse the implementation of a six month pilot program to support local business focused on graffiti cleaning in large shopping strips in each Ward.

RESOLUTION

MOVED: Councillor Seymour

SECONDED: Councillor Baker

That the Committee:

1. **Note the report in relation to Addressing Graffiti in Knox; and Graffiti Management programs in Knox;**
2. **Note that the Knox Graffiti Management Policy is due for review and that a report will be presented to a future Council or Strategic Planning Committee meeting outlining options for a detailed investigation into the management of graffiti in Knox, including relevant resourcing implications; and**

- 3. Endorse the implementation of a six month pilot program to support local business focused on graffiti cleaning in large shopping strips in each Ward.**

CARRIED

4.7 Scouts Victoria - Knox Facility Options

**SUMMARY: Coordinator Leisure Services, Bronwyn Commandeur and
Manager Community Infrastructure, Andrew Barr**

Following the resolution of Council at its Strategic Planning Committee Meeting on 12 July 2021, this report outlines the necessary considerations and options for a detailed investigation to be undertaken in consultation with Scouts Victoria, into Knox Scout facility usage, shared use opportunities and building conditions for Scouts Victoria owned facilities located on Council land, with the recommended inclusion of the 2nd/3rd Bayswater building located on VicTrack land.

RECOMMENDATION

That the Committee:

1. Approves funding of \$30,000 for the engagement of a consultant to complete a feasibility strategy incorporating Scout facility utilisation and demand, future shared use opportunities and alignment to Scouts Victoria and Council strategic facility planning processes.
2. Approves funding of \$18,500 for the completion of building condition audits, and the preparation of a report outlining optioning recommendations on works identified incorporating maintenance, renewals, upgrade and building compliance for each site.
3. Approves the inclusion of the 2nd/3rd Bayswater Scout building in the above assessments, which is not on Council land but within the Knox municipality.
4. Authorise the Chief Executive Officer to sign and seal all lease documentation required to execute the one-year lease with Scouts Victoria for Scout Halls on Council land.

RESOLUTION

MOVED: Councillor Seymour

SECONDED: Councillor Dwight

That the Committee:

1. **Approves funding of \$30,000 for the engagement of a consultant to complete a feasibility strategy incorporating Scout facility utilisation and demand, future shared use opportunities and alignment to Scouts Victoria and Council strategic facility planning processes;**
2. **Approves funding of \$18,500 for the completion of building condition audits, and the preparation of a report outlining optioning recommendations on works identified incorporating maintenance, renewals, upgrade and building compliance for each site;**
4. **Approves the inclusion of the 2nd/3rd Bayswater Scout building in the above assessments, which is not on Council land but within the Knox municipality;**

5. **Note that stakeholder consultation will include Knox Scout Groups, the Knox District Scouting Association and Scouts Victoria;**
6. **Authorise the Chief Executive Officer to sign and seal all lease documentation required to execute the one-year lease with Scouts Victoria for Scout Halls on Council land.**

CARRIED

Pursuant to Section 130 of the Local Government Act 2020 (the Act) and Chapter 5 of the Governance Rules of Knox City Council, Councillor Baker declared a general material conflict of interest in Item 4.7 on the grounds that Councillor Baker has a close personal relationship with the recently elected President of the First Ferntree Gully Scout Group.

Councillor Baker left the meeting at 7:36 pm prior to discussion on item 4.7

Councillor Baker returned to the meeting at 7:43 pm after the vote on item 4.7

4.8 Synthetic Surfaces

SUMMARY: Strategic Planning Coordinator (Active and Creative Communities), Paul Reading

This report explores the benefits and constraints related to the use of synthetic surfaces for field sports and provides a decision making framework regarding the development and use of these types of fields on a case-by-case basis.

RECOMMENDATION

That the Committee:

1. Note the officer's report regarding synthetic surfaces when compared to conventional turf sporting fields
2. Note that proposals to develop synthetic playing surfaces will be assessed on a case-by-case basis; and
3. Endorse the Decision-Making Framework set out in section 2.4 and Attachment 1 of the report as the basis for any future assessments.

RESOLUTION

MOVED: Councillor Timmers-Leitch

SECONDED: Councillor Cooper

That the Committee:

1. **Note the officer's report regarding synthetic surfaces when compared to conventional turf sporting fields;**
2. **Note that proposals to develop synthetic playing surfaces will be assessed on a case-by-case basis;**
3. **For the purpose of community consultation on the officer's recommendation that the south-west soccer pitch at RD Egan Lee Reserve be converted to an synthetic soccer pitch and the hockey proposal currently underway, endorse the Decision-Making Framework set out in section 2.4 and Attachment 1 of this report, given the time sensitivity of these proposals; and**
4. **Receive a further report reviewing the Decision-Making Framework following additional consultation with Councillors, and before any further assessments are determined.**

CARRIED

A Division was called by Councillor Cooper

For the motion: Councillor Baker, Councillor Grasso, Councillor Timmers-Leitch,
Councillor Allred, Councillor Laukens, Councillor Cooper, Councillor Dwight,
Councillor Pearce and Councillor Seymour

Against the motion: Nil

Abstention: Nil

CARRIED 9:0

4.9 Football Victoria Lease – Knox Regional Football Centre - Deed of Extension

SUMMARY: Leisure Contracts Officer, Kate Innocenti

This report recommends the execution of the Lease (Deed of Extension) for the Knox Regional Football Centre, located at 291 George Street, Wantirna South, contained within the land known as the Knox Regional Sports Park. It seeks approval to authorise the Chief Executive Officer to sign and seal the Deed with Football Victoria.

RECOMMENDATION

That the Committee:

1. Approve the extension of Lease (Deed of Extension) between Knox City Council (Lessor) and Football Victoria Inc. (Lessee) for the Football (Soccer) facility, 291 George Street, Wantirna South, contained within the property of the Knox Regional Sports Park (previously known Eastern Recreation Precinct). The lease will be executed via a “Deed of Extension”, to Football Victoria Inc. in accordance with the terms listed in this report, for a period of five years.
2. Authorise the Chief Executive Officer to finalise, sign and seal all documentation pertaining to leasing of the facility to Football Victoria Inc.

RESOLUTION

MOVED: Councillor Seymour

SECONDED: Councillor Timmers-Leitch

That the Committee:

1. **Approve the extension of Lease (Deed of Extension) between Knox City Council (Lessor) and Football Victoria Inc. (Lessee) for the Football (Soccer) facility, 291 George Street, Wantirna South, contained within the property of the Knox Regional Sports Park (previously known Eastern Recreation Precinct). The lease will be executed via a “Deed of Extension”, to Football Victoria Inc. in accordance with the terms listed in this report, for a period of five years.**
2. **Authorise the Chief Executive Officer to finalise, sign and seal all documentation pertaining to leasing of the facility to Football Victoria Inc.**

CARRIED

Councillor Pearce left the meeting at 8:28 pm during discussion on item 4.9

4.10 Proposed Lease Amendments - 88 Station Street Ferntree Gully

SUMMARY: Paige Kennett, Acting Coordinator Property Management

This report recommends updating the previous resolution of the Strategic Planning Committee from the July 2021 meeting, for the further negotiated, mutually beneficial lease terms for the lease at Council owned property, 88 Station Street Ferntree Gully.

RECOMMENDATION

That the Committee:

1. Notwithstanding the decision at the July 2021 Strategic Planning Committee in relation to report Proposed Lease for Council Owned Property – 88 Station Street Ferntree Gully, resolve that:
 - a. The Commencement date of the lease is to be updated from 13 July 2021 to a date in or after September 2021 nominated at the Chief Executive Officer’s discretion;
 - b. The lease period to be extended from 2 years with a 1 year option, to an initial term of 2 years with options of further terms of 2-years and 1-year, to a maximum 5-year term;
 - c. The annual rental increase from \$14,000 plus outgoings and GST, to \$17,800 plus outgoings plus GST.
2. Determine that the resolution of the July 2021 Strategic Planning Committee in relation to the report Proposed Lease for Council Owned Property – 88 Station Street Ferntree Gully is amended by this resolution to the extent of any inconsistency or difference between this resolution and the resolution of 12 July 2021;
3. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to sign and seal all lease documents required to execute the lease; and
4. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to negotiate and execute extensions to the lease to the maximum 5-year term.

RESOLUTION

MOVED: Councillor Baker

SECONDED: Councillor Laukens

That the Committee:

1. **Notwithstanding the decision at the July 2021 Strategic Planning Committee in relation to report Proposed Lease for Council Owned Property – 88 Station Street Ferntree Gully, resolve that:**
 - a. **The Commencement date of the lease is to be updated from 13 July 2021 to a date in or after September 2021 nominated at the Chief Executive Officer’s discretion;**
 - b. **The lease period to be extended from 2 years with a 1 year option, to an initial term of 2 years with options of further terms of 2-years and 1-year, to a maximum 5-year term;**

- c. The annual rental increase from \$14,000 plus outgoings and GST, to \$17,800 plus outgoings plus GST.**
- 2. Determine that the resolution of the July 2021 Strategic Planning Committee in relation to the report Proposed Lease for Council Owned Property – 88 Station Street Ferntree Gully is amended by this resolution to the extent of any inconsistency or difference between this resolution and the resolution of 12 July 2021;**
- 3. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to sign and seal all lease documents required to execute the lease; and**
- 4. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to negotiate and execute extensions to the lease to the maximum 5-year term.**

CARRIED

5 Motions for Which Notice has Previously Been Given

Nil.

6 Supplementary Items

Nil.

7 Urgent Business

7.1 Urgent Business

Nil.

8 Confidential Items

Nil.

MEETING CLOSED AT 8:31 pm

Minutes of Meeting confirmed at the
Strategic Planning Committee Meeting
held on Monday, 11 October 2021

.....
Chairperson

The Agenda for this meeting is attached in full at the end of the Minutes

AGENDA



Meeting of the Strategic Planning Committee
of Council

To be held via Zoom

On

Monday 13 September 2021 at 7:00 PM

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Ian Bell
Acting 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 Strategic Planning Committee Meeting on Monday 9 August 2021

4 Considering and Ordering Upon Officers' Reports

4.1 Contract No. 1651- Management and Operation of Knox Transfer Station and Recycling Facility - service review and consideration of extension

SUMMARY: Acting Coordinator – Waste Management, Marissa France

In February 2007, WM Waste Management Pty Ltd., trading as Knox Transfer Station Pty Ltd (KTS Recycling), commenced Contract No. 1651- Management and Operation of Cathies Lane Transfer Station and Recycling Facility (now known as Knox Transfer Station and Recycling Facility). The contract is for a fifteen year period with the option for a five year extension at the discretion of Council. The initial contract period expires on 4 February 2022. In 2011, a portion of land at the rear of the transfer station was leased to KTS Recycling. The lease has been extended in various increments to 30 September 2022.

This report presents a review of the contract and lease and considers the future of the transfer station facility both in terms of the five year extension period to February 2027 and beyond this timeframe. The report recommends extension of the contract and lease for the next five years but with conditions imposed on KTS Recycling in relation to the management of the site. It also identifies the need for a strategic review of future operations of the facility, which sit beyond the five year contract horizon.

RECOMMENDATION

That the Committee resolve

1. To extend Contract No. 1651 – Management and Operation of Knox Transfer Station and Recycling facility for a 5 year period from 4 February 2022 to 4 February 2027 and the current lease arrangement for the rear of the site from 30 September 2022 to 4 February 2027 to align with Contract 1651, subject to compliance with the conditions contained within the report.
2. To authorise the Chief Executive Officer (or such person selected by the Chief Executive Officer) to negotiate and execute all necessary documents related to the contract and lease extensions, including the addition of new conditions (at their discretion)
3. To note the need to undertake a strategic review of the future operations of the facility which sit beyond the five year contract extension period.

1. INTRODUCTION

At its Ordinary Meeting of Council, held 25 May 2020, Council received a report entitled Knox Transfer Station – Operations, Fire Mitigation and Lease Arrangements. The report provided a summary of fire events at the site, details of the extensive measures put in place by the operator of the facility to mitigate fire events and discussed the importance of the operations of the facility as both a regional and local recycling facility. The report sought and received endorsement from Council to extend the lease agreement for the rear portion of the site for a two year period from 1 October 2020 to 30 September 2022. The report also noted that the ongoing lease be considered to align with the future contract extension for the facility which is proposed for a five year period effective from February 2022.

2. DISCUSSION

2.1 Background

Knox Transfer Station is a significant waste management site for the Region and State, operated by KTS Recycling, under a contract with Council for the front section of the site and a lease agreement with Council for the rear portion of the site. It is located off High Street Road to the west of Eastlink. To the north of the site is an independently operated transfer station Garden State Mulching Services Pty Ltd, and the State Basketball Centre, to the north-west a former landfill site and to the south-west the Boral Quarry site. A plan of the site is included in Attachment A.

The transfer station is an important facility in terms of drop off for residents and local commercial businesses and as a hard waste receiving site for numerous Councils (including Knox). All material received at the site is sorted, recycled, and recovered where possible. The site processes a large proportion of the State's discarded mattresses and until recently KTS Recycling were also performing resource recovery on site, producing PEF, a fuel source made from hard waste.

In January 2007, WM Waste Management Pty Ltd., trading as Knox Transfer Station Pty Ltd (KTS Recycling), commenced a fifteen year contract to manage and operate the Knox Transfer Station at 251 George St, Wantirna South. This contract sees the operator managing the public interface component of the transfer station, until 4 February 2022, with the option of a five-year extension.

After the initial contract commenced, a further portion of land at the rear of the transfer station was leased to KTS Recycling in 2011. The lease was awarded for the purposes of recycling, resource recovery and product re-use activities consistent with the operations of the transfer station.

The lease at the rear of the site was awarded for an initial term of five years, commencing on 1 October 2011. The lease was further extended from 1 October 2016 - 30 September 2018, 1 October 2018 - 30 September 2020 and 1 October 2020 to 30 September 2022.

In order to consider a possible extension to the contract and lease a service review has been undertaken for the Knox Transfer Station and it found that the transfer station operation has evolved from a customer based drop off facility with material sorted and transported off site for processing, to a commercially based drop off facility where a substantial amount of processing is performed on site. The quantity and range of incoming material has also increased significantly. The transfer station activities have also led to incidents that have adversely impacted on the environment and the local community.

2.2 Operational Services Supported

The Knox Transfer Station is a site of regional and statewide significance in terms of waste, recycling Infrastructure and processing capacity.

An overview of the site, including the operations can be found on YouTube at KTS Recycling Presents: Knox Transfer Station and notes the following activities at the site:

- Waste drop off for residential and commercial customers, including some free materials;
- Operation of a second-hand shop;

- Receipt, recovery and processing of hard waste (including e-waste and mattresses) and bundled green waste, from Local Council collections through affiliated company WM Waste Management;
- Receipt of mattresses, tyres and other materials from transfer stations across Victoria;
- Operation of a skip bin service;
- Manufacture of Process Engineered Fuel (PEF) from received hard waste.

Infrastructure improvements at the site are the responsibility of KTS Recycling. Over the life of the contract and lease, they have implemented extensive on-site improvements, taking the site from a basic transfer facility to complement the adjacent landfill site to the extended suite of waste processing activities undertaken today.

Infrastructure and equipment improvements include:

- Purchasing and installing two portable toilet blocks.
- Purchasing and installing concrete barriers to comply with EPA's Stockpile Guidelines.
- Reconstructing staff carpark pedestrian access and improving fencing/gates.
- Replacing 2 roller doors and resurfacing the workshop floor.
- Increasing CCTV coverage, including additional upgraded cameras.
- Installing emergency alarms at weighbridge and workshop.
- Reshaping sections of the site's bund wall and installing more shipping containers around the site's boundary.
- Planting hundreds of shrubs and trees.
- Construction of buildings for use as a re-use shop, and for separating and storage of hard waste items, including de-gassing of fridges.
- Sealing 5,259 square metres of the site with concrete since October 2017.

2.3 Key Site Risks

Fires, stormwater contamination, odour, dust, stockpiling and processing of materials present significant risks at the site. Fires have had the most impact with a resultant report on this matter presented to Council on 25 May 2020.

2.3.1 Fires

A summary history of fires at the site is shown below.

| Date | Time | Temperature | Wind | Location & potential cause |
|-------------|-------------|--------------------|---------------------------------|---|
| 01/01/2008 | 7:00pm | No data | No data | Mattress stockpile - Arson |
| 16/03/2008 | 2:30pm | No data | No data | Push pit - Unknown |
| 26/01/2012 | 1:00pm | 24 | S-31KM/HR | Mattress area – Hot metal igniting in hopper of shredder. Overloaded hopper |
| 22/10/2012 | 4:15pm | 17° | SE-11KM/HR | Mattress area – Wheel loader operator cleaning up with a mattress then placing it back on the stockpile |
| 04/02/2014 | 4:20pm | 24° | SE-22KM/HR gusting to 52KM/HR | Mattress area – Hot metal igniting foam in hopper of shredder or a split hydraulic hose on excavator |
| 13/04/2018 | 2:00pm | 22° | N-22KM/HR gusting to 37KM/HR | Mattress area – Hot metal igniting foam in hopper of shredder or a split hydraulic hose on excavator |
| 06/10/2018 | 4:30pm | 22° | NNE-16KM/HR changed to S-8KM/HR | Mattress area – Contaminate or hot metal in foam stockpile |
| 28/02/2019 | 9.39am | 33° | N-40KM/HR | Mattress area – Foam igniting in stacker or in foam stockpile |
| 21/11/2019 | 4:25pm | 22° | SW-48KM/HR - 22KM/HR | Mattress area – Self-combustion, contaminate in mattress pile or handling procedure |
| 13/03/2021 | 8.30am | 25° | NNE-15KM/HR - | Hammel Shredder- magnet tower Caught fire on start up |

Of note, 9 of the 10 significant fire incidents have occurred in the hard waste storage and processing area at the rear of the site. The bulk of this area is dedicated to the storage and processing of mattresses, where they are separated into source elements through mechanical measures to recover valuable materials, suitable for recycling and other repurposes.

2.3.2 Odours, Air Pollution

Reports were prepared by an independent Environmental Consultant in May 2020 on odour and dust monitoring undertaken at the boundary and surrounding areas of the transfer station. The report conclusions are summarised below.

Odour - The report concluded that compost odours with strong intensity were more widely detected than rubbish type odours. The Knox Material Recovery Centre (privately owned facility to the north of the transfer station) is adding to the Knox Transfer Station odour with KMRC having a higher odour source strength.

Dust - Emissions are measured by dust deposition on surfaces and dust concentration in the air. Assessment intervention levels are set for each which, if exceeded, would trigger action to improve air quality. The report concluded that dust deposition was exceeded at the site boundary at two locations. However, when taking into account the distance to the nearest sensitive locations beyond the site boundary, the conclusion was that dust emissions were not expected to result in amenity issues. Airborne concentrations were below the assessment intervention level. The location of sensitive uses is based on the current nearby site uses, and does not take into account future nearby development such as the basketball stadium re-development or residential development proposed for the nearby Boral brickworks site.

It is recognised within the Knox Planning Scheme that Waste Infrastructure needs to be protected. The Knox Planning Scheme outlines the need to provide and maintain suitable separation distances between the Knox Transfer Station and any proposed future sensitive uses and this needs to be considered as part of the application process.

2.3.3 Stormwater Management

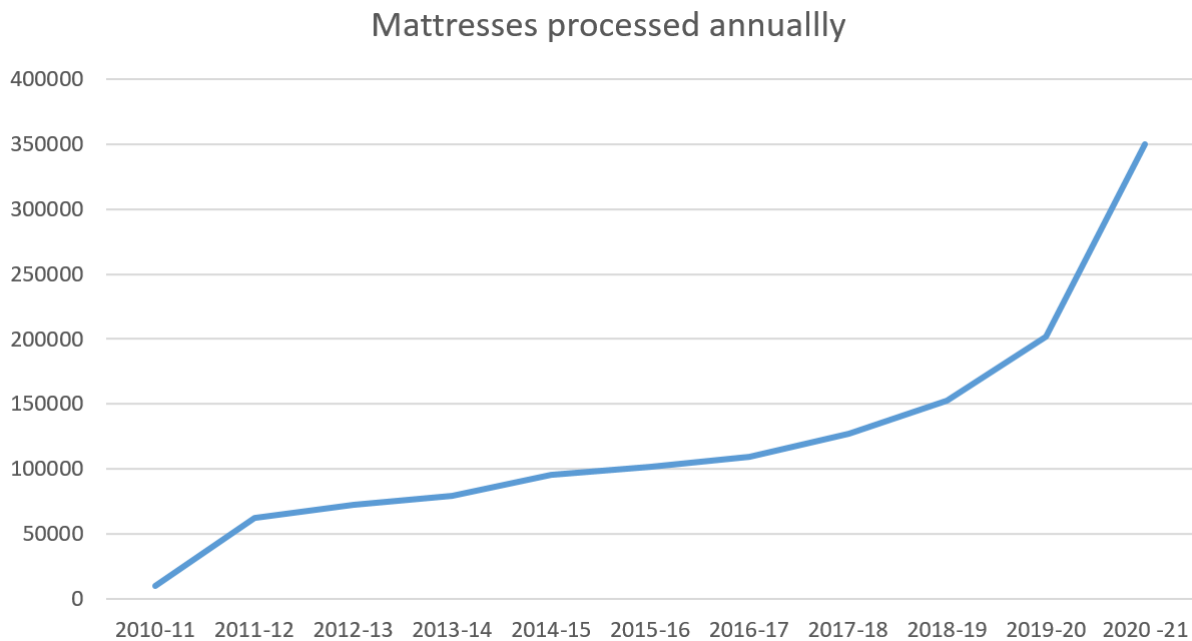
A report was prepared by an independent Environmental Consultant in February 2021 relating to stormwater and sediment sampling of the swale and open drain that takes stormwater from the Knox Transfer Station. This was done during both normal and rainfall events and was in response to concerns raised with the contractor regarding stormwater runoff leaving the site. The report identified, that whilst being within acceptable levels, there was a presence of heavy metals in both stormwater and off-site sediment, most likely being transported via stormwater runoff from the Knox Transfer Station site. Due to the nature of activities being undertaken at the site the likely source would be expected to be processing activities such as e-waste and mattress shredding.

KTS Recycling will be developing a stormwater management plan to ensure infrastructure responses are appropriate for the current uses at the site.

2.3.4 Storage and Processing of materials

KTS Recycling have expanded both the quantities of material coming into the transfer station and the range of materials being sorted and processed on site. Of particular note is the quantity of mattresses as indicated in the following graph.

Councils hard waste collection collects around 10,000 mattresses annually, highlighting that the quantities of mattresses processed is a large proportion of Melbourne and even Victoria's mattresses. Of note, the number of mattresses being processed has increased significantly in the last financial year, from 202,245 in 2019/20 to 351,837 in 2020/21.



2.4 The Environment Protection Act 2017 (EP Act)

The *Environment Protection Act 2017 (Vic) (EP Act)* (as amended by the *Environment Protection Amendment Act 2018*) and its subordinate legislation came into effect on 1 July 2021, transforming Victoria's environment protection laws and the Environment Protection Authority Victoria (EPA).

The EP Act introduces a General Environment Duty that requires persons engaged in the management and control of an activity that may give rise to risks to human health or the environment to minimise those risks as far as is reasonably practicable. It also specifies a duty to notify EPA of contaminated land and environmental incidents.

The persons engaged in the management and control will generally be the occupier of the land. However, the new reforms specifically empower the EPA to issue a clean-up notice (renamed 'environmental action notice') in respect of contamination to the current owner of the land, or the owner of the land at the time the contamination arose, which in the case of the Transfer Station would be Council.

The EP Act places obligations on both the land operator (KTS Recycling) and land owner (Knox City Council) so it is appropriate that the current contract and lease agreement be updated to reflect these changes. These documents will require updating of the policies, systems and management plans of KTS Recycling to include the minimisation of pollution incidents at the site through site risk assessments, stormwater management, fire management, processing and storage of materials, stockpiling limits, use of PEF, presentation of regular reports on activities. It will also require a pollution incident response plan which will specify duties and processes for identification, response and reporting of pollution incidents.

The EP Act also requires that a permission is to be applied for in relation to the activity being undertaken which will require KTS Recycling to apply for a permission for a Waste and Resource Recovery Facility. It is recommended that KTS Recycling be required to obtain the permission for both the front and rear portions of the site. The EP Act specifies that the deadline to apply for the permit is 1 October 2021 however EPA are still developing supporting regulations and guidelines.

2.5 Council Responsibilities/Obligations

2.5.1 As a Contract Manager

The management and operation of the Transfer Station is undertaken by KTS Recycling under Contract 1651 - Management and Operation of the Knox Transfer Station and Recycling Facility. This applies to the front portion of the site which is used for the public interface through drop off and access to the re use shop. Knox City Council's waste management team undertake contract management associated with the Transfer Station, and oversight of the lease operations. Contract meetings are held at KTS on site once a month to discuss issues, operations, and specifically any potential or known risks. Inspections are also undertaken periodically to gauge compliance to safety and environmental controls.

2.5.2 As a Landlord

The rear portion of the site is operated under a lease with Council and is used for the purposes of recycling, resource recovery and product re-use activities consistent with the operations of the transfer station. This is mainly processing of material collected through WM Waste Management's Hard Waste collection business which includes mattresses. The lease requires KTS Recycling to comply with planning, licensing, environment and amenity requirements as documented in the lease agreement and this is overseen by the waste management team.

2.5.3 What powers does Council have under the contract and lease

Legal advice has been sought in relation to Council's ability under the respective Contract and Lease arrangements to impose conditions on KTS Recycling as part of the Contract and Lease extensions and what obligations these conditions may impose on Council. If such conditions are introduced into the Contract and Lease, the only material obligation that Council will incur is an obligation to monitor compliance.

2.6 Contract Extension February 2022-February 2027

Knox Transfer Station has provided a long established amenity for residents and local businesses and KTS Recycling have provided a valuable service in receiving and recovering items that would otherwise go to landfill. The recommendation is to extend the contract for the five year period from 4 February 2022 to 4 February 2027 as provided for in Contract 1651 - Management and Operation of Knox Transfer Station and Recycling Facility, and the lease for the adjoining land to the west of the site from 30 September 2022 to 4 February 2027.

In extending the contract and lease, Council also has an obligation to consider the welfare of residents and businesses located in the vicinity of the transfer station site. Despite significant investment by KTS Recycling in firefighting infrastructure and process improvements over the last five years the incidents of fires at the site continues, with five major incidents in the last three years each being linked to the mattress processing.

It is also noted in the five years up to 30 June 2020 there has been a significant increase in the number of mattresses being received and processed on the site, increasing from 102,045 to 202,245 per annum. This has escalated to 351,837 mattresses for the 2020/ 21 financial year.

During the five years to 30 June 2020 there has also been a significant increase in tyres being received at the facility, increasing from 56 to 144 tonnes per annum. KTS Recycling have commenced on site processing of the tyres.

The recommendation is to introduce the following conditions to the extension of the contract and lease:

- KTS Recycling to comply with the requirements of the Environment Protection EP Act 2017;
- KTS Recycling to enter into discussion with Council regarding commencement of the production of Process Engineered Fuels (PEF) on the site.
- KTS Recycling to provide Council with updated risk assessments prepared by an independent qualified person (environmental and OHS) for on-site activities (including e-waste shredding, mattress and tyre processing), and identify the control measures in place to mitigate those identified risks. (Risks being to safety, human health and/or the environment).
- KTS Recycling to document and take reasonably practicable steps to further minimise risk if deemed necessary (such as implementing further controls).
- KTS to seek all required permissions for both the contracted and leased areas of the facility.
- KTS Recycling to update Environmental Management plans and OHS plans.
- Any new on-site processing activity or waste stream must be included in a revised risk assessment by an independent qualified person (prior to the activity commencing, including the PEF) and presented to Council prior to the commencement of any new activity.
- KTS Recycling to prepare and implement Stormwater Management Plan for the site.
- Council will work with KTS Recycling to continue to improve customer access and experience related to public services and drop off.
- KTS Recycling to upgrade weighbridge to include a weigh out option.

Subject to review and approval of submitted documentation, Council will execute extension of both the lease of contract.

2.7 Beyond February 2027

Development of the proposed residential site to the south of the transfer station and further development of the State Basketball centre to the north of the transfer station are both anticipated to be progressed by 2027, which will place further scrutiny on the transfer station operations. EPA regulations in relation to transfer stations, in particular managing the stockpiling and processing of combustible materials and new licensing requirements, are also placing more stringent controls on managing the sites. In order to comply with EPA regulations - the sorting and processing of hard waste (in particular mattresses and tyres) and green waste at transfer stations may need to take place within an enclosed or partially enclosed facility.

This would require either Council or the contracted transfer station operator to build these facilities on site or to transfer the hard and or green waste to another facility.

Consideration of the future of the transfer station will be subject to the regulations that apply at the time of review, along with best practice guidelines for the management and operation of transfer stations, however it is envisaged that mattress processing in its current setting and volume may not continue on the site beyond February 2027.

The recommendation to conduct a further review into the operations of the transfer station beyond the current five year extension period. This may include the option to re-tender the management and operation of the facility for a period to be determined and to report the review findings to Council in early 2026.

3. CONSULTATION

As part of normal contract management duties, regular contract meetings with KTS Recycling occur and environmental management plan checks are conducted. Regular contact is maintained regarding any issues or concerns that may arise during the month. Meetings specific to the future of the transfer station site have also been held between officers from Council and KTS Recycling.

4. ENVIRONMENTAL / AMENITY ISSUES

The Knox Transfer Station is an important regional and statewide site for resource recovery, recycling in excess of 200,000 mattresses per year. The operator has also achieved significant recovery rates (44%) for hard waste, green waste, clean fill, bricks, rubble, concrete, cardboard and e-waste that would otherwise go to landfill. It is also an important facility for the community to recycle and dispose of their waste.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The contract to manage and operate the transfer station is based on a model of zero cost to Council. KTS Recycling retain gate fees and income from the sale of goods but are liable for all costs in operating the facility. KTS Recycling also pay Council an annual fee for the area of land that they currently lease. Council's only expenditure is for maintenance of existing infrastructure such as the gate house, and staff resources involved in managing the contract, which have increased over time.

6. SOCIAL IMPLICATIONS

Fires primarily originating from the mattress processing area at the Knox Transfer Station over the last ten years have impacted the local community in terms of smoke within the vicinity, and attracted media attention.

KTS Recycling is a local business providing local employment through the skip bin, hard waste collections, and on site operations. The business also provides a site for local businesses to dispose of their waste, with the nearest alternative sites being Monash transfer station, Nottingham, Whitehorse transfer station, Vermont South and Cleanaway Lysterfield.

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 4 - We are safe and secure

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

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

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

8. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9 CONCLUSION

The Knox Transfer Station has provided a long established amenity for residents and local businesses and KTS Recycling have provided a valuable service in receiving and recovering items that would otherwise go to landfill. In considering extension of the contract and lease, Council also has an obligation to consider the welfare of residents and businesses located in the vicinity of the transfer station site. Despite significant investment by KTS Recycling in firefighting infrastructure and process improvements over the last five years the incidents of fires at the site continues. It is also noted in the six years up to 30 June 2021 there has been a significant increase in the number of mattresses and tyres being received and processed on the site.

The recommendation is to extend the contract for the five year period from 4 February 2022 to 4 February 2027 as provided for in Contract 1651 - Management and Operation of Knox Transfer Station and Recycling Facility, and the lease for the adjoining land to the west of the site from 30 September 2022 to 4 February 2027. These extensions are subject to KTS Recycling complying with various conditions relating to management of risks from the site operations posed to human health and the environment.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Acting Coordinator – Waste Management, Marissa France

Report Authorised By: Director, Infrastructure, Grant Thorne

Attachments

1. Attachment A Contract 1651 Knox Transfer Station Contract Extension [4.1.1 - 1 page]

**Contract 1651 – Knox Transfer Station Contract Extension Report
ATTACHMENT A**



4.2 Consideration of Submissions - Amendment C174knox Rezoning of Council Surplus Assets

SUMMARY: Strategic Planner, David Cameron

At its previous meeting on 26 November 2018, Council resolved to commence a planning scheme amendment to rezone three former early years sites after declaring the sites surplus. The declaration was made following a strategic review of Council's early years building assets and Council sought to rezone these sites from the Public Use Zone (PUZ6) to the Neighbourhood Residential Zone (NRZ4). The proposed zone was chosen to reflect the same zone as the surrounding residential areas.

Amendment C174knox underwent public exhibition between 15 June and 23 July 2021. A total of 7 submissions were received by Council, with 1 submission subsequently withdrawn.

Key issues raised in the submissions include:

- Suggested future uses for the Amendment sites and loss of early years services.
- Objection to any future sale of Amendment sites, and proposed conditions of sale if sites were to be sold by Council.
- Future development related concerns as a result of the rezoning; including noise, parking and traffic, vegetation removal potentially resulting from redevelopment and other amenity considerations including suggested restriction of development potential.

Officers have reviewed all submissions received and have provided a response to the points raised in Attachment 1 to this report. Officers are not recommending any changes to be made to the Amendment in response to submissions received.

As there are submissions requesting changes that Council is not able to accommodate, if it wishes to proceed with the Amendment it is recommended that the Strategic Planning Committee (SPC) resolve to request that the Minister for Planning appoint an independent Planning Panel to consider the submissions received. It is also recommended Council resolve to refer all submissions received to the Planning Panel for consideration.

RECCOMENDATION

That the Strategic Planning Committee:

1. Receive and note the submissions to Amendment C174knox (Attachment 1) to the Knox Planning Scheme in accordance with Section 22 of the *Planning and Environment Act 1987*.
2. Endorse the officers' response to submissions and recommendations to Amendment C174knox as shown at Attachment 1, noting that there are no further changes proposed to the exhibited planning scheme amendment documents as a result of submissions.
3. Request the Minister for Planning to appoint a Planning Panel under Section 153 of the *Planning and Environment Act 1987* to consider all submissions to Amendment C174knox.
4. Refer the Amendment and all submissions to a Planning Panel in accordance with Section 23(1) of the *Planning and Environment Act 1987*.
5. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to undertake administrative changes to Amendment C174knox that do not change the intent of the amendment prior to the Panel Hearing.

1. INTRODUCTION

On 26 November 2018, Council resolved to seek authorisation from the Minister for Planning to prepare and exhibit Amendment C174knox to the Knox Planning Scheme.

Amendment C174knox, involves the rezoning of three sites previously used for early years services which are located at:

- 4 Coorie Avenue, Bayswater (the Coorie Avenue Children and Family Centre);
- 10 Tamara Street, Wantirna South (the NG Haynes Children and Family Centre); and
- The southeast corner of 69-75 Eildon Parade, Rowville (the Eildon Parade Preschool).

All three sites are currently zoned Public Use Zone – Local Government (PUZ6).

The 26 November 2018 resolution, declared each of these properties surplus to Council's requirements. At that time, Council resolved to seek authorisation from the Minister for Planning to rezone each of these sites from the PUZ6 to the General Residential Zone Schedule 2 (GRZ2). The rezoning to the GRZ2 was intended to match the surrounding residential zoning of each site.

Subsequently, Amendment GC172 was gazetted on 23 December 2020 by the Minister for Planning and replaced the GRZ2 with the Neighborhood Residential Zone Schedule 4 (NRZ4).

On 20 January 2021 DELWP authorised Amendment C174knox and directed that *"prior to the commencement of exhibition of Amendment C174knox, the proposed amendment shall be amended to rezone three surplus council sites from PUZ6 to NRZ4, compliant with Amendment GC172"*.

2. DISCUSSION

Amendment C174knox was publicly exhibited between 17 June 2021 and 23 July 2021. The exhibition included the following:

- Letters sent to all affected and adjoining property owners and occupiers
- Letters sent to prescribed Ministers and authorities
- Notices published in the Victorian Government Gazette and The Age newspaper
- Information and documentation available to view on a dedicated webpage on Council's website.

As a result seven submissions to the Amendment were received during this period including:

- 5 opposing submissions
- 1 supporting submission
- 1 submission withdrawn.

A summary of all submissions, and recommended responses is provided in Attachment 1 to this report. The following provides an overview of the issues raised.

Suggested future uses and loss of early years services

- Two submissions raised concerns regarding Council's provision of early years services with the loss of services at the Amendment sites.
- Two submissions suggested future uses of the site, including a library, a sporting/recreation centre, open space, continuation of a community facility, place of worship, or a vegetation orientated use (e.g. a native vegetation display).

The Council resolution of 26 November 2018 notes that the Amendment sites have been declared surplus to Council's requirements after having undertaken a strategic review of early years assets, and resolved to commence the planning scheme amendment process to rezone the sites. An assessment has been made of current and future family needs and the demand for early years services. The co-location and integration of early years services into the two new early years hubs located in Wantirna South and Bayswater were considered to better support children and families particularly those experiencing vulnerability or disadvantage.

If approved, the application of the NRZ4 does not preclude community uses occurring on the land if appropriate. The purpose of the zone includes *"to allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations"* and such uses can be considered as part of the planning permit approval process.

Objecting to the sale of the site

One submission opposed any possible sale of the site and requested conditions of sale, such as:

- Restricting who the property can be sold to;
- Waiving of Council rates for neighbouring properties;
- A Council revaluation of surrounding properties; and
- Selling the property at a discount to existing residents.

Amendment C174knox is a planning scheme amendment process contemplating the rezoning of the land only. The sale of any of the Amendment sites is not being considered through the amendment process. Subject to the Amendment being approved, Council can choose whether to progress any potential land sale process for these sites. Subject to Council's support for a land sale process, additional consultation would be undertaken.

Restricting future development

Two submissions proposed restricting unit or apartment development and a preference towards single storey development.

The NRZ4 continues to be considered the appropriate zone to apply, as it reflects orderly planning, and the Neighborhood Residential Zone (NRZ) is intended for areas with a recognised neighbourhood character, in this instance, where single dwellings prevail and minimal change is proposed. The purpose of the NRZ is:

- *To recognise areas of predominantly single and double storey residential development.*
- *To manage and ensure that development respects the identified neighbourhood character, heritage, environmental or landscape characteristics.*

Specifically the application of the NRZ4 is appropriate as it supports the establishment of the "Knox Neighborhood" character which represents the majority of Knox's residential areas, typically reflected by a sense of spaciousness within the public and private realm. These areas will continue to be low-scale neighbourhoods, characterised by detached dwellings with large backyards that contribute to the area's green and leafy character.

Amenity concerns including vegetation retention, parking, noise and traffic

- Three submissions stated they would prefer the existing vegetation on the site at 10 Tamara Street to be retained, or were concerned that the provisions within the NRZ4 will not be able to provide for appropriate flora or fauna on the lot.
- Two submissions raised that neighbouring amenity will be impacted by future development, along with an associated visual impact.

- One submission raised the concern of noise resulting from any future residential development, along with associated noise from vehicles.
- Two submissions highlighted the possibility that further development will result in excessive traffic within the street.
- Three submissions highlighted that on-site and off-site parking will be in short supply and cause further traffic issues as a result of the rezoning (including disruption to the provision of Council waste services), or that traffic and parking will require to be regulated within the street.

This Amendment does not contemplate any development proposals. Any future development proposals that require planning permit approval would need to demonstrate an appropriate design response with respect to environmental and amenity issues.

The planning permit process ensures that development is consistent with the objectives of the zone, and enables associated amenity issues such as parking, traffic, noise to be considered and mitigated in accordance with the requirements of the Knox Planning Scheme.

3. CONSULTATION

The affected and adjoining property owners and occupiers and other interested parties were notified in writing of the amendment, and were invited to make a submission. The Amendment was also available on Council's website.

If Council resolves to refer submissions to an independent Planning Panel, submitters will have the opportunity to appear at the public hearing and address the Panel in support of their submission. Submitters that choose not to appear at the hearing will still have their written submission considered by the independent Panel.

The recommendations of the Panel will be reported to Council before a decision is made on whether to adopt the amendment. If the amendment is adopted by Council, it is then submitted to the Minister for Planning for approval.

4. ENVIRONMENTAL / AMENITY ISSUES

The Amendment is considered to have limited environmental impact, or associated amenity issues. Any future residential (or other permissible) development proposals under the NRZ4 that require planning permit approval, would need to demonstrate an appropriate design response with respect to environmental and amenity issues.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The proposed planning scheme amendment process will be funded through the City Futures operational budget for the 2021/22 financial year.

6. SOCIAL IMPLICATIONS

The Amendment has limited social implications as it rezones sites now surplus to Council's needs. Early years buildings have been assessed to meet current and future family needs and the demand for early years services. The co-location and integration of early years services into the two new

early years hubs located in Wantirna South and Bayswater were considered to better support children and families particularly those experiencing vulnerability or disadvantage.

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

Goal 2 - We have housing to meet our changing needs

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

8. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

Seven submissions were received following the completion of an exhibition period for Amendment C174knox. Council options are to either make changes to the amendment in response to submissions, refer the submissions to an independent planning panel, or abandon the amendment. It is recommended that SPC request the Minister for Planning to appoint an independent Planning Panel under Section 153 of the *Planning and Environment Act 1987* and refer all submissions to the appointed Panel.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the *Local Government Act 2020*.

Attachments

1. Attachment 1: Summary of submissions and officer responses C174knox [4.2.1 - 6 pages]

Attachment 1 - Summary of Submissions to Planning Scheme Amendment C174knox

| Submission no # | Seeks changes to recommendation? | Summary of submission | Officers' response | Officers' recommendation |
|------------------------|---|---|---|--|
| 1 | No | <p>Submitter objects to the proposed rezoning on the following ground:</p> <p>a. The submission is critical of Council's provision of family and children services, and is against the sale of Council assets.</p> | <p>Officers acknowledge the concerns raised and make the following comments:</p> <p>a. Council's provision of early years services have been assessed as part of a separate process and the subject sites are considered surplus to Council's needs. Consequently, the amendment seeks to rezone land that has been considered surplus. Subject to the Amendment being approved, Council can choose whether to progress any potential land sale process for these sites. Subject to Council's support for a land sale process, additional consultation would be undertaken.</p> | <p>No changes recommended.</p> <p>Refer submission to panel.</p> |
| 2 | No | <p>This submission appears to have been made in error, as it referenced a park not subject to the amendment, issues related to park usage, and animal management.</p> <p>The submission was subsequently withdrawn.</p> | <p>The submission does not address any issue associated with the three amendment sites and has been withdrawn.</p> | <p>No changes recommended.</p> <p>Submission withdrawn.</p> |
| 3 | Yes | <p>Submitter objects to the proposed rezoning at 10 Tamara Street, Wantirna South on the following grounds:</p> | <p>Officers acknowledge the concerns raised and make the following comments:</p> <p>a. Parking and traffic concerns are specifically considered through the</p> | <p>No changes recommended.</p> <p>Refer submission to panel.</p> |

| Submission no # | Seeks changes to recommendation? | Summary of submission | Officers' response | Officers' recommendation |
|-----------------|----------------------------------|---|---|--------------------------|
| | | <ul style="list-style-type: none"> a. Lack of parking for future development, along with the associated impact on traffic conditions. b. A preference to restrict development potential on amendment sites to address amenity concerns. c. Retention of existing vegetation. | <p>planning permit application process, and subject to existing particular provisions within the Knox Planning Scheme. Were any future development proposed on the amendment sites that require a permit under the NRZ4, an assessment against the relevant clauses in the Knox Planning Scheme would be required.</p> <p>b. The NRZ4 has a mandatory height limit of 9m, and limits development to this height. Any development requiring a planning permit, would also be subject to the requirements for residential or non-residential buildings, which include (among other aspects) neighbourhood character and amenity impacts. The NRZ4 supports the establishment of the “Knox Neighborhood” character in keeping with the neighbouring areas. This is typically reflected by a sense of spaciousness within the public and private realm. These areas will continue to be low-scale neighbourhoods, characterised by detached dwellings with large backyards which contribute to the area’s green and leafy character.</p> <p>c. The NRZ4 contains landscaping requirements. Any future proposed development that triggers a planning</p> | |

| Submission no # | Seeks changes to recommendation? | Summary of submission | Officers' response | Officers' recommendation |
|-----------------|----------------------------------|---|---|---|
| | | | permit requirement to consider landscaping, will require assessment including consideration for protection of <i>'...any predominant landscape features of the neighbourhood'</i> . | |
| 4 | Yes | The submission objects to the proposed rezoning at 10 Tamara Street, Wantirna South, on the following grounds: <ul style="list-style-type: none"> a. Noise and parking concerns as a result of increased development and traffic. b. The ability to maintain an appropriate vegetation under the NRZ4. c. Preference to retain site for community use, or native garden display. | Officers acknowledge the concerns raised and make the following comments: <ul style="list-style-type: none"> a. Noise and traffic considerations of any development requiring a planning permit application, would need to be assessed under the relevant legislation or clauses within the Knox Planning Scheme. b. The NRZ4 contains landscaping requirements. Any future proposed development that triggers a planning permit requirement to consider landscaping, will require assessment including consideration for protection of <i>'...any predominant landscape features of the neighbourhood'</i>. c. The sites have previously been declared surplus to Councils requirements for early years at its meeting on 26 November 2018. Alternative uses may be considered by Council but is outside the scope of this amendment process which contemplates rezoning of the land to fit in with the prevailing residential area. The proposed | No changes recommended. Refer submission to panel. |

| Submission no # | Seeks changes to recommendation? | Summary of submission | Officers' response | Officers' recommendation |
|-----------------|----------------------------------|--|--|--|
| | | | NRZ zone does not preclude community uses. | |
| 5 | No | <p>Submitter objects to the proposed rezoning on the following ground:</p> <p>a. The submission is critical of Council discontinuing services at each of the amendment sites.</p> | <p>Officers acknowledge the concerns raised and make the following comments:</p> <p>a. Council's provision of early years services have been assessed as part of a separate process and the subject sites are considered surplus to Council's needs. Consequently, the amendment seeks to rezone land that has been considered surplus.</p> | <p>No changes recommended.</p> <p>Refer submission to panel.</p> |
| 6 | Yes | <p>This submission includes the following concerns regarding the rezoning at 10 Tamara Street, Wantirna South:</p> <p>a. Objection to any sale of the land.</p> <p>b. Proposed alternative uses for an amendment site, including a community facility, sports facility, park/garden or place of worship.</p> <p>c. The retention of existing vegetation.</p> <p>d. Conditions on any new development preventing unit/apartment development.</p> <p>e. Restricting who the property can be sold to and at what cost, reduction of rates during construction for neighbouring properties, and revaluation of properties dependent on development on the amendment sites.</p> | <p>Officers acknowledge the concerns raised and make the following comments:</p> <p>a. The amendment does not entertain any land sale process, and concerns rezoning of land only. Subject to the Amendment being approved, Council can choose whether to progress any potential land sale process for these sites. Subject to Council's support for a land sale process, additional consultation would be undertaken.</p> <p>b. The sites have previously been declared surplus to Councils requirements for early years at its meeting on 26 November 2018. Alternative uses may be considered by Council but is outside the scope of this amendment process, which contemplates</p> | <p>No changes recommended.</p> <p>Refer submission to panel.</p> |

| Submission no # | Seeks changes to recommendation? | Summary of submission | Officers' response | Officers' recommendation |
|-----------------|----------------------------------|--|--|--------------------------|
| | | <p>f. Regulation of on-street parking.</p> | <p>rezoning of the land to fit in with the prevailing residential zone. The proposed NRZ zone does not preclude community uses.</p> <p>c. The NRZ4 contains landscaping requirements. Any future proposed development that triggers a planning permit requirement to consider landscaping, will require assessment including consideration for protection of ‘...any predominant landscape features of the neighbourhood’.</p> <p>d. The NRZ4 has a mandatory height limit of 9m, and limits development to this height. Any development requiring a planning permit, would also be subject to the requirements for residential or non-residential buildings, which include (among other aspects) neighbourhood character and amenity impacts. The NRZ4 supports the establishment of the “Knox Neighborhood” character in keeping with the neighbouring areas. This is typically reflected by a sense of spaciousness within the public and private realm. These areas will continue to be low-scale neighbourhoods, characterised by detached dwellings with large backyards</p> | |

| Submission no # | Seeks changes to recommendation? | Summary of submission | Officers' response | Officers' recommendation |
|-----------------|----------------------------------|--|---|--|
| | | | <p>which contribute to the area's green and leafy character.</p> <p>d. Amendment C174knox does not entertain a land sale process, nor does it concern Council rates, or valuations of properties.</p> <p>e. Traffic and parking considerations of any development requiring a planning permit application, would need to be assessed under the relevant legislation or clauses within the Knox Planning Scheme.</p> | |
| 7 | No | The submission is a supporting statement from DELWP. | Statement of support is noted. | <p>No changes recommended.</p> <p>Refer submission to panel.</p> |

4.3 Early Years Advisory Committee - Appointment of New Members

SUMMARY: Janine Brown, Manager Family and Children’s Services

The role of the Early Years Advisory Committee (EYAC) is to provide advice to Council on early years issues and to promote greater awareness and understanding in the local community of early years services and the life of children and families in the Knox community through the lens of Council’s Key Life Stages Implementation Plan 2017-2021.

The membership term for four members of the Early Years Advisory Committee concluded at the end of June 2021. An expression of interest process was conducted in accordance with the Knox City Council Committees Policy. This report seeks approval to appoint the recommended Committee Members as outlined in the Confidential Attachment 1.

RECOMMENDATION

That the Committee:

1. Thank outgoing Committee Members for their contribution over the last four years.
2. Appoint the following applicants to the Early Years Advisory Committee for the period July 2021 – June 2023 as presented in Confidential Attachment 1:

| Name | Category |
|------|---|
| 1. | Professional Representative (First Term) |
| 2. | Community Representative (First Term) |
| 3. | Community Representative (Second Term) |
| 4. | Professional Representative (Second Term) |

1. INTRODUCTION

The Early Years Advisory Committee (EYAC) was formally established in April 2010. The role of the EYAC is to provide advice to Council on emerging early years matters and to promote greater awareness and understanding in the local community of early years services and the life of children and families in the Knox community.

The Knox Community and Council Plan (2017-2021) sets the vision for the City of Knox through eight community and Council goals that include the needs of children and families as an important focus.

The Key Life Stages Implementation Plan 2017 – 2021 focuses on the key life stages of early childhood, youth and older age and recognises that intervention during these key life stages has the greatest benefit for individuals, families, and the community.

The EYAC Term of Reference requires that members be renewed through a selection process, inviting community and professional representatives to submit expressions of interest. In this round of recruitment there were two vacancies.

2. DISCUSSION

2.1 Role of the Committee

The current objectives of the EYAC are to:

1. Provide advice and recommendations to Council on the implementation of the Key Life Stages (early years) focus areas as incorporated in the Key Life Stages Plan 2017 - 2021.
2. The advice and recommendations in relation to this plan will include:
 - a. Agreed priorities;
 - b. The ongoing outcomes and achievements of the Key Life Stages Plan (early years) focus areas; and
 - c. Effective communication and consultation strategies to facilitate engagement with the community and other key stakeholders on the development and implementation of the Key Life Stages Plan 2017 – 2021 (early years) focus areas.
3. Provide advice to Council on matters impacting families and children and the related services within the Knox community.
4. Identify emerging key research, policy and legislative issues that might impact on the implementation of the Key Life Stages Plan 2017 - 2021.
5. Consider advice and information made available through other Council advisory and community consultation processes related to families and children and/or local early years services.

Council receives an annual report on the key discussion topics and achievements of the EYAC. It is anticipated that as the Community and Council Plan 2021-2025 is being finalised for endorsement by Council, the Key Life Stages Plan 2017 – 2021 will also be reviewed to align with Council's priorities. The members of the Early Years Advisory Committee will have input into this key planning document for the municipality.

2.2 EYAC Membership

Membership of EYAC consists of a maximum of six community members and four professional members comprising a total of ten members and two Councillors. Further details are outlined in Confidential Attachment 1.

2.2.1 Recruitment Process

It is a requirement that appointment to a Council Advisory Committee be in accordance with the Knox City Council Committees Policy. This Policy requires that every effort be made to ensure a representative cross section of people from the municipality is selected to the Committee as appropriate.

Recruitment for the two EYAC positions was promoted through the following:

- Current EYAC members and Council Officer networks with community and service providers;
- Knox City Council website;
- Knox e-News bulletin;
- Council's Facebook page; and
- An advertisement in Seek Volunteer.

Five expression of interest applications for new members were received and a further two expression of interest applications were received from existing members (see Confidential Attachment 1). The expressions of interest period for the community and professional member positions were open for two weeks from 7 until 21 June 2021.

A selection panel comprising Councillor Yvonne Allred as Chair and two Council officers was conducted on 27 July 2021. The following criteria were used when interviewing applicants:

- Reside/work in Knox;
- Personal experience and knowledge of early years issues;
- Effective communication and consultation within the community and with other stakeholders;
- Ability to identify issues and solutions and provide advice to Council; and
- Ability to work collaboratively.

Two existing members, one professional and one community, provided expressions of interest to extend their term of membership. As per the Committee Terms of Reference, the selection panel recommends that these members be appointed for a further and final two-year term to EYAC (Confidential Attachment 1).

With the extension of two existing committee memberships, two vacancies remained, one professional and one community. Of the five applications received, four interviews were conducted on 27 July 2021. As a result, one community member and one professional member were recommended by the interview selection panel for a two-year appointment to EYAC (Confidential Attachment 1).

Should Council approve the nomination of two Committee members, it is anticipated that an induction process for the new members will take place in October 2021.

3. CONSULTATION

Information about EYAC and the recruitment process was promoted on Council's website, through Council community email networks and social media.

4. ENVIRONMENTAL/AMENITY ISSUES

The Early Years Advisory Committee continues to play a key role considering issues and advising Council in terms of child friendly spaces, which promote the health and wellbeing of Knox children and families into the future.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The Family and Children's Services Department supports the administration of Council's EYAC. Officer time of approximately ten hours each month is absorbed within the Department budget in addition to an annual catering and supplies allowance of \$2,600.

6. SOCIAL IMPLICATIONS

Research clearly states that when a community places a child as a central concern in the context of the family, community, and its culture, then significant and lifelong benefits will result for the community.

Children between the ages of 0-11 years represented 14% of the municipality's population, and this equates to 21,634 children (Census 2016). The period of birth to eight is a critical period in a child's life. It is the time when children acquire essential foundation skills and knowledge and when brain development is at its optimal level.

The Key Life Stages Plan 2017 – 2021 continues to build on the opportunities to strengthen further partnerships with non-Council service providers and community organisations. These partnerships will benefit all children and families across Knox, irrespective of the early years services they access within the community.

The establishment and continuation of the EYAC has been a positive step towards achieving greater engagement and a maintenance of respect for Knox's long and proud history of pioneering the way in supporting and providing early years services for its community.

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

The Knox Community and Council Plan 2017 – 2021 identifies the key goals and strategic objectives to achieve desired health and wellbeing outcomes for the Knox community.

The goal of relevance to the EYAC is:

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

EYAC works across the additional seven Knox Community and Council Plan goals to provide input and feedback to achieve outcomes from an early years perspective.

8. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

Between June and July 2021, Councillor Yvonne Allred and two Council Officers conducted a recruitment process for two existing members extending their term and to appoint two new members to EYAC. Recommendations from this process are outlined in Confidential Attachment 1.

10. CONFIDENTIALITY

Confidential information is contained in Attachment 1 in the confidential agenda, in accordance with Section 89(2) of the Local Government Act 1989, as the information relates to personnel

matters and premature disclosure of the information could be prejudicial to the interests of Council or other persons.

Report Prepared By: **Acting Head Strategy Learning and Evaluation, Liz Stafford**

Report Authorised By: **Director Connected Communities, Tanya Scicluna**

Attachment

Confidential Attachment 1- EYAC Member Recruitment Details 2021 has been circulated under separate cover

4.4 Kindergarten Expansion Reform - Kindergarten Infrastructure Service Plan

SUMMARY: **Acting Head of Strategy Learning and Evaluation, Liz Stafford and
Manager Family and Children’s Services, Janine Brown**

The Victorian State Government’s Kindergarten Expansion Reform is the largest reform of the kindergarten service system in Victoria’s history. This reform is designed to ensure access to two years of funded kindergarten for all 3 and 4-year-old children in Victoria from 2022.

As part of the reform, the Victorian Department of Education and Training provided grant funding and worked in partnership with local government in Victoria to develop a Kindergarten Infrastructure Services Plan (KISP) for each municipality. The KISP outlines estimated future demand for and potential supply of 3 and 4-year-old kindergarten places as a result of the reform. It identifies areas of potential future unmet demand for kindergarten places based on available forecast data and existing local capacity.

Council officers have now completed the KISP for Knox in partnership with the Department of Education and Training. The KISP is included in this report for consideration and approval by the Strategic Planning Committee.

RECOMMENDATION

That the Committee:

- 1. Approves the Kindergarten Infrastructure Service Plan as set out in Attachment 1, noting that:**
 - a. It is an indicator of future unmet demand as predicted by currently available forecast data and a planning tool for potential future investment by various parties to use at their own discretion.**
 - b. The approval is not and should not be interpreted as an indication that Council:**
 - Accepts responsibility for meeting identified unmet demand driven by the State Government Kindergarten reform;**
 - Has capacity to meet the identified demand, through either service provision or infrastructure expansion; or**
 - Can impose change management activities on independent service providers to meet the identified demand.**
- 2. Authorises the Chief Executive Officer to sign the Kindergarten Infrastructure Services Plan on behalf of Knox City Council.**

1. INTRODUCTION

The Kindergarten Expansion Reform is a State Government reform of Victoria’s kindergarten service system for two years of universal kindergarten for 3 and 4-year-old children from 2022 in the Knox community.

Knox City Council has welcomed the intent of the reform to improve the social, educational and economic outcomes for children in Knox, now and into the future.

Council has also supported the implementation of the reform in its roles as Early Years Manager and service provider of funded kindergarten. In April 2021, Council decided to deliver five hours of 3-year-old kindergarten in Knox from its current infrastructure from 2022. This builds on Council's current service provision commitment through the provision of 15 hours of funded kindergarten to approximately 60% of eligible 4-year-old children in the year before school.

Council officers have undertaken significant planning through the Kindergarten Expansion Project to implement the transition to two years of kindergarten. This has included business and operational systems planning, preparing and recruiting the early years workforce required, communication and engagement activities with the Knox community and independent kindergarten service providers, as well as planning for the impact of increased utilisation and demand for community infrastructure.

Through Council's existing Capital Works Program and through State Government Building Blocks capital grants, Council has also delivered minor refurbishments which aim to maximise the existing capacity of Knox's significant portfolio of early years facilities.

The work of the Kindergarten Expansion Project in the context of the reform has highlighted the significant contribution Council already makes to the early years through its existing programs and infrastructure.

1.1 Kindergarten Infrastructure Service Plan

As part of the reform, the Department of Education and Training implemented a statewide strategy to develop a Kindergarten Infrastructure Service Plan (KISP) for each Local Government Area. At the time of this report, 42 of 79 Local Government Areas across Victoria have now signed a KISP.

As municipal planner, focusing on children as citizens of the Knox community, Council has a role in monitoring the availability and accessibility of funded kindergarten places for children in the local community. In 2020, Council received \$70,000 in grant funding from the Department of Education and Training to support collaborative work to develop a KISP for Knox.

The Knox KISP has now been completed. It outlines estimated future demand for, and supply of 3 and 4-year-old kindergarten places based on existing infrastructure capacity, projected population data and local planning knowledge.

The State Government intends that the KISP will be a mutually agreed document which, once signed by each party, will be publicly available on Council and the Department of Education and Training websites to assist all current and potential kindergarten service providers and infrastructure investors to plan for two years of funded kindergarten.

It provides third party private and not-for profit providers with indicative information which they may use at their own discretion to assist in the expansion of existing services, establishment of new services and investment in new and existing facilities.

The KISP development has also created opportunities for senior Council officers to participate in discussions with senior officers in the State Government Department of Education and Training (DET) regarding potential models of infrastructure partnership and opportunities for developing a Building Blocks Partnership Agreement. Should this agreement be established, discussions would explore the level and commitment of State Government investment in Council-owned community early years infrastructure in Knox in response to the reform.

2. DISCUSSION

The KISP includes all kindergarten places currently provided across the municipality in independent, not-for-profit, and private providers as well as Council's kindergarten service. It identifies areas of predicted unmet demand for kindergarten places based on population forecasts and existing supply of kindergarten places in all service types over the reform roll-out period (2022-2029).

2.1 KISP Structure and Assumptions

A copy of the Knox KISP is included as Attachment 1 for Council to consider and approve. It follows a template developed by the Department of Education and Training and includes standard commentary which indicates that it has been developed in partnership between the relevant Council and the Department.

The KISP is a theoretical forecast model which indicates a potential for unmet demand. Some assumptions are made around how many licensed places are counted across each existing service location to estimate current available supply, but these assumptions do not consider individual service site locations and necessary community amenity. As such, the KISP is not a plan for how unmet demand can be addressed.

The calculation of "unmet demand" uses a methodology which considers forecast population demand against existing capacity to identify potential future unmet demand. This assessment of unmet demand uses the Department's theoretical roll out approach of incremental increases from five hours in 2022, then year-on-year increases to 7.5, 9, 10, 11, 12, 13, 14 hours and then finally moving to 15 hours in 2029. However, it is up to each service provider to determine how they move from five to 15 hours over the roll-out period. Factors that influence how a planned roll-out would proceed include workforce availability, business viability, year to year service enrolment, demand, and community and family preference. The KISP has also not considered in any material way, the impact of COVID-19 on the potential roll-out model of the Kindergarten Expansion Reform, i.e., change in birth rate or changes to community appetite for kindergarten.

Section 3 of the KISP document was prepared by Council officers to capture local context and planning data. The final copy has been forwarded to the relevant Executive Director in the Department of Education and Training who has noted and accepted the changes made to the KISP to illustrate this local context.

2.2 KISP Estimates Unmet Demand for Kindergarten in Knox

Over the period of the KISP from 2022-2029, there are four local community areas where there is potential projected unmet demand. This indicates where the number of children forecast cannot be accommodated in existing facilities when two years of 15 hours is implemented. These are Bayswater, Boronia, Scoresby/Knoxfield and Wantirna.

Using the Department of Education and Training assumptions around incremental service roll-out from five hours in 2022 to 15 hours by 2029, this unmet demand is identified to become an issue in Scoresby/Knoxfield in 2027, but for all other suburbs, the impact is projected to occur in 2028/2029.

However, the key driver for unmet demand is the timing of when the full 15 hours of funded kindergarten is offered for 3-year-old children during the roll-out period.

In relation to other specific local areas across Knox, the following is noted in the KISP:

- **Ferntree Gully/Upper Ferntree Gully**
Officers used Section 3 of the KISP to highlight the difference between how Council data (population id.) and the Department's data (Victoria in Future) define the suburb boundaries in Ferntree Gully and Upper Ferntree Gully. Despite how each party splits the suburbs and services therein, the overall implication regarding demand in the area is the same – neither indicates evidence of unmet demand in FTG/UFTG out to 2029. The KISP notes this difference given it may be important information for informing investment decisions by third parties.
- **Knoxfield/Scoresby**
Similarly, officers added commentary in the local context section which reflects that Stud Road acts as a geographical and psychological barrier to families accessing certain services in the Scoresby area. Many families prefer not to cross a major arterial road, meaning families living in Scoresby are travelling to Knoxfield to access kindergarten. This preference plays out in the historical enrolment trends for services in the Scoresby/Knoxfield area as well as the current registrations for 2022. It is included in the KISP as it has implications for future service planning by all service providers in these suburbs.

2.3 KISP Endorsement by Council

Officers recommend that Council approve the KISP and agree to authorise the Chief Executive Officer to sign the KISP on behalf of Council.

Council is also asked to note that officers have added a note on Page 11 of the attached KISP document which states that should Council sign the KISP, it would indicate agreement about the forecast population and demand data modelled therein.

However, it is not an indication Council has the service nor infrastructure capacity to meet the future unmet demand driven by the Victorian State Government reform or that it has the responsibility to ensure other service providers who lease Council facilities undertake change management to meet the reform.

The change management required could be addressed directly by the State Government through conditions of funding and approval mechanisms with service providers.

3. CONSULTATION

Council officers have worked in collaboration with officers from the Department of Education and Training to develop the KISP document and identify the areas of unmet demand based on available forecast data.

In ongoing conversations with the Department, officers have articulated the implications of using the KISP to inform approval of capital grant funding applications through the Building Blocks grant program and the significant challenges posed by the reform for Council as well as other community kindergarten service providers in Knox.

Internally, officers have worked with the Senior Program Manager City Research and Mapping to ensure that the Victoria in Future (ViF) data used by the Department of Education and Training to inform the KISP was consistent with Council's Population id. data and ensure that Section 3 of the document reflected local planning knowledge and expertise.

Advice was sought from the Coordinator Governance regarding the wording to be included in the KISP around Council's role and responsibilities.

4. ENVIRONMENTAL/AMENITY ISSUES

Council currently holds and maintains 46 early years facilities on behalf of the Knox community. Of these, 33 host sessional kindergarten services. Thirty service locations are provided by Council as an Early Years Manager, the other three are currently provided by independent community providers, with a further four independent providers intending to deliver funded 3-year-old kindergarten from Council's existing early years facilities from 2022.

Council's facilities also host a range of other universal early years services including playgroup and Maternal and Child Health services. Council has built two award winning integrated early years hubs in the last five years with limited State Government investment. However, the majority of Council's early years facilities are 50-70 years-old and Council invests in and maintains these facilities at considerable cost to the community to ensure that the community has access to the early years services it needs.

The impact of the reform on the existing infrastructure is a significant challenge for Council as the existing facilities cannot be easily modified to increase licensed places and amenity to meet demand. Furthermore, increased demand for and utilisation of these facilities as a result of the reform will require increased maintenance and improved amenity to ensure Occupation Health and Safety, staff wellbeing, community safety and adequate car parking. These impacts of the reform are not addressed as part of the KISP.

Council's decisions as municipal planner, facilitator and infrastructure holder for the community are centered around balancing the needs of the community over all age and activity groups across the municipality.

The development of the KISP in partnership with the Department of Education and Training has been undertaken with a view to ensuring that the future needs of the Knox community in terms of early childhood services and infrastructure are understood. Whilst the Council now has a fuller understanding of this, the Department of Education and Training is focused on kindergarten infrastructure.

5. FINANCIAL & ECONOMIC IMPLICATIONS

Council's long history of investment in early years services and facilities includes capital works, facility maintenance and a variety of direct services for children and families in the Knox community. Council continues to make a considerable investment in the 33 multi-use early years facilities which currently host kindergarten services for the Knox community. This investment represents, at a minimum, \$1.1 million each year (including depreciation). This figure excludes any modifications to existing facilities as part of the capital works program.

In 2020, Council received \$70,000 in grant funding from the Department of Education and Training to support collaborative work to develop a KISP for the municipality of Knox.

Becoming a signatory to the KISP does not have direct financial and economic implications for Council.

The KISP is intended to support implementation of the reform in a mixed economy of kindergarten service providers across the municipality which includes Council, not-for-profit, schools and

privately-owned and for-profit providers, providing families with choice about the service which best suits their child, and their family circumstances.

Two years of universal kindergarten is supported and subsidised by Council through its role as Early Years Manager and service provider of funded kindergarten to 60% of the eligible cohort, which from 2022 will include five hours for 3-year-old and 15 hours for 4-year-old children each week.

The process of the KISP has supported continued and ongoing discussions with the Department about the potential for further negotiations about how State and local government work in partnership regarding early years infrastructure. This includes the potential to develop a Building Blocks Partnership Agreement with a view to increased State Government investment in early years infrastructure in the Knox community.

6. SOCIAL IMPLICATIONS

Knox has consistently achieved better than average results for key childhood health and wellbeing indicators over many years, including developmental benchmarks, participation in key age and stage maternal and child health visits, immunisation and breastfeeding rates.

Access to high quality kindergarten led by a degree qualified early childhood teacher over two years will further support these strong social, health and well-being outcomes for children in Knox now and into the future with the added potential to positively contribute to community recovery from the impact of COVID 19.

The development of the KISP provides place-based data that can be used by kindergarten service providers, at their own discretion, to facilitate implementation of the reform and ensure all children in Knox can access the lifelong benefits of high-quality kindergarten.

At a municipal level, Knox is a relatively advantaged community but there are areas of socio-economic disadvantage which can negatively impact child development and significantly affect outcomes over the life course. Data on jobless, low-income, welfare dependent and single parent families indicates that the risk of socio-economic disadvantage is highest for children living in the north-east of Knox.

Access to high-quality kindergarten programs is one of the few strategies that improve outcomes for all children. The reform is informed by significant international research evidence which indicates that two years of universal kindergarten has wide-ranging social and educational benefits for children, particularly those considered to be vulnerable/developmentally at risk.

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

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

Strategy 5.4 - Increase and strengthen local opportunities for lifelong learning, formal education pathways and skills development to improve economic capacity of the community

8. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

This report has outlined the development of the KISP. It includes a copy of the KISP document and officer recommendation that the Strategic Planning Committee approve the KISP and note that agreeing to the document should not be inferred as Council taking responsibility to meet the unmet demand which the document forecasts using the Department's theoretical policy implementation model.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Acting Head of Strategy Learning and Evaluation, Liz Stafford and
Manager Family and Children's Services, Janine Brown

Report Authorised By: Director Connected Communities, Tanya Scicluna

Attachments

1. Attachment 1 Knox KISP DRAFT V4 2021 08 31 [4.4.1 - 20 pages]



Education
and Training

Attachment 1

Kindergarten Infrastructure and Services Plan

City of Knox

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DRAFT

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Education and Training

1. INTRODUCTION

1.1. REFORM CONTEXT

In an Australian first, the Victorian Government has committed to implement Three-Year-Old Kindergarten for all children over a 10-year roll-out with a total investment of almost \$5 billion, including \$1.68 billion to support the infrastructure expansion required for the reform. This reform will add another year of universal funded kindergarten so that, by 2029, all children in Victoria will have access to two years of play-based learning through a funded kindergarten program.

1.2. PURPOSE OF KISPS

Three-Year-Old Kindergarten will require a large expansion of kindergarten across the State. The Government has invited all 79 Victorian Local Governments to discuss and agree upon a Kindergarten Infrastructure and Services Plan (KISP) for their Local Government Area (LGA).

Each KISP has been jointly developed with Local Government and published to estimate the growth in demand for kindergarten within the LGA. The KISPs will help all kindergarten providers meet demand and provide a clear picture of infrastructure need across the State.

While a KISP is not a funding document and does not define required infrastructure projects or commit any party to funding specific projects, it is expected that future investment requests through Building Blocks and funding decisions about Local Government and not-for-profit projects would align with the relevant KISP.

1.3. HOW TO USE THE KISP

Each KISP contains estimates of future kindergarten supply of, and demand for, Three and Four-Year-Old Kindergarten places against existing enrolment capacity. Not-for-profit and for-profit providers can use these estimates to inform their plans to expand kindergarten programs, establish new services or invest in new or extended facilities.

For example, KISPs provide demand estimates in terms of where, when and how much demand for kindergarten places will grow in an LGA. KISPs also estimate where and how many kindergarten places providers can accommodate in existing facilities before an area needs new infrastructure to meet demand. The estimates can be used to inform decisions about where and when expansions of kindergarten program capacity and the construction of new or extended facilities are needed to meet demand growth.

Where there is an agreed KISP for the LGA, the Local Government and not-for-profit kindergarten providers seeking co-investments through the Building Blocks Capacity Building stream must refer to, and align their proposed project with, the infrastructure need identified in the KISP.

1.4. STRUCTURE OF THE KISP

Each KISP consists of the following sections:

- **Section 1:** A short introduction to the Three-Year-Old Kindergarten reform and the KISP.
- **Section 2:** A map of existing and planned Early Childhood Education and Care service locations.
- **Section 3:** Local knowledge and context relevant to the expansion of kindergarten services.
- **Section 4:** Funded kindergarten demand estimates.

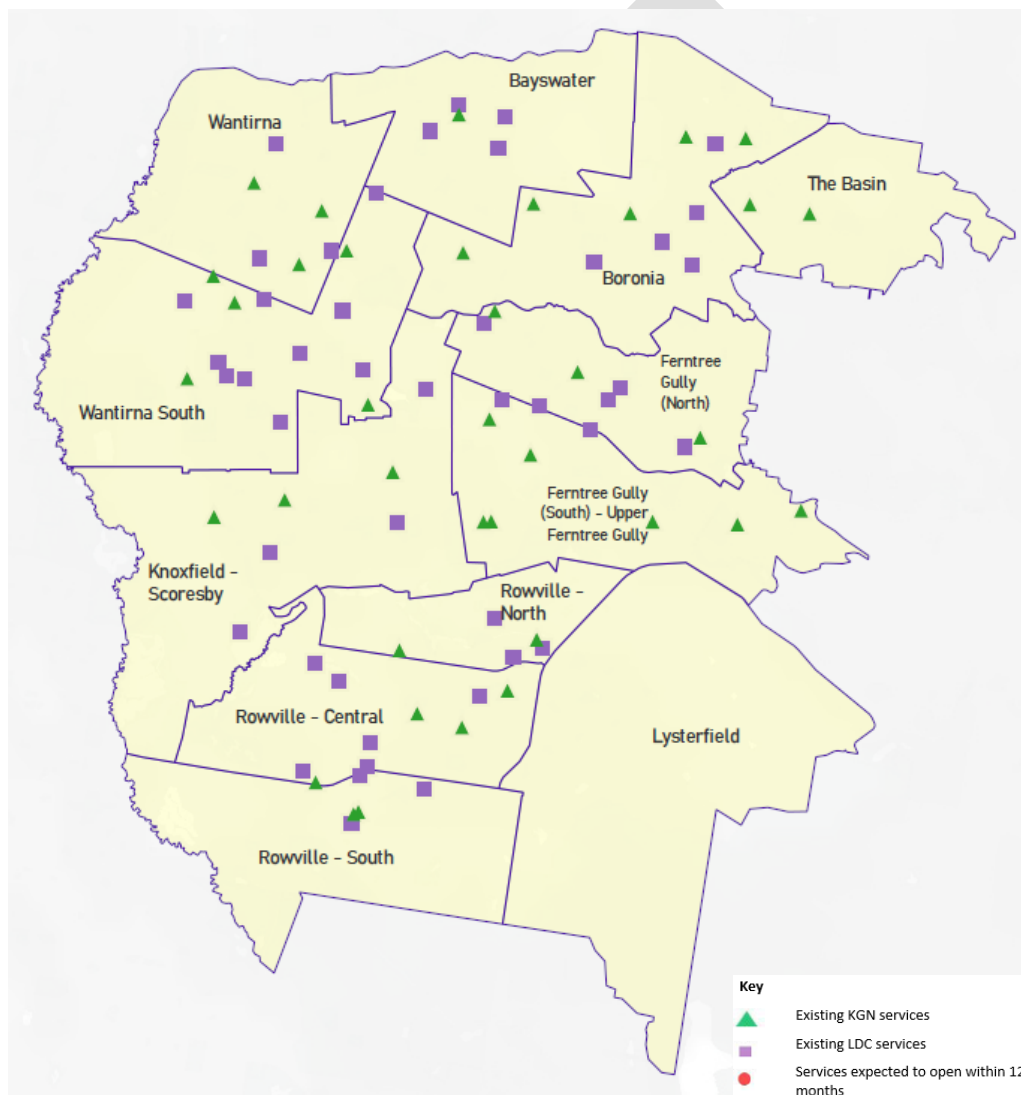
1.5. DISCLAIMER

All data presented in this document are estimates only and are based on the best information available to the Department and Local Government at the time. They are published on an as-is basis and are for informational purposes only. They are subject to adjustment in response to market forces and as new data and other relevant information becomes available. The data may under- or over-estimate both total demand in a given location or year and the capacity for new demand to be met by providers. As a result, operational and business decisions should not be made solely based on this document. Any use of this data is solely at the risk of the user. The Department and Local Government accept no responsibility for any loss or damage, either direct or incidental that may result from the use of the data.

2. MAP OF EARLY CHILDHOOD EDUCATION SERVICES IN CITY OF KNOX

The map below shows the distribution of currently operating and new services that are planned to open in the future in the LGA and across its communities.

This map has been prepared using Departmental data, from both the National Quality Agenda IT System (NQAITS) and the Victorian School Building Authority (VSBA). Where applicable, this map has been refined by the Knox City Council and the Department to capture other services that are planned to open in the next 12 months.



Education and Training

3. LOCAL CONTEXT

3.1 PURPOSE

Local, place-based knowledge and context play an important role in supporting the implementation of Three-Year-Old Kindergarten across Victoria. This section of the KISP documents this knowledge and context and has informed the funded kindergarten enrolment estimates in Section 4.

3.2 KEY CONSIDERATIONS

Key demographic trends that influence demand for kindergarten

The City of Knox is located in Melbourne's suburbs, between 20 and 25 kilometres south-east of the Melbourne CBD. The City of Knox is bounded by the City of Maroondah in the north, the Yarra Ranges Council area in the east, the City of Casey in the south, and the City of Monash, the City of Whitehorse and the City of Greater Dandenong in the west.

The area is made up of the suburbs of Bayswater, Boronia, The Basin, Ferntree Gully, Upper Ferntree Gully, Lysterfield, Rowville Central, North and South, Scoresby, Knoxfield, Wantirna and Wantirna South.

Knox City Council supports access to Kindergarten and other Early Years Services through its role's as an early years approved provider and Early Years Manager (EYM), owner of community infrastructure, municipal planner and advocate. Council also manages a Central Registration System for kindergartens operating under Council's EYM.

Although the municipality is in a period of consolidation, Knox' overall population is still expected to grow by 17% between 2019 and 2041. The increase for the early years population (0-6 year olds) is projected to be slightly lower at 14.2%, consistent with an ageing population. Birth rate data from this year and the next will be informative as to any effect Melbourne's pandemic baby boom on Knox's early years population as Knox does not have significant population growth from direct immigration. Systematic reviews of population change and its impact on population forecasts will be needed to inform service planning and infrastructure/development decisions into the future.

Projects or trends that may influence supply of early childhood education and care

Knox City Council is currently the primary provider of kindergarten in the municipality. Knox City Council operates 30 of 37 national licenced sessional settings operating in the municipality.

Kindergarten service provision in Knox is currently provided in a mixed economy which includes 45 private national licenced Long Day Care settings.

- Current 3YO provision does not cover the existing or projected 3-year-old population so a mixed market is required going forward.
- The Knox community continue to reiterate a preference for sessional kindergarten.

As an outer suburban municipality, Knox City Council's existing early years infrastructure is on average 50-70 years old and includes a range of facilities that are entering into a lifecycle period of building replacement needed to maintain existing supply. Building replacement and radical transformation of some Council early years facilities will be needed within the KISP period. These may not be in areas of particularly high population growth or change as identified in the demand figures in section 4, but nevertheless are required to maintain access for eligible kindergarten children into the future. Without investment to replace these facilities, existing supply may drop to a point at which it can no longer meet demand for eligible kindergarten children. Any future supply disruption should be taken into account when assessing areas of demand for development and funding purposes.

Key local geographic considerations or information relevant to Three-Year-Old Kindergarten

Local geographic considerations to note are included by local area/suburb below.

Bayswater

Supply shortfalls are projected for Bayswater. Knox City Council's comprehensive facilities review has identified no Council owned facilities or land parcels which could be used for new development/refurbishment or expansion which will meet this demand.

Lysterfield

There are currently no services located in Lysterfield, families from Lysterfield access services in surrounding suburbs i.e. FTG / Rowville.

Scoresby - Knoxfield

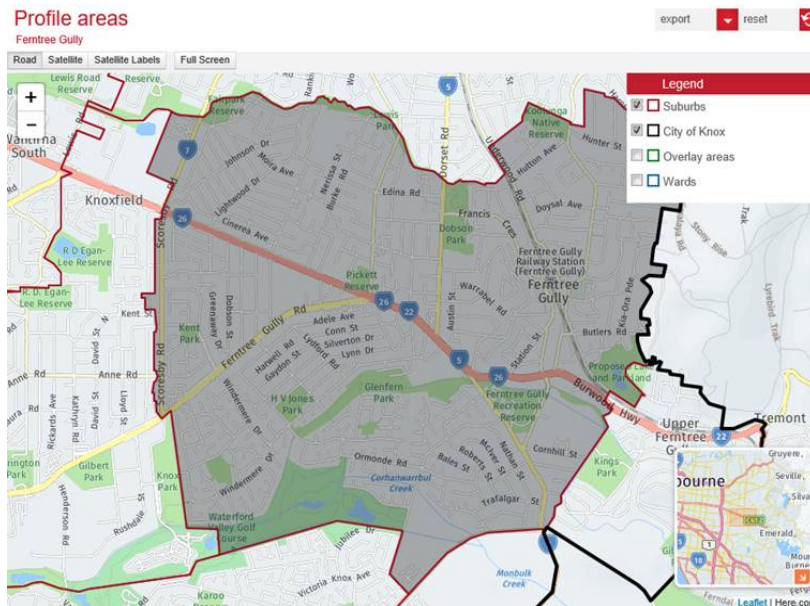
Stud Road (an arterial road) acts as a geographical and psychological barrier to families accessing certain services in the Scoresby area. Many families will not cross the major arterial road, meaning families living in Scoresby are travelling to Knoxfield services.

Ferntree Gully - Upper Ferntree Gully

While there is broad agreement, one area of discrepancy remains in how Knox City Council data (population id.) and DET data (Victoria in Future) define the suburb boundaries in Ferntree Gully and Upper Ferntree Gully. Knox relies on population id. data which, in the case of FTG/UFTG, uses an east/west split (Map 1 and 2 below), The Victoria In Future (VIF) ABS data used by DET in the KISP follows a north/south split (Map 3 and 4 below). Despite the differences in how each party splits the suburbs and services therein, the overall implication regarding demand in the area is the same - neither indicates evidence of increased unmet demand in FTG/UFTG out to 2029.

For this local geographic area it is important to note that population id. data for current population projections takes into consideration local planning and contextual information.

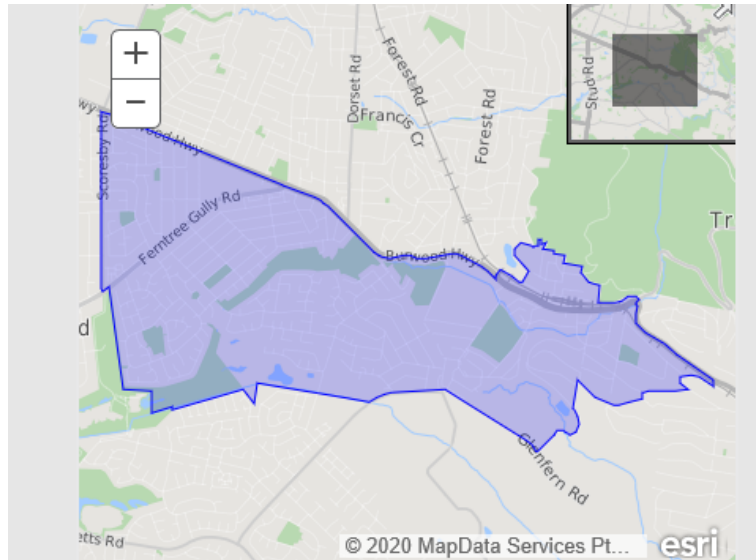
Map 1: Knox City Council - Population id. Profile Area: Ferntree Gully



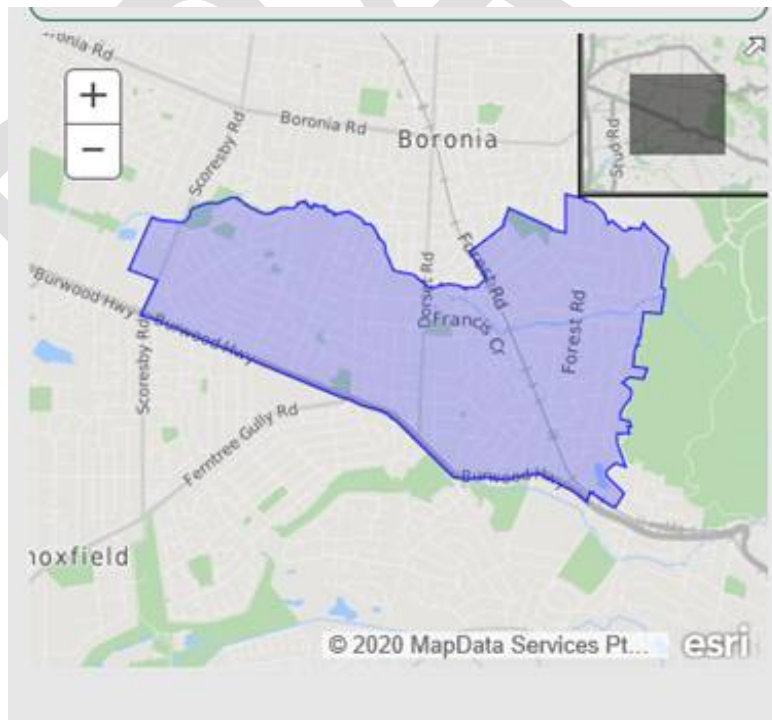
Map 2: Knox City Council - Population id. Profile Area: Upper Ferntree Gully



Map 3 DET - VIF SLA 2: Ferntree Gully South



Map 4. DET - VIF SLA2: Ferntree Gully North



The addition of dwellings to the housing stock is a major driver of population growth in an area which then impacts demand data.

All of UFTG is in the Dandenong Foothills Policy Area, a key objective of which is 'to ensure development is sympathetic to the significant landscape and environmental qualities of the Dandenong Ranges State and National Parks and National Parks Foothill areas.' Only half of FTG is within this overlay, so greater residential development is anticipated and reflected in the forecasts. The VIF data used by DET distributes population growth evenly into areas without this application of background local policy or definition of suitable residential development sites. As a result, the VIF figures are basically split evenly between FTG and UFTG.

Forecast land developments and residential infill assumptions that underpin the population id. forecast used by Knox Council for Upper FTG and FTG will also impact the demand data. These are not evenly split between FTG, which has a moderate level of infill (19-23 dwellings per annum) and UFTG, which has a low level of infill (6 dwellings per annum).

Taking in all the above information into consideration, it is recommended that Knox id. data and the below population figures for FTG and Upper FTG are utilised in planning for this area of the municipality.

| FTG | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|-----|------|------|------|------|------|------|------|------|
| 3YO | 351 | 352 | 355 | 358 | 360 | 362 | 363 | 364 |
| 4YO | 349 | 350 | 354 | 355 | 359 | 360 | 361 | 363 |

| Upper FTG | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|-----------|------|------|------|------|------|------|------|------|
| 3YO | 37 | 37 | 37 | 36 | 36 | 36 | 36 | 36 |
| 4YO | 35 | 36 | 36 | 36 | 36 | 36 | 36 | 36 |

Other information about the expansion of early childhood services

The expansion of Knox City Council's kindergarten services to include 5 hours of 3-year-old kindergarten for currently approximately 60% of the eligible 3-year-old cohort will be implemented within existing infrastructure from 2022.

The move to two years of 15 hours of universal kindergarten will increase demand on existing local government infrastructure beyond what was previously projected in the capital works program for Council facilities prior to the Government's kindergarten reform. While some expansion, redevelopment and consolidation of Council's existing infrastructure may be possible, the limited availability and cost of additional land in suburban municipalities like Knox means entirely new developments on new parcels of land are not a viable option for further expansion.

Should Council choose to do so, Council is constrained to developments and expansion on existing sites – which presents a series of challenges and significantly increases the costs of potential refurbishment and redevelopment projects.

Council has undertaken a review of its existing infrastructure and identified potential projects which could be used to increase capacity for kindergarten service delivery now and into the future. However, the potential sites reviewed will not always align with the areas of the municipality where demand is highest as identified in the department data.

Council has a long standing policy and integrated planning processes in the management of community facilities. Council has key principles to ensure all future community facilities in Knox are designed to support compatible multipurpose, flexible spaces, respond to the surrounding social, natural and built environment, contribute to sustainability outcomes and respect and celebrate the character and identity of local communities.

Should Council determine to enter into a Building Blocks Partnership Agreement with the State Government, the Agreement is designed to provide co-investment in infrastructure over the next 10 years. A review of the KISP should take place no later than 2024.

Note: Knox City Council has reviewed and endorses this document in so far as it is an indicator of future unmet demand as predicted by currently available forecast data and a planning tool for potential future investment by various parties at their own discretion. Council's endorsement is not, and should not be interpreted as an indication that Council accepts responsibility for meeting that unmet demand, or that Council is capable of, or committed to meeting that demand, through either service provision or infrastructure expansion. Neither should Council's endorsement be interpreted as a commitment to impose change management activities and practices upon independent service providers, as a means to resolve unmet demand.

4. FUNDED KINDERGARTEN ENROLMENT ESTIMATES BETWEEN 2021-29 FOR CITY OF KNOX

4.1 PURPOSE

As Three-Year-Old Kindergarten is rolled-out and Victoria's population grows, demand for both Three and Four-Year-Old Kindergarten places will increase significantly. While additional capacity will be needed to meet this demand, this will vary across the State and over time, due to differences in the capacity of existing services, growth trends and sector composition.

To identify where, when and how many additional kindergarten places are expected over the roll-out in the City of Knox, the Knox City Council and the Department have developed:

1. A summary of the current provision of kindergarten within the LGA (**Section 4.3**).
2. An approach to optimising the utilisation of existing services and infrastructure through 'change management' strategies that the Knox City Council and the Department will support to help meet additional demand in the LGA (**Section 4.4**).
3. An estimate of the Three and Four-Year-Old kindergarten places that cannot be met through existing services for the 2021-29 period, taking into account the additional demand that can be accommodated by optimising utilisation of existing services and infrastructure through point 2, above (**Section 4.5**).

Local Government and providers can use these published estimates to inform reform implementation activities such as service planning, kindergarten program expansion, infrastructure investments and Building Blocks funding applications in alignment with future demand over the 10-year roll-out.

4.2 METHODOLOGY

The estimated Three and Four-Year-Old Kindergarten places used in the following sections have been agreed between the Knox City Council and the Department, and were informed by:

- Estimates developed by the Department which draw on a range of inputs, including population forecasts, current enrolments and results from the Kindergarten Capacity Assessment Program (KCAP), conducted in 2019.
- The estimated capacity of new services that are planned to open in the LGA (Section 2)
- Local knowledge and context provided by the Local Government (Section 3) that explains particular issues and trends in their area.
- The approach to optimising utilisation of existing services in the LGA (Section 4.4), and
- Other sources, such as modelling undertaken by Local Governments and local data.

The KISP measures a service's capacity to deliver funded kindergarten in terms of the number of children it could enrol in Three and Four-Year-Old Kindergarten. The number of funded kindergarten places is different from a service's licensed or approved places, which count the number of children permitted to attend the service at any one time under the license. Many services can enrol more children in their funded kindergarten program(s) than they have licensed places for because they can run more than one kindergarten program per week. Kindergarten places are therefore a more accurate measure of service kindergarten capacity than licensed places.

Three-Year-Old Kindergarten places have been presented as 15-hour places so they can be easily compared to Four-Year-Old Kindergarten places. Moreover, when Three-Year-Old Kindergarten is fully rolled-out in 2029, every three-year-old child will have access to 15-hours of kindergarten.

From 2023 all providers will have flexibility to determine how many hours of funded Three-Year-Old Kindergarten they deliver per week, with a minimum of five hours and a maximum of 15-hours funded pro-rata. It is expected that hours offered will vary. Given this variation, **it is important to be aware that during the transition to all three-year-old children receiving 15-hours of funded kindergarten per week in 2029, the 15-hour places presented in this report may represent multiple three-year-old places that individually receive less than 15-hours of kindergarten per week.**

These estimates have been developed at an LGA and community level to show the overall forecast and variation within an area. The KISP defines community at the Statistical Area Level 2, which is medium-sized areas which represent a community that interacts socially and economically, with a population range of 3,000 to 25,000 people, and an average population of about 10,000 people.

4.3 SUMMARY OF CURRENT KINDERGARTEN PROVISION

The figures below provide a summary of current kindergarten provision within the LGA and provide relevant context for the estimates of demand for funded kindergarten places included in Section 4.5. The data included in this section are largely drawn from:

- The Kindergarten Capacity Assessment Program (KCAP), collected between June and October 2019.
- The Department's Kindergarten Information Management System (KIMS), as at 2019.
- The Department's Quality and Regulatory Division (QARD) monitoring data, as at 2019.
- The National Quality Agenda IT System (NQAITS), as at March 2021.
- The Victorian Child and Adolescent Monitoring System (VCAMS), as at 2018.

Please note that, because these sources were collected at different points, this may result in slightly different totals appearing in the below data.

| Number of services by service type (NQAITs, 2021) | |
|---|----|
| Stand-alone kindergartens | 37 |
| Long day care centres | 45 |

| Percentage of services by management type, LGA level (NQAITs, 2021) | |
|---|------------|
| Type | Percentage |
| Local Government | 37% |
| Private not for profit | 20% |
| Private for profit | 40% |
| Other | 4% |

| Current kindergarten offering | |
|--|-----|
| Four-Year-Old Kindergarten participation rate (VCAMS, 2018): | 90% |
| Number of services that offer a funded kindergarten program (DET, 2019): | 69 |
| Number of services that offer an unfunded Three-Year-Old Kindergarten program (DET, 2019): | 8 |

Hours of unfunded 3YO programs currently offered (DET, 2019):



4.4 APPROACH TO OPTIMISING THE USE OF EXISTING SERVICES AND INFRASTRUCTURE

Change management strategies to optimise existing services and infrastructure

Children can often be accommodated through existing spare places and by services ‘unlocking’ unused capacity. As the experience of providers in the 2020 Three-Year-Old Kindergarten roll-out LGAs shows, while the optimisation of existing services can be challenging, it is highly time- and

cost-effective compared to building new capacity through infrastructure projects. It also helps target infrastructure investment to the places that need it most and avoids over-supplying the local market.

Knox City Council and the Department will support approaches that maximise kindergarten places through the following change management activities and practices:

- Increasing the capacity of any Local Government operated services by:
 - Running additional programs.
 - Using different timetables, including running 7.5-hour days.
 - Changing the delivery model where it continues to respond to community preference and infrastructure capacity and amenity such as introducing rotational models or mixed-age groups.
 - Having degree-qualified kindergarten teachers leading integrated kindergarten programs in long day care settings.
- Encouraging and supporting other providers and services in the LGA to undertake change management.

The Knox City Council and the Department have estimated how many Three and Four-Year-Old Kindergarten places can be accommodated through existing services in the LGA (**Table 1**). Both parties are committed to helping providers and services offer these kindergarten places before progressing to funded infrastructure solutions to meet demand. This commitment is reflected in the LGA and community level estimates below (**Table 2** onwards), which assume that demand will be met first through existing services and second through additional infrastructure. Note that in some cases the number of kindergarten places that can be offered through existing services may exceed demand for kindergarten places.

Table 1: Total estimated funded kindergarten places that can be offered by optimising existing services and infrastructure across the LGA, between 2021-29 (presented in 15-hour equivalent places)

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Estimated existing supply of kindergarten places* | 4,067 | 4,077 | 4,077 | 4,077 | 4,077 | 4,077 | 4,077 | 4,077 | 4,077 |

*This may be higher than current three and four-year-old enrolments as it includes any spare places that are currently available or could be generated by making some minor adjustments to programming approaches.

**The likely expansion of services and kindergarten places in response to population growth (i.e. growth in demand not generated by the Three-Year-Old Kindergarten Reform that would likely occur) is not accounted for in these estimates.

4.5 AGREED ESTIMATES OF DEMAND FOR FUNDED KINDERGARTEN PLACES THAT CANNOT BE MET THROUGH EXISTING SERVICES AND INFRASTRUCTURE

The below estimates (**Table 2** onwards) have been developed by the Knox City Council and the Department to illustrate the estimated:

1. Total number of Three and Four-Year-Old Kindergarten places expected over the roll-out period.
2. Three and Four-Year-Old Kindergarten places that cannot be accommodated by optimising existing services and infrastructure over the roll-out period.

These estimates have been developed to reflect that the increase in demand for Three-Year-Old Kindergarten places will be gradual. The level of estimated demand, and therefore also the level of estimated unmet demand, reflect assumed average participation and weekly hours in Three-Year-Old Kindergarten program. The figures for 2029 reflect estimated and unmet demand at full roll-out, with participation of all three-year-old children in 15 hours per week of Three-Year-Old Kindergarten.

In estimating how many Three and Four-Year-Old Kindergarten places cannot be accommodated by existing services and infrastructure, the Knox City Council and the Department have taken into account any new places that will be made available through planned expansions of existing services or new services, into estimates of existing supply, where this information is available. This may include Local Government owned services being developed and planned Kindergartens on School Sites.

These estimates do not, however, estimate how and when the broader sector will expand to meet the additional demand for kindergarten places that are estimated over the roll-out period.

Infrastructure need in the LGA and its local communities is indicated by the bottom rows of the tables in this section (**Table 2** onwards): 'Total kindergarten places that cannot be accommodated by existing services'. For example, if the number of kindergarten places for the LGA or a community is above zero in this row, it means that the area is estimated to need additional infrastructure (noting that further optimisation which avoids the need for additional infrastructure may be possible). Any type of provider – Local Government, not-for-profit or for-profit – can build this additional infrastructure. If this row shows all zeros, it means that there is no estimated need for additional infrastructure in the area.

Local Government and not-for-profit kindergarten providers must refer to the estimates in this section when applying through the Building Blocks Capacity Building Grants stream for Government funding. Under this stream, projects must be in a community where there is infrastructure need as shown in the community's table of estimated demand for kindergarten places (i.e. there are numbers in the bottom row above zero). Projects in LGAs or communities where demand can be met through existing services (i.e. the bottom row shows all zeros) are not eligible for funding under this stream.

Please note that

LGA estimates

Table 2: Total estimated three and four-year-old kindergarten places between 2021-29 (presented in 15-hour equivalent places)

| LGA level estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 1,892 | 2,456 | 2,689 | 2,924 | 3,124 | 3,460 | 3,652 | 3,843 | 4,090 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 7 | 10 | 12 | 15 | 19 | 30 | 125 | 359 |

Community estimates

Table 3-14: Total estimated three and four-year-old kindergarten places between 2021-29 (presented in 15-hour equivalent places)

| Bayswater estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 96 | 149 | 171 | 194 | 212 | 230 | 230 | 259 | 311 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 | 80 |

| Boronia estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 278 | 372 | 410 | 449 | 480 | 535 | 562 | 579 | 621 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 42 |

| Ferntree Gully (North) estimates (Please also see Section 3.2 Local Context)* | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 133 | 189 | 210 | 232 | 250 | 285 | 303 | 316 | 330 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*The suburb of Ferntree Gully encompasses all of the Ferntree Gully (North) SA2 and most of Fern Tree Gully (South) – Upper Fern Tree Gully SA2. See the Local Context section for further information.

| Ferntree Gully (South) – Upper Ferntree Gully estimates (Please also see Section 3.2 Local Context)* | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 149 | 205 | 227 | 251 | 270 | 310 | 335 | 350 | 358 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*The suburb of Upper Ferntree Gully encompasses only a portion of Ferntree Gully (South) – Upper Fern Tree Gully SA2. See the Local Context section for further information.

| Knoxfield - Scoresby estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 146 | 210 | 235 | 263 | 286 | 327 | 353 | 374 | 410 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 9 | 30 | 66 |

| Lysterfield estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 0 | 7 | 10 | 12 | 15 | 19 | 21 | 34 | 66 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 7 | 10 | 12 | 15 | 19 | 21 | 34 | 66 |

| Rowville - Central estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 228 | 286 | 310 | 334 | 355 | 400 | 427 | 442 | 436 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Rowville - North estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 119 | 144 | 155 | 165 | 174 | 190 | 199 | 206 | 214 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Rowville - South estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 94 | 123 | 136 | 148 | 160 | 181 | 194 | 203 | 209 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| The Basin estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 80 | 97 | 102 | 102 | 102 | 102 | 102 | 107 | 138 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 36 |

| Wantirna estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 219 | 266 | 288 | 311 | 327 | 327 | 327 | 355 | 397 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 | 69 |

| Wantirna South estimates | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total estimated demand for kindergarten places (three and four-year-old children) | 349 | 406 | 437 | 463 | 493 | 555 | 597 | 618 | 601 |
| Total kindergarten places that cannot be accommodated by existing services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

5. AUTHORISATION

The [name and title of DET executive] of the Department of Education and Training and the Chief Executive of Knox City Council endorse this Kindergarten Services and Infrastructure Plan (KISP) for the City of Knox by signing on / /

This KISP is not intended to create legal relations or constitute a legally binding contractual agreement between the parties. The parties may review this KISP in [2024] to publish a new version that will replace the previous version.

Signed for and on behalf and with the authority of Knox City Council

.....
Signature

.....
Witness Signature

Name:

Title:

Address:

Signed by [name and title of DET executive], Department of Education and Training

.....
Signature

.....
Witness Signature

Name:

Title:

Address:

4.5 Australia Day Awards 2022

SUMMARY: Coordinator Governance, Andrew Dowling

This report provides an overview of the 2021 Awards and seeks the Committee's endorsement of the Terms of Reference for the Australia Day Awards Committee in readiness for the 2022 Australia Day Awards.

RECOMMENDATION

That the Committee:

- 1. Note the overview of the 2021 Awards as set out in the Officers' report.**
- 2. Adopt revised Terms of Reference for the Australia Day Awards Committee consistent with those set out in Attachment 1.**
- 3. Thank the outgoing members of the Australia Day Awards Committee:**
 - Gary Cantwell - 2020 Citizen of the Year**
 - Sam Heydon - 2020 Young Citizen of the Year**
 - Jeanette Spencer - 2020 Elder Citizen of the Year**
 - Neil Morriss - 2020 Volunteer of the Year**
 - Erica Peters - 2020 Environmentalist of the Year**
 - Sam Jelley - 2020 Local Hero.**

1. INTRODUCTION

The Knox local Australia Day Awards commenced in 1994. The awards program provides Council with an opportunity to recognise individuals who have contributed admirably to enriching the fabric of our local community.

The Awards program is planned and delivered in line with the Terms of Reference for the Australia Day Awards Committee, which was established to consider nominations for award recipients to be announced on Australia Day.

The Terms of Reference for the Committee have been reviewed ahead of the 2022 Awards.

2. DISCUSSION

2021 Awards Program

A rigorous social media campaign was used to promote the Knox Local Australia Day Awards. A total of eight Facebook posts were made to promote the awards, the posts achieved a combined reach (i.e. unique views) of over 85,000 and over 1,900 engagements (e.g. likes, comments, and shares). There were also eight Instagram posts and eight tweets promoting the award categories and encouraging people to nominate. The awards were also promoted in various Council published e-newsletters and Councillors were encouraged to promote the awards on their own social media pages.

Traditionally the Local Knox Australia Day Awards are presented at a breakfast event on Australia Day. This event was not held in 2021 due to the impact and restrictions of the COVID-19 pandemic and the five award winners were instead announced and celebrated virtually on Council's social media platforms with pre-recorded videos involving Councillors showcasing the nominees, and the award recipients.

The videos comprising the virtual celebration included:

- Introductory content from the Mayor, Cr Lisa Cooper, and recognition of all nominees by Cr Nicole Seymour, Chair of the Committee
- A dedicated video for each award category comprising a reading of the winner's citation by a Councillor from the Committee and the previous year's winner and an acceptance message of thanks from the winner.

The videos were released on both Council's webpage and its social media pages. This approach was well received by the community with:

- the Council's Australia Day page increasing its views by 37% from last year;
- the seven video posts reaching 26,985 people on social media with 11,571 video views, 5,143 engagements, 89 comments and 88 shares.

2022 Awards Program

In light of continuing outbreaks involving the Covid-19 Delta variant around Australia, and Victoria remaining in its 6th lockdown, the prospect of an in-person event for Australia Day 2022 is in no way certain. In light of this, and following consultation with Councillors, planning is underway for the awards to again be presented virtually in 2022.

One change to the award categories proposed for 2022 is to expand the focus of the Environmentalist of the Year Award. The eligibility criteria has been revised to encourage nominations that recognise a broad range of activities that positively benefit Knox's natural environment.

Terms of Reference

The Terms of Reference were adopted by Council in September 2019.

As previously indicated, one substantive change is proposed in the revised Terms of Reference (Attachment 1) to replace the Environmentalist of the Year Award with the Sustainability Leadership Award.

Remaining changes are relatively minor, and include:

- Amendments that reflect the Committee's role is to recommend winners, with that recommendation to be either ratified by the Chief Executive Officer or referred to Council at the Chief Executive Officer's discretion.
- Amendments that clarify the Chief Executive Officer may determine the format for presentation of the awards in consultation with the Mayor and Councillors.
- Changes to administrative matters, such as the scheduling of meetings.

The proposed changes are tracked in the revised terms of reference set out in Attachment 1.

3. CONSULTATION

Councillors have been consulted on the changes to the Terms of Reference and proposals for the 2022 Awards.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no environmental or amenity issues associated with the preparation of this report.

5. FINANCIAL & ECONOMIC IMPLICATIONS

Council's Australia Day activities are funded as a component of the Civic Functions annual budget and the proposed format for the 2022 Awards can be accommodated within the existing operational budget.

6. SOCIAL IMPLICATIONS

The Australia Day awards program provides Council and the community with an opportunity to acknowledge those people who work tirelessly helping others and in building a more connected community.

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

Goal 7 - We are inclusive, feel a sense of belonging and value our identity

Strategy 7.2 - Celebrate our diverse community

Strategy 7.3 - Strengthen community connections

Strategy 7.4 - Promote and celebrate the contribution of our volunteers

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

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

This report satisfies the reporting obligations set out in the current Australia Day Terms of Reference and the proposed revisions to Australia Day Terms of Reference are recommended to enable the efficient planning and delivery of the 2022 Australia Day Awards program.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: **Coordinator Governance, Andrew Dowling**

Report Authorised By: **Director City Strategy and Integrity, Matt Kelleher**

Attachments

1. Attachment 1 - Revised Terms of Reference - Australia Day Awards Committee [4.5.1 - 5 pages]



Australia Day Awards Committee

| | | | |
|----------------|--|----------------------|-------------------------------|
| Directorate: | City Strategy and Integrity Corporate Development | Responsible Officer: | Manager Governance & Strategy |
| Approval Date: | 13 September 2021 | Committee Group: | Specific Purpose |
| Review Date: | 27 August 2022 | | |

1. Purpose

The purpose of the Australia Day Awards Committee is to acknowledge outstanding individuals who have made a valuable contribution to the Knox community through an annual awards program.

2. Objectives

- 2.1 ~~The Australia Day Local Awards are held in conjunction with the Victorian Australia Day Committee.~~
The objective of ~~the Australia Day Awards Council's~~ Committee is to consider nominations and ~~recommend select~~ annual award recipients in the following categories:

Citizen of the Year

For community members of Knox who could be described as role models in the community, who have given selflessly of themselves to others.

Young Citizen of the Year

For community members of Knox who are under 25 years of age on 26 January in the year the award is being presented and who have made an outstanding contribution to their community or school.

Volunteer of the Year

For community members of Knox who have given of themselves in a voluntary role.

Local Hero

For a community member who performed a heroic act or made a singular outstanding achievement in the Knox community.

Elder Citizen of the Year

For community members of Knox aged 65 and over who have made a significant contribution to the community or are an inspirational role model.

Sustainability Leadership Award (formerly Environmentalist of the Year)

For community members of Knox whose actions and ideas have had a significant positive impact on:

- the protection, enhancement or awareness of Knox's natural environment; and/or
- environmental sustainability outcomes or initiatives within our City.



Environmentalist of the Year

For community members of Knox whose actions and ideas have had a significant positive impact on the natural environment.

2.2 The Committee may, through consensus, elect:

- not to ~~select~~ recommend an award recipient in a particular category; and/or
- to consider a nominee in a category other than that for which they have been nominated; and or
- to consider a nominee in the Citizen, Young Citizen, Volunteer, Elder Citizen or Sustainability Leadership Award Environmentalist of the Year categories who is not a resident of the municipality, but whose contributions, impact or actions have principally been within the municipality, or primarily for the benefit of the Knox community.

2.3 ~~Awards will be presented to recipients on Australia Day. The format of the award presentation is determined by the Chief Executive Officer in consultation with the Mayor and Councillors. Awards are presented to recipients at the Australia Day Local Awards event held annually at the Civic Centre on 26 January. Council staff will coordinate the presentation of the awards in conjunction with the Committee.~~

2.4 The Committee is expected to meet up to three times between October and January.

3. Membership, Period of Membership and Method of Appointment

Membership of the Australia Day Local Awards Committee is as follows:

- 3 Councillor(s) – appointed annually by Council at the ~~Statutory November Council Meeting~~ for the election of the Mayor.
- Current Australia Day Local Awards Recipients – current award recipients are invited to participate on the selection panel for the following years award recipients.

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

Governance staff provide support and assistance to the Committee as required.

4. ~~Delegated Authority and Decision Making~~

The Committee has the capacity to make a decision/s in relation to the objectives outlined in section 2 of this Terms of Reference.

The Committee shall consider and assess all nominations in accordance with the objective set out in section 2 of these Terms of Reference.

The Committee will then recommend a winner/ winners for each award category, which will be referred to the Chief Executive Officer. The Chief Executive Officer may either ratify the recommendations under delegated powers, or refer the decision to Council at their discretion.

In making decisions, the Committee must comply with Council's policies, procedures and guidelines. In accordance with section ~~12476E~~ of the *Local Government Act* ~~2020~~1989, a Councillor must not ~~improperly~~



intentionally direct or seek to direct influence a member of Council staff in the exercise of any power or in the performance of any duty or function.

The Committee cannot make decisions outside the agreed scope detailed in its Terms of Reference.

5. Meeting Procedures

The meeting schedule for the Committee will be determined in consultation with the Councillor members of the Committee. Meetings are to be held at a time and place determined by the Australia Day Local Awards Committee.

Committee meetings are confidential and closed to the public. Committee members must not disclose the matters discussed at the meeting with anyone other than a fellow Committee member.

Staff are authorised to disclose award recipients to third parties in order to plan for the presentation of Australia Day Awards Breakfast ceremony.

Meetings will:

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

6. Chair

The position of Chairperson shall be appointed annually at the first meeting of the Committee.

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

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

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

The Chairperson must advise the Governance Team of the name of the chairperson within one week of appointment. These details will then be updated on the intranet and internet.

7. Agendas and Meeting Notes

Agendas and Minutes must be prepared for each meeting. The Agenda must be provided to members of the Committee not less than 7 days before the time fixed for the holding of the meeting.

The Chairperson must arrange for minutes of each meeting of the Committee to be kept.



The minutes of a meeting of a Specific Purpose Committee must

- (a) contain details of the proceedings and outcomes reached
- (b) be clearly expressed
- (c) be self-explanatory
- (d) in relation to outcomes recorded in the minutes, incorporate relevant reports or a summary of the relevant reports considered in the decision making process.

Minutes must be approved by the chair. Due to the nature and role of this Committee, minutes shall remain confidential.

8. Voting

In selecting the award recipients, Councillors and community members have voting rights. In the event of an equality of votes, the Committee must achieve consensus through discussion and further consideration of the nominees.

Staff provide support and advice to the Committee only and have no voting rights.

9. Conflict and Interest Provisions

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

- act with integrity;
- impartially exercise his or her responsibilities in the interests of the local community;
- not improperly seek to confer an advantage or disadvantage on any person;
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons;
- commit to regular attendance at meetings; and
- not make improper use of information acquired because of their position or release information that the member knows, or should reasonably know, is confidential information.

~~Meetings of this Committee may potentially form an Assembly of Councillors. When this occurs,~~ Councillors and officers are required to comply with the conflict of interest provisions as set down in the Local Government Act 2020 [and Council's Governance Rules](#).

Where a Councillor or officer declares a conflict of interest in relation to a matter in which the Committee is concerned, they must disclose the interest to the Committee before the matter is considered or discussed at the meeting. Disclosure must include the nature of the relevant interest and be recorded in the minutes of the meeting.

The member must leave the room while the matter is being considered and may return only after consideration of the matter and all votes on the matter.

Where a community member has an interest or a Conflict of Interest (as defined in the Local Government Act [2020](#)) in relation to a matter in which the Committee is concerned, or is likely to be considered or discussed, the community member must disclose the interest to the group before the matter is considered



or discussed. Disclosure must include the nature of the relevant interest or conflict of interest and be recorded in the minutes of the meeting. It will be at the discretion of the Chairperson if the community member remains or leaves the room while the matter is discussed, and this must also be recorded in the minutes of the meeting.

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

10. Reporting

A report will be presented annually to Council to:

- provide an overview of the Awards presented in that year
- confirm the awards to be presented in the following year.

11. Administration Support

Administration support is provided to the Australia Day Local Awards Committee by the Governance Team.

12. Contact with the Media

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

13. Review Date

The Terms of Reference will be reviewed as required, or as a minimum every 4 years.

14. Meals

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

4.6 Call Up Item Graffiti Management Policy

SUMMARY: Coordinator Facilities (Brett Anderson) and Coordinator Healthy and Safe Communities (Lisette Pine)

This report responds to issues raised in Council’s Notice of Motion 116 – Addressing Graffiti in Knox at the Council meeting on 24 May 2021. The purpose of graffiti management programs is to maintain and create quality public spaces and increase community safety. To develop this report, Council officers conducted a benchmarking activity with other councils in relation to graffiti management programs and analysed graffiti reporting and removal data for the past five years. Generally, the Knox Graffiti Management Policy (the policy) and cleaning programs continue to draw upon and deliver best practice results. (See Attachment 1)

The policy is scheduled for review in September 2021 and will include an evaluation of current graffiti management programs and seek community feedback on services. Following the review a report will be prepared for Council consideration.

This report also proposes options to improve graffiti management on private and public land and other measures that more broadly benefit the community.

RECOMMENDATION

That the Committee:

- 1. Note the report in relation to Addressing Graffiti in Knox; and Graffiti Management programs in Knox;**
- 2. Note that the Knox Graffiti Management Policy is due for review and that a report will be presented to a future Council or Strategic Planning Committee meeting outlining options for a detailed investigation into the management of graffiti in Knox, including relevant resourcing implications; and**
- 3. Endorse the implementation of a six month pilot program to support local business focused on graffiti cleaning in large shopping strips in each Ward.**

1. INTRODUCTION

This report is presented to Council in response to the Notice of Motion 116 – Addressing Graffiti in Knox, moved at the Ordinary Council meeting on 24 May 2021, as provided in Attachment 1. The Notice of Motion requested a report and briefing that:

- Outlines Knox City Council’s current policy and processes for addressing community complaints regarding graffiti across the municipality (private and public land).
- Provides details of the number of customer service complaints (all sources) received regarding graffiti and how many of the complaints cases are closed as resolved.
- Provides detail of the Council funded graffiti clean-up – quantum of square metres and cost – over the last 5 years.
- Benchmarks Knox City Council’s policy and processes against other similar councils and identifies any best practices Knox City Council can learn from.

- Provides recommendations as to policy and/or process improvements that can improve resident satisfaction in Council's management of graffiti.

1.1 Knox Context – Graffiti Management Policy

Council acknowledges that the presence of graffiti can have a negative impact on the many determinants that contribute to the community's sense of safety. While graffiti is recognised as criminal damage and treated by Police as such, Council has a role in creating and maintaining safe communities in partnership with a range of government agencies and the community.

Graffiti management programs contribute to and improve safety as an element of other community safety programs.

Since 2002, Council has supported a broad approach to the management of graffiti through the development, resourcing and delivery of programs through graffiti management plans. The plans focused on best practice graffiti management including prevention, removal, crime prevention through environmental design initiatives and community education. This work has generally improved the management of graffiti on Council property and supported local business and residents. Council's approach has been well recognised across the Local Government sector in relation to best practice graffiti management programs.

In 2018, a revised Graffiti Management Policy No. 2018/10 (the policy) was endorsed by Council. The Policy recognises the Graffiti Prevention Act 2007, whereby powers have been provided to Victoria Police regarding search and seizure powers as well as providing power for a Council to enter private property, with either consent or issuing of notices, for the purpose of removing graffiti. In the event that consent is not provided, then Council has no power under the Act to remove the graffiti. This holds for both private property and third party infrastructure.

The policy incorporates improved graffiti management and prevention strategies, to further minimise the negative impacts of illegal graffiti and deliver a coordinated and multidimensional approach across Knox. This includes collaborating with the Arts and Culture team to identify suitable sites for public art projects, implementing crime prevention principles such as planting vegetation along fence lines and working with public authorities to manage graffiti on public land.

The policy is now scheduled for review. The review will include an evaluation of graffiti management programs and reporting, analysis of data and feedback from key internal and external partners and agencies to achieve meaningful improvements in the management of graffiti.

1.2 Current Graffiti Management Programs

Current graffiti management programs are supported by key partners and include:

- Graffiti cleaning contractors to remove graffiti on all Council owned property;
- The Department of Justice Community Corrections Program where offenders complete court imposed orders to clean graffiti at locations identified by Council;
- Victoria Police who investigate large incidents of graffiti tagging to prosecute offenders;
- Working with local traders to encourage increased reporting of graffiti and maintaining their property through Council supplying free graffiti removal kits and/or discount paint vouchers;

- Engaging with the residents to encourage reporting of graffiti in the community and on private property to support Police investigations. Residents also receive free graffiti cleaning kits and or discount paint vouchers; and
- Cleaning graffiti on private property for residents with a disability, elderly or vulnerable families.

In 2017, the VandalTrak graffiti reporting system was launched by Council to support community reporting of graffiti. The system has enabled Council to track and monitor real time graffiti reporting including the ability to identify graffiti hotspots. This information has supported an increased proactive response to graffiti across the municipality.

In 2017, Council supported and approved changes to the following key areas in graffiti management programs to support enhanced customer service for reporting of graffiti and response to graffiti on Council owned property.

- Graffiti management cleaning programs (i.e. cleaning, graffiti reporting, coatings and the Corrections Program) are managed through the Community Infrastructure Department (Facilities team), which was transitioned into operation in 2018/2019 budget year. This change was supportive of a move from a decentralised model to a centre led model for graffiti management programs and enables community reporting of graffiti to be triaged through one team and increased efficiencies for graffiti response and community reporting.
- The Community Safety and Development team continues to focus on prevention programs including community art, communication and education and engaging with local businesses, schools and the wider community.

2. DISCUSSION

This section presents a response to each of the issues identified in the Notice of Motion and proposes possible options to improve graffiti management programs.

2.1 Number of customer complaints received and resolved over 5 years

Council receives customer complaints for graffiti removal from a number of sources including:

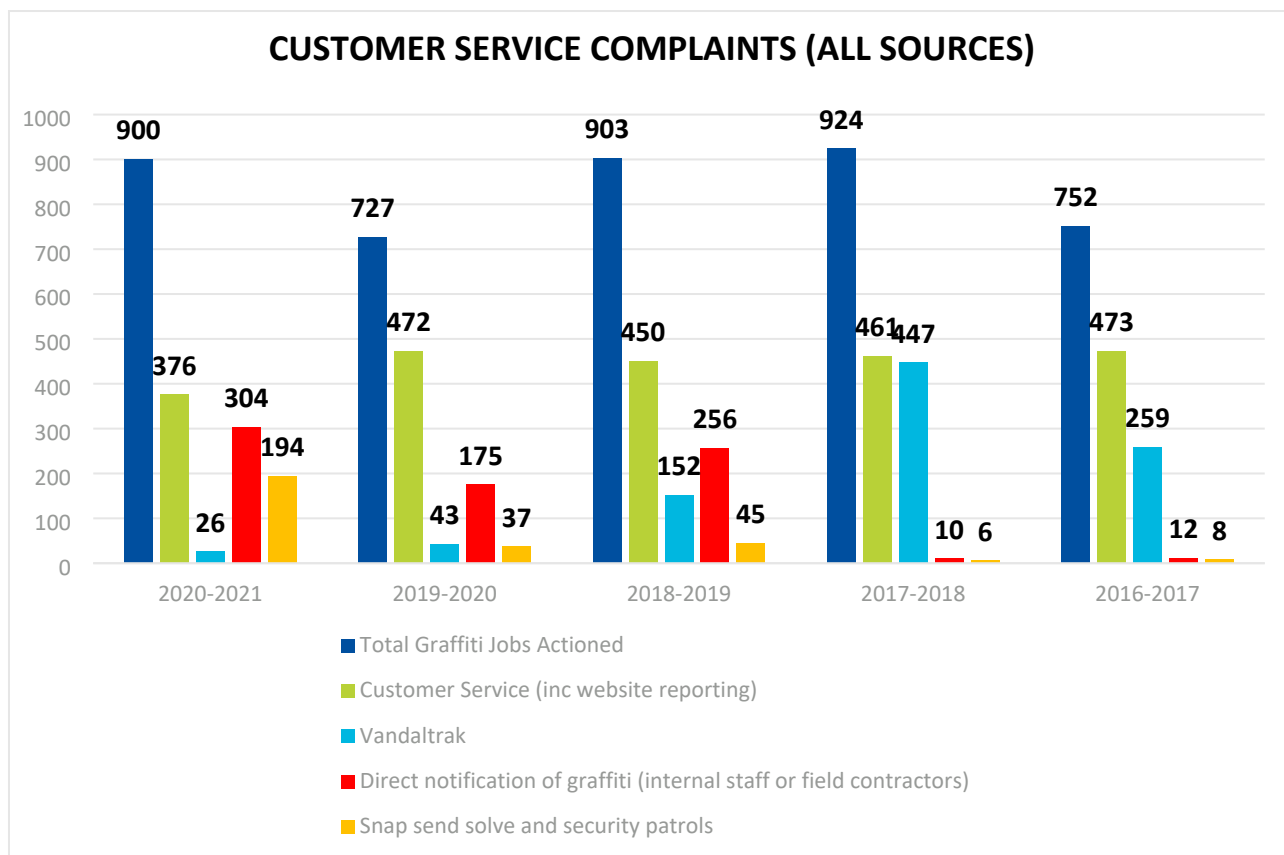
- Customer service – phone calls, website reporting (ePathway)
- VandalTrak – a licensed graffiti reporting application
- Direct notification of graffiti (internal staff, field contractors)
- Snap/Send/Solve and security patrols

The following graph represents complaints received over the last 5 years and a breakdown of the source of the complaint. All complaints received have been resolved to point of closure, noting that in the event that it is not Council property and or infrastructure affected, the complaint would be referred to the responsible party i.e. private property owners or infrastructure on other public land for third party intervention e.g. Victrack, SPAusnet, VicRoads and closed as resolved.

The process for management of graffiti on private and public land is detailed further in discussion point 2.2.

Target resolution for graffiti on Council land/assets is one day for offensive graffiti and within 5 days for all other graffiti.

Figure 2.1.1



An analysis of the data presented indicates the following:

- Council has received an average of 841 complaints per annum over the last 5 years in the following range 720-920 of complaints per annum.
- That the source and nature of the reporting of graffiti to Council over the last 2 years has changed substantially with more direct reporting from the field from contractors, internal staff and the community through applications such as Snap, Send, Solve and Council website reporting (ePathway). This ties directly to Covid19 lockdown period(s) and greater utilisation of reserves by the community in these periods.
- VandalTrak has seen a corresponding decrease in utilisation as a reporting tool. It is envisaged that a communications plan in line with the policy review of Graffiti Management, will be undertaken with a renewed promotion of the VandalTrak application for Graffiti reporting incorporated in the Communications plan.
- Customer service reporting as first point has been relatively steady over the five years with a slight decrease over the last year, attributable to direct reporting from the field.

2.2 Management of community complaints on private and public land

The Policy outlines how Council will manage community complaints in relation to incidents of graffiti on private and public land. The policy outlines standard service levels for removal on

Council land, the support provided to remove graffiti on private land, and graffiti reporting processes. For further information, please refer to the policy Section 6.6 and 6.8. (Attachment 1).

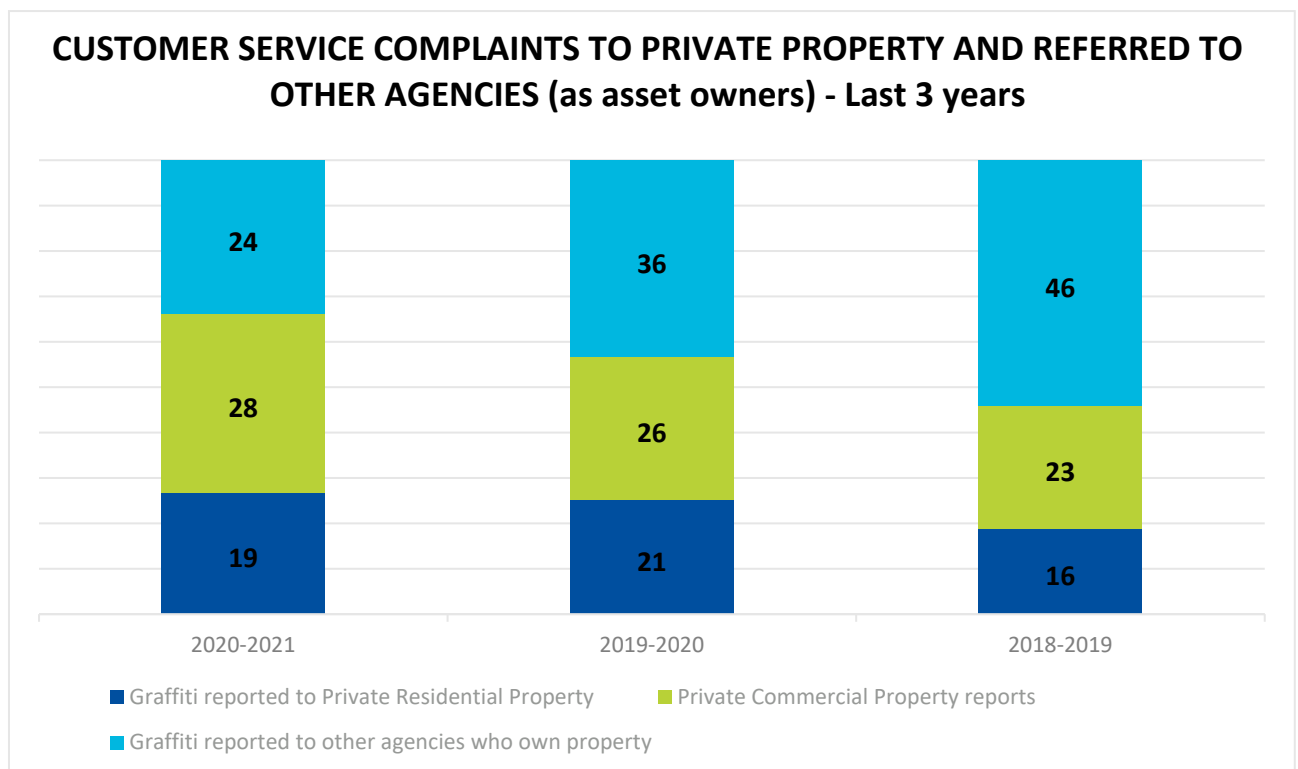
Council does not have permission to remove graffiti from public assets such as utility suppliers, public transport authorities, and Victorian Government assets. When a graffiti report for this type is received, Council passes the complaint onto the relevant authority.

Unfortunately, the removal of graffiti on public assets is often not addressed and has an impact on the look and feel of an area and the community's perception of safety. Council is a member of a Statewide Graffiti Management Working Group together with other Local Governments, Victoria Police, Transport and Utility Companies.

It is anticipated this working group will support increased cooperation and sharing of resources across the sector to manage graffiti and cooperation from utility companies to clean graffiti from their infrastructure.

The following provides a snapshot of community reports in relation to graffiti on private and public land:

Figure 2.2.1



2.3 Graffiti cleaning costs and quantum of graffiti removal (sq. meterage) over 5 years

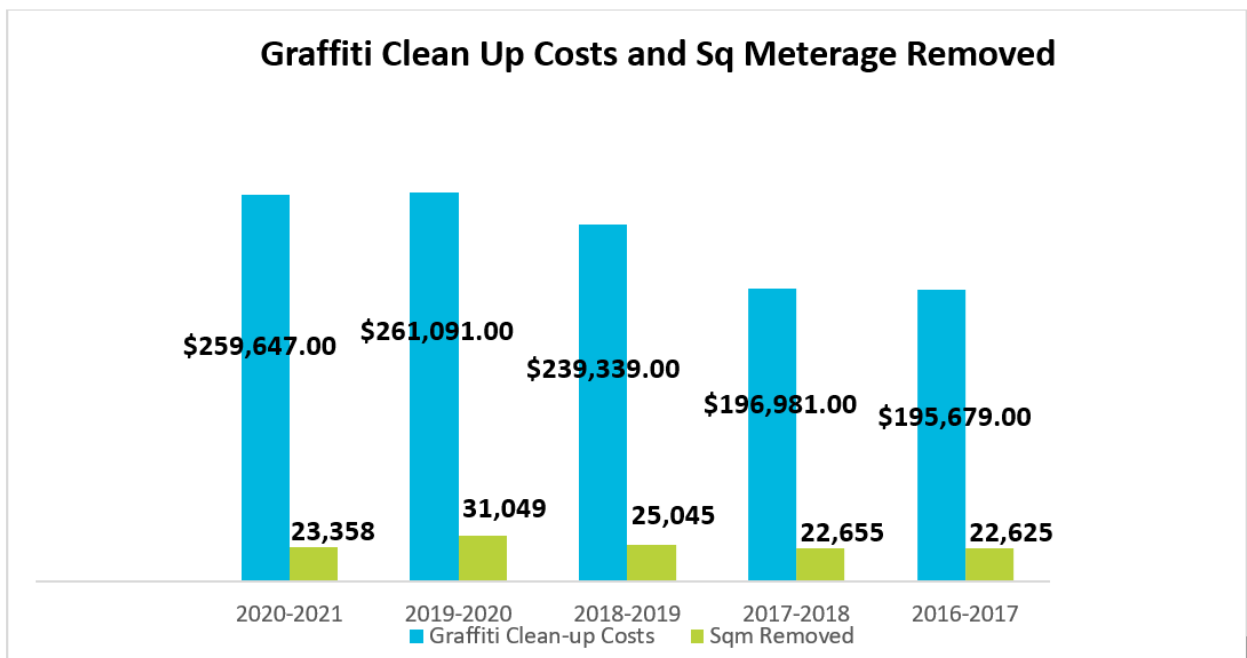
The following table and graph provides data on both annual cleaning costs for graffiti removal and the square meterage removed on an annual basis.

Figure 2.3.1

| Year | Graffiti Clean-up Costs | Total Sqm Removed | Cost of service per sq metres removed |
|-----------|-------------------------|-------------------|---------------------------------------|
| 2020-2021 | \$259,647.00 | 23,358 | \$11.11 |
| 2019-2020 | \$261,091.00 | 31,049 | \$8.04 |
| 2018-2019 | \$239,339.00 | 25,045 | \$9.55 |
| 2017-2018 | \$196,981.00* | 22,655* | \$8.69 |
| 2016-2017 | \$195,679.00* | 22,625* | \$8.64 |

Note * The 2016/2017 and 2017/2018 figures are costs for Community Safety and Facilities expenditure only as the centralised model was transitioned in the 2018/2019 financial year.

Figure 2.3.2



Analysis of the data gathered indicates:

- The cost for service provision per sq. metre removed and the decrease in sq. meterage removal for the 20/21 is directly tied to the impacts of Covid19 with the Corrections Victoria Program not being able to be utilised for the full financial year. This has seen contractors utilised to remove graffiti in areas previously undertaken by Corrections Victoria. It is planned to re-utilise the Corrections Victoria program when external circumstances allow.
- The nature of the graffiti and its removal also impacts on the cost model presented above as graffiti removal rather than paint out (which is often the best treatment for large graffiti removal jobs) would generally be more economical. However, 20/21 aside, the cost of service per sq. metre removed has been in the range of \$8-10 per sq. metre.
- As similar graffiti removal contractors work across the different Council’s benchmarked, the figures are in line with cost of service provision elsewhere.

- The Corrections Victoria Program, when in operation, sees a significant reduction to cost of service based on average sq. removal undertaken. The costs to Council for the utilisation of this Corrections Victorian Program involves only the cost of paint provision and some absorbed Council administrative costs. Financial year of 20/21 aside, Corrections Victorian has removed an average of 9,030 sq. metres per annum from figures presented above. This equates to approx. \$55k per annum cost savings to Council when this program is able to be fully utilised.

2.4 Benchmarking and best practice graffiti policy and processes

Council has undertaken a benchmarking exercise with Shire of Yarra Ranges, City of Melbourne, City of Boroondara, City of Whitehorse, City of Casey and Maroondah City Council to determine best practice for graffiti management programs when compared to Knox.

Overall, graffiti management programs across the councils are similar to Knox in relation to graffiti removal and management. The key areas of difference relate to the removal of graffiti on private property. For example:

- A Council removes graffiti from all private property under the Graffiti Prevention Act 2007. A letter of authority is sent to the landowner advising that Council will remove the graffiti, at Council expense within 10 days,
- Another metropolitan Council has a similar process for cleaning private property, and
- Another Council cleans private property at their discretion based on surface, colour match and other factors.

While the cleaning of graffiti on private property is not a priority for Council, a major hotspot for graffiti tagging in Knox is local shopping strip areas. The ability for business owners to clean and maintain their building is limited due to the amount of graffiti and building owners not taking responsibility for removal. At this time, business owners are struggling to recover from ongoing COVID lockdowns and attracting customers back to shop local.

A consideration to support local business could include to trial a 6 month pilot graffiti cleaning program focused on large shopping strips in each Ward. The rationale being, a pilot program will assist to collect baseline data and program evaluation, support local traders to reactivate and attract the community to shop local, particularly following the impacts of COVID restrictions, and increase perceptions of safety. This information will inform future graffiti cleaning programs.

2.5 Options to improve Graffiti Management Program

Council needs to work in partnership with others to achieve meaningful improvements in the management of graffiti.

Areas of consideration/recommended improvements to service:

- Review and evaluation of the Knox Graffiti Management policy. The policy review will provide opportunity to conduct detailed analysis of programs and engagement with partners and stakeholders to inform service enhancement and recommended improvements to service provision.
 - Refresh of communication plans in relation to reporting graffiti to Council. In particular, encouraging the community to utilise the VandalTrak graffiti reporting application.
-

- A six month pilot program to support local business focused on graffiti cleaning in large shopping strips in each Ward. The pilot program is not currently funded in current operating budget, however based on indicative costs of \$30,000 for the six month trial, this is expected to be able to be met from the overall Facilities Management Services budget with costs tracked over the course of the pilot. Pending the results of the trial, the costs associated with the additional service provision will form the basis for any possible future budget business cases and/or budget bids.
- Continue to advocate through the MAV Statewide Graffiti Management Working Group, which brings together other Local Governments and works in conjunction with Victoria Police, Transport and Utility Companies. It is anticipated this working group will support increased cooperation and sharing of resources across the sector to manage graffiti and cooperation from utility companies to clean graffiti from their infrastructure.

3. CONSULTATION

In preparation of this report, consultation has occurred internally in Council through the primary teams tasked with graffiti management activities and external benchmarking with other Council's with a similar profile to Knox. It is envisaged that the policy review of graffiti management would entail substantial consultation with relevant stakeholders including the Knox community and local businesses.

4. ENVIRONMENTAL/AMENITY ISSUES

Council's graffiti management activities positively impact on environmental/amenity issues in the following ways:

- Managing Council's infrastructure in ways that enhance community safety and amenity.
- Encouraging and supporting community members to proactively manage graffiti on their own property and in their neighbourhoods.
- Working with, encouraging and supporting young people to reduce illicit graffiti through engagement and innovative programs.
- Graffiti removal to be undertaken under Environmental Management Frameworks including waste minimisation, recycling of materials and mitigation of land, waterways and air pollution (as part of contractor appointment and management processes).

5. FINANCIAL & ECONOMIC IMPLICATIONS

Council currently spends approx. \$320,000 per financial year inclusive of the following services as part of its Graffiti Management Program.

- Graffiti removal
- Graffiti prevention – Anti graffiti coatings and other prevention methods approx.
- Graffiti cleaner kits/paint vouchers
- Paint supply for Corrections Program and/or contractors

If Council were to consider service enhancements as recommended it is expected the financial implications would be in the vicinity of approx. \$30,000 for 6 months. It is anticipated that this pilot program would provide relevant data relating to assist better understanding the full cost of service provision for a service enhancement.

6. SOCIAL IMPLICATIONS

Graffiti is an issue that can generate community concern that an area is not safe and impact on public amenity. As previously discussed there are many different ways to address graffiti and current programs support an integrated method. It is important that Council continue to deliver the best of current approaches and continue to introduce new and innovative solutions to ensure that graffiti management is aligned with community need.

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

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

8. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

The Graffiti Management Policy report presents a range of recommended options to improve graffiti management in Knox and to strengthen relationships with the Community in managing graffiti on Council, Private and Public land.

The recommended options for improvements to Knox's Graffiti Management centre largely on a review and evaluation of the current Graffiti Management Policy, a renewed community engagement and communications plan, advocating through the MAV Statewide Graffiti Management Working Group and a six month trial of graffiti removal programs focused on focused on large strip shopping centres in each ward.

The work undertaken is expected to assist in progressing and improving graffiti management within the Knox boundaries and a greater level of satisfaction from the Knox community pertaining to Graffiti Management in the Knox municipality.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Coordinator Facilities, Brett Anderson and Coordinator Community Health and Safety, Lisette Pine

Report Authorised By: Director Infrastructure, Grant Thorne

Attachments

1. Attachment 1 - Policy Draft Graffiti Management Policy [4.6.1 - 4 pages]



Graffiti Management Policy

| | | | |
|----------------|-------------------|----------------------|---|
| Policy Number: | 2018/10 | Directorate: | Community Services |
| Approval by: | Council | Responsible Officer: | Coordinator Community Access, Equity and Safety |
| Approval Date: | 24 September 2018 | Version Number: | 1 |
| Review Date: | 24 September 2021 | | |

1. Purpose

The purpose of this Policy is to outline Council's graffiti prevention and management processes that support a coordinated and multifaceted approach to graffiti management.

2. Context

Graffiti is defined in the Victorian Graffiti Prevention Act 2007 (the Act) as to "write, draw, mark scratch or otherwise deface property by any means so that the defacement is not readily removable by wiping with a dry cloth". Graffiti vandalism is a crime. It is the act of marking or defacing premises or other property without permission. The removal and prevention of graffiti is very costly to the community. The presence of graffiti in public areas or on private property has a significant impact on the community's sense of safety, amenity and quality of the physical environment.

The implementation of this policy is intended to:

- Minimise incidents of graffiti on Council property
- Support the community to minimize incidents of graffiti on private property
- Ensure prompt identification and removal
- Advocate to owners of other public infrastructure to remove graffiti

3. Scope

The aim of this policy is to reduce the impact of graffiti on the social, natural, built, and economic environments in the City of Knox.

4. References

4.1 Community & Council Plan 2017-2021

- Goal 4 – we are safe and secure
- Strategy – maintain and manage the safety of the natural and built environment
- Strategy 4.4 – protect and promote public health, safety and amenity.

4.2 Relevant Legislation

- Graffiti Prevention Act 2007

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

- Knox Public Art Policy
- Community Laws – in relation to amenity

4.5 Related Council Procedures

- Nil

5. Definitions

| | |
|--|---|
| Graffiti | As defined in the Graffiti Prevention Act 2007 (the Act) as to 'write, draw, mark, scratch or otherwise deface property by any means so that the defacement is not readily removable by wiping with a dry cloth.' |
| Offensive Graffiti | Means obscene in nature and has the potential to cause offence to the community or certain groups within the community. |
| Crime Prevention Through Environmental Design (CPTED) | Is an approach to crime prevention that takes into account the relationship between the physical environment and the users of the environment. |
| Private Property | Means ownership of property by non Governmental legal entities. |
| Illegal graffiti | Means graffiti installed on a property without the owner's permission. |

6. Council Policy

6.1 Council acknowledges that the presence of graffiti can have a negative impact on the many determinants that contribute to the community's sense of safety. The objective of this policy is to minimise the negative impacts of illegal graffiti and deliver a coordinated and multifaceted approach to graffiti management.

6.2 Council acknowledges that:

- 6.2.1 Graffiti conducted without permission is illegal;
- 6.2.2 Graffiti impacts the health and wellbeing of our community members by adversely affecting their sense of safety, amenity and quality of the environment; and
- 6.2.3 A multi-faceted approach is more effective than single focus strategies.

6.3 Council's role in managing graffiti is delivered through the following activities:

- 6.3.1 Manage Council infrastructure to enhance community safety and amenity;
- 6.3.2 Work with community members to proactively manage graffiti on private property and in their neighbourhoods;
- 6.3.3 Encourage and support young people to reduce illegal graffiti through engagement and innovative programs such as community art programs ;
- 6.3.4 Provide adequate resources to deliver graffiti programs and activities;
- 6.3.5 Support the State Government Community corrections graffiti removal program in the community;
- 6.3.6 Advocate to Government and Statutory bodies to manage their infrastructure;
- 6.3.7 Provide graffiti reporting options for the community to support graffiti removal programs;
- 6.3.8 Monitoring graffiti levels in the community to inform continuous improvement in graffiti management programs;
- 6.3.9 Maintaining best practice and continuous improvement programs to inform Council's response to graffiti prevention and management.



6.4 Graffiti Prevention

- 6.4.1 Council acknowledges that effective graffiti prevention together with management is essential to creating a quality urban environment;
- 6.4.2 Best practice graffiti prevention strategies are focused on the following:

6.5 Primary Prevention Strategies

- 6.5.1 Providing advice on crime prevention through environment design (CPTED) such as planting appropriate vegetation along fencelines, installing lighting;
- 6.5.2 Ensuring public spaces are maintained to encourage community usage;
- 6.5.3 Educating the broader community and promoting graffiti management activities through:
 - 6.5.3.1 Engaging the community in community art projects as a graffiti prevention and education strategy;
- 6.5.4 To conduct research, monitoring and evaluation through:
 - 6.5.4.1 Evaluating the effectiveness of strategies, monitoring graffiti levels in the community, maintaining best practice and continuous improvement programs to inform Council's response to graffiti prevention and management.

6.6 Secondary Prevention Strategies

- 6.6.1 Supporting the community to report incidents of graffiti to Council and Victoria Police through VandalTrak app, Council's website and through Customer Service.
- 6.6.2 Managing graffiti on Council property by:
 - 6.6.2.1 Removal of all graffiti from council infrastructure throughout the municipality; and
 - 6.6.2.2 Ensuring graffiti removal response times are maintained as far as practicable (refer Section 6.8).
- 6.6.3 To support the community to manage graffiti on private property by:
 - 6.6.3.1 Providing free graffiti removal kits and discount paint vouchers to residents, business and community groups; and
 - 6.6.3.2 Supporting community groups to maintain public spaces through free graffiti removal kits.
- 6.6.4 To develop and maintain responsibilities and partnerships in graffiti management by:
 - 6.6.4.1 Reporting incidents of graffiti on utilities and other public/private authorities to manage graffiti levels on their infrastructure.

6.7 Tertiary Prevention Strategies – (interventions designed to prevent re-offending)

- 6.7.1 Working in partnership with the Department of Justice Community Corrections Program to support graffiti cleaning programs for the community.
- 6.7.2 Providing support to law enforcement activities through Council's graffiti reporting program (VandalTrak app) for the investigation of graffiti offences.

6.8 Graffiti Removal Response Times

- 6.8.1 **Offensive graffiti** – is removed within 24 hours on Council property, and support is also offered to residents through providing free graffiti cleaning kits, or Council's contractor will clean private property as a once off service.
- 6.8.2 (Council will utilise the provisions of the Act to remove graffiti by gaining consent from entities to clean graffiti on private property through either verbal consent or issuing notices under sections 18 (2) and (18) 3 of the Act.)
- 6.8.3 **Non-offensive graffiti** – is removed within 5 working days from Council property.



- 6.8.4 Council also supports elderly residents and people with a disability to clean private property through Council's graffiti removal contractor (free of charge), whilst other residents are provided with free graffiti cleaning kits and discount paint vouchers.
- 6.8.5 The Department of Justice's Corrections Program provides a graffiti removal service to clean road reserve fencelines of graffiti. Council provides the paint for this service.

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.

4.7 Scouts Victoria - Knox Facility Options

SUMMARY: Coordinator Leisure Services, Bronwyn Commandeur and Manager Community Infrastructure, Andrew Barr

Following the resolution of Council at its Strategic Planning Committee Meeting on 12 July 2021, this report outlines the necessary considerations and options for a detailed investigation to be undertaken in consultation with Scouts Victoria, into Knox Scout facility usage, shared use opportunities and building conditions for Scouts Victoria owned facilities located on Council land, with the recommended inclusion of the 2nd/3rd Bayswater building located on VicTrack land.

RECOMMENDATION

That the Committee:

- 1. Approves funding of \$30,000 for the engagement of a consultant to complete a feasibility strategy incorporating Scout facility utilisation and demand, future shared use opportunities and alignment to Scouts Victoria and Council strategic facility planning processes.**
- 2. Approves funding of \$18,500 for the completion of building condition audits, and the preparation of a report outlining optioning recommendations on works identified incorporating maintenance, renewals, upgrade and building compliance for each site.**
- 3. Approves the inclusion of the 2nd/3rd Bayswater Scout building in the above assessments, which is not on Council land but within the Knox municipality.**
- 4. Authorise the Chief Executive Officer to sign and seal all lease documentation required to execute the one-year lease with Scouts Victoria for Scout Halls on Council land.**

1. INTRODUCTION

At Council's Strategic Planning Committee meeting held on 12 July 2021, the Committee resolved:

"That a report be presented to a future Council or Strategic Planning Committee Meeting outlining options for a detailed investigation to be undertaken in consultation with Scouts Victoria, into Knox Scout facility usage, shared use opportunities and building condition of Scouts Victoria owned facilities located on Council land."

Officers, along with Councillors, acknowledge and support the important role that Scouts Victoria plays in the community and the benefits that participation brings for children and young people who are part of these activities.

As outlined in Scouts Victoria Strategic Plan (2017-2020), Scouts Victoria has five strategic directions; the key strategy in terms of facility upgrades is Strategic Direction 2 – "Ensure there are suitable facilities where we need them." Priority actions under this direction are to finalise an organisation-wide facilities strategy plan and deliver facilities identified in the facilities strategy, sourcing funds from the community, all levels of government and excess stock; and to manage facilities to ensure they meet community expectations. (Refer to Attachment 1 – Scouts Victoria Strategic Plan.

The Scouts Victoria Property Strategy (2018) sets out several key planning principles for group facilities. Under this Strategy, the preference for Scouts Victoria is to develop on land owned by Scouts Victoria, however, where this is not viable, a partnership model will be sought with Councils and other landowners. The approach to funding for hall maintenance and refurbishment is integrative, with funding to be pursued from Government, community organisations and local businesses, and saved funds from local groups. Scouts Victoria will consider loans/funding if there is evidence of the group applying for external funds, with priority based on achieving membership and income growth and addressing safety and compliance.

2. DISCUSSION

A property management strategy for the Scouts Victoria buildings on Council land in Knox is required to be developed. This report provides an overview of the necessary considerations, components of the investigation and the proposed future steps to complete this work.

2.1 Terms of Agreement

Scout buildings located within Knox were originally built and owned by Scouts Victoria, however, the land that they are on is primarily owned by Council or, in some instances, Department of Transport (DoT – VicTrack).

The majority of Scout Groups occupy their facilities on Council land under a lease agreement between Council and Scouts Australia-Victorian Branch. There are 12 sites on a single lease agreement (total fee of \$10 per year for all 12 facilities) and one on a licence agreement (Heany Park, total fee of \$10 per year). Heany Park is managed as a licence agreement due to its status as a Site of Biological Significance, providing Council with greater control over access and management of the parkland. There is a 14th Scout group within the municipality which is the 2nd/3rd Bayswater Scouts which is on VicTrack land in Bayswater.

Under the current lease with Council, Scouts are permitted to use the facilities for Scout related activities with time of use determined by the Scouts.

The maintenance conditions of the current lease require that:

- Scouts Victoria maintain, repair and replace the buildings at their cost.
- Scouts Victoria undertake annual Essential Safety Measures (ESM), and pay for the costs to undertake all maintenance repair and replacement of ESM requirements; and
- Council monitor and undertake ESM inspections as required.

2.2 Benchmarking

Officers undertook an initial benchmarking review of Local Government Authorities (LGA) property management strategies which are in place across the eastern region. The results indicated that there was a varied approach to future planning of Scouts buildings on Council land across the region. Whitehorse, Maroondah, Casey and Monash Councils, in consultation with Scouts Victoria have, in recent years, undertaken work in this space to identify future participation and infrastructure needs. Refer to Confidential Attachment 2 Benchmarking of LGA's

2.3 Council's Community Facility Planning Policy

The Community Facility Planning Policy sets out Council's commitment to an integrated, evidence-based approach for the planning, delivery and management of community facilities, to ensure that Council's facilities meet changing community needs and expectation. The Policy requires the consideration of multipurpose use and applies when planning new facilities, upgrading existing facilities, or changing the use of a facility. It does not provide guidance on what projects should be funded by Council.

The Community Facility Planning Process within the Policy guides the overall method that must be undertaken when reviewing or planning for a community facility. The stages are as follows:

| | |
|-----------------------------------|---|
| Stage 1 – Strategic Intent | Understanding the driver of the project and wider influences and context. The outcome is a documented understanding of the strategic intent and project timeframes. This provides a structure for making decisions in later stages. |
| Stage 2 – Needs Analysis | Undertake research, data and stakeholder consultation to determine what the project needs to meet existing and future demand. This includes gap analysis of existing service/facility, building audit, locational assessment and understanding needs of stakeholders. |
| Stage 3 – Solution Identification | Develop option/s that balance a range of factors, including functional space requirements, financial constraints, governance models and timing. The outcome of this stage is the identification of a preferred facility option and management model. |
| Stage 4 – Design and Delivery | Development of designs to meet key functional requirements identified in previous stage and facility construction. Establishment of a management model and commencement of service delivery. |
| Stage 5 – Monitor and Review | Assess operation and usage to ensure identified needs are met. |

2.4 Building Condition

Analysis of the current condition of the Scout buildings is required to determine the buildings condition and compliance with building standards and regulations. The assessment of the condition audit data will be used to gain a clear current state of the assets and will determine priorities of any repair, maintenance, upgrade and renewal expenditure requirements. It is recommended that once this data is formulated, that a report be developed to inform the feasibility of any future work identified and can support the basis for any strategic decision. The indicative cost for building condition audits would be \$500 per building or \$6,500 across the full portfolio of Scouts buildings on Council land.

With the building condition audit data and results, the commissioning of a further report through external consultancy would be undertaken with the following scope:

- Incorporation of needs analysis
- Incorporation of building condition audit and asbestos audit data analysis

- Land drainage assessments
- Optioning recommendations on works identified incorporating maintenance, renewals, upgrade and building compliance for each site.

Indicative costs on a report of this nature would be expected to be in the range \$8,000-\$12,000.

2.5 Determine Future Use

In order to determine future utilisation of halls, engagement with Scouts Victoria and representatives from the local Scouts groups is paramount. Conversations are to include representation from those involved in the 12 sites on a single lease agreement, Heany Park Scouts Group and the 2nd/3rd Bayswater Scouts which is on VicTrack land in Bayswater.

A feasibility strategy including planned engagement with Scouts Victoria and local Scouting representatives, a detailed analysis of current levels of usage, user profiles, demographic analysis, risk analysis and future mapping is required to be undertaken. Indicative costs on the completion of a feasibility study is \$30,000.

Following the completion of the building condition audits and determination of future use a further report will be presented to Council outlining the strategic direction, costs and impact on existing priorities/programs.

2.6 Lease Preparation

Council officers have undertaken a review of the Scouts Victoria Lease Agreement for the 12 sites in preparation for the new lease. The current lease expires in October 2021. The review has included benchmarking and external consultation with other Local Government Authorities and internal consultation with various Council Departments.

Council officers propose that in order to prepare for the new lease negotiation with Scouts Victoria, it will be critical that the above-mentioned strategic work and the condition of the Scouts Victoria buildings on Council land is known.

It is proposed that a new one-year lease is provided to Scouts Victoria under the current terms and conditions for the current leased sites. The 12-month lease will commence as the current lease expires so there will be no overholding period. It is proposed that the lease will have the same terms and conditions as the current lease.

Following the completion of the feasibility strategy, a report will be provided to Council for consideration of future leasing agreements of Scouts Victoria buildings on Council land.

3. CONSULTATION

Consultation has occurred between Council officers and Scouts Victoria. Internal consultation has occurred between Officers in Leisure Services, Facilities, Assets, Property Management, Stormwater, City Building and Planning, Insurance and Risk services.

External consultation has also occurred with other LGA's managing Scouts Lease Agreements and Scouts Victoria.

Further consultation and engagement will occur with Scouts Victoria during the proposed feasibility and building condition assessments. It is considered essential that Scouts Victoria Property Department buy into this process to not only align with their strategic goals but also for the supply and access to information and resources held by the Scout Groups themselves.

4. ENVIRONMENTAL/AMENITY ISSUES

Adequate building condition planning and renewal is required in order to ensure buildings on Council land are safe and fit for purpose for the Knox community.

5. FINANCIAL & ECONOMIC IMPLICATIONS

As this work was not a part of the Officers scheduled work program for 21/22, officers recommend that a consultant be engaged to develop the property management strategy in consultation with Council Officers, Scouts Victoria and representatives from local Scout groups in Knox.

Officers recommend that the building condition audits, and land drainage assessments be undertaken on all Scout Hall sites in Knox, and that an optioning report is developed based on analysis of condition audit data for each site for Councils consideration.

Indicative costs for the full body of work that would be required include:

- Feasibility strategy –\$30,000
- Building condition audits – \$6,500
- Optioning/feasibility report – \$12,000.

Therefore, a total of \$48,500 will be required to complete this work.

6. SOCIAL IMPLICATIONS

Scouts Victoria are a successful community-based organization with a strong history, contributing to the development of young people in the Knox community. The benefits that participation in scouting activities for children and young people are well known. The facilities used by Scouts Victoria in the delivery of these services are required to meet all essential safety measures and be maintained at a safe standard for use.

Future planning for new leasing opportunities need to consider the capacity for these important activities to continue into the future.

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 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 4.2 - Enhance community connectedness opportunities to improve perceptions of safety

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

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

Strategy 4.5 - Support the provision of emergency services

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 7 - We are inclusive, feel a sense of belonging and value our identity

Strategy 7.1 - Protect and preserve our local cultural heritage

Strategy 7.2 - Celebrate our diverse community

Strategy 7.3 - Strengthen community connections

Strategy 7.4 - Promote and celebrate the contribution of our volunteers

Goal 8 - We have confidence in decision making

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

8. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

This report provides an overview of the plan to complete a detailed investigation in consultation with Scouts Victoria, into Knox Scout facility usage, shared use opportunities and building condition of Scouts Victoria owned facilities located on Council land.

Scouts Victoria are a successful community-based organization with a strong history, contributing to the development of young people in the Knox community. The benefits that participation in scouting activities for children and young people are well known. The facilities used by Scouts Victoria in the delivery of these services are required to meet all essential safety measures and be maintained at a safe standard for use.

10. CONFIDENTIALITY

Attachment 2 is included in the confidential agenda, as it contains confidential information pursuant to Council's Governance Rules and Section 66 of the Local Government Act 2020, as it relates to private commercial information, that if released, would unreasonably expose Local Government bodies to disadvantage because it would release financial information about the business that is not generally available to the public.

Report Prepared By: **Coordinator Leisure Services, Bronwyn Commandeur and
Manager Community Infrastructure, Andrew Barr**

Report Authorised By: **Director Connected Communities, Tanya Scicluna and
Director, Infrastructure, Grant Thorne**

Attachments

1. Attachment 1 Scouts Victoria Strategic Plan 2017-2020 [4.7.1 - 14 pages]



Scouts Victoria

Strategic Plan 2017-2020

Attachment 1





Foreword & Introduction



Foreword from the Chairman and Chief Commissioner

Scouting is a program that is valued by the Victorian community. The youth membership of Scouts Victoria has grown for eleven consecutive years.

Our organisation is now at a critical point where we are in the position to choose a more ambitious growth path - growth in terms of the opportunities we provide and the number of young people that grasp them. The reason that Scouting should grow is that our purpose is to develop young people. To fulfill this purpose we need to make sure that the Scouting program is available and attractive to all young people in Victoria so that all young Victorians can create a better world through Scouting.

Greg Landgren

Chairman of the Branch Executive Committee

This means doing some things differently. It means continuously improving the program we deliver, providing better support to Scout Groups where Scouting happens, engaging proactively with local communities and helping them to start new Scout Groups.

This strategy will guide our work to achieve our ambitions. It also outlines where we need assistance from communities and all levels of government, specifically to ensure that Scouting has the facilities to provide the Scouting program in new communities.

Brendan Watson OAM

Chief Commissioner

Scouts Victoria acknowledges Victoria's Aboriginal communities and pays respect to their Elders both past and present. We acknowledge the richness of Aboriginal cultures in Victoria and their connection to country.



Introduction

What this plan does and how it came about

Purpose of this document

The purpose of Scouts Victoria's strategic plan is to guide the work of the organisation over the next three years.

Development of the plan

This plan has been created as an update on previous strategies. It captures the drivers that are most likely to affect our organisation today and into the future.

The Branch Executive Committee and the State Leadership Team began the development of an updated strategic plan in early 2017. Our Commissioners and State Youth Council contributed to the directions, which draw also on the wisdom of the broader membership through input at 2016 and 2015 conferences.

This plan was adopted as the guiding strategy of Scouts Victoria in mid-2017 and will be reported on and reviewed progressively over the coming years.

This document is working if it:

- Guides how we make decisions and allocate our scarce resources.
- Provides clarity about the outcomes that Scouts Victoria seeks to achieve in ten years.
- Clearly embeds the main work of the organisation over the next three years in the outcomes that we are seeking to achieve.
- Provides a simple basis to measure progress against the outcomes, using accessible data that's meaningful and helps our work.
- Guides business planning at every level of Scouting, and provides clarity to all staff and volunteers on where they fit in the plan.
- Provides a snapshot of our organisation to stakeholders and our supporters, including how they can help.

These factors will be considered as the plan is periodically reviewed.



Strategic Context



Organisational context

How Scouting organises itself drives how Scouting is delivered and how we undertake planning

Council, uniformed leadership delivered through the Chief Commissioner, and a paid secretariat provided under the Executive Manager.

Scouting is delivered in over 400 Scout Groups in Victoria. These Groups are supported by volunteers led by a volunteer Group Leader. These Groups are helped by a network of District, Region and State supporters.

Scouts Victoria (Scouts Australia - Victorian Branch) was formed under a Victorian Act of Parliament and operates under a constitution. This constitution provides for a Branch Executive Committee working on behalf of the State

Scouts Victoria is a constituent part of The Scout Association of Australia, which is the recognized

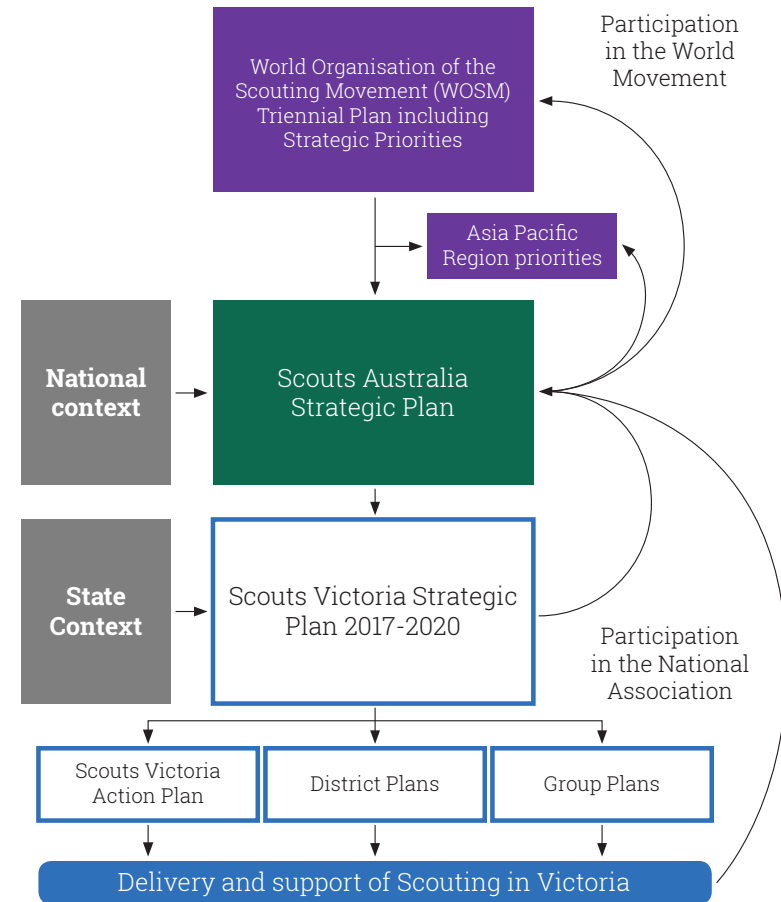
organisation for membership of the World Organization of the Scouting Movement (WOSM). Scouts Australia establishes the direction for Scouting in Australia, and through Scouts

Victoria's involvement in the national association we help set the framework for the youth program, adult training and development, and our shared development priorities.

Through this structure, the 17,400 young Victorians who are Scouts share a youth movement with 40 million young people around the world.

Planning within this organisational context requires a clear view to the young people and communities that our organisation serves, as well as the national and world plans that we contribute to.

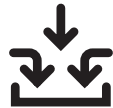
Cascade of Strategic Documents in Scouting



Scouts Victoria Strategic Plan 2017-2020



Strategic Context



Drivers

Understanding the wider landscape and the major internal and external drivers helps us plan for the future

Factors that drive Scouts Victoria's planning are drawn from the Scouting's organisational context within national and world directions, as well as from the expectations and shifts occurring within the broader Victorian community. Scout Groups will also factor in the local drivers that affect their capacity to deliver program and recruit effective volunteers.

Drivers identified that will shape the direction of Scouts Victoria over the next ten years include:

| | | |
|--|-----------------------------|--|
| | Population growth | A growing Victorian population |
| | Safety | The need to provide a safe environment for young people and adults, while providing an adventurous program involving responsible risk-taking |
| | A valued program | The increasing value of our educational program |
| | Local government | The need for positive and consistent relationships with local councils |
| | Quality volunteers | The challenge of finding and retaining volunteer time and skills needed for the contemporary Scouting program |
| | Quality facilities | The unsuitable nature and location of many of our built assets for the delivery of the program and attracting members |
| | New communities | The need to ensure Scouting is part of new communities, and communities where we are poorly represented |
| | Youth Program Review | The likely adoption of a new national Scouting program which will need to be proactively rolled-out and supported to ensure a smooth and beneficial transition in Victoria |



Strategic Context



The fundamentals of Scouting

The foundational components of what Scouting is are defined nationally and globally, and these form the basis of any plan for Scouting

Scouts Victoria draws on a rich legacy of Scouting fundamentals that define the Scouting program globally and are interpreted within the national context. These contribute some of the strategic 'building blocks' to our Strategic Plan. The purpose and mission of Scouting in Australia, guided by the founding principles help direct Scouts Victoria towards a successful vision of Scouting.

The Scout Method outlines the educational approach adopted by the

organisation, defining some of the fundamental characteristics of what Scouting offers young people and what defines our unique and sophisticated approach within a competitive environment.

The fundamentals of Scouting, particularly as expressed through the Promise and Law, define the 'rules of the game' of Scouting.

The purpose of Scouting

The purpose of Scouting is to contribute to the education of young people in achieving their full physical, intellectual, emotional, social and spiritual potentials as individuals, as responsible citizens and as members of their local, national and international communities.

The mission of Scouting

The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

Principles

The Principles of Scouting, as identified by the founder, Lord Baden-Powell, are that Scouts serve their God, act in consideration of the needs of others and develop and use their abilities to the betterment of themselves, their families and the community in which they live.

Methods

The principal methods used by the Association to achieve its aims are:

- Voluntary membership of a uniformed group which, guided by adults, is increasingly self-governing in its successive age groups;
- Commitment to a code of living as expressed in the Promise and Law, the meaning of which is expanded as the member grows towards maturity;
- The provision of a wide range of attractive, constructive and challenging activities, including opportunities for adventure and exploration, both indoors and outdoors;
- The provision of opportunities for leadership and responsibility;
- Learning by doing;
- Encouragement of activities in small groups;
- An award scheme that encourages participation in the full range of activities and provides recognition of individual achievements.



Strategic Context



Plan on a page

| | | | | | |
|------------------------------|---|---|--|---|---|
| Our purpose | The purpose of Scouting is to contribute to the education of young people in achieving their full physical, intellectual, emotional, social and spiritual potentials as individuals, as responsible citizens and as members of their local, national and international communities. | | | | |
| Our vision | Young Victorians creating a better world | | | | |
| Strategic directions | 1. Deliver a contemporary youth-led program | 2. Ensure there are suitable facilities where we need them | 3. Grow and support Scouting in under-represented communities | 4. Engage with the community and government at all levels as a voice for young people and to leverage community support | 5. Develop the effectiveness of our organisation and people |
| Some priority actions | <ul style="list-style-type: none"> a) Proactively plan, deliver and continuously improve the roll-out the new youth program, with tailored and quality support for adults and youth b) Make it easier to access adventurous and specialist program c) Improve program support, targeting retention d) Empower and support youth in the leadership of Scouting at all levels | <ul style="list-style-type: none"> a) Finalise an organisation-wide facilities strategy b) Plan and deliver required facilities identified in Scouts Victoria's facilities strategy, sourcing funds from the community, all levels of government, and from excess stock. c) Manage facilities to ensure they meet community expectations | <ul style="list-style-type: none"> a) Identify towns and suburbs where Scouting is under-represented and prioritise opportunities to develop new Groups. b) Remove any barriers preventing participation of under-represented demographics c) Ensure the organisation's operating model supports country Scouting | <ul style="list-style-type: none"> a) Promote positive Scouting internally and externally. b) Support young people to speak for Scouting locally and state-wide c) Engage with community and political representatives to build recognition of Scouting's value among decision-makers. | <ul style="list-style-type: none"> a) Lead our community in child protection b) Make volunteering more fulfilling and effective in Scouting c) Recruit, develop, support and recognise great volunteers d) Manage and allocate our resources to ensure the long-term sustainability of Scouting |
| Success looks like | A. Our membership grows B. The Scout program effectively develops young people C. We help build resilient communities D. Scouting is trusted by the community E. Our organisation is robust and sustainable | | | | |



Strategic Direction 1: Deliver a contemporary youth-led program

Overview:

Delivering a quality Scouting youth program is the centre of Scouts Victoria’s work as an education provider.

The program structure and its main elements are determined by the National Association, adapted from core principles common to Scouting around the world. The support of this program, and the provision of a range of specialist activities and events lies at the State level, responding to the support needs of local Scout Groups. The program at its heart is the set of activities planned, delivered and reviewed by young people and adult volunteers at the local level, as well as the uniting ethos and ‘way of doing things’ provided by the Scouting fundamentals.

Scouting in Australia is embarking on a massive change program, designing and engaging the membership on a new program that

better delivers on our purpose in the 21st century and responds to the educational needs of today’s young people. Transitioning to and supporting this new program will be one of the most significant undertakings that Scouts Victoria will deliver. For this reason, it’s important that the roll-out of the new program occurs in a way where we truly gain its anticipated benefits. It’s also important that our methods of supporting the local program through the organisation match the transformation of the program itself.

While work on the new program continues, there remain considerable opportunities to provide more responsive program support to local Scout Groups and to significantly build participation in adventurous and specialist activities.

Some priority actions:

| | | | |
|---|---|--|---|
| Proactively plan, deliver and continuously improve the roll-out the new youth program, with tailored and quality support for adults and youth | Make it easier to access adventurous and specialist program | Improve program support, targeting retention | Empower and support youth in the leadership of Scouting at all levels |
|---|---|--|---|

Success looks like:

- Youth members fully participate in a program validated against educational needs
- The Scout program effectively develops young people**



Strategic Directions



Strategic Direction 2: Ensure there are suitable facilities where we need them

Overview:

Local Scout Groups and volunteer management committees operate Scout Halls and campsites across the state, providing the 'home-base' for a great program. Many of the buildings are a product of volunteer labour and in-kind contribution, and reflect a century-long investment of Scouting commitment and community support. This is an investment that needs further contributions as Scouting grows to serve a growing Victorian community. Collectively as a state association, we manage a portfolio of facilities that varies in ownership, tenure and condition. Maintaining and periodically upgrading Scouting facilities comes naturally to our strongest Scout Groups, while other Scout Groups need some assistance in maintaining a facility that presents the best shop-front to the community.

For new communities to enjoy the benefits of Scouting, they need a local Scouting facility. The Scout Halls of the future are likely to be shared community facilities to some extent. This reflects financial constraints that communities, government and Scouting share, and it also reflects contemporary understandings of community service provision, where community programs are integrated and use common facilities efficiently. However, the Scout program

is multifaceted. With five age groups and a vast array of possible activities, Scout facilities need to be robust, available for Scouting multiple nights and days a week, and need to have space for equipment and displays. We know that Scouting is delivered best when there is a solid home for the Scout Group that the young people can make their own. The aspiration for Scouting is to operate the facilities that we need where we need them, but to make them vibrant community facilities used by complementary organisations that contribute to the activity and occupancy of the space and share in the maintenance and improvement of the facility. We do this best when Scouting leads, either as a 'lead tenant' of a shared community facility with secure tenure for Scouting to invest, or as a community-focussed 'landlord' of Scout-owned property.

Alongside the 'home base' of the community Scout Hall, we operate campsites and activity centres across Victoria. These require clear direction and targeted investment to ensure that we offer accessible and attractive facilities to support a diverse outdoor program.

Some priority actions:

| | | |
|---|--|--|
| Finalise an organisation-wide facilities strategy | Plan and deliver facilities identified in Scouts Victoria's facilities strategy, sourcing funds from the community, all levels of government, and from excess stock. | Manage facilities to ensure they meet community expectations |
|---|--|--|

Success looks like:

- Youth membership exceeds percentage growth in the 5-25 year old population
- All Scout facilities meet expectations for safety and usability

Our membership grows
Our organisation is robust and sustainable



Strategic Direction 3: Grow and support Scouting in under-represented communities

Overview:

Some of our growth will build on Scouting’s strengths in established communities and our existing demographics. We also have a responsibility and an opportunity to ensure that Scouting is enjoyed across all segments of the Victorian community. Actively making Scouting accessible to all contributes to a youth and adult Scouting membership that is representative of the community that it serves, indicating Scouting’s enduring relevance and value to Victorians. A diverse and representative Scouting membership also contributes to social cohesion and community resilience.

When we talk about under-represented communities, we mean existing and new metropolitan suburbs as well as country towns and regional centres. We mean diverse cultural and religious communities. We mean including people of different abilities, genders, sexuality, socio-economics, volunteers of all ages and

educational attainment.

To do this we have to have models of delivery that support difference, just as Scouting is adapted worldwide to support difference. We need to target growth opportunities in new communities and provide a support structure that works. We need to continue to value and celebrate the diversity of our existing members. We have to have the cultural literacy to bring new migrant groups into Scouting, empowering the leadership of those communities and providing Scouting as a platform for personal growth and exchange with the broader Victorian community. We also have to make sure that our commitment to new communities is an enduring one – one that includes support over an extended period as we consolidate and integrate new Scout Groups.

Some priority actions:

| | | |
|---|--|---|
| Identify towns and suburbs where Scouting is under- represented and prioritise opportunities to develop new Groups. | Remove any barriers preventing participation of under-represented demographics | Ensure the organisation’s operating model supports country Scouting |
|---|--|---|

Success looks like:

- Youth membership exceeds percentage growth in the 5-25 year old population
- Scouting has a presence in all major settlements and is demographically representative

Our membership grows
We help build resilient communities



Strategic Directions



Strategic Direction 4: Engage with the community and government at all levels as a voice for young people and to leverage community support

Overview:

Scouting exists because the community demands it. The success of Scouting locally is determined to a great extent by the goodwill and determination of communities to have the benefits of a vibrant Scout Group in their neighbourhood.

Harnessing this goodwill requires concerted effort to build the profile of Scouting and build the positivity felt by Victorians towards the Scouting Movement, both locally and state-wide. It also requires the community to have accurate and contemporary information about what Scouting delivers today, given that many impressions of the program are formed from historical understandings and depictions in popular media.

Part of our engagement with community and political representatives is driven by the need to have our community

contribution better understood. If Scouting's contribution was recognised through financial contributions on par with those received by providers of community sport, we could future-proof quality Scouting and the community benefits it delivers for the next century.

When we engage with the community and engage in community discussions, we do so in the interests of our Movement, but also on behalf of young people in Scouting and the community. As we build a Scouting organisation that is led by young people with adult support, our capacity and credibility to advance the views and interests of young people is improved, and we become a vehicle for active citizenship.

Some priority actions:

| | | |
|--|---|---|
| Promote positive Scouting internally and externally. | Support young people to speak for Scouting locally and state-wide | Engage with community and political representatives to build recognition of Scouting's value among decision-makers. |
|--|---|---|

Success looks like:

- Recognition from government and community that Scouting is a positive voice for young people
- Youth membership exceeds percentage growth in the 5-25 year old population
- Scouting has positive brand recognition

Our membership grows
We help build resilient communities
Scouting is trusted by the community



Strategic Directions



Strategic Direction 5: Develop the effectiveness of our organisation and people

Overview:

If Scouts Victoria is going to achieve its growth ambitions while delivering a trusted, quality program, it will need to manage itself and its resources strategically and effectively. Historically, Scout Groups operated with little intervention or support outside their local community. Today, the broader community expects that Scouting will manage its volunteers effectively, that safety will be assured state-wide, and that Scouting will be accountable for its use of resources.

In directing our financial resources, we will need to increasingly think about the greatest impact for the Scouting dollar, which means more sophisticated prioritisation at a State level.

We also need to continue to develop our human resources in a time when volunteering in any community organisation is getting more difficult. Volunteers need to be valued, and they also need

to draw value from their time in Scouting. Some volunteers are hooked for life. Others will contribute for a short time, and move on as life circumstances change. Our model for recruiting, selecting, inducting and managing volunteers needs to work for these different people, while also ensuring that as an organisation we have the capacity to do honour to our duty of care and to provide the quality of program that the community and our young people expect.

To be an effective organisation we need to lead in Child Safety. Scouts Victoria has a number of controls in place through policies, procedures, lived practice and culture that contribute to the safety of the organisation. We understand that the success of Scouting will rely on exceptional child safety and a high level of community trust that is genuinely deserved. This can only occur if we commit to leading in child safety.

Some priority actions:

| | | | |
|--|---|--|--|
| Lead our community in child protection | Make volunteering more fulfilling and effective in Scouting | Recruit, develop, support and recognise great volunteers | Manage and allocate our resources to ensure the long-term sustainability of Scouting |
|--|---|--|--|

Success looks like:

- The quality of Scouting's child protection processes is externally validated and celebrated
- Adult membership is adequate in capacity and capability to support youth membership growth
- Financial, human and physical resources are aligned to deliver the strategic directions

Scouting is trusted by the community
Our organisation is robust and sustainable



Delivering and monitoring the plan



Embedding the plan

The following cycle describes what happens from here to realise the strategy and keep it up to date.



1. Business planning

This strategic plan will guide the development of Scouts Victoria's more detailed Action Plan.

This will also include specific measures and targets.

The plan will also guide business planning of Scout Groups, Districts and other formations within the organisation. Frameworks and tools will be provided to support this



2. Monitoring

Leaders within the organisation that 'own' the key priorities will report to the uniformed leadership and Branch Executive Committee on progress. Projects will have governance arrangements suitable to their scale and complexity.



3. Evaluation and reporting

Achievement against the measures will be reported periodically to the Scouting and broader community including through the Annual Report.



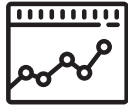
4. Updating the strategy

Priority actions will be updated as part of annual business planning. The strategic directions may be recalibrated at the end of the three year period to ensure that they continue to work towards the organisation's desired outcomes for 2027.





Delivering and monitoring the plan



Scouts Victoria growth framework

One of the most important indicators that we're doing something right is that our youth membership grows.

This is not just an indication of the quality and impact of the program, it also helps achieve our purpose directly by providing our educational program to more and more people.

While membership growth is not the only outcome, it's an important one, and we need to understand the dynamics that contribute to membership growth at all levels of the organisation, while also maintaining the quality and value of that membership and fulfilling our other responsibilities.

The strategic plan provides direction on the strategies that will best grow membership. These strategies are relevant at a state level where Scouting develops and deploys growth initiatives across the state, but they also apply locally where the same fundamental factors underpin the membership health of a Scout Group.

| Outcome | Relevant Strategic Direction |
|----------------------|---|
| Our membership grows | 1. Deliver a contemporary youth-led program |
| | 2. Ensure there are suitable facilities where we need them |
| | 3. Grow and support Scouting in under-represented communities |
| | 4. Engage with the community and government at all levels as a voice for young people and to leverage community support |

Elements of the Strategic Framework that directly drive growth

In delivering this plan, we aim to achieve a youth membership of 26,500 by 2027.

This goal will see us strive to raise our average annual percentage growth from 2% over the last 10 years to 4.4% from 2019.

Growth factors of a Scout Group, consistent with the Strategic Framework





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4.8 Synthetic Surfaces

SUMMARY: Strategic Planning Coordinator (Active and Creative Communities), Paul Reading

This report explores the benefits and constraints related to the use of synthetic surfaces for field sports and provides a decision making framework regarding the development and use of these types of fields on a case-by-case basis.

RECOMMENDATION

That the Committee:

- 1. Note the officer's report regarding synthetic surfaces when compared to conventional turf sporting fields**
- 2. Note that proposals to develop synthetic playing surfaces will be assessed on a case-by-case basis; and**
- 3. Endorse the Decision-Making Framework set out in section 2.4 and Attachment 1 of the report as the basis for any future assessments.**

1. INTRODUCTION

Synthetic fields for sporting use have been utilised by Local Government for many years, particularly for specialised sports such as hockey, bowls and tennis. However, since the drought of the 2000's and due to the expanding population of metropolitan Melbourne and the increased participation by women in sport there has been an explosion in the use of synthetic fields for an increasing number of outdoor sports where traditionally they were turf. The initial impetus in Victoria was due to drought proofing sports fields to make them more sustainable, safer, and able to accommodate large amounts of use day in and day out. Early iterations of soccer and football fields were criticized for being difficult to play on, causing abrasions and wearing out quickly. The industry responded to these concerns and the current generation of surfaces are similar in look and feel to natural turf and have a life span in excess of ten years depending on the levels of maintenance and use.

The purpose of this report is to explore and present the benefits and constraints related to this type of product and to provide a decision-making framework for the development of synthetic sports fields on a case-by-case basis. The framework may be required as a result of a club and/or association request, or via a recommended approach to redevelopments or new facilities within Knox.

2. DISCUSSION

2.1 Synthetic Playing Surfaces

Synthetic playing surfaces have evolved significantly in the last decade and have proved both long lasting and provide quality playing outcomes for a range of sports.

The key advantage of synthetic fields is the ability to have a high player load. In general, a natural turf pitch can sustain a maximum of 25 hours of use per week. However, there are many variables that can impact and limit this, such as:

- Use – the type of sport, the age of and weight of the players, the number of players and the type of footwear, and the length of games.
- Climate – wet weather limits use further and can damage the surface, growing seasons vary, and drought limits growth.
- Construction and soil types – fields that have been well constructed from the outset with appropriate drainage and irrigation can sustain max use. Others, particularly poorly draining fields on clay soils tend to have lower capacity.

Synthetic fields can overcome these issues and they can theoretically be used 24 hours a day, seven days a week without any impact on the surface, other than shortening the life span of the carpet. There is no limitation on the numbers of players using the surface and the surface can be used regardless of the weather conditions (perhaps subject to *extreme* heat) or the long-term climatic situation. Correctly constructed synthetic fields drain effectively and remain useable all year round.

Regardless of the benefits there are many other considerations that need to be considered when assessing the need and impact of a synthetic sports field.

Below is a summary comparison of considerations of natural verses synthetic turf:

Table 1 – Considerations for Natural and Synthetic Turf

| Consideration | Natural | Synthetic |
|-------------------|--|---|
| Player Experience | Traditionally people have favored grass however many sports now prefer synthetic surfaces due to their consistency, all weather abilities and player comfort. This is particularly the case in Australia with winter-based sports such Soccer and Hockey. Other sports such as AFL, Rugby (League and Union) have accredited synthetic systems and their use is growing. | Early synthetic surfaces were prone to player ‘carpet burn’ and anecdotally there has been some claim of increased injury on synthetic surfaces. The newer generation of fields have largely addressed these issues with better designed filaments (grass blades) and the incorporation of accredited shock pads under the carpets. |
| Maintenance | Requires specialised staff, and varying levels of water, fuel, chemicals and insecticide/pesticide to maintain. Provides employment | Requires programmed maintenance such as brushing of the fibres and periodic infill top up. No water and a limited requirement for fungicide and chemicals Fuel for fortnightly brooming Limited employment |
| Lifespan | Varied – dependent on climatic conditions, maintenance, and use. | Varied – dependent on type of product, maintenance and use. Most products are guaranteed for |

| Consideration | Natural | Synthetic |
|---------------------------------|--|--|
| | Theoretically if well maintained and renovated turf fields are permanent but require renovation at least every 10 years. | eight to ten years. Industry experience suggests that this is conservative, and many well-maintained facilities have lasted well past ten years. Following this, carpets are replaced. Generally, shock pads and drainage will not require replacement at this stage. Damage or key areas such as goal squares can be replaced individually. |
| Load | Maximum 25 hours per week dependent on use with annual renovation down time. | As required to meet demand. No downtime other than scheduled maintenance. |
| Weather | Wet weather and drought can limit use. | Unlimited use. Although ambient heat policy required during summer months |
| Financial Implications | Lower initial capital cost, similar ongoing maintenance cost. Greater cost per user | Higher initial capital cost, potentially lower ongoing maintenance cost. Higher 10-year refurbishment cost. Less cost per user. |
| Impact on Environment/Recycling | Significant use of potable water, chemicals, fertilisers, pesticides and herbicides. Fossil fuels for mowing. | No water and a limited requirement for fungicide and chemicals Less use of fossil fuels for mowing. Embodied energy in manufacturing and transport is unknown although significant. Recycling of carpets still evolving. |
| Impact on Public Open Space | Use limited dependent on fencing and level of club use. The general public have access. | Use limited dependent on fencing and level of club use. The general public have access. Requires some fencing to limit damage from inappropriate use such as motorcycles. Dog walking is not encouraged. |

2.2 Why Synthetic?

The main focus for use of synthetic is increased participation, and juniors in particular. Recent commentary and experiences regarding this type of pitch is that a synthetic is never closed, never too wet, never too slippery, never too hard in a drought and never ruined by weeds, birds or grubs. Rarely are participants turned away because there are not enough grounds, and the ground can be used as much as it can be programmed. With participation growth, health and fitness levels also grow.

Having consistent and available grounds also eases the load on scheduling and management of the sporting clubs. Clubs are run by volunteers and generally by a few highly motivated volunteers. Having a synthetic ground that is consistently available has a significant impact on diminishing stress and easing the volunteer load.

2.3 Who Should Have One?

This is a more difficult question and there are differing approaches across local government, industry and sporting codes. Many Councils across Victoria have developed synthetic sports grounds since the mid 2000's, many of these are still operating on their original carpets and some have been upgraded in recent years. Most Councils are assessing the need for a synthetic on a case-by-case basis and are generally developing a synthetic in conjunction with an adjoining turf field or pitch.

The overwhelming impetus for developing synthetic fields in almost all cases is to accommodate large clubs that are fielding many junior teams. This allows the clubs to schedule and provide consistent training and match opportunities for juniors without compromising or destroying their turf fields which are generally saved for higher grades or senior competitions.

Several Councils and Football Victoria manage their own facilities and schedule different competitions, and club use on them as opposed to specifically allocating them to Clubs. This works effectively as overflow, but clubs generally don't like it as it stretches resources, fractures the club and reduces income from canteens and catering. Some sports, such as Hockey, are now almost exclusively played on synthetic grounds. Hockey has adjusted its programming and culture to ensure that their grounds are heavily utilised with training and competition scheduled throughout the week. AFL Victoria approves of the use of synthetic grounds for AFL use and their preferred model of delivery for an AFL site is now two full sized grounds, one being turf and the other synthetic.

2.4 Decision Making Framework

On this basis it is considered that in the City of Knox consideration for upgrading to a synthetic field should be given on a case-by-case basis whenever a major upgrade or development is planned.

That is not to say that every ground should be synthetic, as each site needs to be assessed based on impact to the local community, the type of sport/activity played, the demographics of the area, the needs and the culture of the tenant club, the site and ground conditions and the long-term environmental impact.

The assessment of each site needs to be based on the framework summarised below and attached in more detail:

Decision Making Framework (assessment criteria) for Development of Synthetic Playing Fields (Attachment 1)

Impact on the local community:

- Does the development improve a community asset?
- Does the development have an adverse impact on the surrounding parkland character?
- Does the design encourage and allow for passive local community use (when not in active sports use)?
- Is the development in a site that would most likely trigger community concern?

- Is there enough natural green space to offset a synthetic ground at the site or nearby?

The type of sport played:

- Does the sport require a synthetic surface?
- Is there State or National Sporting Association expectation for synthetic surfaces?

Some sports require a synthetic surface, or there is State or National Sporting Association expectation for synthetic surfaces. Hockey is such an example and most outdoor netball courts are now hard surfaced. Others, such as AFL, the Rugby Codes and many field sports are still predominantly played on natural surfaces. Soccer (Football) is played on both surfaces; however, the elite and senior levels still prefer turf.

The demographics of the area:

- Is it a growing area, are their unmet needs for junior and female sport etc. that cannot be addressed without the development?

Tenant club needs and culture:

- Does the club have a growth agenda, is there evidence of growth?
- Is the Club actively supporting a social inclusion agenda? (Diversity, junior and female development etc.)
- Is the culture of the club reflective of community expectations?
- Are the current facilities meeting requirements?
- Does the further provision of natural turf meet requirements?

Site and ground conditions:

- Do the soil types preclude the ability of developing sustainable high use turf fields?
- Are the drainage and storm water options appropriate for the development of a synthetic field?
- Can the drainage storm water be retrofitted to meet the requirements of the site?

Biodiversity impacts:

- Does the proximity of the development potentially impact sensitive environmental areas, habitat connectivity/habitat corridor or native fauna movement?

Some sites may be more conducive to development of a synthetic due to soil, types and drainage/stormwater management options etc., or conversely may not be, for example, because of proximity to sensitive environmental areas, impact on the surrounding parkland character, habitat connectivity/habitat corridor or native fauna movement.

Long-term environmental impact:

- Has the whole of life impact of the proposed products been considered? For example, recycling options, infill options, replacement lifespan.

The overall environmental impact of synthetic grass fields impacts the decision to install these types of facilities. The degree to which Council invests in this approach needs to be tempered by the overall social and environmental impact of these developments. The latest generation of products is moving towards a much more sustainable outcome, however, the embodied energy in the manufacture, transport and construction of these facilities will still need to be considered.

Alignment with Council's strategic plans and policies:

- Does the development align with relevant plans and policies are considered, and any issues addressed?

3. CONSULTATION

Consultation regarding this report has been undertaken internally with the Manager Community Infrastructure; Coordinator Open Space and Landscape Design, Coordinator – Sportsfields, Reserves and Capital Works, Operations; Biodiversity Coordinator, Community Infrastructure; Senior Program Manager – Climate Response, City Futures and the Active and Creative Communities Department.

A preliminary discussion has been held with the Environmental Advisory Committee at their August 2021 meeting, informing the group that:

- Council/SPC will be determining, at a future meeting, whether to consider the use of synthetic surfaces, as an alternative to conventional turf sporting fields, ***on a case-by-case basis.***
- This will include a proposed process and assessment criteria of requests (the decision making framework) for the installation of synthetic playing surfaces, as an alternative to turf.
- Some synthetic surfaces are already used across the Knox municipality, in certain circumstances i.e. soccer pitches at Knox Regional Sports Park and other specialised sports such as bowls and tennis.
- There are a range of factors which need to be considered, and this needs to be undertaken with respect to each scenario in which synthetic is being requested and the specific nature of each site, to best understand the potential benefits and /or implications or constraints.
- A commitment was made to share the draft framework with the group (via email or Basecamp) as an opportunity for feedback prior to this meeting.

The draft framework was shared with the Committee for feedback and comments. The Environmental Advisory Committee responses were generally positive and in particular, reiterated the need to ensure that the impacts of stormwater and microplastic runoff, the potential heat impact and the life cycle of the products were all considered with regard to any development.

These issues are all covered within sections of the proposed framework.

4. ENVIRONMENTAL/AMENITY ISSUE

Sustainability and the environmental impact of synthetic grass is a balancing act between design, demand and inputs.

Below is a table extracted from the West Australian Department of Local Government, Sport and Cultural Industries – “Natural Grass vs Synthetic Turf Decision Making Guide” (updated 2019) providing a summary comparison on the environmental impact of the two surfaces. It should also be noted that whilst this comparison generally remains accurate, manufacturers have been developing more sustainable alternatives including the use of natural infill, such as cork and there has been significant research undertaken in Europe and the United States to develop a more sustainable product that does not require infill and is completely recyclable.

Table 4 – Extract from Natural Grass vs Synthetic Turf Decision Making Guide (updated 2019)

| Area of Impact | Natural | Synthetic |
|----------------------|--|---|
| Water | | |
| Usage | Requires significant amounts of potable water for growth. | Does not require irrigation. |
| Stormwater Capture | Provides for natural infiltration of water through the soil profile reducing runoff. | Inhibits natural infiltration of water increasing runoff (synthetic turf can include drainage systems to compensate for their inability to take in water, and capture a storage systems that can harvest rainwater for re-use). |
| Runoff Water Quality | Potential for nutrient/chemical leaching from pesticide and fertilisers into waterways if not managed carefully. | Potential for leaching of metals and other residues from synthetic material and/or rubber infill (depending on type of surface and materials used). |
| Carbon | | |
| Carbon Footprint | Carbon emissions generally come from the installation and maintenance stage (fertiliser production, mowing and lawn management). Tends to have lower carbon footprint over entire lifecycle. | Carbon emissions come from the processing, production, transportation, installation, maintenance, and disposal stages. These material impacts over the entire lifecycle significantly increase the carbon footprint. |
| Carbon Sink | Helps remove carbon dioxide from the atmosphere through photosynthesis and stores it as organic carbon in soil, making it an important carbon sink. | Does not have the ability to remove carbon dioxide from the atmosphere. |
| Material | | |
| Manufacture | Natural product grown from seed. Requires water and chemical inputs in the form of fertiliser and pesticides for growth and quality. | Petro-chemical product which uses mostly virgin materials, some of the materials can be made from recycled content (e.g. rubber granules infill and shock pad) |
| Transport | Natural instant lawns have short shelf lives and can only be transported shorter distances, or they are planted from seeds | Synthetic turf is transported long distances (even if it is supplied by a local company the manufacturing of the product is |

| Area of Impact | Natural | Synthetic |
|---------------------------|---|---|
| | which have minimal transportation costs. | often performed overseas) resulting in high transport costs. |
| End of Life | Natural grass does not have a definitive end of life however may be replaced to enhance the current surface. Disposal is not normally required. | Ends up in landfill where it takes a long time to break down. High disposal costs. More recyclable content being introduced in latest generations. |
| Soil | Natural grass improves the soil by stimulating biological life and by creating a more favourable soil structure. | Heavily compacting the soil before installing synthetic turf damages soil structure, soil microbes and soil life. |
| Dust Stabilisation | Well maintained grass captures dirt and dust from the atmosphere. During severe drought periods and tight water restrictions natural grass can deteriorate and dust may become an issue. | Covered surfaces are effective dust stabilisers and synthetic turf will provide dust stabilisation even through drought periods. |
| Heat (Island) Dissipation | Natural heat dissipation. Heat is absorbed by turf grass. Cools the surrounding environment. | Heat reflection. Absorbs and radiates heat. Heats the surrounding environment. Can be uncomfortable and unsafe in hot weather conditions. |
| Noise | Grassed areas present an irregular soft surface which makes them effective at reducing noise levels. | Synthetic turf fibres absorb some noise but not as much as natural grass. |
| Material | | |
| Glare | Natural grass assists to soften and reduce reflected light, lessening glare. | High levels of glare can be created from sunlight and floodlight depending on the type of surface used. |
| Biodiversity and Habitat | Provides natural environment for organic biodiversity in the soil. | No organic biodiversity due to compacted base and synthetic surface. |

Determining the long-term environmental impact of a synthetic system compared to a turf system is not easily quantified. The annual maintenance of a grass pitch requires large amounts of fertilizer, herbicide, pesticide and fungicides and utilises significant amounts of potable water whereas a synthetic surfaces key impacts are in the materials and embodied energy required to manufacture it and in the long-term disposal or recycling outcomes at end of life. The heat island effect of synthetic surfaces is also of concern and a synthetic surface can be up to 11% hotter than

the baseline average compromising some use during summer months and adding to the overall heat island effect and impact on climate change within Knox.

The amenity and greater capacity provided by a well maintained and carefully built synthetic facility possibly balances the equation. The introduction of newer systems and technology such as “no fill” or cork infill further enhances the prospect, however, invariably this also increases the cost.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The provision of synthetic surfaces can have a higher capital cost. This cost is often ameliorated by increased usage over the life span of the facility.

6. SOCIAL IMPLICATIONS

There is a perception amongst some members of the community that the development of a synthetic facility within an area that is used as public open space when not used for structured sporting purposes is a loss of that open space. In some instances, this has been the case when high fences have been constructed to remove access, however, there are many examples where this is not the case and public access has been made available through gates onto the space. Fences are required on synthetic fields to limit access to the field by unauthorized vehicles such as motorbikes and cars. If vehicles get on the surface, they can destroy the carpet and it needs to be replaced.

Fencing also assists the management of structured sport giving parents and spectators a boundary and limiting runoff for the balls. Dog walking is not recommended on synthetic surfaces due to excrement management and as such some local community members may bemoan the loss of some space. If dog waste is left on the carpet, it will not cause damage, however, it should be removed for health reasons prior to use of the facility, as per a turf field.

Synthetic Fields are particularly used to increase junior participation – the fields can be heavily trafficked, are level, have a consistent and safe surface and are not impacted by wet weather.

Synthetic Facility Incorporated into Public Open Space – Clifton Park, City of Moreland



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 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.

8. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

The consideration for further synthetic fields in the municipality should be based on a case-by-case basis approach utilising the decision-making framework described in this report and further detailed in Attachment 1. This will ensure the option of synthetic fields can be considered, where appropriate, to inform the broader planning considerations and processes.

Report Prepared By: Strategic Planning Coordinator (Active and Creative Communities),
Paul Reading

Report Authorised By: Director Connected Communities, Tanya Scicluna

Attachments

1. Attachment 1 - Synthetic Surface Development - Decision Making Framework [4.8.1 - 4 pages]

Attachment 1 - Synthetic Surface Development - Decision Making Framework

| Key Consideration | Issues to be addressed | Yes/No | Possible Actions |
|---|--|---|--|
| 1. Impact on the local community | Does the development improve a community asset? | Yes – eg. existing asset is waterlogged and unplayable 40% of the time | <ul style="list-style-type: none"> Replace with synthetic or redevelop turf field dependent on soil characteristics |
| | | No | <ul style="list-style-type: none"> Reassess requirement |
| | Does the development have an adverse impact on the surrounding parkland character? | No, it is an existing fenced sports field | <ul style="list-style-type: none"> Utilise existing footprint |
| | | Yes, current site is general public open space | <ul style="list-style-type: none"> Design new facility to blend in with the site Do not proceed |
| | Does the design encourage and allow for passive local community use (when not in active sports use)? | Yes | <ul style="list-style-type: none"> Proceed |
| | | No | <ul style="list-style-type: none"> Determine alternative surface options |
| | Is the development in a site that would most likely trigger community concern? | Yes – ie. adjacent to residential property, high level of passive community use | <ul style="list-style-type: none"> Undertake community engagement and consultation |
| | | No – eg. existing single use facility or not utilised for passive use | <ul style="list-style-type: none"> Undertake a lower level of consultation |
| | Is there enough natural green space to offset a synthetic ground at the site or nearby? | Yes eg. there is large amounts of general open space surrounding the proposal or it the development is one of two or three existing fields in a complex. | <ul style="list-style-type: none"> Determine viability based on other criteria. |

| | | | |
|---|--|---|---|
| | | No | <ul style="list-style-type: none"> If offset not available reassess. |
| 2. The type of sport played | Does the sport require a synthetic surface? | Yes | <ul style="list-style-type: none"> Proceed |
| | | No | <ul style="list-style-type: none"> Consider based on other criteria |
| | Is there State or National Sporting Association expectation for synthetic surfaces? | Yes | <ul style="list-style-type: none"> Proceed based on Club request and requirements |
| | | No – but Club has requested | <ul style="list-style-type: none"> Consider based on Club request. |
| 3. The demographics of the area | Is it a growing area, are their unmet needs for junior and female sport etc. that cannot be addressed without the development? | Yes | <ul style="list-style-type: none"> Proceed, following assessment of needs and opportunities. |
| | | No | <ul style="list-style-type: none"> Consider based on other criteria. |
| 4. Tenant club needs and the culture | Does the club have a growth agenda, is there evidence of growth? | Yes – understand the growth and the reason. | <ul style="list-style-type: none"> Are there other opportunities to address the needs – more ground allocations etc. If not proceed. |
| | | No | <ul style="list-style-type: none"> Determine the need based on existing requirements and other criteria |
| | Is the Club actively supporting a social inclusion agenda? (Diversity, junior and female development etc) | Yes | <ul style="list-style-type: none"> Consider the development in line with other criteria. |
| | | No | <ul style="list-style-type: none"> No further consideration until demonstrated evidence of this agenda |
| | Is the culture of the club reflective of community expectations? | Yes | <ul style="list-style-type: none"> Consider the development in line with other criteria |
| | | No | <ul style="list-style-type: none"> Work with Club to address and consider in future years based on evidence of change |
| | Are the current facilities meeting requirements? | Yes | <ul style="list-style-type: none"> No further action required, Do not proceed |

| | | | |
|--------------------------------------|--|-------------------------------|--|
| | | No | <ul style="list-style-type: none"> Consider the development in line with other criteria |
| | Does the further provision of natural turf meet requirements? | Yes | <ul style="list-style-type: none"> Consider turf redevelopment |
| | | No | <ul style="list-style-type: none"> Consider the development in line with other criteria |
| 5. Site and ground conditions | Do the soil types preclude the ability of developing sustainable high use turf fields? | Yes | <ul style="list-style-type: none"> Proceed |
| | | No | <ul style="list-style-type: none"> Consider the development in line with other criteria |
| | Are the drainage and storm water options appropriate for the development of a synthetic field? | Yes | <ul style="list-style-type: none"> Consider the development in line with other criteria |
| | | No | See below |
| | Can the drainage storm water be retrofitted to meet the requirements of the site? | Yes | <ul style="list-style-type: none"> Determine cost of meeting requirements Consider the development in line with other criteria |
| | | No | <ul style="list-style-type: none"> Do not proceed |
| 6. Biodiversity Impacts | Does the proximity of the development potentially impact sensitive environmental areas, habitat connectivity/ habitat corridor or native fauna movement? | No | <ul style="list-style-type: none"> Proceed |
| | | Yes – assess level of impact. | <ul style="list-style-type: none"> Address impacts |
| | | Can impacts be addressed – No | <ul style="list-style-type: none"> Do not proceed |

| | | | |
|---|---|-----|---|
| 7. The long-term environmental impact | Has the whole of life impact of the proposed products been considered? eg. recycling options, infill options, replacement lifespan? | No | <ul style="list-style-type: none"> Do not proceed |
| | | Yes | <ul style="list-style-type: none"> Proceed with best products available within agreed budget parameters. |
| 8. Alignment with Council's strategic plans and policies | Does development align with relevant plans and policies are considered, and any issues addressed? | Yes | <ul style="list-style-type: none"> Proceed |
| | | No | <ul style="list-style-type: none"> Document how they may be in conflict. |

DRAFT

4.9 Football Victoria Lease – Knox Regional Football Centre - Deed of Extension

SUMMARY: Leisure Contracts Officer, Kate Innocenti

This report recommends the execution of the Lease (Deed of Extension) for the Knox Regional Football Centre, located at 291 George Street, Wantirna South, contained within the land known as the Knox Regional Sports Park. It seeks approval to authorise the Chief Executive Officer to sign and seal the Deed with Football Victoria.

RECOMMENDATION

That the Committee:

- 1. Approve the extension of Lease (Deed of Extension) between Knox City Council (Lessor) and Football Victoria Inc. (Lessee) for the Football (Soccer) facility, 291 George Street, Wantirna South, contained within the property of the Knox Regional Sports Park (previously known Eastern Recreation Precinct). The lease will be executed via a “Deed of Extension”, to Football Victoria Inc. in accordance with the terms listed in this report, for a period of five years.**
- 2. Authorise the Chief Executive Officer to finalise, sign and seal all documentation pertaining to leasing of the facility to Football Victoria Inc.**

1. INTRODUCTION

In 2011, Council developed the Knox Regional Football Centre (KRFC) on the Knox Regional Sports Park (KRSP) site, previously known as the Eastern Recreation Precinct. The Leased land includes a full-sized football (soccer) pitch, nine five-a-side pitches both of which are synthetic surfaces, a pavilion comprising of office space, kitchen, first aid room, social/meeting room, change rooms, umpires’ room, public toilet, store room and associated facilities.

The facility is located at 291 George Street, Wantirna South and forms part of Crown Allotment 13E, Parish of Scoresby. The land is governed by a Head Lease between the Minister for Environment and Climate Change (Landlord) and Knox City Council (Tenant).

The Lease commenced on 19 September 2011, with an initial term of ten years, with an option to extend for a further term of five years. The first term is due to expire on 18 September 2021. The annual installment of rent is \$1 per annum with an annual financial contribution to a Pitch Replacement fund for the replacement of the synthetic surfaces (Community Pitch and five-a-side Pitches) at the facility. The Lease provides the following permitted use:

- Sporting, recreation, leisure, cultural, educational and associated retail uses and activities and telecommunications services, but expressly excluding gaming.
- Football Victoria are required to operate the premises as a regional football centre promoting and encouraging its use primarily for football competition, recreation, training and development.

The Lease agreement sets out key performance indicators and objective measures. It details the permitted hours of use and occupancy, application and approval for hiring fees as well as reporting obligations including Annual Business Plan, Budget, Annual Report and maintenance and repair obligations.

In 2016, Council authorised a “Deed of Amendment” to the Lease making changes to the core operating hours of the facility and Football Victoria’s annual reporting requirements, to better align with the Centre’s operations and simplifying the reporting requirements.

2. DISCUSSION

2.1 Extension Negotiations

The first term of the Lease (ten years) is due to expire on 18 September 2021. In line with Clause 23 – Further Term(s), Football Victoria (tenant) provided Notice on 12 August 2021, exercising the right of extension.

Football Victoria agrees to the extension on the same terms and conditions as the current lease (and Deed of Amendment), noting one amendment (formally agreed). The amendment is for the deferment of the final installment due under the Community Pitch and five-a-side Pitch Replacement Funds, until such time the synthetic pitch replacements are complete (anticipated for 18-24 months’ time). This agreement was made on the basis that the useful life of the pitch had been extended through the maintenance regime undertaken by FV, confirmed by an independent pitch assessment.

Supplementary correspondence received by FV noted the ongoing discussions with Knox City Council (KCC) and the State Sports Centre Trust (SSCT) in relation to the development of the State Basketball Centre, adjacent to the leased area.

A Deed of Extension has been prepared by Council’s Lawyers, leasing KRFC to FV for a period of five years.

3. CONSULTATION

The KCC negotiation team comprising Council’s Manager Active and Creative Communities, Coordinator Leisure Services and Leisure Contracts Officer has undertaken discussions with FV’s negotiation team comprising of the Senior Executive Manager – Business Services. Russell Kennedy Lawyers have facilitated the negotiation process.

4. ENVIRONMENTAL/AMENITY ISSUES

The proposed lease extension will not have an impact on any environmental or amenity issues.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The Deed of Extension proposes that the rental fee remain status quo at \$1 per annum. With an annual financial contribution to both the Community Pitch Replacement and five-a-side Pitch Replacement Fund to the values as set out in the Lease.

FV’s final payment (as agreed), will be due upon completion of the first synthetic pitch replacement/s. Football Victoria’s financial contribution to the replacement fund will recommence 12 months after the first replacement. The amount due will be 25% of the total projected replacement cost spread over four years. The total projected replacement cost will be agreed between the parties. As agreed, the final payment for the replacement period will be requested at the time of the renewal.

The only financial impact to Council is the cost of legal fees for the development of the Deed of Extension.

6. SOCIAL IMPLICATIONS

The proposed Deed of Extension will provide positive social implications by providing a service to the Knox Community. Providing a space where people can participate in activity and connect increases the health and wellbeing of the Community. While there may be some access implications due to the State Basketball Centre expansion, FV will work through operations to minimise impact of Knox residents.

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 4 - We are safe and secure

Strategy 4.2 - Enhance community connectedness opportunities to improve perceptions of safety

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

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

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 7 - We are inclusive, feel a sense of belonging and value our identity

Strategy 7.2 - Celebrate our diverse community

Strategy 7.3 - Strengthen community connections

Strategy 7.4 - Promote and celebrate the contribution of our volunteers

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

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

It is recommended that the Committee approve the Deed of Extension for the Knox Regional Football Centre located at 291 George Street, Wantirna South. Recommending the Deed of Extension be for a period of five years with the same terms and conditions as the first term of the

Lease, noting the additional clause of the last financial contribution into the pitch replacement funds.

The signing and sealing of the Deed of Extension will ensure continued operation of the Knox Regional Football Centre. The agreement does not go into over-holding allowing a seamless transition to the State. It is recommended to have the Deed of Extension signed and sealed by the Chief Executive Officer.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Leisure Contracts Officer, Kate Innocenti

Report Authorised By: Director Connected Communities, Tanya Scicluna

Attachments

Nil

4.10 Proposed Lease Amendments - 88 Station Street Ferntree Gully

SUMMARY: Paige Kennett, Acting Coordinator Property Management

This report recommends updating the previous resolution of the Strategic Planning Committee from the July 2021 meeting, for the further negotiated, mutually beneficial lease terms for the lease at Council owned property, 88 Station Street Ferntree Gully.

RECOMMENDATION

That the Committee:

- 1. Notwithstanding the decision at the July 2021 Strategic Planning Committee in relation to report Proposed Lease for Council Owned Property – 88 Station Street Ferntree Gully, resolve that:**
 - a. The Commencement date of the lease is to be updated from 13 July 2021 to a date in or after September 2021 nominated at the Chief Executive Officer’s discretion;**
 - b. The lease period to be extended from 2 years with a 1 year option, to an initial term of 2 years with options of further terms of 2-years and 1-year, to a maximum 5-year term;**
 - c. The annual rental increase from \$14,000 plus outgoings and GST, to \$17,800 plus outgoings plus GST.**
- 2. Determine that the resolution of the July 2021 Strategic Planning Committee in relation to the report Proposed Lease for Council Owned Property – 88 Station Street Ferntree Gully is amended by this resolution to the extent of any inconsistency or difference between this resolution and the resolution of 12 July 2021;**
- 3. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to sign and seal all lease documents required to execute the lease; and**
- 4. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to negotiate and execute extensions to the lease to the maximum 5-year term.**

1. INTRODUCTION

Following Council’s Strategic Planning Committee meeting 12 July 2021, Council officers and agents working on behalf of Council, further negotiated mutually beneficially terms to the lease with atWork Pty Ltd. As these terms differ from the previous Council decision, the report is brought to Council for consideration of these lease terms to be resolved.

2. DISCUSSION

Following Council’s Strategic Planning Committee Meeting 12 July 2021, Council officers and agents working on Council’s behalf, have further negotiated mutually beneficial terms to the lease that officers present to Council for their consideration.

The previous resolution of Council at the 12 July 2021 Strategic Planning Committee was:

RESOLUTION

MOVED: Councillor Baker

SECONDED: Councillor Laukens

That Council:

1. Enter into a new lease between Knox City Council (Lessor) and atWork Australia Pty Ltd (Lessee) at 88 Station Street, Ferntree Gully commencing 13 July 2021. The lease will be for a period of 2 years, with a 1 year option, and the annual rental being \$14,000 plus outgoings and GST, increasing annually by 3%; and
2. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to sign and seal all lease documentation required to execute the lease.
3. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to negotiate and execute extensions to the lease to the maximum 3 year term.

CARRIED

Council officers recommend amending the resolution to reflect the updated lease terms as follows:

| | Council Resolved (12 July 2021) | Updated Lease Terms for Council's consideration |
|--------------------------------|--|--|
| Lease commencement date | 13 July 2021 | August 2021 |
| Lease Term | 2 years with a 1 year option (total 3-year option) | 2 years with 2 + 1 year options (total 5 years) |
| Lease rental cost | \$14,000 plus outgoings and GST, increasing annually by 3% | \$17,800 plus outgoings and GST, increasing annually by 3% |

The updated lease terms meet the strategic intent of the site, and benefit both the tenant and Council as landlord.

3. CONSULTATION

Council officers have consulted with managing agents and the proposed tenant.

As the lease is less than 10 years and the annual market rental is less than \$100,000, there is no requirement under the Local Government Act 2020 to advertise.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no environmental or amenity issues with this report.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The proposed updated lease terms for 88 Station Street, Ferntree Gully is for a period of 2 years with a 2-year + 1-year options. The agreed rental is \$17,800 per annum (plus outgoings and GST), increasing annually by 3%.

The rental value has been determined by agents appointed by Council and is in accordance with commercial rentals within the area and the condition of the premises.

The 2-year lease term with a 2-year plus 1-year option meets the strategic intent of the site and is therefore a recommended use of the building.

6. SOCIAL IMPLICATIONS

There are no social implications regarding 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

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

9. CONCLUSION

It is recommended to amend the previous Council resolution of its Strategic Planning Committee meeting 12 July 2021, and enter into the lease with atWork Australia Pty Ltd for the premises located at 88 Station Street Ferntree Gully. The recommended lease is for 2 years with a 2-year plus 1-year options (total 5 years), commencing August 2021 with an annual rent is \$17,800 plus GST and outgoings, increasing annually by 3%. It is also recommended to have this lease signed and sealed by the Chief Executive Officer (or such person as the Chief Executive Officer selects) to execute the lease, and all options up to a maximum term of 5 years.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Acting Coordinator Property Management, Paige Kennett

Report Authorised By: Director City Strategy and Integrity, Matt Kelleher

Attachments

Nil

5 Motions for Which Notice has Previously Been Given

6 Supplementary Items

7 Urgent Business

7.1 Urgent Business

8 Confidential Items