

# AGENDA



Meeting of Council

To be held at the

Civic Centre

511 Burwood Highway

Wantirna South

On

Monday 19 December 2022 at 5:00 PM

This meeting will be conducted as a hybrid meeting

**Order of Business**

- 1 Apologies And Requests For Leave Of Absence .....4
- 2 Declarations Of Conflict Of Interest .....4
- 3 Confirmation Of Minutes .....4
- 4 Presentations, Petitions And Memorials .....4
- 5 Reports By Councillors .....4
- 6 Planning Matters .....5
  - 6.1 Report of Planning Applications Decided Under Delegation 1 November 2022 to 30  
November 2022 .....5
- 7 Public Question Time .....11
- 8 Officer Reports.....12
  - 8.1 Proposed Sale of Council Building - 27 Tyner Rd Wantirna South .....12
  - 8.2 Proposed Sale of Council Land - 276 Wantirna Rd, Wantirna.....22
  - 8.3 Bayswater Business Precinct (BBP) Transformation Strategy .....48
  - 8.4 Retail Activation Strategy (RAS) .....115
  - 8.5 Minor Grants Program 2022-23 Monthly Report .....217
  - 8.6 Loan Borrowings .....235



- 8.7 Recruitment/Annual Report - Youth Advisory Committee .....240
  
- 8.8 Breach of Seasonal Licence Agreements with Sporting Clubs .....246
  
- 8.9 Customer Experience Strategy.....264
  
- 8.10 Complaints Policy.....298
  
- 8.11 Melbourne East Regional Sport and Recreation Strategy.....321
  
- 8.12 Knox Disability Advisory Committee Terms of Reference Update.....403
  
- 9 Supplementary Items.....420
  
- 10 Notices Of Motion .....420
  
- 11 Urgent Business .....420
  
- 12 Questions Without Notice .....420
  
- 13 Confidential Items.....420
  
- 13.1 Waterford Valley Golf Course - Reserve 2 .....420
  
- 13.2 CEO Performance Review .....420

Bruce Dobson  
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 Meeting of Council held on Monday 28 November 2022

**4 Presentations, Petitions and Memorials**

**5 Reports by Councillors**

## 6 Planning Matters

### 6.1 Report of Planning Applications Decided Under Delegation 1 November 2022 to 30 November 2022

**SUMMARY: Manager, City Planning & Building, Paul Dickie**

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

#### RECOMMENDATION

That the planning applications decided under delegation reports (between 1 November 2022 to 30 November 2022) be noted.

#### 1.REPORT

Details of planning applications decided under delegation from 1 November 2022 to 30 November 2022 are attached. The applications are summarised as follows:

<b>Application Type</b>	<b>No.</b>
Building & Works: Residential	5
Other	4
Subdivision	12
Units	17
Tree Removal / Pruning	10
Single Dwelling	1
Child Care Centre	2
<b>TOTAL</b>	<b>51</b>

#### 2.CONFIDENTIALITY

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

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

**Report Authorised By: Director City Liveability, Matt Kelleher**

#### Attachments

Nil

## Knox City Council

### Planning Applications Decided - Council

1 November 2022 and 30 November 2022

<b>Ward</b>	<b>No/ Type</b>	<b>Address</b>	<b>Description</b>	<b>Decision</b>
Baird	2022/6130	14 Wilson Street FERNTREE GULLY VIC 3156	The construction of a double storey dwelling to the rear of the existing dwelling	2/11/2022 Approved
Baird	2021/6741	1 Castle Street FERNTREE GULLY VIC 3156	Development of the land for two (2) double storey dwellings	3/11/2022 Approved
Baird	2022/6512	4 Cypress Avenue BORONIA VIC 3155	Six lot subdivision (approved unit development)	10/11/2022 Approved
Baird	2022/9114	125 Boronia Road BORONIA VIC 3155	Buildings and works (alterations to doorway)	9/11/2022 Approved
Baird	2022/6185	15 Patrick Court BORONIA VIC 3155	Development of the land for a double storey dwelling to the rear of the existing dwelling	9/11/2022 Notice of Decision
Baird	2022/6583	141 Boronia Road BORONIA VIC 3155	Buildings and Works (Pergola)	10/11/2022 Approved
Baird	2022/9123	93 Boronia Road BORONIA VIC 3155	Buildings and Works (alterations to the rear facade)	16/11/2022 Approved
Baird	2022/6260	22 Flower Street FERNTREE GULLY VIC 3156	Development of the land for seven (7) double storey dwellings and waiver of one (1) visitor car parking space	23/11/2022 Refused
Baird	2021/6614	19 Narcissus Avenue BORONIA VIC 3155	Development of the land for two (2) double storey dwellings and one (1) single storey dwelling at the rear	18/11/2022 Notice of Decision
Baird	2022/6193	733 Burwood Highway FERNTREE GULLY VIC 3156	Use and development of the land for a child care centre, associated business identification signage and alteration of access to a road in a Transport Zone 2	25/11/2022 Notice of Decision

<b>Ward</b>	<b>No/ Type</b>	<b>Address</b>	<b>Description</b>	<b>Decision</b>
Baird	2022/9127	43 Rowson Street BORONIA VIC 3155	Removal of one (1) Eucalyptus radiata (Narrow Leaved Peppermint)	25/11/2022 Approved
Chandler	2022/9112	4 Early Place BORONIA VIC 3155	Removal of one (1) Eucalyptus botryoides (Southern Mahogany)	8/11/2022 Approved
Chandler	2022/6189	286 Dorset Road BORONIA VIC 3155	Development of the land for seven (7) double storey dwellings and removal of vegetation	3/11/2022 Notice of Decision
Chandler	2022/9122	6 Kalman Drive BORONIA VIC 3155	Two lot Subdivision of existing factories	16/11/2022 Approved
Chandler	2022/9116	2 Alfred Street BORONIA VIC 3155	2 Lot Subdivision (approved unit development)	11/11/2022 Approved
Chandler	2022/6476	123 Old Coach Road SASSAFRAS VIC 3787	Buildings and Works - Construction of a shed	21/11/2022 Approved
Chandler	2022/6550	5 Lyndon Road BORONIA VIC 3155	Pruning of one (1) Ulmus glabra 'Lutescens' (Golden Elm) and the removal of one (1) Pistacia chinensis (Chinese Pistache)	16/11/2022 Approved
Chandler	2022/6566	170 Dorset Road BORONIA VIC 3155	The removal of one (1) Grevillea robusta (Silky Oak)	23/11/2022 Approved
Collier	2022/6509	9 Cassia Court WANTIRNA VIC 3152	Three (3) Lot Subdivision (Approved Unit Development)	3/11/2022 Approved
Collier	2022/9119	45 Clarence Road WANTIRNA VIC 3152	Two lot Subdivision (approved unit development)	11/11/2022 Approved
Collier	2022/6298	3 Caprice Close WANTIRNA VIC 3152	Development of the land for two (2) dwellings	22/11/2022 Approved
Collier	2021/6737	29 Clarence Road WANTIRNA VIC 3152	Development of the land for two double storey dwellings	16/11/2022 Approved
Dinsdale	2022/6305	42 Elizabeth Street BAYSWATER VIC 3153	Development of the land for two (2) double storey dwellings and one (1) single storey dwelling	2/11/2022 Approved
Dinsdale	2022/6346	1/7 View Road BAYSWATER VIC 3153	Buildings and Works (single storey addition and alteration to existing single storey unit)	8/11/2022 Approved

<b>Ward</b>	<b>No/ Type</b>	<b>Address</b>	<b>Description</b>	<b>Decision</b>
Dinsdale	2021/6796	20 Naomi Court BAYSWATER VIC 3153	Development of the land for two (2) double storey dwellings	3/11/2022 Notice of Decision
Dinsdale	2022/6017	30 Scoresby Road BAYSWATER VIC 3153	The development of the land for four (4) double storey dwellings and alteration of access to a road in a Transport 2 Zone	15/11/2022 Approved
Dinsdale	2022/6066	26 Myrtle Street BAYSWATER VIC 3153	The construction of three (3) double storey dwellings on the land	14/11/2022 Approved
Dinsdale	2022/6540	26 Victoria Road BAYSWATER VIC 3153	Three lot subdivision (approved unit development)	23/11/2022 Approved
Dinsdale	2022/6527	1/224 Scoresby Road BORONIA VIC 3155	3 lot subdivision (Approved Development Site)	18/11/2022 Approved
Dinsdale	2022/6361	7 Russell Crescent BORONIA VIC 3155	Development of the land for two (2) double storey dwellings	24/11/2022 Notice of Decision
Dobson	2022/6382	23 Leon Court FERNTREE GULLY VIC 3156	The construction of garage and retaining wall	10/11/2022 Approved
Dobson	2022/6576	31 Cornhill Street FERNTREE GULLY VIC 3156	Removal of two (2) dead Eucalyptus sp and the pruning of one (1) Angophara costata (Smooth Barked Apple)	2/11/2022 Approved
Dobson	2022/9120	1216 Burwood Highway UPPER FERNTREE GULLY VIC 3156	Buildings and works - construction of a roof pergola	11/11/2022 Approved
Dobson	2022/9121	21 Myrtle Crescent FERNTREE GULLY VIC 3156	Removal of one (1) Corymbia ficifolia (Flowering Gum)	22/11/2022 Approved
Dobson	2022/9128	5 Aringa Court FERNTREE GULLY VIC 3156	Removal of one (1) Pyrus calleryana (Callery Pear)	25/11/2022 Approved
Dobson	2022/6471	147 Napoleon Road LYSTERFIELD VIC 3156	12 Lot Subdivision (Approved Development Site)	23/11/2022 Approved
Dobson	2022/6542	19 Butlers Road FERNTREE GULLY VIC 3156	Second storey addition to existing dwelling	29/11/2022 Approved
Dobson	2022/6607	19 Railway Avenue UPPER FERNTREE GULLY VIC 3156	Removal of one (1) Eucalyptus goniocalyx - Long-leaf Box	29/11/2022 Approved

<b>Ward</b>	<b>No/ Type</b>	<b>Address</b>	<b>Description</b>	<b>Decision</b>
Dobson	2022/6518	24 The Glen FERNTREE GULLY VIC 3156	Development of the land for a single storey dwelling	18/11/2022 Approved
Dobson	2022/6480	12 Glass Road UPPER FERNTREE GULLY VIC 3156	Buildings and Works - Extension to existing dwelling including studio and workshop	24/11/2022 Approved
Friberg	2021/6618	13-15 Conn Street FERNTREE GULLY VIC 3156	Development of the land for nine (9) double storey dwellings	2/11/2022 Notice of Decision
Friberg	2022/6083	1607 Ferntree Gully Road KNOXFIELD VIC 3180	Use and Development of land for a childcare centre with basement	3/11/2022 Approved
Friberg	2022/6609	41 Lynn Drive FERNTREE GULLY VIC 3156	Two lot Subdivision (approved unit development)	11/11/2022 Approved
Friberg	2022/6322	70 Harley Street North KNOXFIELD VIC 3180	Development of a double storey dwelling to the rear of the existing dwelling	24/11/2022 Approved
Scott	2022/6311	10 White Road WANTIRNA SOUTH VIC 3152	Development of the land for three (3) double storey dwellings	18/11/2022 Approved
Scott	2022/6409	SS6/408 Burwood Highway WANTIRNA SOUTH VIC 3152	Subdivision to create car parks	10/11/2022 Approved
Taylor	2022/6544	88A Major Crescent LYSTERFIELD VIC 3156	Removal of one (1) Araucaria heterophylla (Norfolk Island Pine), one (1) Cupressus arizonica var. Glabra (Blue Arizona Cypress), two (2) Chamaecyparis lawsoniana (Lawsons Cypress), one (1) Cupressus x leylandii (Leyland Cypress), one (1) Syzygium smithii (Lily Pilly) and one (1) Grevillea robusta (Silky Oak)	29/11/2022 Approved
Tirhatuan	2021/6726	25 Deschamp Crescent ROWVILLE VIC 3178	Development of the land for four (4) double storey dwellings	2/11/2022 Notice of Decision
Tirhatuan	2022/6526	8 Elizabeth Court ROWVILLE VIC 3178	4 Lot Subdivision (Approved Development Site)	10/11/2022 Approved
Tirhatuan	2022/9103	9 Incana Place ROWVILLE VIC 3178	Removal of one (1) Eucalyptus cephalocarpa (Silver Leaved Stringybark) to accommodate garage extension	9/11/2022 Approved

<b>Ward</b>	<b>No/ Type</b>	<b>Address</b>	<b>Description</b>	<b>Decision</b>
Tirhatuan	2022/9124	1449A & 1449B Ferntree Gully Road SCORESBY VIC 3179	Two (2) Lot Subdivision (approved unit development)	16/11/2022 Approved

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7 Public Question Time

## 8 Officer Reports

### 8.1 Proposed Sale of Council Building - 27 Tyner Rd Wantirna South

**SUMMARY:** Manager Strategic Procurement and Property, Shelley Starrenburg

This report is to inform Council that the statutory procedures required for the sale of 27 Tyner Road, Wantirna South, in accordance with Section 114 of the *Local Government Act 2020* are now complete.

Feedback received from the community consultation undertaken on the proposed sale of 27 Tyner Road, Wantirna South is provided in the report for consideration.

The site was identified as surplus in 2018 following a review of early years services, leading to consolidation into the two hubs now built in Wantirna South and Bayswater (the Hubs). The services previously delivered from 27 Tyner Road Wantirna South have been relocated and this site has been vacant since 2018.

Consultation has been undertaken and it is now recommended that Council proceed with the sale of the property.

#### **RECOMMENDATION**

That Council:

1. Note the feedback received during the recent community consultation for the proposed sale of 27 Tyner Road, Wantirna South as set out in the Officers' report.
2. Having complied with the requirements of Section 114 of the Local Government Act 2020, resolve to sell 27 Tyner Road, Wantirna South.
3. Authorises the Chief Executive Officer (or such other person that the Chief Executive Officer appoints for the purpose of giving effect to this resolution) to proceed with the sale of the property at 27 Tyner Road, Wantirna (Lot 51 on Plan of Subdivision 50544 as per the Certificate of Title Volume 8406 Folio 988):
  - a) Initially by public auction with the reserve price and other terms as set out in Confidential Attachment 1; and
  - b) If the land remains unsold after auction, by negotiation to the highest bidder in accordance with Confidential Attachment 1; and /or
  - c) If the land still remains unsold, by private treaty until 2 June 2023 in accordance with Confidential Attachment 1.
4. Authorises the Chief Executive Officer (or such other person that the Chief Executive Officer appoints for the purpose of giving effect to this resolution) to sign the Contract of Sale and all other necessary documents associated with the sale of 27 Tyner Road, Wantirna South.
5. Pursuant to Section 125 of the Local Government Act 2020, authorises the confidential information in the confidential attachments to be publicly available for the limited purpose of communicating the effect of this Resolution to the extent necessary to give effect to it.
6. Authorises the Chief Executive Officer (or such person the Chief Executive Officer selects) to communicate the content of the confidential attachments to the extent necessary at their discretion, including for the purpose of informing the community about the content of the report or Council's decision.

## **1. INTRODUCTION**

In November 2018, Council officers presented a report for Council consideration, discussing the strategic review of several early years building assets in the context of the construction of two early years hubs.

In the 2018 meeting Council resolved to declare 5 sites, including 27 Tyner Road, Wantirna South, surplus to Council needs. The buildings were identified as surplus due to service consolidation and co-location of services at more accessible fit for purpose sites, and to offset the project costs.

These recommendations were established following a review and presentation of a plan to consider the future purpose of the site(s) and impacts to service delivery with the implementation of the two new Early Years hubs construction which was completed in 2019. The two hubs, built in Bayswater and Wantirna South, have been built to support the delivery of early years services for Knox's existing and future community needs. The facilities are modern, flexible, and provide co-located and integrated services to improve the experience for residents utilising the services available.

The hubs offer a range of services to the community, including early years programs focused on education and care, health and wellbeing, family support and community connectedness. They are designed to enhance children's learning and development, support parents and families, and provide a place for services and professionals to connect with each other as they work with children from birth to school age.

Since construction, the hubs have seen the consolidation of five long day care and one occasional early years education service. The services that were delivered from the 27 Tyner Road site, sleep settling, lactation support and enhanced Maternal Child Health Nurse services, have been relocated to Boronia, and subsequently the site 27 Tyner Road, Wantirna South has been vacant since late 2018.

The proposal to commence the statutory process to sell this site was initially considered by Council in September 2020, at which time Council resolved to defer the item to allow further time and discussion. Council officers then presented a subsequent report to Council in November 2021 at which Council resolved to commence the statutory process to publicly declare the site surplus and engage with the community.

The proceeds from the sale are included in the 2022/23 Adopted Budget for funding a component of capital works program. Should Council elect to withhold the property from sale, the site will require investment to reinstate the facility, which will continue to have restricted options for use as it is designed and fitted out as an early years facility, as well as requiring the removal or re-phasing of committed projects from the capital works program to offset the reduced proceeds.

Following the advertising and consultation process, feedback has been collated and provided in this report for Council consideration. Should Council resolve to sell the property the process can commence immediately.

## 2. DISCUSSION

Council officers conducted six weeks of community consultation, providing an opportunity for residents to comment on the proposed sale of the site via several avenues: through the “Have Your Say” page on Council’s website; in writing by post or email; via phone call or in person at the Civic Centre.

Community consultation went from 6 June 2022 - 4 July 2022 and 8 July 2022 –25 July 2022. Officers advertised the proposal and attended the property on Saturday 25 June 2022 to receive feedback and generate discussion – there were no attendees.

At the conclusion of the consultation period, a total of 14 responses were received from Council’s “Have Your Say” page, summarised below (full report in confidential Attachment 3). No feedback was received through other channels.



Image 1: Aerial view of 27 Tyner Rd Wantirna (land area approx. 725 square metres)

The Community feedback provided during the consultation period has been reviewed and collated into themes where appropriate. These items are tabled below.

### 1. Has an infrastructure assessment been completed for 3 & 4-year-old kindergarten programs?

Council assesses the need for kindergarten programs and infrastructure, ongoing.

#### Further Information

Knox City Council and the Department of Education and Training (DET) have assessed future demand for kindergarten through the Kindergarten Infrastructure and Services Plan, available on DET and Council’s website. Whilst the plan identified ongoing need for kindergarten places in Wantirna South into the future, analysis has confirmed this can be accommodated by the existing services (both Council and non-Council run services) providing 3 & 4 year old kindergarten in the area.

Council operates 8 kindergarten programs across the Wantirna and Wantirna South suburbs providing the community with ample supply for children to access 2 years of kindergarten. Council has carefully considered the changing service delivery needs resulting from the State Governments kindergarten reform and is confident there will be no negative impacts for early years programs

**1. Has an infrastructure assessment been completed for 3 & 4-year-old kindergarten programs?**

resulting from the sale of this site.

The recent announcement of further kindergarten reforms still lacks detail from the State Government. Additional planning will be undertaken across the whole Knox municipality to understand future demand in relation to the mix of service settings (both sessional and long day care kindergarten settings) available for family choice; however, this site is not required for future kindergarten services.

**2. Concerns regarding future site redevelopment, specifically:**

- a. Height of potential development;**
- b. Number of developments on the parcel; and**
- c. Impact on traffic and parking in the area, particularly on Tyner Rd where the school is located.**

Officers have researched this item and found that all aspects of potential development are covered by the Planning Scheme. Further detail is provided below.

Further Information

The site and surrounding area are zoned Neighborhood Residential Zone 4.

A planning permit is required for any development on the site, in accordance with the planning scheme.

Under the Knox Planning Scheme, any development, including subdivision, requires a permit and therefore any development proposals are required to be submitted to Council officers for consideration prior to approval or commencement of any works.

Council planning officers review proposals submitted and apply consideration of planning regulations specific to the site, including, but not limited to: trees, neighbourhood character, privacy/overlooking, setback, site coverage, height of the development and parking facilities.

**3. Can the asset be used by the school?**

The school declined to purchase the site.

Further Information

Council approached Wantirna South Primary School as well as the Victorian School Building Authority (VSBA) and offered the site on a First Right of Refusal basis to either lease or purchase the site.

The school withdrew from the lease process in October 2019 and thanked Council officers for their time and effort in the process of considering Wantirna South Primary School for occupancy of the site.

**Policy Principles**

Council officers have assessed the proposed sale against the policy principles as listed in the Council's Sale of Land and Building Policy.

<b>Component</b>	<b>Principle</b>	<b>Council Review</b>
Economic	Council evaluation of surplus property will consider the value of the land as well as the cost of retaining the land; utilities and any foregone revenue; as well as any potential return available from sale for alternative purposes	<p>During planning of the Early Years Hubs, five standalone buildings were subsequently deemed surplus based on the services that were planned to be consolidated into the hubs. The buildings deemed surplus were planned to contribute to funding the establishment of the hubs. The sale of this building would contribute 5-6% of the establishment costs of the hubs.</p> <p>Proceeds of the sale are included in the 2022/23 Budget for the sale of this property, with funds allocated towards capital investment. Failure to realise these proceeds would result in the need to reduce or rephase the capital program.</p> <p>Increasing asset utilisation and collocating services is a sound financial decision. Having more assets that are only partially utilised, costs more than having less sites with higher utilisation.</p>
Change in Service Delivery Needs	Does not or will not support, facilitate or contribute to current or future service delivery outcomes as identified in the Council Plan.	<p>The latest report into kindergarten services conducted by the Department of Education together with Knox City Council (Kindergarten Infrastructure and Services Plan 2021), did not identify any additional need for these type of services around Wantirna. Census data shows that the area is an aging demographic with fewer young families due to housing prices.</p> <p>The site has not been identified within the Council Plan for any other services.</p>
Building Condition	Council will consider the current building asset condition, maintenance, renewal, and upgrade considerations.	<p>The building on the site was built in 1970 (48 years old). Building audits advise the building has 28 years left of its economic and usable life left, without any further works.</p> <p>Whilst this may be able to be extended through maintenance and renewal programs, it would require significant renovation and works.</p> <p>The building is set up for an early years setting, and will require significant investment (\$250k-\$350k) to reconfigure for another use, which is</p>

<b>Component</b>	<b>Principle</b>	<b>Council Review</b>
		not budgeted. Ongoing maintenance costs are estimated at \$15k per annum, also unbudgeted.
Environment	Council will consider the sale of surplus land where retention will not enhance or protect its environmental value.	A planning permit is not required for the removal of trees on the site. Vegetation on site has a low retention value and not worthy of retention in any redevelopment.
Physical Works	Council will consider the sale of surplus land where it has not been identified in the Council Plan for the development of new assets or the improvements of existing assets.	This property has not been identified in the Council Plan 2021-2025.
Recreation	Council will consider the sale of surplus land where it is not required by the Council Plan for recreational purposes.	The Council Plan does not identify this site for any recreational uses, updates, or renewals.
Land Use Planning	Council will consider the sale of surplus land where there are no compelling land use planning grounds for retention.	It is located within a Neighbourhood Residential 4 Zone and has no overlays. It could be developed for residential purposes, or other uses which support the surrounding residential uses. The site could also be retained as is by a future owner. The land has no compelling land use or planning grounds for retention.
Social	Council will consider the sale of surplus land where alternative social uses have not been identified.	No social use has been identified for this site that could not otherwise be catered for by other sites, particularly when collocating services and community groups better utilises council assets. Collocating community groups into multipurpose/shared facilities creates positive social impacts through connectivity within our community.
Inter-generational Needs (future needs)	Council will consider social, environmental, and economic future needs of the asset (10-year and 20-year impacts) by considering how the land sale today benefits current and future generations in the municipality.	The land sale benefits the establishment of the Early Years Hubs financially, which supports future generations requiring the holistic support services that are offered at the Hubs.
Heritage and Cultural Value	Council will consider the assets heritage and cultural values to the community.	There are no heritage or cultural value associated with this parcel of land.
Risk	Identify and assess risks	If Council decide to hold the asset, the costs for

Component	Principle	Council Review
	associated with holding or disposing of the asset.	<p>renewal and maintenance are estimated at \$15,000 per annum, which has not been budgeted. An initial investment to uplift the building to habitable conditions, including necessary compliance upgrades, is estimated at \$250k-\$350k. This investment, as well as the property value, would need to be offset by a reduction in future budgets. If the building were to be retained, the proceeds budgeted from the sale would need to be reduced or rephrased from the capital works budget.</p> <p>Proceeds are budgeted in the 2022/23 Adopted Budget as a component of funding the capital works program. Further borrowings to cover a reduction in proceeds is not an option as Council is already at the maximum ratio for indebtedness across the forward budget period.</p>

**Zoning surrounding the site**

The zoning of the site is shown in Image 2.

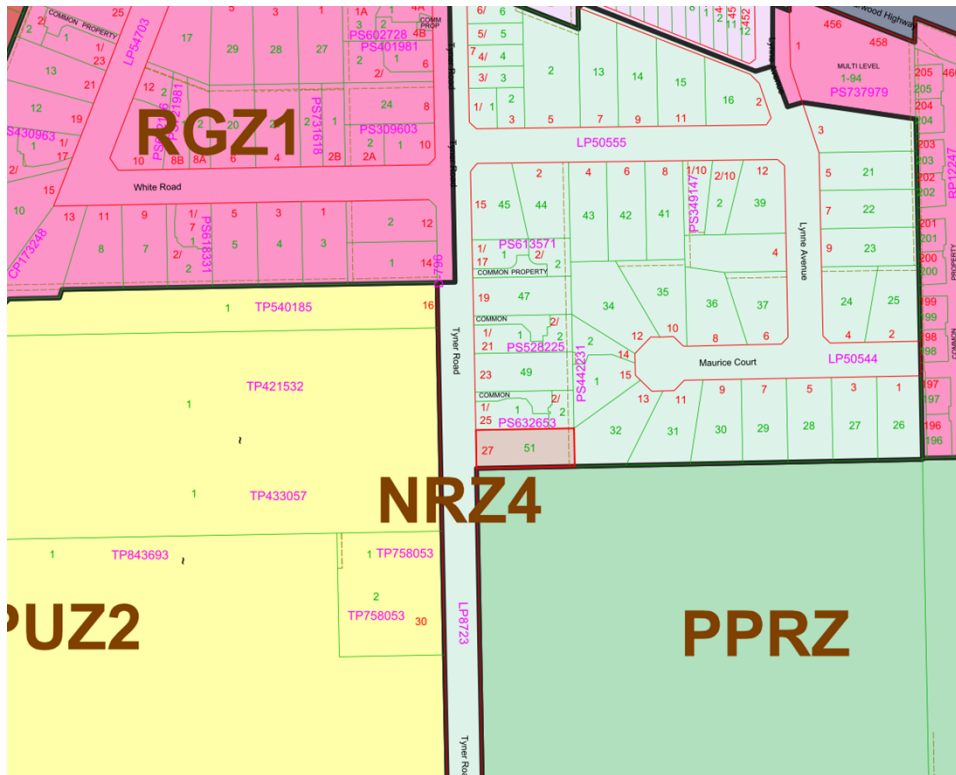


Image 2: GIS image of zoning around 27 Tyner Rd Wantirna South

**Section 173 agreement**



A section 173 agreement is not recommended to be applied to 27 Tyner Road, Wantirna South as the zoning for the site and surrounding area are zoned Neighborhood Residential Zone 4 and a planning permit is required for any development on the site, in accordance with the planning scheme. The planning permit process already applies consideration of planning regulations specific to the site, including, but not limited to: trees, neighbourhood character, privacy/overlooking, setback, site coverage, height of the development and parking facilities. The concerns raised through community engagement will be addressed through the current planning scheme without the requirement of a section 173 agreement.

A requirement to demolish the site within a specified period is also not recommended; a building audit advises the building has 28 years left of its economic and usable life remaining, without any further works. Due to the assessed life remaining and size of the premises, it is possible a buyer may consider retaining the current building.

### 3. CONSULTATION

Council officers completed a community engagement plan which included options for the Knox community to engage with the proposal to sell 27 Tyner Road, Wantirna South and provide feedback. The “Have Your Say page” was open to the public for 6 weeks.

Officers opened the property on Saturday 25 June as an opportunity for the community to visit the site and talk with officers. To note, there were no residents that attended this session. There was also the option for the community to email, call, post and visit the Civic Centre to provide feedback during this time. Confidential Attachment 3 contains the full feedback received for 27 Tyner Road, Wantirna South and a summary of the community engagement figures is presented in Table 1.

**Table 1**

<b>27 Tyner Rd, Wantirna South community engagement summary</b>	
<b>Open Session Attendance</b>	0
<b>Total Submissions</b>	14
<b>Oppose Sale</b>	71%
<b>Support Sale</b>	29%

In undertaking community engagement, Council has complied with the requirements under the Local Government Act 2020.

### 4. CLIMATE CHANGE CONSIDERATIONS

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council’s Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

### 5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

The site is located directly next door to Walker reserve. The site has been assessed for potential extension of Walker reserve by the Open Space Team and considered by the Leisure Team, however this was deemed to have no positive impact to the existing open space due to

the location (next to the carpark). 27 Tyner Road Wantirna comprises 725sqm, compared with 28,000sqm from Walker Reserve and therefore would have a minimal impact to open space.

As part of the sale process, the site will require some work to remove the yard and fence encroaching into the adjoining Wallace Reserve. This will return the encroached area to the overall Wallace Reserve, which is considered a positive environmental/amenity impact.

## 6. FINANCIAL & ECONOMIC IMPLICATIONS

This site, together with four others, was identified and presented to Council as surplus for consideration to sell in a report in November 2018. The report advised that any proceeds from the sale of the under-utilised, surplus assets listed would be used to offset the construction costs of the hubs.

The council facility at 27 Tyner Road, Wantirna shares a boundary with Walker Reserve. Council previously expanded the outdoor play area of 27 Tyner Road, Wantirna into the Public Park and Recreation area of Walker reserve, up to the small carpark immediately off Tyner Rd (see image 3 below). Some work is required to clear the area and reinstate the boundary prior to sale. The cost of this work is estimated at approximately \$22,000.



Image 3: Aerial image of 27 Tyner Road, Wantirna South, showing the area encroaching into Wallace Reserve

The proceeds from the sale of the site are included in the 2022/23 Adopted Budget. If the funds are not realised in this financial year, it will have a direct impact on the financial capacity of the Council to deliver the capital works program.

Should Council elect to withhold the property from sale, the site will require investment to reinstate the facility. The building has limited use options for public use by Council as it is designed and fit out as an early years facility. The loss of anticipated proceeds from the sale of this site will require review of committed projects from the capital program to offset unrealised proceeds.

The building has been vacant since 2018, when the services were relocated to the Hubs. In this time, no maintenance has been conducted. The Facilities Team have advised recommissioning the building including accessibility compliance requirements would require an immediate investment of between \$250k-300k with a further \$300k within 2-4 years. The annual operating costs and maintenance costs are estimated at a further \$15k. The required investment to reinstate the building is not budgeted.

The most current valuation included in Confidential Attachment 2 was received in December 2022.

27 Tyner Road, Wantirna South has no current reserve status or caveats on the land and can progress to sale immediately, subject to Council approval.

## **7. SOCIAL IMPLICATIONS**

Social implications have been considered in developing this report. The benefits of co-locating services through the hubs are well researched and supported, and the current provision of services has been researched and covered by existing and used facilities ensuring all our community has access to services. Future community needs can be supported by the available capacity of our existing sites and collocating services with our community groups.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Civic Engagement & Integrity**

Strategy 5.1 - Provide opportunities for all people in Knox to have their say.

Strategy 5.2 - Manage our resources effectively to ensure financial sustainability and improved customer experience.

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

## **9. 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.

## **10. CONFIDENTIALITY**

Attachments 1, 2, and 3 are included in the confidential agenda, as they contain confidential information pursuant to Council's Governance Rules and Section 66 of the Local Government Act 2020, as it relates to:

- Council business information, that will prejudice Council's position when negotiating the sale price for property at auction if prematurely released; and
- personal information, including names, addresses information that reveals a person's identity that would be unreasonable to disclose in a public report.

**Report Prepared By:** Manager Strategic Procurement and Property, Shelley Starrenburg  
**Report Authorised By:** Chief Financial Officer, Navec Lorkin

### **Attachments**

Nil

## 8.2 Proposed Sale of Council Land - 276 Wantirna Rd, Wantirna

**SUMMARY: Manager Strategic Procurement and Property, Shelley Starrenburg**

This report is to inform Council that the statutory procedures required for the sale of 276 Wantirna Road, Wantirna, in accordance with Section 114 of the *Local Government Act 2020* are now complete. Feedback received from the community consultation undertaken on the proposed sale of the former "Knox Early Parenting Centre" located at 276 Wantirna Road, Wantirna is provided in the report for consideration.

The site was identified as surplus in 2018 following a review of early years services, leading to consolidation into the two hubs now built in Wantirna South and Bayswater (The Hubs).

The services previously delivered from 276 Wantirna Road Wantirna have been relocated and this site has been vacant since 2019.

Consultation has been undertaken and it is now recommended that Council proceed with the sale of the property.

### RECOMMENDATION

That Council:

1. Note the feedback received during the recent community consultation for the proposed sale of 276 Wantirna Road, Wantirna as set out in the Officers' report.
2. Having complied with the requirements of Section 114 of the *Local Government Act 2020*, resolve to sell 276 Wantirna Road, Wantirna.
3. Authorises the Chief Executive Officer (or such other person that the Chief Executive Officer appoints for the purpose of giving effect to this resolution) to proceed with the sale of the property at of 276 Wantirna Road, Wantirna, (Lot 1 on Plan of Subdivision 831539Q as per the Certificate of Title Volume 12237 Folio 366):
  - a) Initially by public auction with the reserve price as set out in Confidential Attachment 1; and
  - b) If the land remains unsold after auction, by negotiation to the highest bidder in accordance with Confidential Attachment 1; and /or
  - c) If the land still remains unsold, by private treaty until 3 May 2023, in accordance with Confidential Attachment 1; and
  - d) Include a condition as part of any contract of sale, that an agreement under Section 173 of the *Planning & Environment Act 1987*, be entered into requiring the demolition of the building within a specified timeframe of the completion of the transaction in accordance with Confidential Attachment 1.
4. Authorises the Chief Executive Officer (or such other person that the Chief Executive Officer appoints for the purpose of giving effect to this resolution) to sign the Contract of Sale and all other necessary documents associated with the sale of 276 Wantirna Road, Wantirna.
5. Pursuant to Section 125 of the *Local Government Act 2020*, to authorise the confidential information in the confidential attachments to be publicly available for the limited purpose of communicating the effect of this Resolution to the extent necessary to give effect to it.
6. To authorise the Chief Executive Officer (or such person the Chief Executive Officer selects) to communicate the content of the confidential attachments to the extent necessary at their discretion, including for the purpose of informing the community about the content of the report or Council's decision.

## **1. INTRODUCTION**

In November 2018, Council Officers presented a report for Council consideration, discussing the strategic review of several early years building assets in the context of the construction of two early years hubs.

At the 2018 meeting, Council resolved to declare 5 sites - including the “Knox Early Parenting Centre” at 276 Wantirna Road, Wantirna - as surplus to Council needs and proceed to remove the reservation status in accordance with Section 24A of the *Subdivision Act 1988*. The buildings were identified as surplus due to service consolidation and co-location of services at more accessible, fit-for-purpose sites, and to offset the project costs of the Hubs developments.

The recommendation to declare the 5 sites surplus were established following a review considering the future purpose of the site(s) and impacts to service delivery with the implementation of the two new Early Years hubs constructed in 2019. The two hubs, built in Bayswater and Wantirna South, have been built to support the delivery of early years services for Knox’s existing and future community needs. The facilities are modern, flexible, provide co-located and integrated services to improve the experience for residents utilising the services available.

The hubs offer a range of services to the community, including early years programs focused on education and care, health and wellbeing, family support and community connectedness. They are designed to enhance children’s learning and development, support parents and families, and provide a place for services and professionals to connect with each other as they work with children from birth to school age.

Since construction, the hubs have seen the consolidation of five long day care and one occasional early year's education service. The services that were delivered from this site, sleep settling, lactation support and enhanced Maternal Child Health Nurse services have been relocated to Boronia, and subsequently the site 276 Wantirna Road, Wantirna has been vacant since 2019.

Council resolved to commence the statutory process of undertaking community consultation in accordance with Council’s Policy and the *Local Government Act 2020* following a report presented to Council in September 2020.

The proceeds from the sale are included in the 2022/23 Adopted Budget for funding a component of capital works program. Should Council elect to withhold the property from sale, the site will require investment to reinstate the facility, which will continue to have restricted options for use as it is designed and fitted out as an early years facility, as well as requiring the removal or re-phasing of committed projects from the capital works program to offset the reduced proceeds.

Following the advertising and consultation process, feedback has been collated and provided in this report for Council consideration. Should Council resolve to sell the property the process can commence immediately.

## 2. DISCUSSION

Council officers conducted six weeks of community consultation, providing an opportunity for residents to comment on the proposed sale of the site via several avenues: through the “Have Your Say” page on Council’s website; in writing by post or email; via phone call or in person at the Civic Centre.

Community consultation went from 6 June 2022 - 4 July 2022 and 8 July 2022 –25 July 2022. Officers advertised the proposal and attended the property on Saturday 25 June 2022 to receive feedback and generate discussion.

At the conclusion of the 6-week consultation period, a total of 55 responses (confidential Attachment 4) were received:

- 44 from “Have Your Say”;
- 8 from face-to-face consultations;
- 1 direct to Councillors or Council officers; and
- 2 emails.



Image 1: Aerial view of 276 Wantirna Rd, Wantirna (land area 3,226 square metres)

The Community feedback provided during the consultation period has been reviewed and collated into themes where appropriate. These items are tabled below.

### 1. Can the site be retained for Family & Children’s Services, specifically:

- **Sleep settling;**
- **Lactation consulting;**
- **Playgroup?**

The property at Wantirna offered early parenting services which included sleep settling, lactation support and enhanced Maternal Child Health Services which were relocated to areas which presented the greatest community need for the services.

Council officers conducted a feasibility and scoping study in 2016, exploring the utilisation and improvement of family and children's services. This report was provided to Council in April 2016. The report advised that the requirement for long and occasional daycare services was diminishing, limiting Council’s ability to provide affordable services for the community and meeting its legislative obligations. Consolidation of services was recommended, recognising that integrated early years services provide better outcomes to children compared to standalone service models. The report’s findings do not support



retaining this site for the provision of sleep settling, lactation consulting or playgroup.
<p><b>Further Information</b></p> <p>The lactation support service, enhanced Maternal Child Health Nurse and sleep settling programs, provided from the Wantirna Rd site previously, serviced families from the entire municipality. The Wantirna Rd location was difficult to reach for a lot of families, particularly those with limited travel options; the site only being accessible by one bus (901) which only travelled directly from Dandenong, down Stud Rd, left on Boronia Rd, and right onto Wantirna Rd.</p> <p>Lactation support for breastfeeding mothers is available across Council MCH services and at KEPC Boronia. The Boronia site is close to the families needing the greatest support and is more accessible by public transport, which was factored in when determining the location of services.</p> <p>Since relocating to Boronia, each of the services formerly at the Wantirna Road site (sleep settling, lactation support, enhanced MCHN) have grown and better meet community needs, offering a combination of group parent education and one on one outreach appointments.</p> <p>A study conducted between the Department of Education and Council to determine future kindergarten services identified areas where current infrastructure did not align with demand and areas for further analysis. Wantirna was considered in this report; the Plan does not anticipate significant future demand for kindergarten services within the catchment area of this facility <sup>1</sup>.</p>

<b>2. Has an infrastructure assessment been completed for 3 &amp; 4-year-old kindergarten programs?</b>
Council assesses the need for kindergarten programs and infrastructure, ongoing.
<p><b>Further Information</b></p> <p>Knox City Council and the Department of Education and Training (DET) have assessed future demand for kindergarten through the Kindergarten Infrastructure and Services Plan, available on DET and Council’s website. Whilst the plan identified ongoing need for kindergarten places in Wantirna into the future, analysis has confirmed this can be accommodated by the existing services (both Council and non-Council run services) providing 3 &amp; 4 year old kindergarten in the area.</p> <p>Council operates 8 kindergarten programs across the Wantirna/Wantirna Sth suburbs providing the community with ample supply for children to access 2 years of kindergarten. Council has carefully considered the changing service delivery needs resulting from the State Governments kindergarten reform and is confident there will be no negative impacts for early years programs resulting from the sale of this site.</p> <p>The recent announcement of further kindergarten reforms still lacks detail from the State Government. Additional planning will be undertaken across the whole Knox municipality to understand future demand in relation to the mix of service settings (both sessional and</p>

<sup>1</sup> Department of Education and Knox City Council, Kindergarten Infrastructure and Services Plan 2021, [kindergarten-infrastructure-services-plan-knox-2021.PDF](#)

long day care kindergarten settings) available for family choice; however, this site is not required for future kindergarten services.

**3. What will happen to the playground on the Bellbird drive side of the site?**

**Can the site be subdivided so the playground or a portion is retained?**

The small playground located at the rear of the site will be assessed for replacement or relocation to the corner of Mint St and Edna Ct and is included for consideration within the Knox Play Space Plan 2013-2023.

Subdividing and retaining the playground is not financially viable when there are other open space development opportunities nearby that would be more suitable.

The feedback received from the community engagement regarding multigenerational play space has been provided to the Open Space team for considering development opportunities in future.

Further Information

The Open Space team have considered the playground and the possibility of relocating all or part of the playground to Mint Street and Edna Court (as articulated in the Knox Play Space Plan 2013-2023). The final relocation of the equipment needs to remain compliant with the Australian Playground Standards, and the viability of reusing all or part of the playground would not be known until it is disassembled, and individual parts inspected.

Wantirna is currently serviced by 38 playgrounds and open space reserves. A map of playgrounds and open space within the Wantirna vicinity are shown in Attachment 7 (Playground and Open Space Map 276 Wantirna Rd Wantirna).

Should the disposal of this property be supported by Council, the playground and budget for either a completely new or partially new playground at Mint and Edna Street will be considered in a future budget in line with the Knox Play Space Plan.

Open Space advises that the anticipated cost to establishing a similar playground at Mint and Edna would be \$15k-\$20k, less if any of the existing playground can be repurposed.

The request to consider a basketball court and to cater a local play space for multigenerational use has been provided to the team for future planning in the vicinity.

Based on community engagement and feedback received, it is recommended Council consider incorporating the playground for Mint and Edna Street in a future budget.

**4. Concerns regarding site redevelopment, specifically:**

- **Height of potential development;**
- **Number of developments on the parcel;**
- **Impact on traffic and parking in the area;**
- **Development will not be in keeping with the area; and**
- **Impact to trees of value on the site.**



Officers have researched this item and found that all aspects of potential development are covered by the Planning Scheme. Further detail is provided below.

Further Information

The site and surrounding area along Wantirna Road are zoned Residential Growth Zone 1. Surrounding land in Bellbird Avenue is within the Neighbourhood Residential Zone.

Early reports considering the site disposal suggested a Section 173 Agreement with the contract of sale to ensure:

- an appropriate transition of height from Bellbird Drive to Wantirna Road (9m height limit on the western half of the site and 13.5m height limit on the eastern half of the site); and
- require landscaping considerations applicable to GRZ2 (former surrounding zone) restricting the types of development acceptable for this site.

Recent review by Council's independent valuers and internal planning officers has determined that the Section 173 agreement previously recommended is not required for this purpose, and that the Planning Scheme already considers the transition in height from the neighbouring zone, listed above.

If Council decides to implement a Section 173 agreement for this purpose, the external valuer advises there is no significant impact on the property value. The most current valuation (refer confidential Attachment 2) provides further detail on the rationale for this advice, including the typical height of development of recent times within the surrounding Residential Growth Zone along Wantirna Road.

A planning permit is required for any development on the site, in accordance with the planning scheme.

Under the Knox Planning Scheme, any development, including subdivision, requires a permit. Therefore, any development proposals are required to be submitted to Council for consideration prior to approval or commencement of any works.

Council planning officers review proposals submitted and apply consideration of planning regulations specific to the site, including, but not limited to: neighbourhood character, privacy/overlooking, setback, site coverage, height of the development and access/parking provision.

Refer to section 2.1 Policy Principles and the Environment component for further details relating to impact to trees.

**5. Can an alternate exit point for Clarence Rd estate (right of way/roadway) be subdivided and constructed?**

Officers investigated this option and found that the right of way at this point along Wantirna Road would not improve traffic conditions and other alternatives could be considered.

Further Information

The site was assessed for a road reserve. A road reserve at this location would need to be a total width of 15 meters, including a road (6.2m wide) plus footpath and nature strips.

It is not possible to provide splays on the corners beside the residential boundaries, so the road itself would need to be at least 5 meters away from the adjoining residential property boundary to provide adequate sight lines.

Costs to construct and subdivide 276 Wantirna Road would exceed \$1,300,000 (\$700,000 plus construction costs of the road accessway through the site), plus ongoing maintenance. This is not considered in the budget.

Wantirna Road is an arterial road and establishing a new access requires Department of Transport approval. The Department of Transport were contacted regarding this matter, and advised:

- Crash statistics show there has been only 1 accident in the last 5 years at the intersection of Selkirk Rd and Wantirna Road, so unlikely to require any upgrade from a safety perspective; and
- If congestion is an issue, improving and upgrading the Selkirk and Clarence Rd intersection may better address the issue, rather than creating a new access point.

The Department of Transport advised they need to understand the issue in more detail to provide further advice.

Regarding traffic volume/congestion concerns; council officers have conducted traffic counts at this intersection in 2018 and 2022, identifying that traffic volume has remained constant.

This site is not listed in the Arterial Road Project Priorities 2021 adopted by Council at its meeting on 27 September 2021, and too, Clarence Road has been assessed for inclusion in Council's Local Area Traffic Management Program, however the conditions do not meet Council's criteria for inclusion in the Program. After receiving and assessing all feedback on this item, Council officers advise that further investigative work is required to better understand the issues at the Selkirk and Clarence Rd intersection. Costs associated with future investigative work to be carried out by officers can be considered by Council in future budgets if the sale proceeds.

#### **6. Can a pedestrian walkway be constructed through the land before being sold?**

Officers have considered this and deem that a pedestrian walkway through this parcel of land is unnecessary.

##### Further Information

A pedestrian study (Attachment 5) conducted within the area, including access to the Wantirna Activity Centre and bus stops along Wantirna Rd and access to open space, was considered. The pedestrian study shows that the sale of the site has minor impact to access and walkability, and the pedestrian access numbers reported indicated that the area is currently not utilised much for this purpose.

The cost to retain an area for pedestrian access was also investigated. Initial estimated costs to subdivide and construct a footpath through this parcel of land are \$400,000 (\$280,000 plus construction costs) - this cost is not budgeted and is deemed unnecessary.

**7. Can the building be repurposed for another community facility?**

The site requires investment and improvement works to make it suitable for use. The site has been vacant for 3 years, and no maintenance has been undertaken on the site or facility during this time.

Council has not identified a suitable current community need that could be easily accommodated by this facility. It is not considered a sound economic decision for the investment or holding of a facility without any identification or analysis of actual need.

The cost to reactivate the site for its current intended use only (early years), and to complete current compliance upgrades is estimated at \$500k plus ongoing operating and maintenance costs of \$30-\$40k per annum. This has not been considered in the budget. Should the facility be considered for other multi-use purposes, it would require significant redevelopment and further financial investment which are not in budget.

Further Information

There were no recent requests from the community for facility space in this area prior to undertaking community engagement.

The current fit, form and function of this building is for a children's centre. The building in its current state is not suitable for other purposes (such as having child-size toilets and bathrooms that are surrounded by glass) and would require significant investment to make the building fit for another purpose. Future development of Council facilities considers these requirements so community groups and other services can be better collocated and supported. The benefits include better utilization of community assets, less costs to expand, maintain and use a single facility rather than multiple facilities all servicing the same area, and the social benefit in collocating groups.

Preliminary analysis of community infrastructure needs in Wantirna has been undertaken and reviewed and is being progressed by officers. However, when considering the age, fit, and costs to reactivate and make the facility compliant, the site in Wantirna would not be fit for other community purposes due to the significant investment required.

Regarding near future opportunities to support community groups, multi-purpose meeting rooms are planned for the Knox Library development, which will be open for community use. There are potential future opportunities for Council to utilise space in future development at the Wantirna Health precinct which would be considered once a community need is identified and understood, and officers can work with community groups to find space for them at other Council facilities with low utilisation as the need arises. There is also potential to share space at other nearby facilities operated by neighbouring Councils. Options available would be identified and assessed for suitability to meet the community need articulated at that time.

**8. Can the site be retained for open space? Can a portion of the site be retained for open space?**

The area has been researched to ascertain if it is needed for open space; the assessment determined it is not required for open space purposes.

Retaining a substantial portion of the block for open space would have a significant impact on proceeds estimated to be between 40-50% of overall valuation, uplifting the retained

site has not been considered in the budget.

Further Information

Parks are typically classified into a hierarchy for planning and management purposes.

Three levels of classification are recommended for parks for the purpose of play and social/family recreation in suburban settings. The different classifications of parks (for play) in Knox include;

- Local Parks
- Neighbourhood Parks
- Municipal Parks

All residents should ideally have access to a park (of any category) within an approximate 10-minute walk or up to approximately 500m, whichever is the lesser distance. The Research and Mapping Team has assessed the distances from current open space in the area and produced the map as shown in Attachment 6 which shows that all residents in the area have access to open space within 500 meters of their homes. This map supports that the land is not required to be retained for open space.

**9. Can the space be used for the lonely and disadvantaged to meet and have a meal?**

The site requires investment and work to make it suitable for use. 276 Wantirna Road has been vacant for 3 years, and no proactive maintenance. The cost to reactivate and complete current compliance upgrades is estimated at \$500k plus ongoing operating and maintenance costs of \$30-\$40k per annum. This has not been considered in the budget.

Further Information

The latest census data shows that homelessness rates in Knox have increased from 350 (in 2011), to 365 (in 2016)<sup>5</sup>. Officers consulted with Council’s Social Support and Community Wellbeing teams who advised that Council has recently provided support/grant provisions to the following organisations:

- During 2021-2022 \$315,000 was distributed between Foothills Community Care Inc who delivered 59,558 hot meals<sup>6</sup>
- St Paul’s Church of Boronia and its affiliated Church partners to provide meals and food parcels;
- \$22,000 was allocated to Knox Infolink for the provision of a community breakfast;
- Under the Hot Meals Funding Program, an additional ten grants were distributed to seven organisations.

Council currently funds a Short-Term Support team whose primary function is to help connect vulnerable community members in Knox with the support services they need. In addition, Council is committed to the long-standing position of the Housing Support Officer. Through this program, Council assists in housing the vulnerable and/or homeless.

**10. Impact to residents regards existing derelict buildings**

At the time of this report, all derelict buildings identified from this consultation have been addressed.

#### Further Information

During community consultation, the immediate area had 2 derelict buildings and the residents' raised concerns that this site may become derelict also. These buildings appeared abandoned and dilapidated, presenting a safety and amenity issue to the neighbourhood. These buildings have been removed since the community engagement was undertaken.

Residents may report a derelict building by completing the unsightly properties form online on Councils' website.

If Council choose to continue with the sale of this site, Council has the option of including a Section 173 agreement to stipulate the future owner must demolish the building within a specified period i.e., within 12 months of purchase. Independent valuers have considered that this would have no significant effect on the valuation.

### **2.1 Policy Principles**

Council officers have assessed the proposed sale against the policy principles as listed in the Council's Sale of Land and Building Policy. The assessment is tabled below:

<b>Component</b>	<b>Principle</b>	<b>Council review</b>
Economic	Council evaluation of surplus property will consider the value of the land as well as the cost of retaining the land; utilities and any foregone revenue; as well as any potential return available from sale for alternative purposes	<p>During planning of the Early Years Hubs, five standalone buildings were deemed surplus because the services delivered at the sites were to be consolidated into the hubs. The proceeds from the sale of these surplus assets were intended to contribute to funding the construction costs of the hubs. The sale of this building would contribute 12-15% of the establishment costs of the hubs.</p> <p>Proceeds of the sale are included in the 2022/23 Budget, with funds allocated towards capital investment. Failure to realise these proceeds would result in the need to reduce or rephase the capital program.</p> <p>Increasing asset utilisation and collocating services is a sound financial decision. Having more assets that are only partially utilised, costs more than having less sites with higher utilisation.</p>
Change in Service Delivery Needs	Does not or will not support, facilitate or contribute to current or future service delivery outcomes as identified in the Council Plan.	The latest report into kindergarten services conducted by the Department of Education together with Knox City Council (Kindergarten Infrastructure and Services Plan 2021), did not identify any need for these type of

Component	Principle	Council review
		<p>services around Wantirna.</p> <p>The site has not been identified within the Council Plan for any other services.</p>
Building Condition	Council will consider the current building asset condition, maintenance, renewal, and upgrade considerations.	<p>The building on the site was built in 1972 (50 years old). Building audits advise the building has 10 years left of its economic and usable life left.</p> <p>Whilst this may be able to be extended through maintenance and renewal programs, it would require investment, which is unbudgeted.</p>
Environment	Council will consider the sale of surplus land where retention will not enhance or protect its environmental value.	<p>An assessment of the vegetation on site was undertaken, with trees of varying retention value identified. The assessment of retention value is based on an arboriculture assessment of health, structure, condition, amenity, contribution to local landscape and useful life expectancy.</p> <p>Officers note the site is zoned RGZ1, and is within an Activity Area that seeks to direct higher densities in locations along the principal public transport network which prioritises housing growth and density as higher level considerations. A planning permit is not required for the removal of trees within the RGZ1 zone and there are no overlays affecting the land.</p> <p>Council could seek to require the retention of particular trees on site through a section 173 agreement. The impacts of doing such are in Confidential Attachment 3.</p> <p>If this property is developed, the RGZ1 has landscaping considerations that require approximately 13 canopy trees within the site (and other landscape requirements). It is possible that existing trees may be retained by the purchaser.</p>
Physical Works	Council will consider the sale of surplus land where it has not been identified in the Council Plan for the development of new assets or the improvements of	This property has not been identified in the Council Plan 2021-2025.

<b>Component</b>	<b>Principle</b>	<b>Council review</b>
	existing assets.	
Recreation	Council will consider the sale of surplus land where it is not required by the Council Plan for recreational purposes.	The Council Plan does not identify this site for any recreational uses, updates, or renewals. See playground and open space questions and Council response above (3 and 8 respectively).
Land Use Planning	Council will consider the sale of surplus land where there are no compelling land use planning grounds for retention.	Land is zoned RGZ1 which allows the land to be developed for residential purposes. The site could also be retained as is by a future owner.  The land has no compelling land use or planning grounds for retention.
Social	Council will consider the sale of surplus land where alternative social uses have not been identified.	Other social uses have not been identified for this site, that could not otherwise be catered for by other existing sites and collocating services and community groups to better utilise council assets.  Any future identified community space shortfalls could be addressed through the upgrade or expansion of current council buildings, which would be a better utilisation of existing sites and expanding to meet potential future demands rather than needing new sites or standalone facilities, and while there are no current plans for expansion, this could be an option to explore in the future.  Collocating community groups and services allows for our community to be better connected.
Inter-generational Needs (future needs)	Council will consider social, environmental, and economic future needs of the asset (10-year and 20-year impacts) by considering how the land sale today benefits current and future generations in the municipality.	The land sale will benefit the establishment of the Early Years Hubs financially which supports future generations requiring the holistic support services that are offered at this site.
Heritage and Cultural Value	Council will consider the assets heritage and cultural values to the community.	There are no heritage or cultural value associated with this parcel of land.

Component	Principle	Council review
Risk	Identify and assess risks associated with holding or disposing of the asset.	<p>If Council decide to hold the asset, the costs for renewal and maintenance are estimated at between \$30,000 to \$40,000 per annum, which has not been budgeted. An initial investment to reinstate the building to habitable conditions and necessary compliance upgrades, estimated at \$500,000, would also be required, as the building has been vacant for some time.</p> <p>If the building were to be retained, the anticipated equivalent value of capital works would need to be reduced or rephrased.</p> <p>Proceeds are budgeted in the 2022/23 Adopted Budget as a component of funding the capital works program. Further borrowings to cover the potential loss in proceeds is not an option as Council is already at the maximum ratio for indebtedness across the forward budget period.</p>

## **2.2 Section 173 Agreement**

The report presented to Council in November 2018 advised actions required to be undertaken to support the recommendation to divest the property. It was recommended that 276 Wantirna Road, Wantirna include a Section 173 agreement in the contract of sale to:

- ensure an appropriate transition of height of any proposed development from Bellbird Avenue to Wantirna Road (9m height limit on the western half of the site and 13.5m height limit on the eastern half of the site); and
- Include landscaping requirements of the GRZ2 (Former neighbouring zone).

The subject site is zoned RGZ1, allowing for a maximum 13.5m height, while the western half encroaches into an NRZ4 area (refer image 2). The NRZ4 zone has an expected density lower than RGZ1 and a 9m height limit applies. The intention (position recommended to Council in 2018) was to align the intensity, built form and streetscape outcomes in the western side of the site with the surrounding NRZ4 through a height transition within a Section 173 Agreement; achieving a consistent streetscape character along Bellbird Drive.





Image 2: GIS image showing the planning zones of the site and adjoining properties.

Independent valuers and Council planners have recently reviewed this suggested requirement and advise the current planning scheme contains sufficient restrictions to address building height (including transition requirements between zones in the RGZ1) which was the original intent of incorporating the Section 173. Council officers recommend that a Section 173 incorporating the recommendations of the November 2018 report is no longer required.

The community raised concerns the building may become derelict. It is possible to use a Section 173 agreement to ensure the building is demolished within a timeframe. Proposed terms to consider this are set out in Confidential Attachment 1.

The landscape requirements within the planning zone applicable to the site specify canopy tree requirements of 1 tree per 250 square meters. Over the site, this is approximately 13 canopy trees. Whilst a future owner may elect to retain the existing trees, the establishment of trees in the future development of the site will be sympathetic to the use and amenity needs of the building(s) and their occupants.

Council officers requested independent valuers consider the financial impacts of ensuring a height limit on future development and demolishing the building within a set timeframe, shown in Table 1. Council officers recommend the application of a Section 173 for the demolition of the existing building only. The height and landscaping issues raised throughout the community engagement process are already accounted for within the zoning. Applying additional conditions will limit the appeal and therefore the salability of the site.

**Table 1**

	Possible Condition of Sale (s173)/Restrictions	Valuation Assessment
1	Ensure a height limit of future development transition from Bellbird Drive to Wantirna Road (9m to 13.52m)	No significant impact
2	Demolish the building on site within time period as outlined in	No significant impact

confidential Attachment 1

An assessment was undertaken to consider protection of the higher value trees on the site, this has not been recommended for inclusion into a Section 173 agreement. Further information is included in Confidential Attachment 3.

### 3. CONSULTATION

Council completed community engagement that provided options for the Knox community to engage officers in considering the proposal to sell 276 Wantirna Road, Wantirna and provide feedback. The 'Have Your Say' page was open to the public for 6 weeks.

Officers opened the property on Saturday 25 June 2022 as an opportunity for the community to visit the site and talk with officers. There was also the option for the community to email, call, post or visit the Civic Centre to provide feedback during this time. Confidential Attachment 4 contains the full feedback received for 276 Wantirna Road and a summary of the community engagement figures is presented in Table 2.

**Table 2**

<b>276 Wantirna Rd, Wantirna community engagement summary</b>	
<b>Open Session Attendance</b>	Approx 20
<b>Total Submissions</b>	55
<b>Oppose Sale</b>	91%
<b>Support Sale</b>	9%

In undertaking community engagement, Council has complied with the requirements under the Local Government Act 2020.

### 4. CLIMATE CHANGE CONSIDERATIONS

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

### 5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

Community feedback received during consultation returned community commentary on potential open space in the area and retaining the building for other community uses.

Council officers have considered the community open space requirements and the impacts of the sale of the site. Best practice guidelines suggest that residents should have access to open space within 500 meters of their home. Attachment 6 shows the open space available to the area. The proposed sale of this site does not compromise this amenity.

### 6. FINANCIAL & ECONOMIC IMPLICATIONS

This site, together with four others, was identified and presented to Council as surplus for consideration to sell in a report in November 2018. The report advised that any proceeds from

the sale of the under-utilised, surplus assets listed would be used to offset the construction costs of the hubs.

The proceeds from the sale of the site are included in the 2022/23 Adopted Budget. If the funds are not realised in this financial year, it will have a direct impact on the financial capacity of the Council to deliver the capital works program.

Should Council elect to withhold the property from sale, the site will require investment to reinstate the facility. The building has limited use options as it is designed and fit out as an early years facility. The loss of anticipated proceeds from the sale of this site will require review of committed projects from the capital program to offset unrealised proceeds.

A recent valuation of the site is available at Attachment 2 (confidential). The independent valuers have confirmed that there are no anticipated financial impacts to the valuation of the property with the inclusion of a Section 173 agreement. Whilst the Section 173 considered has no apparent impact on the valuation, it may make the site harder to sell when compared to an unencumbered contract, particularly in the current market climate.

The building has been vacant since 2019, when the services were relocated to the Hubs. In this time, no maintenance has been conducted. The Facilities Team have advised recommissioning the building requires immediate investment of an estimated \$500k with a further \$300k within 2-4 years. The annual operating costs and maintenance costs are estimated at a further \$30k. The building has an estimated useful life remaining of 10 years. The required investment to reinstate the building is not budgeted

276 Wantirna Road, Wantirna has no current reserve status or caveats on the land and can progress to sale immediately, subject to Council approval.

## **7. SOCIAL IMPLICATIONS**

Social implications have been discussed throughout this report. The benefits of co-locating services through the hubs are well researched and supported, and the current provision of services has been researched and covered by existing and used facilities ensuring all our community has access to services. Future community needs can be supported by the available capacity of our existing sites and collocating services with our community groups.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Civic Engagement & Integrity**

Strategy 5.1 - Provide opportunities for all people in Knox to have their say.

Strategy 5.2 - Manage our resources effectively to ensure financial sustainability and improved customer experience.

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

## **9. 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.

## **10. CONFIDENTIALITY**

Attachments 1, 2, 3 and 4 are included in the confidential agenda, as they contain confidential information pursuant to Council's Governance Rules and Section 66 of the Local Government Act 2020, as it relates to:

- Council business information, that will prejudice Council's position when negotiating the sale price for property at auction if prematurely released; and
- personal information, including names, addresses information that reveals a person's identity that would be unreasonable to disclose in a public report.

**Report Prepared By:     Manager Strategic Procurement and Property, Shelley Starrenburg**  
**Report Authorised By:  Chief Financial Officer, Navec Lorkin**

### **Attachments**

1. Attachment 5 - Pedestrian Study 276 Wantirna Rd Wantirna [8.2.1 - 6 pages]
2. Attachment 6 - Open Space Map 276 Wantirna Rd Wantirna [8.2.2 - 2 pages]
3. Attachment 7 - Playground and Open Space Map 276 Wantirna Rd Wantirna [8.2.3 - 1 page]

**Pedestrian Study - 276 Wantirna Road, Wantirna****Conducted by: Traffic and Transport Team****Date: January 2022****Site Context**

The site is located at 276 Wantirna Road, Wantirna, and bounded by Wantirna Road to the east and Bellbird Drive to the west. The site previously served as municipal family and children's centre with a small playground and passive open space towards the rear (fronting Bellbird Drive) but has been vacant since 2019 when these services were relocated to Boronia. Along Wantirna Road fronting the site, there are two bus stops which run either direction. The 901 Smart Route which runs from Frankston to Melbourne Airport, per 15-to-30-minute frequencies from early hours of the morning to midnight. The service operates 7 days a week with weekend frequency being every 30 minutes.

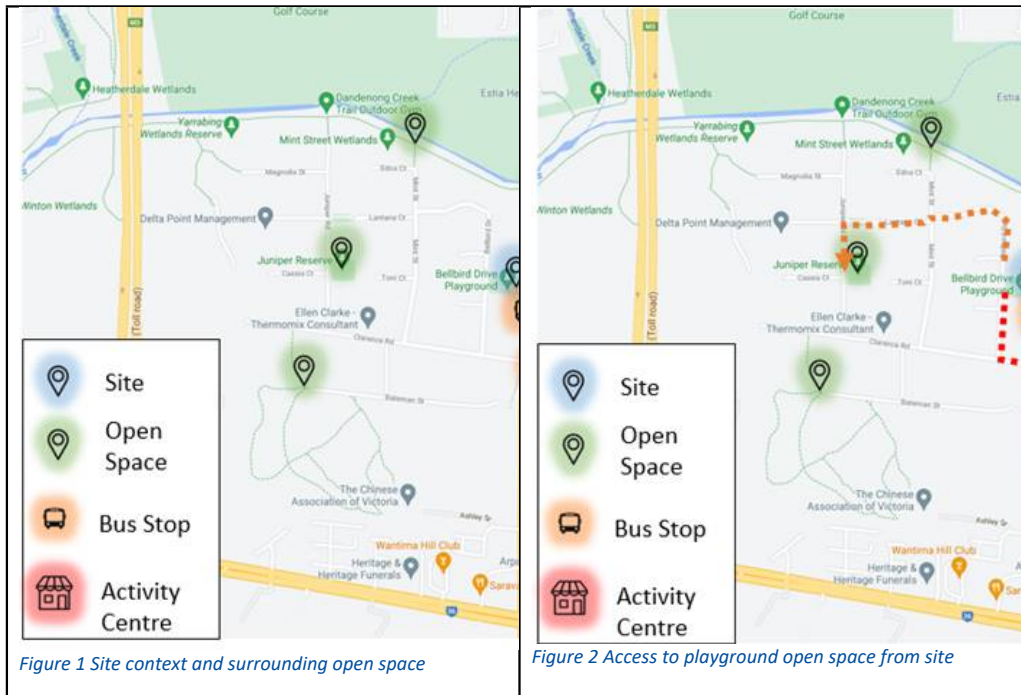
**Purpose of Study**

Council is reviewing the potential implications to surrounding residents, if the land at 276 Wantirna Rd, Wantirna was to be placed on the market. The site is zoned Residential Growth Zone 1 within the Knox Planning Scheme and has no overlays affecting it. As a result, the site has high potential value for redevelopment as well as accepting building height of up to 13.5 metres. If the site was to change ownership, it can be assumed that the land would most likely be redeveloped into housing and thus raises the question, should a part of this land be subdivided to maintain existing east-west pedestrian movements (Bellbird Drive to Wantirna Road and vice versa).

**Access to Open Space and Playground in the immediate area**

To the north of the site, the Dandenong Creek Trail is located approximately 185 metres and to the south, the Wantirna Health Precinct/Activity Centre is approximately 1000 metres. Notice was sent in 2019 to the surrounding residents, with Council receiving objection regarding access to open space and playgrounds. Fig 1 shows the surrounding open space in relation to the site which highlights an abundance of open space however, due to the subdivision and road network, pedestrian access is at times, not the most direct. Despite this, residents will still have access to open space within a 400-metre catchment. For example, if the site was to be redeveloped, residents to the south of Bellbird Drive would have access to Inchcape Reserve and those of the south can access Juniper Reserve via the linear park connecting Juniper Road and Lantana Court. This has been shown in figure 2, Dandenong Creek is also within 400 metres however, objections were in relation to playground spaces for children. Pedestrians have operated signals/traffic lights to cross Wantirna Road to access Inchcape Reserve.





**Connection Assessment**

Figure 3 and 4 portray site access on Bellbird Drive and Wantirna Road through Google Maps. The alignment of the path is shown via fig. 5. The configuration is set up to serve parking for the facility users with the path delineating around the vegetation to reach the frontage of Wantirna Road. This is also shown on the rear of the site (Bellbird Drive side). This connection is an informal link for surrounding residents and the legitimacy of it is questionable during operational hours.







Figure 5 Pedestrian Access through the site

**Site Usage Data and Assessment**

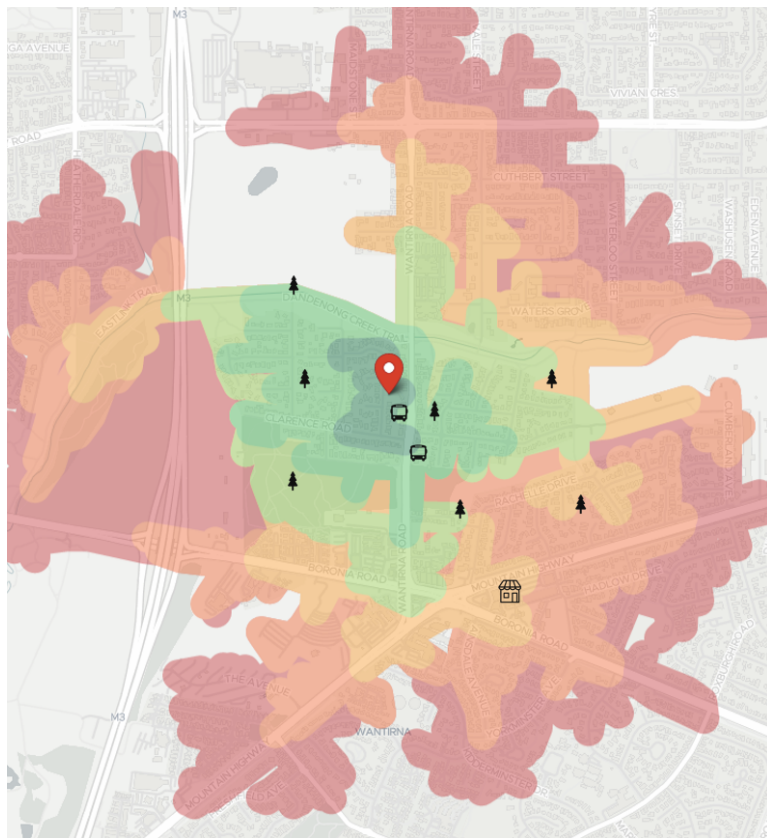
Strava (data system) has captured pedestrian usage over the past five years. This data has been reflected in the table 1 below. There are limitations to this data such as it being self-reported through its user base, although provides baseline figures of current and past usage. Generally, the usage has been reflective of a weekday usage so it can be assumed to potentially be parents or guardians utilising the Council building or local residents walking through for leisure purposes. There can be no link to establish surrounding residents using to access the bus stop for commuting as there are only morning data collected with no afternoon/evening reflection.

Table 1 Trips made through the site

Year	Trips	Time	Days
2016	45	AM (5:00AM – 9:59AM) – 78% PM (3:00PM – 7:59PM) – 11%	Mon – Fri & Sat
2017	55	AM (5:00AM – 9:59AM) – 100%	Everyday
2018	55	AM (5:00AM – 9:59AM) – 100%	Mon – Fri & Sat
2019	45	AM (5:00AM – 9:59AM) – 100%	Mon –Thurs & Sat
2020	60	AM (5:00AM – 9:59AM) – 83%	Everyday
2021	15	AM (5:00AM – 9:59AM) – 100%	Wed & Thur

Utilising the walkable catchment below, demonstrates what is achievable within a 30-minute walk for an able body from the site. Overlaying the services surrounding the site over the walkable catchments, it appears regardless of using the cut through via the site, the journey time to services such as the bus stop will not be adversely affected.

The Strava data demonstrates that throughout the year the connection hasn't been heavily utilised from the local community. This could be due to a number of issues such as how it's positioned in relation to the alignment through the site or the presence of its land use, i.e. being a Council building, people may feel uncomfortable to walk through this space as a cut through without being a visitor of the centre, and as a result, the space is not as inviting in comparison towards an open space connection or linear park connection. Having a look at journey time, for example from house number 24 Bellbird Drive, to the Wantirna Activity Centre, the distance was practically the same regardless of using the cut through via the site or using the local road network (refer to fig.6). Fig. 7 highlights that the distance to the bus stop travelling towards Melbourne Airport outside of number 282 Wantirna Rd, Wantirna can be a touch quicker but overall, the difference in time for the pedestrian would only be a minute or two.



Legend

	Activity Centre		Open Space		Bus Stop						
<table border="1" style="display: inline-table; text-align: center; width: 100%;"> <tr> <td style="width: 16.6%;">5 Min</td> <td style="width: 16.6%;">10 Min</td> <td style="width: 16.6%;">15 Min</td> <td style="width: 16.6%;">20 Min</td> <td style="width: 16.6%;">25 Min</td> <td style="width: 16.6%;">30 Min</td> </tr> </table>						5 Min	10 Min	15 Min	20 Min	25 Min	30 Min
5 Min	10 Min	15 Min	20 Min	25 Min	30 Min						

Figure 6 Walkable Catchment within 30 minutes from the site



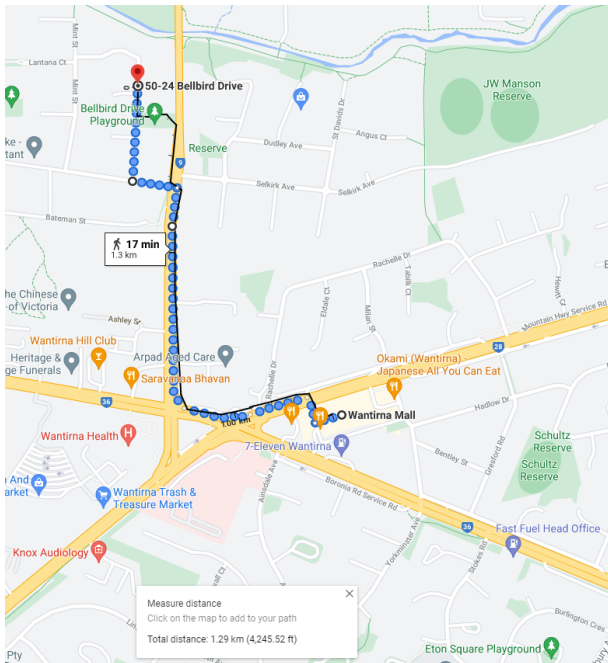


Figure 7 Distance from number 24 to Wantina Mall

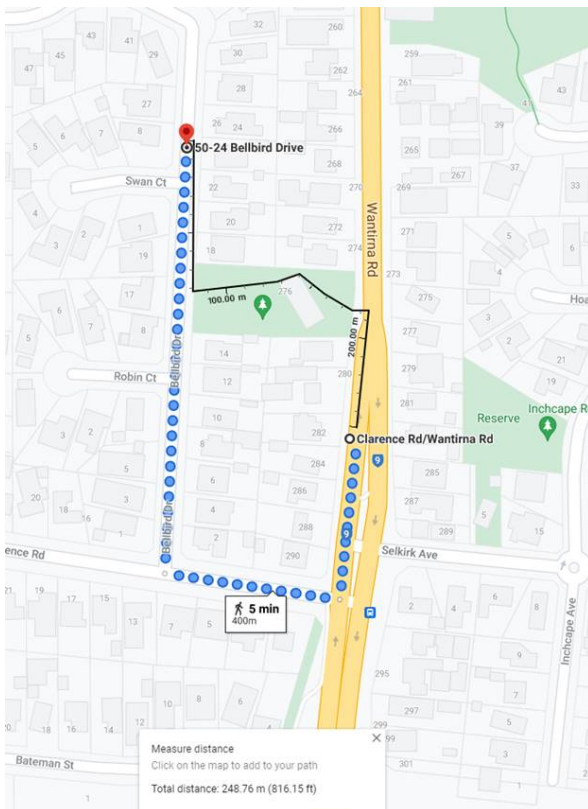


Figure 8 Distance from number 24 Bellbird Drive to bus stop outside number 282

**Pedestrian Study Final Comments**

Overall, the surrounding dwellings are limited and bounded by Eastlink and Wantirna Road. There are not many lots that are affected, nor many recorded to use this cut through. In addition, there is no network which this path links to, in terms of facilitating strong east to west connections. The main thorough fare for this movement would be Dandenong Creek. When approaching the site via the western direction, the travel time have minimal benefits, as residents still need to walk to the intersection of Selkirk/Clarence Road to access the signals to cross Wantirna Road. There may some minor benefit through coming via Maroondah CC, however judging by the surrounding land uses it is assumed more activity would come from the Wantirna Activity Centre.

**Recommendations/Summary**

The pedestrian study has demonstrated limited benefit to the community, as an existing link. Without consultation or local knowledge, assumptions were made on the reasoning to the low usage. The link does not provide connection towards a network of east-west movements, nor does it make a large impact in reducing travel time. Even if a segment of land was kept aside to maintain this link, how the development or future use is retrofitted would severely impact its usage. As a result, it is recommended that Council do not proceed with subdivision or further works to maintain this link.

**Attachment B****Open Space Map – 276 Wantirna Rd Wantirna**

The Open Space Reserve Map at Figure 1 shows the proposed site for sale, 276 Wantirna Rd, Wantirna, as the purple hatched area in the centre of the image. Open Space Reserves are highlighted in green. In the area, there are six open space reserves which include the Dandenong Creek trail, Bateman Street bushland reserve, J.W Manson Reserve which includes 2 large ovals, and two playgrounds, one on either side of Wantirna Rd, and both upgraded in the past 3 years.

Parks are typically classified into a hierarchy for planning and management purposes. Three levels of classification are recommended for parks for the purpose of play and social/family recreation in suburban settings. The different classification of parks (for play) in Knox include;

- Local Parks
- Neighbourhood Parks
- Municipal Parks

All residents should ideally have access to a park (of any category) within an approximate 10-minute walk or up to approximately 500m, whichever is the lesser distance. The map below shows a 500m circumference from each available open space reserve in the area. The 500m circumferences from the centre of each open space reserve are overlapping, which indicates that the area is well serviced by a variety of open space reserves.

As the map shows, the area is well serviced by open space and parkland, and supports the notion that the open space area at Bellbird Drive/Wantirna Rd is not required for this purpose.

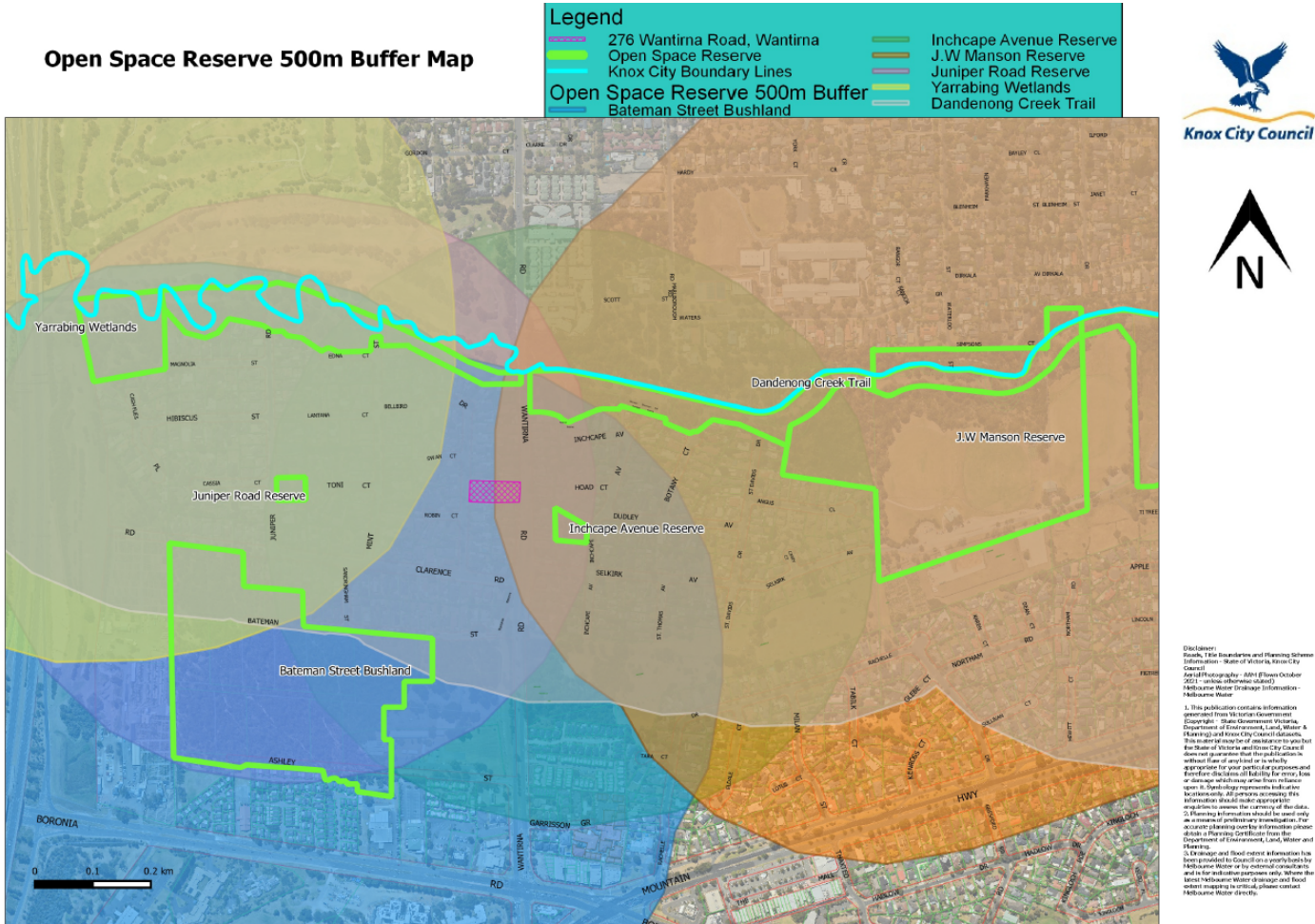


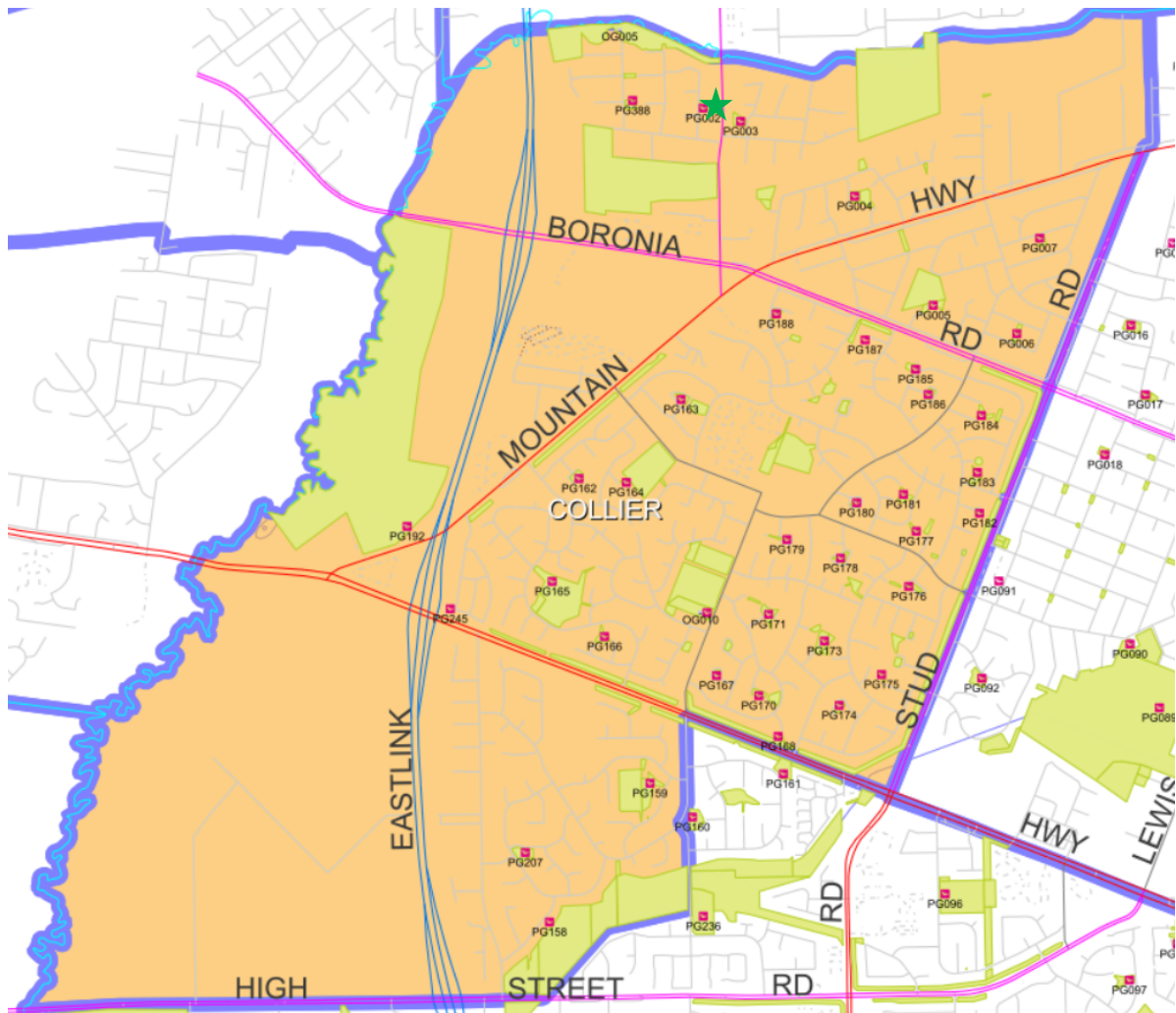
Figure 1: Open Space Reserve Map



Appendix A

Playground and Open Space Map – 276 Wantirna Rd Wantirna

The subject site is located in the suburb of Wantirna, at 276 Wantirna Rd, and is shown on Figure 1 map as a green star. The green areas on the map show the open space available in Wantirna, and the pink squares show the playgrounds in the suburb. Wantirna is serviced by 38 playgrounds and open space reserves, which demonstrates a wide variety of play spaces and reserves nearby.



## 8.3 Bayswater Business Precinct (BBP) Transformation Strategy

**SUMMARY: Manager City Futures, Shiranthi Widan**

**The Bayswater Business Precinct (BBP) is a well-established, regionally significant employment and manufacturing centre in Melbourne’s east, covering approximately 730 hectares of primarily industrial zoned land across the three municipalities and accommodates in the order of 5,000 businesses, employing more than 33,000 people. Despite the Precinct’s impressive economic profile, the Precinct has historically failed to attract sustainable levels of new investment required to grow high value employment opportunities and to maintain the region’s economic prosperity into the future.**

**It is estimated that to keep pace with population growth, the BBP will need to grow at a rate of 400 jobs per year to at least maintain its role as a key regional employment destination and to maintain its competitive industry strengths in manufacturing, construction, wholesale and warehousing.**

**Since 2014, Council has partnered with Maroondah and Yarra Ranges councils to establish the Bayswater Business Precinct (BBP) Program, culminating in the establishment of a BBP Program Coordinator and development of the BBP Transformation Strategy.**

**The Transformation Strategy identifies a number of actions to support coordinated planning and growth of the precinct. Feedback is now sought on the recommendations of the Transformation Strategy, including options to proceed with its implementation.**

### **RECOMMENDATION**

**That Council:**

- 1. Adopt the Bayswater Business Precinct Transformation Strategy (Attachment 1).**
- 2. Note that a Governance framework is being developed to inform the ongoing collaboration and partnership between Knox, Maroondah and Yarra Ranges Councils to implement the Bayswater Business Precinct Transformation Strategy.**

### **1. INTRODUCTION**

#### Background

The Bayswater Business Precinct (BBP) Transformation Strategy (Attachment 1) has been prepared jointly by Knox, Maroondah and Yarra Ranges councils to guide longer term investment in and growth of the Bayswater Business Precinct as part of a Year 1-4 action of the Council Plan (2021-2025).

The Precinct is a well-established and regionally significant employment and manufacturing centre in Melbourne’s east, covering approximately 730 hectares of primarily industrial zoned land across the three municipalities and accommodates in the order of 5,000 businesses, employing more than 33,000 people.

Renowned as a hub for innovation and manufacturing excellence, the Precinct generates over \$14 billion in output revenue and \$8 billion in exports, representing 31 per cent of the Eastern Metropolitan’s Region’s total exports.



The Precinct is a major employer for local residents, with 70 per cent of employees residing in Knox, Maroondah and Yarra Ranges and almost half of the BBP employees live within 10 kms of the BBP.

Despite the Precinct's impressive economic profile, the Precinct's ability to attract sustainable levels of new investment required to grow high value employment opportunities and to maintain the region's economic prosperity into the future has waned, particularly over the last two years. Further, the precinct does not enjoy the same level of recognition as other larger precincts, such as the Monash or Dandenong National Employment and Innovation Clusters (NEIC), in state government plans such as Plan Melbourne, and therefore does not attract the same level of government investment.

It is estimated that to keep pace with population growth, the BBP will need to grow at a rate of 400 jobs per year. That rate would be required to at least maintain its role as a key regional employment destination and to maintain its competitive industry strengths in manufacturing, construction, wholesale and warehousing.

Ageing buildings, inadequate business accommodation, poor transport access, traffic and parking congestion, inadequate utility and IT infrastructure and poor business and employee amenity have been identified as significant barriers to investment and employment growth in the BBP.

## **2. DISCUSSION**

### BBP Transformation Strategy

Knox, Maroondah and Yarra Ranges councils have worked together on the program since 2014 and have jointly employed a BBP Coordinator to oversee a range of advocacy work and business engagement activities, with the support of the Economic Development departments of each council. This included establishment of "BBPConnect", an online platform to support businesses and promote the BBP.

In recognition of the need to address emerging issues and to strengthen the BBP, in 2020 the three councils were successful in receiving funding from Regional Development Australia (RDA) to fund the Bayswater Business Precinct Transformation Strategy (Attachment 1). The strategy was prepared by consultants SGS Economics and Planning in collaboration with the three BBP councils and RDA staff from the Department of Jobs Precincts and Regions (DJPR). Preparation of the Transformation Strategy involved collaborative workshops between the three BBP councils and extensive engagement with local businesses.

The Transformation Strategy has identified 20 actions (more akin to broad action areas) under the following four strategies:

- Set the Precinct up for long term success.
- Agree on a broad spatial plan for the Precinct.
- Build the profile and identify the Precinct as one of Melbourne's most important employment locations.
- Improve the amenity and functionality of the Precinct.

A key theme across the Transformation Strategy's findings is to encourage greater levels of coordination and collaboration across the three BBP Councils and other levels of government to create an environment where existing and new businesses within the BBP can thrive.

Key to this is the need for continued coordinated investment in the region to improve transport links, public amenity, services and facilities.

#### Bayswater Business Precinct Priority Actions

Since development of the Transformation Strategy in 2021, further work has been undertaken by the three BBP councils to identify and prioritise strategies and actions of the Transformation Strategy. It is important to note that a number of actions identified in the strategy relate to 'business as usual' services of each Council or linked to actions currently underway. These include seeking opportunities for grant funding to support initiatives relevant to the Precinct, facilitation of business-to-business and Council-to-business relationships through events and other engagement activities and investigation of circular economy strategies. However, five "catalytic actions" have been identified, (Attachment 1, Section 3) which are considered to bring about transformational change for the Precinct across the themes of governance, planning, transport, sustainability and economic development that will require each Council to allocate resources (staff and budget). These actions are identified as development of:

- A governance framework to support implementation and oversight of the Transformation Strategy actions (Action 1).
- A precinct plan to provide an integrated plan to guide land use and development decision in the precinct (Action 10).
- A movement and place strategy to address freight, vehicular, pedestrian and cycling movement along key routes (Action 16).
- An urban greening plan to green key routes, create open space links and protect biodiversity values (Actions: 15 and 19).
- An advanced manufacturing hub (Action 3).

Officers recognise that in the current climate of fiscal constraints, successful implementation of the Transformation Strategy will require the three councils to focus on a staged approach to implementing the catalytic actions, supported through existing resources, forwarding planning of each council's business plans and budgets and through advocacy and grant funding opportunities.

As such, it is recommended that the three councils focus on firstly establishing a governance framework to facilitate the ongoing delivery of actions arising from the Transformation Strategy and to operate as an entity which acts on behalf of the Precinct.

Work on developing the governance framework has commenced and a key focus over the coming months will be to finalise a formal governance framework among the three councils which will address Action 1 of the Transformation Strategy. To this end, Right Lane Consulting has been engaged (funded by Maroondah City Council) to develop the framework and to make recommendations to help better integrate the multiple departments across the partner councils that will be required to successfully deliver the Transformation Strategy.

Noting current resource constraints, a short term solution has been identified (refer Attachment 2) that includes the continuation of the BBP Program Coordinator role (renamed BBP Program Manager) to work alongside the BBP Steering Group comprising relevant Managers from the three Councils, reporting up to the relevant Directors from the three councils as required. Underpinning this model is a cross-functional working group comprising



officer and Coordinator representation across planning, sustainability, economic development and transport.

A key difference in the future state of the governance of the BBP Program is the elevation of Council Coordinators across planning, sustainability, economic development and transport as part of the working group. Currently officers working across these themes are involved in the working group, reporting into the BBP Program Coordinator with thematic Coordinators brought into discussions and decision making as required. Additionally, the framework envisages greater collaboration with the private, government and academic sectors to leverage research and technological information. This could be in the form of an industry reference group brought into discussion and informal decision making on an as needed basis.

The second priority action identified for implementation is the scoping of a precinct plan. The precinct plan is intended to holistically guide land use and development opportunities within the Precinct, recognising the plan will need consider the planning and urban design aspirations across the three councils. An outcome of the plan may be to recommend new planning controls for the Precinct to guide private development, identify precincts based on land use types and public amenity, etc.

#### Bayswater Business Precinct Program next steps

A key purpose of presenting the Bayswater Business Precinct Transformation Strategy to Council is to seek direction on whether to progress with the implementation of the strategy actions through coordination across the three councils.

The continuation of an ongoing coordinated approach firstly requires Council to contribute an annual \$30,000 co-contribution, together with Maroondah and Yarra Ranges, to fund ongoing BBP Program initiatives including BBP Connect, a website dedicated to engagement and communication within the BBP Precinct, business networking events and funding the role of the BBP Coordinator.

The benefit of a coordinated approach means that not only can Council share the resource costs of delivery of the strategy but can ensure any decision making for the Precinct considers the whole of the precinct, as opposed to just what may impact Knox. It is also suggested that a coordinated approach will require agreement across the three councils to respond to issues and may require endorsement for the BBP Program Coordinator and other members of the final governance framework to act on behalf of the three councils (and within delegations) in response to issues relevant to the Precinct e.g. making submissions on behalf of the BBP in response to State Government requests for feedback on State initiatives.

The second option is for Council to excise itself from the regional BBP program and plan and deliver actions from the strategy only relevant to Knox. Working separately may enable quicker responses to some emerging issues within Knox as decisions and priorities will not need to be agreed amongst the three councils. However, working separately risks creating a fragmented voice and approach towards dealing with regional issues such as improving transport links within and around the Precinct and could reduce the likelihood of further Government funding.

#### Recommended option

Officers consider working in partnership with Maroondah and Yarra Ranges councils to be the most successful approach for progressing the actions of the Transformation Strategy.

While additional coordination will be required amongst the partner councils, there has been considerable benefit in establishing and providing continued support for the BBP Program. Development of the BBP as a single entity that spans across the three local government areas has led to a greater recognition of the importance of the Precinct by all levels of government. The involvement of the three local governments in delivering the BBP Program has also led to procuring external funding from State Government that has facilitated implementation of a range of joint projects and initiatives including development of the BBP Transformation Strategy.

The Transformation Strategy has identified a series of actions that take Council cooperation and coordination beyond providing joint business support initiatives and seeks to ensure the three Councils' long term strategic directions for the Precinct (land use, economic development etc.) are aligned and developed.

### **3. CONSULTATION**

Development of the BBP Transformation Strategy leveraged a wide range of existing background information and extensive stakeholder engagement collected by Knox, Maroondah and Yarra Ranges councils, and State government agencies over time. Consultation was also undertaken with businesses in the BBP, partner BBP Councils, and State Government.

A working group comprising officers from Economic Development and Planning across the three councils has underpinned the Program, with oversight and strategic direction provided through the Project Control Group, comprising the Manager City Futures (Knox), Manager Business and Activity Centre Development (Maroondah) and Manager Economic Development and Investment (Yarra Ranges). Internal engagement has also been undertaken with Directors, Managers and Coordinators responsible for planning, economic development, sustainability and transport as part of discussions on the proposed governance framework.

Community and stakeholder engagement will also occur as Council progresses implementation of various actions identified in the BBP Transformation Strategy. It is anticipated that the community will first be engaged on the Transformation Strategy actions as part of the development of the spatial plan. The business community will continue to be engaged through the broader BBP program including the through networking and business events.

### **4. CLIMATE CHANGE CONSIDERATIONS**

The subject of this report has been considered in the context of climate change and its relevance to the Knox Climate Response Plan 2021 – 2031.

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation. It is expected however that should Council pursue the implementation actions of the Transformation Strategy, particularly those related to urban greening and circular economy, it will assist Council and the community (including local businesses) achieve its Net Zero targets as identified in the Climate Response Plan.

## **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

Implementation of the strategy is expected to have positive environmental and amenity impacts. Actions recommended in the strategy that will support this include:

- Prepare an urban greening strategy to support climate adaptation and mitigate the impact of urban heat (Consistent with Council's CRP).
- Investigate options to pursue a circular economy.
- Develop a water sensitive precinct strategy to enhance climate resilience and improve environmental outcomes across the precinct.
- Plan and deliver active transport links to encourage more sustainable transport use.
- Plan for corridors and spaces which contribute to greening, improve access and contribute to health and wellbeing.
- Prepare movement and place assessments to inform detailed revitalisation plans for Mountain Highway, Canterbury Road, the public transport network, and pedestrian and cycling networks.
- Prepare built form and landscape guidance, with specific guidelines for areas of significant change.
- Link green corridors with urban cooling and greening, delivering improved landscape and greening outcomes across the precinct.

## **6. FINANCIAL & ECONOMIC IMPLICATIONS**

Implementation of the strategy is expected to have positive financial and economic impacts. Actions recommended in the strategy that will support this include:

- Support business to access various streams of government funding, including for research and development, and preparing business cases.
- Identify, progress and promote the renewal of strategic sites.
- Adopt an overarching spatial plan for improving the amenity and function of the precinct.
- Promote a wider diversity of development typologies on vacant, underutilised, and redevelopment sites.
- Develop a branding and marketing strategy which reflects the strengths of the precinct.
- Continue and expand the business directory to build local businesses' awareness of other local businesses and opportunities.
- Undertake works to Canterbury Road and the wider freight network to enhance freight certainty for businesses (Predominantly Maroondah).
- Engage with business and energy providers to support the transition to Industry 4.0 (smart manufacturing), supported by reliable, high-speed internet connectivity.

Implementation of any actions arising from the Transformation Strategy is likely to attract financial and staff resource requirements. The full cost of delivery of the strategies and actions of the Transformation Strategy will need to be costed through preparation of project briefs. As discussed in this report, at this time officers recommend Council prioritise establishment of a governance model and development of a spatial plan for the precinct. Establishment of a governance model is expected to be delivered within existing resources. Development of a spatial plan would require each Council to contribute towards engagement of a consultant to assist in the preparation of the spatial plan. Officers estimate \$50,000 would be required from each Council to be delivered over two years for the development of the spatial plan, along with in-kind staff resourcing.

## **7. SOCIAL IMPLICATIONS**

Implementation of the strategy is expected to have positive social impacts. Actions recommended in the strategy that will support this include:

- Facilitate business-to-business relationship-building via regular events and a dedicated enterprise hub.
- Understand business requirements to remain, grow and invest in the precinct by fostering relationships between key businesses, industry representatives and institutions.
- Identify additional shared opportunities for businesses, including skill development and recruitment.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Opportunity and Innovation**

1.1 – Maximise the local economy by supporting existing businesses and attracting new investment.

## **9. 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.

## **10. CONFIDENTIALITY**

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

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### **Attachments**

1. Attachment 1 - BBP Transformation Strategy [8.3.1 - 59 pages]
2. Attachment 2 - Short Term Governance Framework [8.3.2 - 1 page]



# Bayswater Business Precinct Transformation Strategy

Prepared for RDA Melbourne, Department of Jobs, Precincts and Regions  
(DJPR), Knox, Maroondah, and Yarra Ranges Councils

December 2021





## Hodyl & Co

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# Contents

- 1. Introduction..... 13
  - 1.1 The project ..... 13
  - 1.2 Stakeholder collaboration ..... 15
- 2. Why does the BBP need a Transformation Strategy? ..... 16
  - 2.1 The BBP is a regionally significant industrial precinct ..... 16
  - 2.2 Macrotrends affecting the BBP ..... 18
  - 2.3 The need for transformation in the BBP ..... 20
  - 2.4 Spatial context ..... 23
  - 2.5 Directions for the BBP ..... 25
- 3. Transforming the Bayswater Business Precinct ..... 27
  - 3.1 Vision for the Bayswater Business Precinct ..... 27
  - 3.2 Strategies and actions..... 27
  - 3.3 Strategy 1: Set the precinct up for long-term success ..... 28
  - 3.4 Strategy 2: Agree on a broad spatial plan for the precinct ..... 35
  - 3.5 Strategy 3: Build the profile and identity of the precinct as one of Melbourne’s important economic locations ..... 45
  - 3.6 Strategy 4: Improve the amenity and functionality of the precinct ..... 47
- 4. Implementation ..... 50
  - 4.1 The three horizons..... 50
  - 4.2 Outcomes ..... 52
  - 4.3 Decision-making processes to support delivery of the Transformation Strategy ..... 53
  - 4.4 Monitoring, reporting and review ..... 53
  - 4.5 Strategy and action implementation ..... 54

**LIST OF TABLES**

Table 1: Summary of spatial opportunities and constraints ..... 23

Table 2: Key spatial moves for the BBP ..... 39

Table 3: Development typologies underpinning a spatial plan for the BBP..... 42

Table 4: Desired outcomes..... 52

Table 5: Implementation actions, related outcomes and timing..... 54

**LIST OF FIGURES**

Figure 1: Bayswater Business Precinct regional context..... 6

Figure 2: Industrial transformation over time ..... 7

Figure 3: Location quotient analysis of the BBP compared to Greater Melbourne ..... 8

Figure 4: Qualification comparison – BBP-sub-precincts..... 9

Figure 5: Patent applications per 10,000 residents (2016)..... 10

Figure 6: Factors driving the success of employment places..... 11

Figure 7: The Bayswater Business Precinct and regional context..... 14

Figure 8: Productivity network in the Eastern Metropolitan Region to 2050..... 17

Figure 9: Industrial transformation over time ..... 18

Figure 10: key factors influencing the BBP’s current trajectory ..... 20

Figure 11: Adopt an overarching spatial plan for the BBP ..... 35

Figure 12: Key moves underpinning a spatial plan for the BBP ..... 37

Figure 13: BBP implementation sub-Precincts ..... 38

Figure 14: Three horizons approach to transformation in the Bayswater Business precinct ..... 51



## Executive summary

The Bayswater Business Precinct is a well-established and regionally significant employment location in Melbourne's east. It has some advantages that can be leveraged to achieve ongoing success, however for this to occur, some challenges need to be overcome.

The Bayswater Business Precinct has some key advantages that will enable it to grow as a major employment destination.

	<b>Established network of small, medium and multi-national businesses connected into a strong regional economy and supply chains</b>	Over 30% of businesses' suppliers are within the immediate region and 21% are within Victoria
	<b>Critical mass in manufacturing, construction and wholesale trade</b>	80% of precinct revenue Strong business-to-business supply chains
	<b>Second largest employment precinct in the Eastern Metro Region</b>	5,000 businesses and more than 33,000 people are employed within the BBP
	<b>Large workforce and population catchments</b>	70% of workers are from the Knox, Maroondah and Yarra Ranges LGAs 42,000 employees by 2041 Businesses looking to diversify and attract highly skilled workers
	<b>Large, strategic sites that are well-positioned for redevelopment and reinvestment</b>	210+ hectares of land on large lots greater than 15,000 sqm and with low (less than 30%) site coverage
	<b>Precinct has access to major roads/highways and proximity to customers, clients and suppliers</b>	BBP customers are in south-east Melbourne (27.5%) and Greater Melbourne (26.5%) Opportunity to provide new bus routes to serve high proportion of local workers

The Bayswater Business Precinct has an impressive economic output and is a major employment hub in Melbourne's Eastern Metro Region. The precinct accommodates around 5,000 businesses which employ more than 33,000 people. It is the second largest employment precinct in the Eastern Metro Region.<sup>1</sup> Businesses in the precinct are diverse and include small to medium-sized family businesses, as well as global multinationals interlinked as part of numerous local ecosystems.

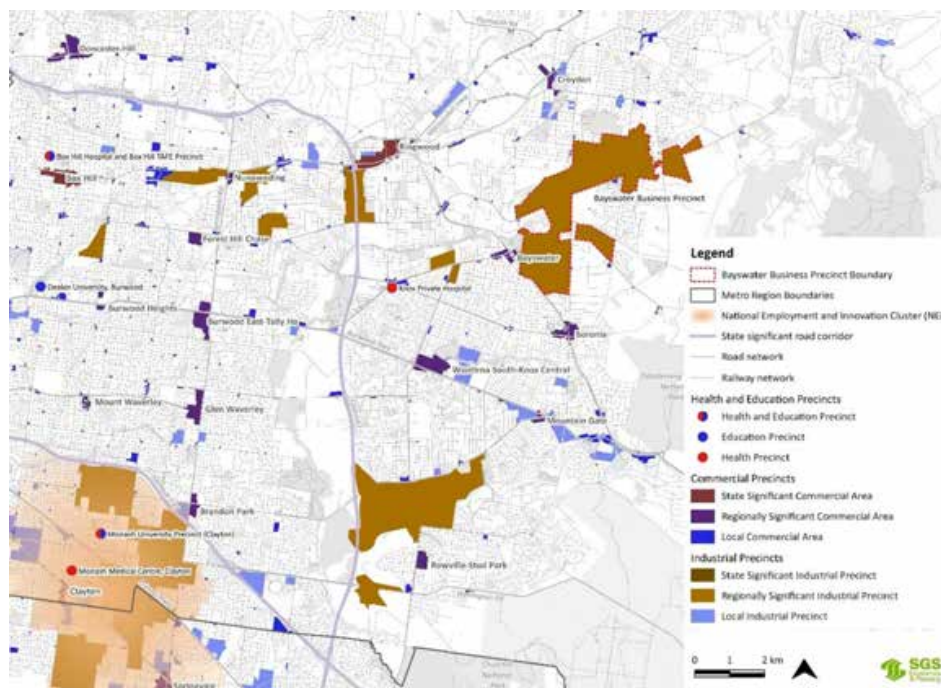
<sup>1</sup> DELWP, *Melbourne Commercial and Industrial Land Use Plan, 2020*.

There are several Australian-owned organisations that have national reach, and businesses have strong supply chains across the Eastern Region, which support local economies – meaning a lot of the wealth and benefits generated in the BBP are captured locally.

Renowned as a hub for innovation and manufacturing excellence, the precinct generates \$14.1 billion in output revenue (representing 12.5 per cent of the Eastern Metro Region’s revenue) and \$8 billion in exports, representing 31 per cent of the Eastern Metro Region’s total exports. Possessing key characteristics of the 20-minute neighbourhood, 70 per cent of employees reside locally in Knox, Maroondah and Yarra Ranges, and almost 50 per cent of employees live within 10 kilometres of the BBP.<sup>2</sup>

The BBP covers an area of around 730 hectares. According to the Melbourne Industrial and Commercial Land Use Strategy (MICALUP, 2020), less than 10 per cent of land in the precinct is available for future development. However, an analysis undertaken for this report found that there are over 210 hectares of land where lots had an area greater than 15,000 square metres and a site coverage less than 30 per cent. This suggests redevelopment and revitalisation potential.

**FIGURE 1: BAYSWATER BUSINESS PRECINCT REGIONAL CONTEXT**



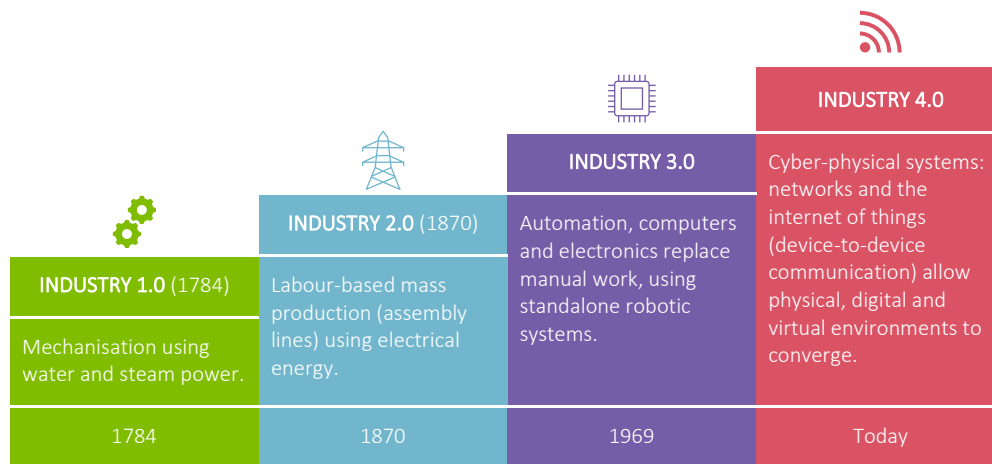
Source: SGS Economics and Planning, 2021, based on datasets from DELWP’s *Plan Melbourne* (2017) and *Melbourne Industrial and Commercial Land Use Plan (MICALUP)* (2020).

<sup>2</sup> SGS Economics and Planning, based on 2016 Census Place of Work (POW), counting employed persons 15 years and over.

**Despite its impressive current economic role, macrotrends will threaten BBP’s future success**

Notwithstanding the precinct’s impressive economic profile, the Councils of Knox, Maroondah and Yarra Ranges (the Partner Councils) have become increasingly concerned about the precinct’s ability to attract sustainable levels of new investment required to grow the number of high value employment opportunities and to maintain the region’s economic prosperity into the future. Significant challenges arising from population growth and global economic and industrial transition are placing unprecedented pressure on local economies. Employment precincts across Australia, including the BBP, risk being left behind if they are unable to embrace new ways of working.

**FIGURE 2: INDUSTRIAL TRANSFORMATION OVER TIME**



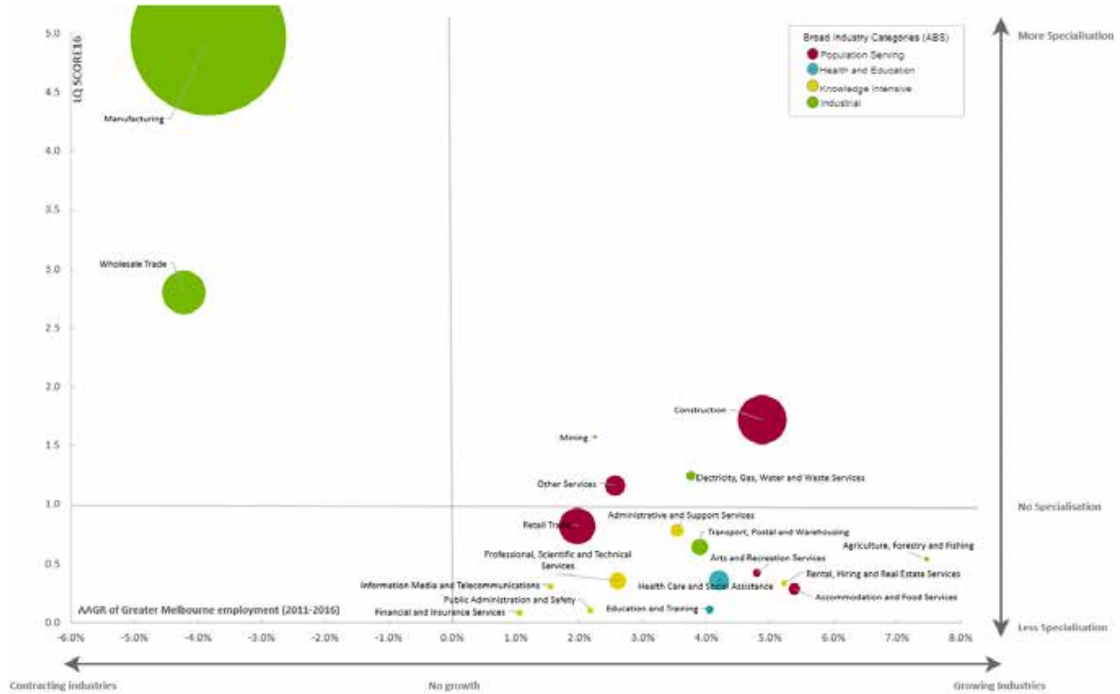
Source: Based on various sources including Bosch’s 2013 White Paper on the advent of Industry 4.0.

The BBP’s main employment sectors are manufacturing, construction, wholesale trade and retail trade. Manufacturing is by far the precinct’s largest employment sector, employing 40 per cent of the workforce (or 2 in every 5 workers). Location quotient<sup>3</sup> analysis (refer Figure 3) shows that manufacturing plays a particularly significant role in the precinct; it has an LQ of 5 when compared to the Greater Melbourne economy, however it has been declining at an average annual growth rate of -4.6 per cent.<sup>4</sup>

<sup>3</sup> Location Quotient Analysis compares the relative growth and industry specialisation of a one precinct to a larger area. In the analysis, the BBP was compared with Greater Melbourne’s industry profile, where an LQ of 1 means a sector matches the profile of Greater Melbourne.

<sup>4</sup> Based on ABS Census of Population and Housing, 2011 and 2016.

**FIGURE 3: LOCATION QUOTIENT ANALYSIS OF THE BBP COMPARED TO GREATER MELBOURNE**



Source: SGS Economics and Planning, 2021, based on ABS Census Data 2011 and 2016.

In this context and without intervention, the key strengths that currently contribute to the BBP’s competitive edge and economic advantage risk being lost. Based on the findings, future strategic directions should be grounded in locally relevant, and competitive advantages in the BBP, as well as future aspirations for change.

**The Eastern Region’s population will grow at an average rate of 1.1% per year from 2021 to 2051**

Across Knox, Maroondah and Yarra Ranges, employment growth is projected to be around 1.0 to 1.2 per cent per annum.<sup>5</sup> The BBP employs around 15 per cent of people working in the Knox, Maroondah, or Yarra Ranges LGAs, and around 3 per cent of people working in the Eastern Metro Region. If current growth rates continue, around 4,800 jobs would be added between now and 2041. This is equivalent to around 240 jobs per year.

It is estimated that to keep pace with population growth, the BBP will need to grow at a rate of 400 jobs per year. That rate would be required to at least maintain its role as a key regional employment destination and to maintain its competitive industry strengths in manufacturing, construction, wholesale and warehousing.

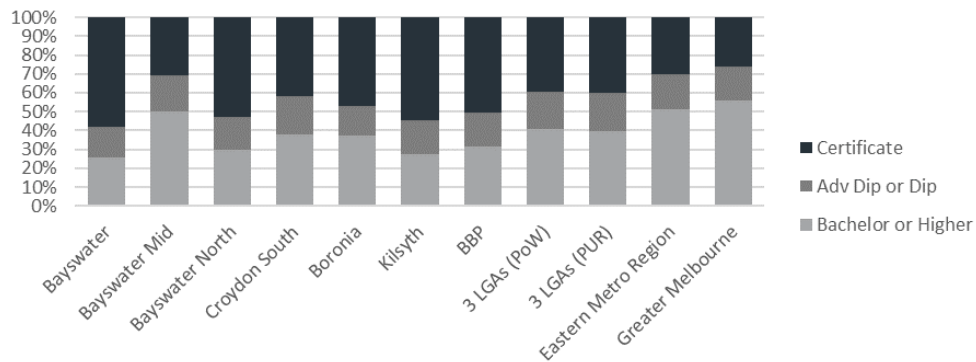
<sup>5</sup> DELWP, *Melbourne Commercial and Industrial Land Use Plan*, 2020.

**To survive in future economies, employment precincts within major cities need to be globally connected, distinctly branded and attractive places to work and visit.**

Research conducted by PwC Germany highlights that a transition to Industry 4.0 and embedding smart processes into manufacturing and industrial practices requires “a deep understanding of collaboration, engagement of top management, and a clear strategy.”<sup>6</sup>

The BBP has traditionally had a blue collar profile. However, education levels across the Eastern Metro region are increasing, bringing opportunities for businesses to draw on a pool of highly skilled workers, to support a transition to industrial jobs that require knowledge workers, and leading to upskilling, knowledge-sharing and collaboration opportunities across local businesses. There is evidence that knowledge work is already occurring in some sub-precincts (likely as part of larger businesses that have headquarters and office space) (Figure 4), and that while many of the jobs in the BBP are in manufacturing and construction, there is a high degree of R&D being undertaken (based on patent applications in the three BBP local government areas) (Figure 5). This is an indication that innovative activity is occurring in the three BBP LGAs within established industries in the local economy.<sup>7</sup> This provides a solid basis for developing long-term economic development strategies that embrace transformation and Industry 4.0 principles.

**FIGURE 4: QUALIFICATION COMPARISON – BBP-SUB-PRECINCTS**

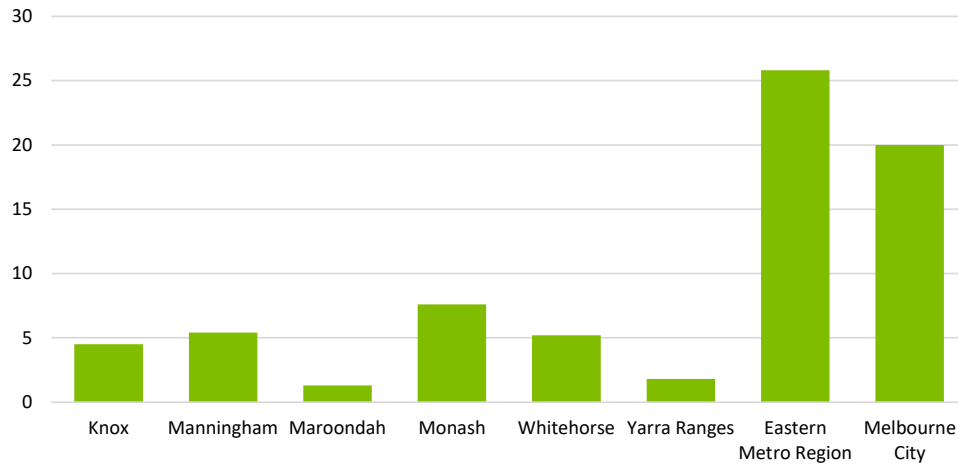


Source: 2016 Census and level of qualification.

<sup>6</sup> Dr. Reinhard Geissbauer (PwC Strategy, Global Head of the Digital Operations Impact Center), in *Global Digital Operations Study 2018*, PwC, Germany, 2018.

<sup>7</sup> One marker of innovation is patent applications. In this regard, while the City of Melbourne far outperforms other LGAs (on the basis of job density), The three BBP LGAs and the Eastern Metro Region perform well against other precincts – see Figure 5.

**FIGURE 5: PATENT APPLICATIONS PER 10,000 RESIDENTS (2016)**



Source: ABS number of patent applications (2016) via the IP Australia and Department of Industry, Innovation and Science dataset.

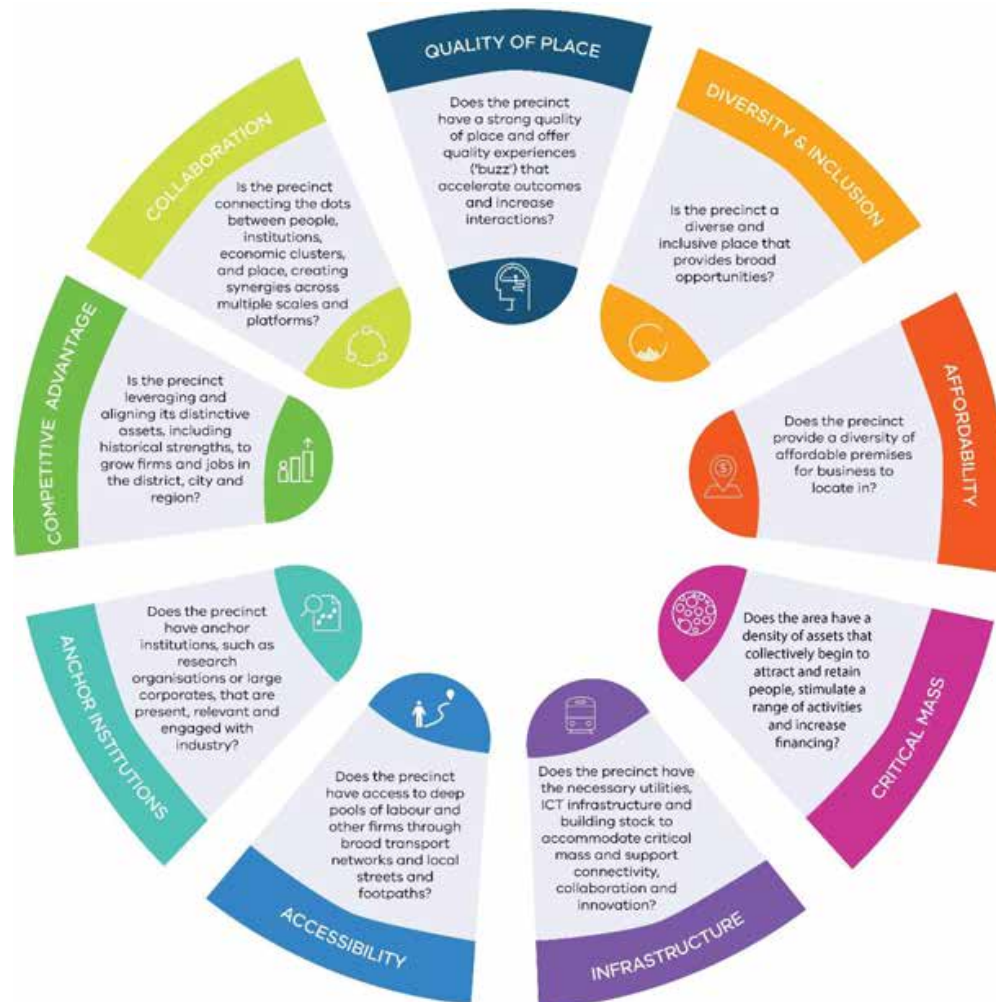
The charts above offer an insight into the potential for BBP businesses to further embrace innovation through leveraging the diverse workforce. However, to do this, the BBP needs to attract a wider range of prospective businesses and employees including by broadening the value proposition and considering the factors of success that are required to transform the precinct.

**Future success in the BBP means addressing some current shortfalls, creating the best setting for investment and renewal possible.**

Ageing buildings, inadequate business accommodation, poor transport access, traffic and parking congestion, inadequate utility and IT infrastructure and poor business and employee amenity have been identified as significant barriers to investment and employment growth in the BBP.

Most successful employment locations do not happen by chance; they often receive significant government leadership, coordination and incentives to stimulate appropriate business and development. They rely on 'precinct success factors' which can be promoted and enhanced to attract more investment and businesses (Figure 6). These concepts underpin many of the proposed actions in the Transformation Strategy.

FIGURE 6: FACTORS DRIVING THE SUCCESS OF EMPLOYMENT PLACES



Source: DELWP, 2018. *Analysing Melbourne's Enterprise Precincts*, prepared by SGS Economics and Planning.

**To evolve into a resilient industrial commercial precinct, the BBP needs to clearly articulate its future role and function within the new economy.**

Like many mature industrial precincts across Australia, the BBP includes large areas of ageing industrial and commercial building stock and low amenity public spaces. These inhibit the ability of the precinct to prosper and remain competitive in the long term. To attract new private sector investment in BBP, a high-quality urban environment and improved connectivity and amenity will be required.

The competitiveness and sustainability of the precinct requires economic regeneration underpinned by strategic investment in critical infrastructure. Without a clearly defined strategy for this regeneration and value proposition for investment, the precinct's capacity to retain and attract key propulsive sector industries to sustain the local economy and to create local jobs into the future is at considerable risk.

This document sets out a strategy for transforming the identity, amenity and functionality of the Bayswater Business Precinct, so that it may be a major contributor to employment and economic growth in Melbourne's Eastern Metro Region.

**The Bayswater Business Precinct Transformation Strategy sets out a vision and series of actions to achieve a sustainable and prosperous future.**

The vision for the BBP towards 2050 is:

**The Bayswater Business Precinct holds unparalleled opportunities for manufacturing and commercial businesses in Greater Melbourne.**

**It is a key employment destination in the Region, and the diverse range of businesses in the precinct make a significant contribution to the Eastern Region's economy.**

**This is driven by a well-connected and supportive supply chain of niche innovative businesses that are adaptive, an ecosystem of businesses, anchored by many that are innovative and embrace Industry 4.0 principles.**

The vision will be achieved with actions organised under four strategies, to achieve a sustainable and prosperous future for the Bayswater Business Precinct:

1. Set the precinct up for long-term success.
2. Agree on a broad spatial plan for the precinct.
3. Build the profile and identity of the precinct as one of Melbourne's most important employment locations.
4. Improve the amenity and functionality of the precinct.

The BBP is a key employment destination in the region, and the diverse range of businesses in the precinct contribute significantly to the Eastern Metro Region's economy. An ecosystem of businesses drives the precinct, and many are innovative and embrace Industry 4.0 principles, setting the basis for others to follow.



# 1. Introduction

This report provides an overview of the key attributes that will support transformation of the Bayswater Business Precinct into a diverse and sustainable employment precinct and identifies supporting government actions and initiatives.

The State Government, alongside the Knox, Maroondah and Yarra Ranges Councils, are committed to the ongoing economic sustainability and prosperity of the Bayswater Business Precinct as a Regionally Significant Industrial Precinct (RSIP) in Melbourne's Eastern Metro Region. The purpose of this strategy is to articulate this role in more detail, including how it can transform over time to take advantage of new opportunities afforded by structural changes in the economy, and forecast population growth in the Region.

The report is underpinned by contextual analysis of opportunities and the BBP's strategic advantages, and the project team has worked collaboratively with all stakeholders, including State and Local government, to ensure the precinct has the greatest chance of success. Other project drivers included:

- Concentrating efforts and investment on areas that have the highest potential to deliver significant change (Strategic Sites and high change precincts).
- Acknowledgement that some parts of the precinct will continue to fulfil an important role in providing access to businesses which provide a wide range of services for people living in the region.<sup>8</sup>
- Ensuring the long term sustainability of the precinct is considered in all decision making – environmental, economic and social sustainability.
- Leveraging the current strengths and networks within the precinct; the existing businesses and activities represent important links to the local community and are important for its long term sustainability.

## 1.1 The project

This report articulates the future competitive positioning of Baywater Business Precinct and key government actions and initiatives that may support this. Policy supports the ongoing role of the BBP as a Regionally Significant Industrial Precinct.<sup>9</sup> The precinct has been identified in metropolitan planning as having a key role to play in the network of employment places. Previous planning and research (see Plan Melbourne 2017, DELWP's Land Use Framework Plan for the Eastern Metro Region) has identified that a coordinated effort will be required for the precinct to remain economically competitive in future,

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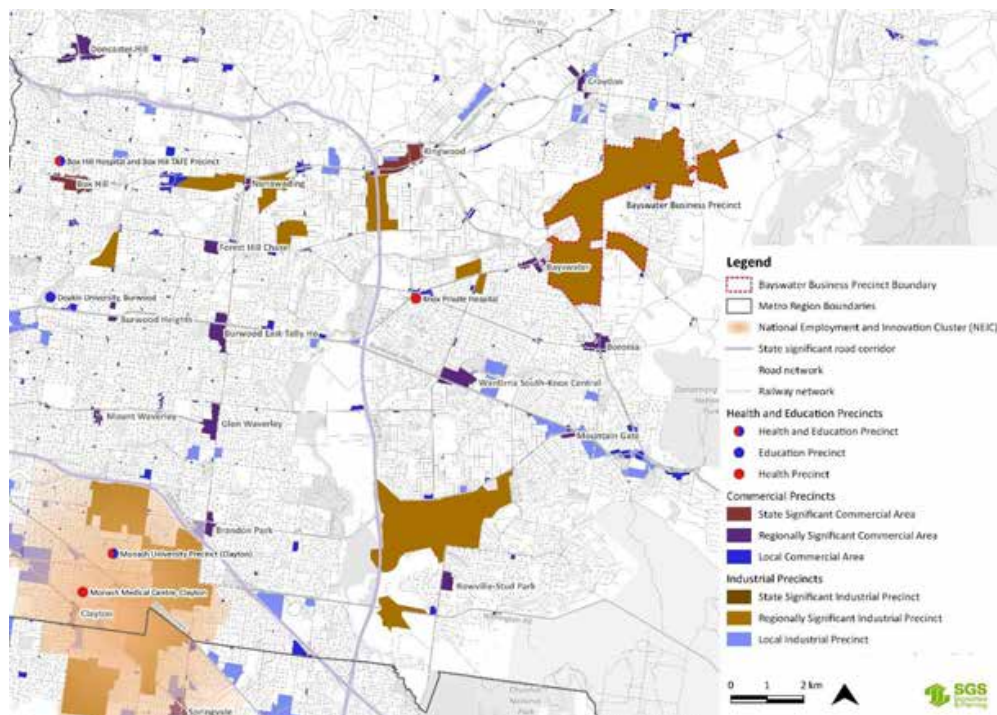
<sup>8</sup> For the purpose of this Strategy, 'local services' refers to industrial and large-scale commercial uses which are inappropriate to locate in activity centres and residential areas, but which need to be in close proximity to where people live.

<sup>9</sup> Refer to the *Eastern Metro Region Land Use Framework Plan*, DELWP 2020. Available from URL: [https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.vic-engage.files/7216/2977/6024/Eastern\\_Chapter04\\_Productivity.pdf](https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.vic-engage.files/7216/2977/6024/Eastern_Chapter04_Productivity.pdf).

where adaptation should be encouraged among existing businesses, and to attract new businesses that will support the realisation of the vision for the future of the precinct.

The area designated as the Bayswater Business Precinct comprises industrially-zoned and some commercial land in Bayswater, Bayswater North, Boronia, Croydon, Kilsyth and Kilsyth South. The precinct is dissected by Canterbury Road, Mountain Highway and Colchester Road. There are several residential interfaces with the BBP, as well as large open spaces, biodiverse corridors and waterways, namely Bungalook Creek (north) and Dandenong Creek (south).

**FIGURE 7: THE BAYSWATER BUSINESS PRECINCT AND REGIONAL CONTEXT**



Source: SGS Economics and Planning., 2021.

The project leverages a wide range of existing background information and extensive stakeholder engagement collected by Knox, Maroondah and Yarra Ranges Councils, and State government agencies. The strategy is structured as follows:

- Articulation of the reasons why a Transformation Strategy is needed in the Bayswater Business Precinct, based on its unique characteristics and profile, and reflecting its local and regional context.
- The vision and identification of how the various sectors will present in the Bayswater Business Precinct over time, if positive actions are taken by State and local government alongside local businesses, and considering the infrastructure, governance, planning and economic gaps between the current situation and the future vision.
- Key actions, outcomes and levers required, using a three horizons framework for implementation.

This document can be read in conjunction with the *Baywater Business Precinct Transformation Strategy Background Report*, which provides further detail about the policy and economic drivers that underpin the vision and actions presented in the following sections.

## 1.2 Stakeholder collaboration

In 2014 and since, the three Councils and the State Government have maintained strong relationships with stakeholders in the BBP. Building on those existing relationships, a series of targeted interviews were undertaken to focus on key questions for the Transformation Strategy.

The aim of stakeholder consultation was to ensure the strategy identifies and acts on the challenges stakeholders face and opportunities they see for the BBP. The consultation sought to understand the current and future industry needs and identify additional opportunities.

### Consultation findings

Based on stakeholder discussions and past consultation, it is clear that the BBP's identity is:

- A manufacturing precinct that makes a significant contribution to the Melbourne economy
- Underpinned by a strong advanced manufacturing
- Well-founded with Industry 4.0 businesses.

The BBP is home to an ecosystem of well-connected industries with strong local supply chains and informal networks, and this is critical to the precinct's success. There is an opportunity to strengthen those connections with support such as networking and open house events.

While vacant land is in high demand, there are a large number of underutilized lots with old building stock. There is an opportunity to work with land holders to encourage the preferred building typologies identified in this document.

Overall, businesses are committed to the precinct and its long-term success.

While the lack of amenity was generally something expected in an industrial context, there was a recognition that access to open space, places to eat and improved public transport would be a benefit.

Nine businesses were consulted, with representatives from real estate, data management, retail, automation/robotics, metal fabrication, manufacturing development and landowners. Many advised that they were just too busy, but there was a general feeling that there had been a long history of previous engagement between government and landowners (they felt their voices had been heard before).

Businesses are focused on their day-to-day operations. This highlights the important role for the three BBP Councils to lead the precinct's transformation with a view to the future, and for using the Transformation Strategy as a way of articulating this commitment and the actions to achieve it.

A detailed summary of interview findings is included in Appendix A of the *Background Report*.

## 2. Why does the BBP need a Transformation Strategy?

Activity in the Bayswater Business Precinct contributes a significant amount to the Eastern Region's local economy, both in terms of job numbers and gross domestic product (GDP). However, there are signs that the precinct's key industries are in decline, and that jobs growth will not keep pace or remain relevant to the wider Region's growing population as an employment destination.

In order to remain competitive and sustainable, the precinct needs to embrace new technologies and offer more diverse employment choices.

### 2.1 The BBP is a regionally significant industrial precinct

State government policy defines the role and function of the BBP as a regionally significant industrial precinct (RSIP) in Melbourne's Eastern Metro Region (see Figure 8). The Melbourne Industrial and Commercial Land Use Plan (MICLUP) directs RSIP planning to retain key industrial locations that have a range of traditional industrial uses such as manufacturing, warehousing and other industry.<sup>10</sup> There is policy support to promote employment outcomes that offer a higher amenity to workers and foster economic vibrancy. This may include a greater focus on office or business park development, or support for new and emerging innovation and enterprise-based businesses.

There is strong local policy support to protect the BBP's employment functions and industrial capability, and to enhance public transport and road upgrades to support the way the BBP functions. These directions are also highlighted in the Eastern Metro Region Land Use Framework Plan.<sup>11</sup> The BBP Connect platform and BBP Coordinator role set the basis for a governance framework intended to harmonise planning and economic development across the three BBP Councils (Knox, Maroondah and Yarra Ranges), and to support ongoing investment attraction and business-to-business connections.

Key local directions from the three BBP Councils include:

- Advance collaboration between the three BBP Councils for strategic investment attraction and development in the BBP, focussed on business networks, precinct amenity, streamlining assessment and new investment.<sup>12</sup>

<sup>10</sup> DELWP, *Melbourne Commercial and Industrial Land Use Plan*, 2020, p. 34. Available from URL: <https://www.planning.vic.gov.au/policy-and-strategy/metropolitan-industrial-and-commercial-land-use-plan#documents>.

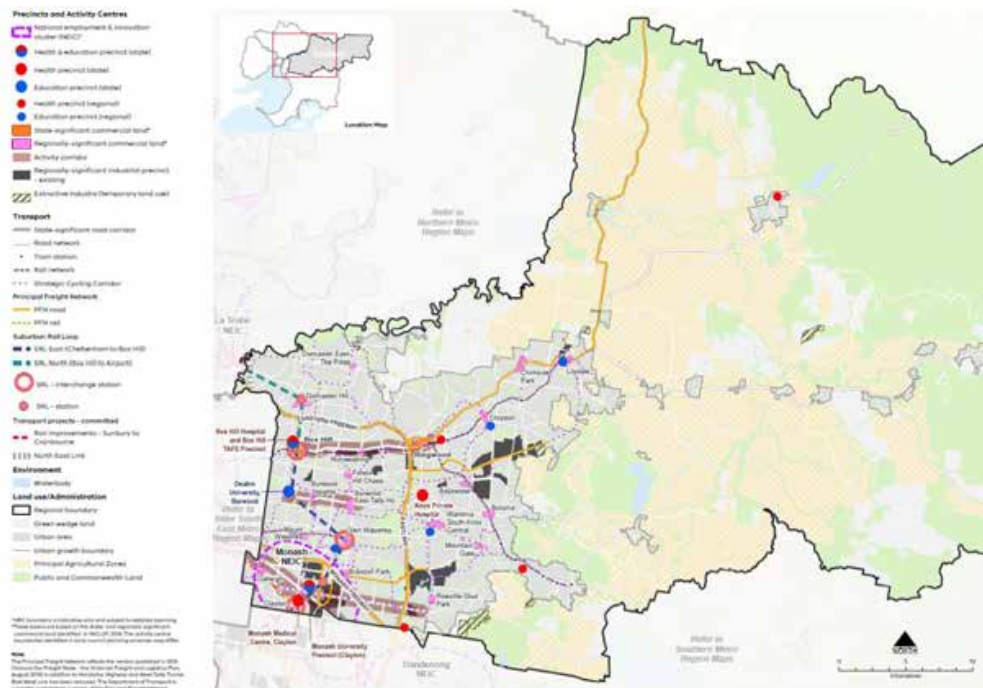
<sup>11</sup> DELWP, *Eastern Metro Region Land Use Framework Plan*, 2021, p. 29. Available from URL: [https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.vic-engage.files/7216/2977/6024/Eastern\\_Chapter04\\_Productivity.pdf](https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.vic-engage.files/7216/2977/6024/Eastern_Chapter04_Productivity.pdf).

<sup>12</sup> Knox City Council, *Community and Council Plan (2017-2021)* and *Knox Land for Business Strategy (2018)*.

- Promote and leverage the strategic location and unique role of the BBP, work in partnerships to assist local businesses and promote investment attraction, and advocate for public transport improvements in the BBP.<sup>13</sup>
- For Yarra Ranges, Kilsyth is one of the most significant industrial areas in the Shire. Some land is underutilised, and there are opportunities for infill development and redevelopment of redundant facilities, although interfaces with nearby established residential areas need to be considered.<sup>14</sup>

The Eastern Metro Region Land Use Framework Plan reinforces these directions: ‘to remain economically competitive the precinct should encourage adaptation by existing businesses and attract new businesses. Increasing the amenity in and around the precinct will add to Bayswater Business Precinct’s marketability for new businesses.’<sup>15</sup> Direction 4 in the Land Use Framework Plan highlights that RSIPs should be a focus for diversified and intensified employment uses.<sup>16</sup>

**FIGURE 8: PRODUCTIVITY NETWORK IN THE EASTERN METROPOLITAN REGION TO 2050**



Source: DELWP Eastern Metro Region Land Use Framework Plan, 2021.

Like many mature industrial precincts across Australia, the BBP includes large areas of ageing industrial and commercial building stock and some low amenity public spaces which inhibits its ability to prosper and remain competitive in the long term. In order to maintain sustainable levels of new private sector

<sup>13</sup> Maroondah City Council, *Council Plan (2020/2021 update to the 2017-2021 plan)*.

<sup>14</sup> Yarra Ranges, *Yarra Ranges Activity Centre Network Strategy (Background Report) (2012)*.

<sup>15</sup> DELWP, *Eastern Metro Region Land Use Framework Plan, 2021*, p. 29.

<sup>16</sup> DELWP, *Eastern Metro Region Land Use Framework Plan, 2021*, p. 20.

investment in BBP, new investment will be required in a high-quality urban environment and improved connectivity and amenity.

The future competitiveness and sustainability of the precinct requires economic regeneration underpinned by strategic investment in critical infrastructure.

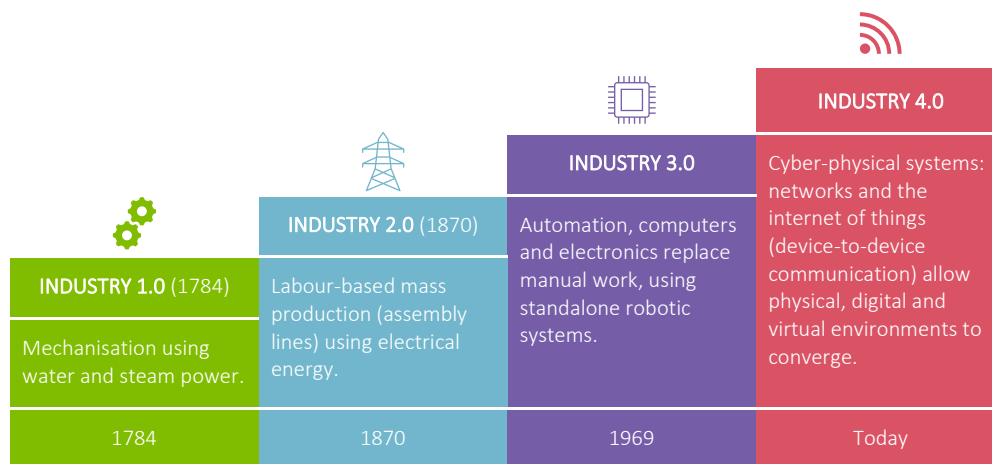
Without a clearly defined strategy for regeneration and value proposition for investment, the precinct’s capacity to retain and attract key propulsive sector industries to sustain the local economy and to create local jobs into the future is at considerable risk.

## 2.2 Macrotrends affecting the BBP

Due to structural changes in the economy, forecast scale of population growth and other factors, the context for employment planning, in particular, is evolving quickly. These economic trends are leading to new, hybridized development models that transcend traditional notions of industrial estates, business parks and town centres. In this context, a clear strategic direction is needed for the BBP.

Notwithstanding the precinct’s impressive economic profile, the Councils of Knox, Maroondah and Yarra Ranges (the BBP Councils) have become increasingly concerned about the precinct’s ability to attract sustainable levels of new investment required to increase the number of high value employment opportunities and to maintain the region’s economic prosperity. Significant challenges arising from population growth and global economic and industrial transition are placing unprecedented pressure on local economies. Employment precincts across Australia, including the BBP, risk being left behind if they are unable to embrace new ways of working.

**FIGURE 9: INDUSTRIAL TRANSFORMATION OVER TIME**



Source: Based on various sources including Bosch’s 2013 White Paper on the advent of Industry 4.0.

The past thirty years have seen a profound restructuring of the Melbourne economy. The metropolis has transformed from an industrial city into a knowledge intensive economy. This structural change has impacted the composition and location of employment across Metropolitan Melbourne.

There have been many explorations of the new or 'recombinant economy' of the city, including those by Hutton (2010) and Moretti (2012). Hutton (2010, p. 279) described Melbourne as a 'hybridized structure of cultural production, creative labour and technology' where both new and old economy industries coexist through collaboration, competition, and consumption. Often the former industrial areas, of the inner city, in particular, contain remnants of the industrial past alongside new knowledge and creative uses.

Employment in manufacturing (as traditionally defined) will likely continue to decline, while employment in Professional and Financial services will increase. A range of population serving industries will also expand, including Health care, Retail and Education. The expected changes in manufacturing show a nuanced picture of a sector transforming rapidly, competing in an increasingly globalised economy.

Knowledge-based industries encompass research and development (R&D), design, engineering, marketing, advertising and creative industries, as well as more traditional jobs such as lawyers, bankers, financiers, doctors and management consultants. Many of these activities overlap with production and manufacturing and could present growth opportunities for the manufacturing sector. This is particularly so as more hybrid roles emerge with technological advancements, allowing for movement up the value chain (e.g., rapid prototyping, 'customise-make-service-sell').

#### **Structural economic shifts pose both threats and opportunities to the BBP**

With such a strong manufacturing industry profile, this structural transition presents both risks and opportunities for the future economic role and function of the precinct. While manufacturing jobs may be declining, the value of what Australia manufactures is actually increasing. Since 1989, manufacturing has halved its share of contribution to Australia's economic activity (from 12% to 6%) while Professional, Scientific and Technical services and Financial services combined has increased by almost half (to 17%).

Significantly, while manufacturing has declined as a share of total economic activity, the size of its contribution has increased by 16% over that time. This suggests that while manufacturing has been overtaken by knowledge intensive service industries, its economic contribution continues to grow — likely driven by advances in what we produce and how we produce it.

This transition to high value production and advanced manufacturing technologies, combined with the diversification of the types of businesses based in the precinct, represents a significant opportunity for the BBP to build and transform its future growth from its established manufacturing specialisation.

#### **Impacts of COVID-19**

Overall, businesses within the precinct appear to have been able to withstand the impact of COVID-19, largely due to JobKeeper. However, while those who supply locally have typically been able to return to relatively normal operations, those who rely on international exports and those whose supply chains are reliant on imports are still experiencing the effects of the pandemic.

The ever-changing border closures has had a significant impact on staffing. Many businesses rely on lower skilled foreign workers, and with the border closures, there is a smaller pool of workers to draw on.

In addition, since JobKeeper ended there have been ongoing lockdowns and varied availability of emergency payments has extended the hardship many businesses, especially smaller businesses, are facing. Small businesses who were able to survive cannot maintain higher debt levels that larger companies are able to and are at risk.

### 2.3 The need for transformation in the BBP

**A range of internal and external forces influence the way the BBP operates today, and its potential future state.**

Population growth and urbanisation, global economic and social changes, and industrial pressures and transitions, are all placing unprecedented pressure on local economies and employment precincts. For the BBP to remain economically, environmentally and socially sustainable and prosperous, it needs an edge to promote against competing employment areas with greater available and undeveloped land.

The BBP’s ability to compete with new greenfield developments, especially industrial land in the Northern and Western Growth corridors, and the Southern SSIP (Dandenong South), the Officer-Pakenham SSIP corridor, relates to its location in a highly established area, with access to a skilled and diverse local workforce. In comparison, many of the SSIP sites can offer large, unconstrained lots with better access to the Principal Freight Network, Port of Melbourne and Melbourne Airport.

**FIGURE 10: KEY FACTORS INFLUENCING THE BBP’S CURRENT TRAJECTORY**

	Baywater Business Precinct	Greater Melbourne/Eastern Metro Region
	<b>Manufacturing and construction are key industries</b> for the Knox, Maroondah and Yarra Ranges LGAs, and around 40,000 local jobs are within or directly connected to the Bayswater Business Precinct.	The Bayswater Business Precinct has a location quotient of around 5 for manufacturing, 3 for wholesale trade and 2 for construction, meaning these industries are present in higher proportions compared to Greater Melbourne.
	<b>Around 10 per cent of businesses in the BBP have 20 or more employees</b> , similar to other comparable employment precincts across Greater Melbourne. There are several key tenants who have a larger proportion of knowledge workers.  The average revenue generated by small businesses is \$2.88m compared with business in the Eastern Metro Region, which generate \$1.11m.	The Eastern Metro Region contributes 16 per cent of Greater Melbourne’s total Gross Regional Product (GRP), \$52b. <sup>17</sup>  Melbourne has transitioned from an economy heavily reliant on a declining manufacturing sector (-6 per cent from 2000-2020), to a diversified economy with professional financial and insurance services. <sup>18</sup> Growing sectors are health care and social assistance, public administration and safety, financial and insurance, and construction.
	Over the past 20 years, <b>population growth in the Eastern Metro Region</b> meant 6.9 jobs were added for every ten people.	The metropolitan average for jobs growth was that 5.5 jobs were added for every 10 people between 2001 to 2021.

<sup>17</sup> DELWP, *Eastern Metro Region Land Use Framework Plan*, 2021.

<sup>18</sup> SGS Economics and Planning, 2021, *Australia’s Economic Wellbeing 2019-2021*.



Baywater Business Precinct	Greater Melbourne/Eastern Metro Region
<p>With a forecast annual average growth rate of 1.1 per cent, the three BBP LGAs will need to exceed a ratio of 6.9 jobs per ten people to keep pace with population growth. To date, the ratio was 6.1, meaning job creation is not keeping pace with population growth today.</p>	<p>Comparing the metropolitan average to the BBP, the jobs-to-population ratio suggests a high percentage of workers are able to live, and find work, locally – a key selling point that should be protected into the future.</p>
<p> The <b>proportion of people in the Knox, Maroondah and Yarra Ranges LGAs with a bachelor’s degree or above</b> increased by 7 per cent from 2006 to 2016. In 2016, 22 per cent of people aged 15 years and over had attained that level of qualification or above.</p>	<p>The Greater Melbourne average educational attainment for bachelor’s degree or above was 27.5 in 2016, an increase from 14.2 per cent in 2006.</p>
<p> <b>The BBP has traditionally had a blue collar profile who live locally.</b> As education levels across the Eastern Metro Region are increasing, this brings opportunities for businesses to draw on a pool of highly skilled workers in future, to support a transition to industrial jobs requiring knowledge workers.</p>	<p>Across Greater Melbourne, around one third of all workers are employed in either health care and social assistance, manufacturing or the retail sector.<sup>19</sup> Twenty-five per cent of workers are professionals, 13.9 percent clerical/administrative workers, and 13.2 percent managers.</p>
<p> <b>The BBP has a lower effective job density (EJD)</b> due to its peripheral location compared to other employment precincts across Greater Melbourne. However, the precinct’s strengths in manufacturing, construction, wholesale and warehousing are key opportunity sectors to target ensuring the precinct’s competitive advantage is leveraged now and into the future.</p>	<p>From a business perspective, higher levels of connectivity mean that businesses enjoy scale and productivity advantages through better access to skills, suppliers and complementary enterprises. It is this access – referred to as ‘agglomeration’ - that drives new knowledge and innovation in modern economies. Industrial employment locations closer to Melbourne’s CBD and along the Principal Freight Network (PFN) have a higher EJD than the BBP, a relative score of up to 51/100 compared to the BBP’s 24.</p>
<p> <b>The BBP has less than 10 per cent vacant land</b> available for future development (notwithstanding opportunities to densify and redevelop strategic sites incrementally). The Eastern Metro Region has an anticipated 12 years’ supply of industrial land remaining (135.1 hectares).</p>	<p>Across Greater Melbourne, there is around 6,563 hectares of vacant land, with most (4,193) concentrated in State Significant Industrial Precincts (SSIP) in the Western and Northern Metro Regions. Land is being taken up at an average rate of 280 hectares per annum, around 20 years’ supply.<sup>20</sup></p>

The BBP is at a competitive disadvantage versus current trends in the industrial property market (i.e., move to more logistics-oriented operations that require large, greenfield sites). However, COVID

<sup>19</sup> Based on *ABS Census of Population and Housing*, 2016.

<sup>20</sup> DELWP, 2020, *Melbourne Industrial and Commercial Land Use Plan* (MICALUP), p. 24.

changes may see a greater demand for local manufacturing as businesses want greater certainty around supply chains (fewer imports, more domestic production), increasing the demand for employment floorspace. A shift away from 'just in time' supply chains could also mean businesses hold more stock, increasing demand for warehouse floorspace.

At the same time, earlier reports on the BBP suggested a move away from Australian manufacturing due to globalisation, high labour and operational costs, and fierce import competition. While traditional manufacturing has been moving offshore, there has been a move towards smarter and knowledge-based manufacturing rather than the process model.

The changing nature of work means many traditional industrial businesses now include higher tech functions and employ higher skilled workers. Businesses employing people in traditional, industrial sectors as well as knowledge-intensive research and headquarter functions on a single site is increasing. This is also occurring for SMEs making use of smaller lots that combine office, warehouse/distribution, and R&D functions on the one site.

The BBP and its surrounds currently employ over 33,000 people, 70 per cent of which live within 10 kilometres of the precinct. Within the BBP study area, there are currently around 27,361 workers (based on 2016 Census, adjusted to 2021 using SGS small area land use projections). The number of jobs in the precinct could increase to more than 44,000 in 2041, with positive intervention to ensure that employment in the BBP keeps pace with, or exceeds, population growth.

**The BBP is home to diverse employment activities that could be further showcased and expanded in future.**



There is a need to proactively take policy and economic development steps to protect, enhance and expand those opportunities in the BBP. Based on current trends, jobs growth will not keep pace with population growth. Positive action will be required in the BBP to ensure it can embrace opportunities that come along with broader trends.

- Currently, employment in the BBP represents 15 per cent of jobs in the Knox, Maroondah and Yarra Ranges LGAs, and 2.7 per cent of jobs in the Eastern Metro Region. As highlighted earlier, some of the BBP's industry strengths are also sectors that are most under threat of decline.
- At the same time, a small number of very large businesses contribute a high proportion of the BBP's GDP. This means the loss of any one of those businesses would have a significant impact on the BBP's regional productivity and contribution to the local employment market.

## 2.4 Spatial context

The precinct has been analysed against key spatial and amenity themes, crucial to its future success attracting business and investment. Discussion expanding on each theme in more detail is contained in the *Background Report*.

**TABLE 1: SUMMARY OF SPATIAL OPPORTUNITIES AND CONSTRAINTS**

	Constraints and challenges	Strengths and opportunities
 <b>Access</b>	<ul style="list-style-type: none"> <li>Distance from Melbourne port, airport, or rail freight</li> <li>Poor public transport access - disconnected from rail and poor bus network</li> <li>connection, no PT connection between key places within the precinct</li> <li>Significant number of workers live locally but drive to the precinct. 95% workers commute to BBP by car, despite 70% of workers being residents from Knox/Yarra Ranges/Maroondah. 30% workers live within 3km from BBP</li> <li>Major roads are barrier to movement and unsafe for cycling.</li> <li>Uncertainty around the Healesville corridor. DOT communications indicates that it will remain a road reserve for potential future use.</li> <li>Freight network causes bottlenecks around the precinct and disruption to nearby residential areas</li> <li>Disconnected internal road network and poor internal traffic circulation</li> <li>Disconnected from Bayswater activity centre and train station (poor pedestrian access)</li> </ul>	<ul style="list-style-type: none"> <li>Access to Major transport gateways (proximity to East Link, Melbourne CBD and Melbourne Airport)</li> <li>Access to Bayswater train station on Belgrave line and Ringwood</li> <li>East and Croydon train stations on the Lilydale line</li> <li>There is a network of trails along the Dandenong and Bungalook Creeks directly north and south of the BBP – a major opportunity for active transport</li> </ul>
 <b>Activity centres and nodes</b>	<ul style="list-style-type: none"> <li>Lack of identifiable centres within the precinct, places to visit and take clients</li> <li>Few identifiable nodes of focused employment activity</li> <li>Little obvious differentiation between the sub-precincts</li> <li>Due to size of precinct any existing population-serving uses are not within walking</li> <li>Distance of most parts of the BBP</li> <li>Current commercial/population serving offering is limited (some cafes, fast food along Canterbury Road and lacks cohesion</li> <li>Poor amenity/lack of services may limit attraction of new anchor tenants</li> </ul>	<ul style="list-style-type: none"> <li>Near several major activity centres – Bayswater, Croydon, Boronia, Ringwood MAC, Wantirna Health Precinct</li> <li>Small commercial nodes and some population-serving activities (cafes, etc.) dotted throughout precinct (e.g., Canterbury Road, corner Bayswater Road)</li> </ul>



Constraints and challenges	Strengths and opportunities
<ul style="list-style-type: none"> <li>- Lacking clear boundaries or physical markers to denote the precinct (including gateway sites)</li> <li>- Ageing and built-up nature of the precinct – not clean and welcoming</li> <li>- Scale of the precinct – limited sense of place and local identity, no identifiable centres, poor building address and street interface</li> <li>- Inadequate business and employee amenity – need for improved diversity and quality in the local food/restaurant offer, improved personal services (e.g., dry-cleaning, childcare, grocery shopping) and localised business services</li> <li>- Inadequate business accommodation for the growing professional services sector</li> <li>- Limited IT infrastructure, poor digital connectivity</li> <li>- Lack of access to open space</li> <li>- Varied quality of public realm across precincts, but generally poor</li> </ul>	<ul style="list-style-type: none"> <li>- Scale of precinct allows for diversity</li> <li>- Improve public realm amenity for workers and visitors, building on existing significant trees and landscape setting near the Dandenong and Yarra Ranges (opportunities for more open space and greenery to soften the appearance of a traditional industrial precinct)</li> <li>- Work with landowners/developers to leverage any renewal projects to include services/amenities that support workers (e.g., somewhere to have lunch, take clients)</li> <li>- Use urban design techniques such as gateway treatments to delineate sub-precincts, and highlight future activity centres/hubs</li> </ul>



<ul style="list-style-type: none"> <li>- Does not have a high profile or identifiable brand in the way that Monash, Dandenong, and other major employment precincts do</li> <li>- Perception (reality?) that the precinct doesn't have the technology and infrastructure to support Industry 4.0 sectors</li> <li>- Key tenants, such as Siemens, appear to account for the higher skilled worker (and high output for the region) with the remaining showing a more traditional industrial worker profile</li> <li>- Some key major tenant departures recently</li> </ul>	<ul style="list-style-type: none"> <li>- Home to a range of multinational organisations in the precinct</li> <li>- Precinct is made up of a diverse mix of businesses</li> <li>- Recent policy identifies precinct as regionally significant, recognising its important role in the Eastern Metro Region</li> <li>- Opportunity to support and retain existing anchor tenants in the precinct to encourage collaboration, wider regional precinct promotion and knowledge-sharing</li> </ul>
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<ul style="list-style-type: none"> <li>- Safeguard floorspace diversity and affordability to provide flexibility for small local businesses to start and scale up</li> <li>- There are large, underutilized sites</li> <li>- Fragmented land ownership</li> <li>- Precinct is almost fully developed (less than 10 per cent of land vacant and available for future development), limiting expansion opportunities</li> <li>- Lack of large contiguous sites to meet the need of large industrial uses (90% of lots are 5,000 sqm or less)</li> <li>- Diverse range of building typologies - parts of the precinct typify an older industrial area, with numerous older buildings occupying smaller lots and individually owned</li> <li>- The large scale of the precinct is a challenge</li> </ul>	<ul style="list-style-type: none"> <li>- Several large opportunity sites with large lot area and low site coverage or older buildings (opportunities for infill development and redevelopment of redundant facilities)</li> <li>- Diverse range of building typologies - parts of the precinct look like a modern business precinct with new, high quality buildings set amongst high end landscaping</li> <li>- Home to a range of multinational organisations in the precinct – Siemens, GSK, Kenworth/Paccar, Henkel. Business landmarks include Siemens; Vulcan; GlaxoSmithKline (GSK); Fibremakers; Kenworth; Boral Quarry</li> <li>- Nearby: Monash NEIC (including industrial area), Dandenong NEIC and Southern SSIP, Ringwood MAC, Box Hill MAC</li> <li>- Close proximity to Wantirna Health and Croydon, Bayswater, Boronia MACs</li> </ul>
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## 2.5 Directions for the BBP

Based on the analysis in this section, and feedback collected throughout the project, the BBP Transformation Strategy has been prepared with the following context in mind:

### Set up the precinct for long-term success

- Establish/strengthen strong governance arrangements between the three Councils, State government and government agencies.
- Provide a home for niche manufacturing/industrial activities that may expand to become higher order businesses.
- BBP businesses have supply chains embedded in the region; strengthen those connections, providing spaces and networks for collaboration and skills sharing.
- Offer incubation opportunities for niche businesses, while also offering a range of differently sized sites for businesses to grow and expand.
- Lead the transition to a circular economy, leveraging the established internal supply chains, and focusing on key industries of manufacturing and construction (two heavily material-dependent and waste-producing industries). Work with businesses to embed those supply chains into business operations and promote opportunities for new businesses where gaps exist.
- Embrace the necessity of decarbonising the economy. The push towards Net Zero emissions is gaining global momentum. This shift will be crucial for the BBP given its focus on manufacturing and construction, which are relatively large contributors to CO2 emissions.
- Build on existing green corridors, and established vegetation throughout the precinct, focusing on opportunities to enhance the environmental sustainability of the precinct for climate, clean air, thermal comfort and amenity reasons.

### Spatial structure and planning

- Continue to offer affordable land for urban services (enabling industries such as motor vehicle repairs, printing, or construction) needed by the surrounding established residential areas.
- Support the renewal of land and buildings across the BBP in order to create a diversity of contemporary workspaces for existing and new industrial and commercial businesses within the region.
- Prioritise the creation of higher order land uses (including activity nodes) in places that have good access and strong connections to the freight network or public transport (e.g., near the Bayswater Major Activity Centre, along Canterbury Road and Mountain Highway).
- Differentiate precincts appreciating their underlying opportunities and constraints to improve a sense of arrival, wayfinding and promote the Bayswater Business Precinct as a coherent and regionally significant employment place—to visitors and workers alike.

**Profile and identity**

- Leverage strong precinct branding to promote vacant/redevelopment sites, attract investment, improve renewal outcomes, and generate wider place/brand recognition for the precinct.
- The BBP is a regionally significant employment precinct, both as a local employment hub for the Knox, Maroondah, and Yarra Ranges LGAs, and based on the GDP it generates for the LGAs and the Eastern Metro Region
- The BBP is home to a diverse range of businesses and has a key manufacturing strength which should be protected, and enhanced, to embrace new technology such as smart manufacturing (Industry 4.0).
- Grow opportunities to export innovative ideas and technology/processes created within the BBP.
- Advanced Manufacturing has been heavily promoted by state and federal government. Planning for employment precincts across Australia is focusing on this transition, supported by business and industry leaders. The BBP already has the manufacturing critical mass and a demonstrated focus on R&D and innovation to take a leading role.
- Focus on Advanced Manufacturing by leveraging the BBP's manufacturing expertise and specialisation and capitalising on the increasing demand of advanced manufacturing capabilities close to customers and places focused on R&D.

**Amenity and functionality**

- Support a wide range of businesses to locate within the precinct (including knowledge services, population services, training facilities, health-related R&D, manufacturing and distribution activities. This will be achieved by providing a higher level of amenity to better support workers and businesses, including clients (in terms of the precinct's physical attributes, access to open space and commercial/hospitality offering).
- Improve the access network both for freight (reliability and efficiency), active and public transport (connectivity, permeability, and safety).
- Retain, enhance, and expand the BBP's manufacturing offering, keep pace with global advancements and leverage R&D opportunities in the knowledge economy linked to manufacturing innovation.
- Digital and virtual connectivity should be identified as key opportunities for enhancing B2B connectivity.
- Opportunities for technology to be enhanced should feature in the Strategy.
- For transport, consideration needs to be given to mode prioritisation with an understanding of the transport aspirations for the precinct — for example, where (and when) cycling corridors for workers are prioritised compared to a well-functioning and efficient freight network.

## 3. Transforming the Bayswater Business Precinct

This section sets out strategies and actions to achieve the type of transformation that will be needed in the BBP for it to remain a competitive, prosperous and sustainable regionally significant industrial precinct in the Eastern Metro Region.

### 3.1 Vision for the Bayswater Business Precinct

The Bayswater Business Precinct holds unparalleled opportunities for manufacturing and commercial businesses in Greater Melbourne.

It is a key employment destination in the Region, and the diverse range of businesses in the precinct make a significant contribution to the Eastern Region's economy.

This is driven by a well-connected and supportive supply chain of niche innovative businesses that are adaptive, an ecosystem of businesses, anchored by many that are innovative and embrace Industry 4.0 principles.

### 3.2 Strategies and actions

There are four strategies to deliver the vision:

1. Set the precinct up for long-term success.
2. Agree on a broad spatial plan for the precinct.
3. Build the profile and identity of the precinct as one of Melbourne's most important employment locations.
4. Improve the amenity and functionality of the precinct.

Within each strategy, there are actions focused on:

- planning for future growth,
- activating the precinct via infrastructure investment and physical improvements,
- facilitating development, investment and relationships through governance, partnerships, advocacy,
- systems that will create smooth processes to attract and keep businesses, workers, or investment in the precinct.

### 3.3 Strategy 1: Set the precinct up for long-term success

<b>Action 1</b>	Appoint a formalised governance unit for the BBP, dedicated to overseeing precinct growth including development of the spatial plan, and a branding and marketing strategy.
<b>Action 2</b>	Support business to access various streams of government funding, including for research and development, and preparing business cases.
<b>Action 3</b>	Facilitate business-to-business relationship-building via regular events and a dedicated enterprise hub.
<b>Action 4</b>	Understand business' requirements to remain, grow and invest in the precinct by fostering relationships between key businesses, industry representatives and institutions.
<b>Action 5</b>	Identify, progress and promote the renewal of strategic sites.
<b>Action 6</b>	Prepare an urban greening strategy to support climate adaptation and mitigate the impact of urban heat.
<b>Action 7</b>	Investigate options to pursue a circular economy.
<b>Action 8</b>	Develop a water sensitive precinct strategy to enhance climate resilience and improve environmental outcomes across the precinct.
<b>Action 9</b>	Plan and deliver active transport links to encourage more sustainable transport use.

#### *Facilitate development, investment and relationships*

To date, the precinct has been home to a network of high performing businesses. It has provided a regional economic focus, offered jobs and supported the local economies. Projected population growth in the region means that, to retain and build on this role, the precinct will need to accommodate additional jobs and economic activity.

The challenge for the precinct is to retain and build on existing strengths as significant industry and economic transformation is occurring in the broader economy. Another challenge is to provide a range of appropriate sites to accommodate the lifecycle of local business growth, from small to large.

This strategy seeks to promote the precinct's resilience by considering both economic/business longevity and environmental and climate adaptation.

#### *Economic Sustainability*

The economic sustainability element has two interlinked components:

- retaining the precinct's unique economic structure defined by the ecosystem of businesses, and
- supporting this system to deliver benefits to the local and regional community.

It is crucial that anchor institutions and the critical mass of businesses of differing size and scale are retained. This network of complimentary business contributes to a unique economic ecosystem and underpins the precinct's success. The larger manufacturing businesses provide diverse supply opportunities to smaller businesses, contribute to the identity of the precinct and contribute to the skill



development of the labour pool. This drives the productivity of the precinct and, without them, the precinct risks losing reliability of demand for small businesses, key drivers of employment and economic activity. The critical mass of employers also provides more choice for the region's skilled workers.

Despite the precinct's strong economic performance, it is susceptible to the outdated image of manufacturing, making it difficult to attract a younger workforce at the same time as the existing workforce is aging and family businesses are turning over.

Fundamental to the role of the precinct in supporting the local and regional economy are the principles of Community Wealth Building. These include:

- building on existing strengths
- supporting local businesses
- retaining the flow of capital within the local economy.

This can be achieved through a range of means, including:

- employing local people who'll spend their wealth locally
- supporting businesses that are strongly connected into local supply chains (B2B wealth capture)
- local procurement and links with local businesses.

#### *Environmental Sustainability*

In addition to economic resilience, the precinct needs to be positioned to both mitigate the impacts of climate change and to harness the opportunities of a transition to a sustainable, circular economy. A circular economy removes the concept of waste by considering it as a future resource; circular economic thinking and processes must therefore move beyond just focusing on re-using waste and challenge the fundamental principles of design, production and consumption.

It is important that the precinct is future proofed in the face of climate change, through improving the uptake of solar power through solar panels with batteries for storage, providing charging facilities for electric vehicles in key locations along with actions to reduce the urban heat island effect in the precinct.

**Action 1: Appoint a formalised governance unit for the BBP, dedicated to overseeing precinct growth including development of the spatial plan, and a branding and marketing strategy.**

*Horizon for implementation: Consolidate the BBP, aligning governance mechanisms and promoting a shared understanding of the BBP's identity and competitive advantages.*

*Outcomes: Foster strong relationships between businesses, streamline redevelopment pathways of strategic sites, branding spatial outcomes are achieved in a streamlined and cohesive manner.*

Appoint a formalised governance unit for the BBP that is dedicated to overseeing precinct growth, including the development of the spatial plan and the branding and marketing strategy. For the BBP in each Council, this includes encouraging the realignment of:

- capital works and asset renewal works
- planning strategies and planning schemes

- economic development plans and strategies
- urban cooling and greening, environmental sustainability, climate adaptation/mitigation strategies.

This group should comprise members of the three Councils, DELWP, DJPR and DoT along with business representatives. A key focus of the group will be advocacy, negotiation, and promotion of the BBP to facilitate or achieve the Transformation Strategy actions, by:

- Ensuring policy that drives initiatives from this Transformation Strategy is consistent across the group's jurisdictions.
- Advocating for the BBP to different levels of government, including the Commonwealth and different government agencies (such as Department of Transport, Department of Jobs, Precincts and Regions, etc.).
- Linking BBP advocacy and policy into the wider collective power and efforts of complementary regional groups such as the ERG and ETC.

**Action 2: Support business to access various streams of government funding, including for research and development, and preparing business cases.**

*Horizon for implementation: Enhance the BBP to diversify into allied markets and achieve significant value-adding to existing products and services, and strong connections to institutions that will enable enhanced R&D activity.*

*Outcomes: Addresses precinct branding and identity outcomes.*

Support business to access to various streams of government funding, including for research and development, to help further opportunities for businesses in the BBP by providing dedicated resources to assist with grant writing, business case development and research.

A key focus for this action will relate to the transition from manufacturing to Industry 4.0 (smart manufacturing). Research and development, and access to funding to support this transition, will also involve business engagement, advocacy and strong connections with institutions and businesses on the forefront of Industry 4.0, so that knowledge and opportunities can be introduced or expanded by businesses in the BBP.

**Action 3: Facilitate business-to-business relationship-building via regular events and a dedicated enterprise hub.**

*Horizon for implementation: Enhance the BBP to diversify into allied markets and achieve significant value-adding to existing products and services, and strong connections to institutions that will enable enhanced R&D activity.*

*Outcomes: Addresses precinct branding and identity outcomes, addresses the need for an activity centre that offers space for workers, partners and businesses to meet and collaborate.*

Plan and deliver events and create a space where businesses in the precinct can meet each other and to bring potential partners into the precinct (industry, educational institutions, other levels of government). A dedicated enterprise hub could serve both as a home-base for businesses to easily access the BBP Coordinator, and as a key location where businesses can:

- Engage with one another

- Understand key government policy that will support their growth and development
- Liaise with other industry representatives
- Gain strong connections to research and development occurring in academia and regional institutions.

The enterprise hub may have a focus on Industry 4.0 and advanced technology, providing an opportunity to build on existing practices within the precinct, share knowledge and collaborate between businesses, academia, researchers and key government stakeholders. The space would include opportunities for co-working and hot-desking, function and meeting spaces to foster this collaboration.

BBP businesses will be able to collaborate, identify and strengthen regional supply chains. Knowledge and skill sharing among businesses and institutions in the region means the BBP will be a home for niche manufacturing/industrial activities and offer opportunities for them to become higher-order businesses.

**Action 4: Understand business' requirements to remain, grow and invest in the precinct by fostering relationships between key businesses, industry representatives and institutions.**

*Horizon for implementation: Consolidate the BBP to promote a shared understanding of the precinct's identity and competitive advantages and defend current market. Enhance the BBP's diversification into allied markets.*

*Outcomes: There is increased awareness of the BBP and local economic development mechanisms. There are strong relationships between businesses and regional anchor institutions, creating a pipeline of skilled workers fit for future industries in the BBP.*

Continue to engage with key businesses and institutions to understand their requirements to remain, grow and invest in the precinct. The focus should be on the advanced manufacturing business that supports the manufacturing services ecosystem, along with any other businesses that have strong local supply chains, make a significant financial contribution to the local economy or are large employers, as the anchors for the precinct. The BBP should be a location where incubation opportunities are offered for niche businesses, while a range of sites are also available for those businesses at a stage where they are ready to grow and expand.

Strengthening business' awareness of, and access to, the BBP Connect network, education providers, institutions and academia will be a key avenue to drive long-term business capability and expansion opportunities in future. Based on past engagement, focus areas are likely to be infrastructure (including digital infrastructure) improvements, availability of retail/hospitality services within the BBP, access to a skilled workforce, opportunities for knowledge sharing and strengthening connections between businesses.

Engagement with education providers (key regional anchor institutions) and academia will be important to support employment growth in target industries, linking to businesses and supporting industry transition in the precinct.

**Action 5: Identify, progress and promote the renewal of strategic sites.**

*Horizon for implementation: Consolidating the BBP to have efficient regulation and development approvals, and efficient infrastructure maintenance.*

*Outcomes: The redevelopment of strategic sites is guided by preferred development typologies based on location and site conditions (e.g., former corporate HQ, large warehouse, smaller warehouse, redevelopment/greenfield site). There is consistent and aligned with strategic planning policy across State and local governments.*

Engage with landowners to identify and progress the renewal of strategic sites, with a priority on Bayswater north and south (to link with Bayswater Activity Centre redevelopment and direct revitalisation opportunities near station). Renewal should focus on:

- providing spaces for development of business networks, including collaboration and interactions
- Improve local amenity and public realm
- Provide a range of hospitality, recreation and business services
- Deliver collaboration spaces, including office and meeting spaces/manufacturing hub and manufacturing incubator
- Deliver small open spaces
- Diversify the built form to provide a range of options for businesses of varying sizes and maturities to become part of, and grow, within the BBP.

This should occur via:

- Engaging with land owners, developers (both within and outside the precinct looking at existing examples in other locations, developers who have done this elsewhere), real estate agents.
- Articulation of the benefits of preferred typologies in strategic locations.
- Investigation of proposed business models, to share with potential investors.

In the short-term, this action could also be achieved in a pop-up/temporary BizHub based on the Maroonah model, with a specific focus on manufacturing/Industry 4.0. The BizHub could run one day a week (or month), where the BBP Coordinator or others from the BBP governance unit, business groups, and educational institutions can have a physical presence in the precinct. Over the longer-term, this could be located in an enterprise hub, while the short-term focus would be to work with land owners in the precinct to identify a site/spare office space, or spaces where the Hub could be rotated around existing business.

#### *Plan for environmentally sustainable future growth*

#### **Action 6: Prepare an urban greening strategy to support climate adaptation and mitigate the impact of urban heat.**

*Horizon for implementation: Consolidate the BBP by improving cooling and greening measures across the public realm.*

*Outcomes: Addresses physical amenity outcomes, as well as strengthening precinct branding and identity promotion potential – the BBP as a leading employment precinct for climate adaptation.*

Prepare urban greening strategy to support climate adaptation, mitigate the impact of urban heat via plantings, street trees, landscaping, building treatments, energy and waste management. There are opportunities to leverage and connect the existing green spaces, while considering a range of

development requirements for canopy trees and the creation of linear green spaces as part of any site redevelopment/renewal.

- Integrate with built form guidance (Strategy 3)
- Ensure sites of biological significance in and around the precinct are protected and enhanced and that habitat connectivity along identified key habitat corridor routes is protected and improved.

**Action 7: Investigate options to pursue a circular economy.**

*Horizon for implementation: Transform the BBP to a precinct where businesses operate under an Industry 4.0 model and can make use of a circular economy.*

*Outcomes: Addresses physical amenity and land use and development outcomes, as well as overarching vision that transformation will lead to new methods of production and a more environmentally sustainable precinct.*

Investigate options to pursue circular economy:

- Identify opportunities to implement decentralised water and energy production and distribution
- Identify local supply chains to minimise transport costs, and identify co-locate businesses that are part of the waste recovery and product manufacturing sectors
- Transition of fleets to ZEV options, electric or hydrogen.

Embracing concepts of the circular economy across the Bayswater Business Precinct will involve a review of supply chain linkages across all industries in the precinct, to look for opportunities to become carbon neutral and for the transformation of waste into construction and manufacturing resources. This action can be informed by parallel activities under the *Knox Enterprise Corridor Strategic Directions* report (SGS Economics and Planning, 2021), which includes strategic directions to develop a precinct-focused circular economy strategy and move towards a net zero carbon precinct.

**Action 8: Develop a water sensitive precinct strategy to enhance climate resilience and improve environmental outcomes across the precinct.**

*Horizon for implementation: Enhance the BBP by improving local amenity and introducing resilience and climate adaptation measures, both in the public realm and in business practice.*

*Outcomes: Addresses physical amenity outcomes, as well as strengthening precinct branding and identity promotion potential – the BBP as a leading employment precinct for climate resilience and improved environmental performance.*

To enhance the climate resilience and improve environmental outcomes across the precinct, develop a *Water Sensitive Urban Design Strategy*. Promote actions which reduce runoff and harvest stormwater to future proof in periods of drought and flooding.

- Work with industry to promote and encourage stormwater harvesting, collecting rainwater from roofed areas, with a specific focus on large sites and new development.
- Integrate WSUD into landscape requirements for the precinct to ensure they are incorporated into landscape designs. This could include water tanks for rainwater collection, raingarden (bioretention

basins and swales), sand filters, constructed wetlands/ponds/shallow lake systems, infiltration measures and gross pollutant traps, use of porous paving where appropriate.

- Education programs to promote good environmental practice by individual businesses with a focus on reducing pollutants entering the stormwater system and benefits of harvesting stormwater
- To ensure integrated water cycle management (IWCM) is considered in the design and layout of new estate subdivisions.
- Create onsite “green zones,” used for the retention and detention of stormwater on-site. These areas allow urban greening, which brings with it attractive and cooler micro-climate zones that people value. Green areas can include irrigated landscaping, water features, outdoor space for staff, green roofs or walls.
- Review and update flood extent across the BBP (if required) to understand how floodwaters can be calmed, cleaned and potentially stored as part of an initiative to reduce polluted run-off and enhance water sensitivity across the precinct.

**Action 9: Plan and deliver active transport links to encourage more sustainable transport use.**

*Horizon for implementation: Enhance the BBP by improving local amenity and transport networks.*

*Outcomes: Addresses physical amenity outcomes, as well as strengthening precinct branding and identity promotion potential – the BBP as a leading employment precinct for sustainable transport use.*

Plan and deliver active transport opportunities to encourage more sustainable transport use, specifically pedestrian and cycling links in plan (prioritise north and south Bayswater)

- New connection to stations and interface with public transport hubs
- New north-south connection
- Additional distributed connections
- New on-road connection on Mountain Highway (commuter cyclists)
- Future proof active transport routes to cater micromobility (e-bikes and scooters) and to augment public transport networks, extending the catchment areas for active and public transport.
- Advocate for the key cycling routes to be added to the PBN and SCC
- Identify key walking routes within the precinct and network gaps, where there is limited space, this should guide prioritisation of use of space for walking vs the provision of street trees.
- All new developments backing onto Bungalook Creek/Dandenong Creek should have direct connection to the shared path trail.

### 3.4 Strategy 2: Agree on a broad spatial plan for the precinct

<b>Action 10</b>	Adopt an overarching spatial plan for improving the amenity and function of the precinct.
<b>Action 11</b>	Promote a wider diversity of development typologies on vacant, underutilised, and redevelopment sites.

#### Spatial plan

The precinct covers a large area and contains a diversity activities, development pattens, infrastructure and built form. At present, the precinct lacks a clear or coherent identity as an employment precinct.

However, there are some discrete sub-precincts that exist within the wider BBP, and these should form the basis for prioritisation of interventions. By taking this approach, the amenity and function of each sub-precinct can be improved, and a clearer identity and ‘place-brand’ can emerge over time.

An overarching plan is important to enable a coordinated approach to be taken to improving the amenity, identity and function of each part of the wider BBP. It is also important from a governance perspective, to promote and share a vision for the BBP to State and local government, government agencies, potential precinct partners (like nearby education and health institutions), current and prospective businesses.

The various other physical actions set out in this strategy have been prepared with the wider spatial plan described in *Action 10* in mind. They provide the necessary component-parts for the wider spatial plan to be realised.

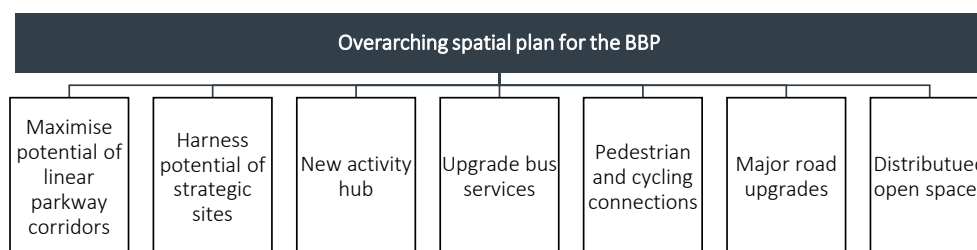
#### Action 10: Adopt an overarching spatial plan for improving the amenity and function of the precinct.

*Horizon for implementation: Transform the BBP by creating a spatial plan that will enable achievement of consolidation and enhancement outcomes, ultimately leading the precinct to launch into entirely new industries.*

*Outcomes: Addresses access, activity centre and node, and physical amenity outcomes.*

An overarching spatial plan (Figure 12) has been prepared which identifies a three sub-precincts, delineated by major roads and other features. The spatial plan will be supported by each of the ‘key moves’ addressing key spatial factors to enhance amenity and built form outcomes in the precinct (depicted in Figure 11).

**FIGURE 11: ADOPT AN OVERARCHING SPATIAL PLAN FOR THE BBP**



This plan is relatively conceptual and has a strategic intent to create identifiable precincts that each have services and facilities in a high amenity setting. These 'activity nodes' will both improve the branding and identity of the wider precinct and provide much needed convenience retail, hospitality, recreation and other services to each sub-precinct. A series of strategic sites have been identified as potential candidate locations for the creation of 'activity nodes'. These are not fixed locations and other alternative sites may well present as being able to fulfil this function. The priority is to ensure that activity nodes are created in locations which are accessible and highly visible within each of the sub-precincts.

The spatial plan also identifies a series of important improvements to movement and access across the BBP. This includes major road upgrades, new pedestrian and cycle connections and linear parkways.

Plans should be prepared for each sub-precinct, to identify how each of the key moves set out in the spatial plan can best be implemented. **Each sub-precinct plan should:**

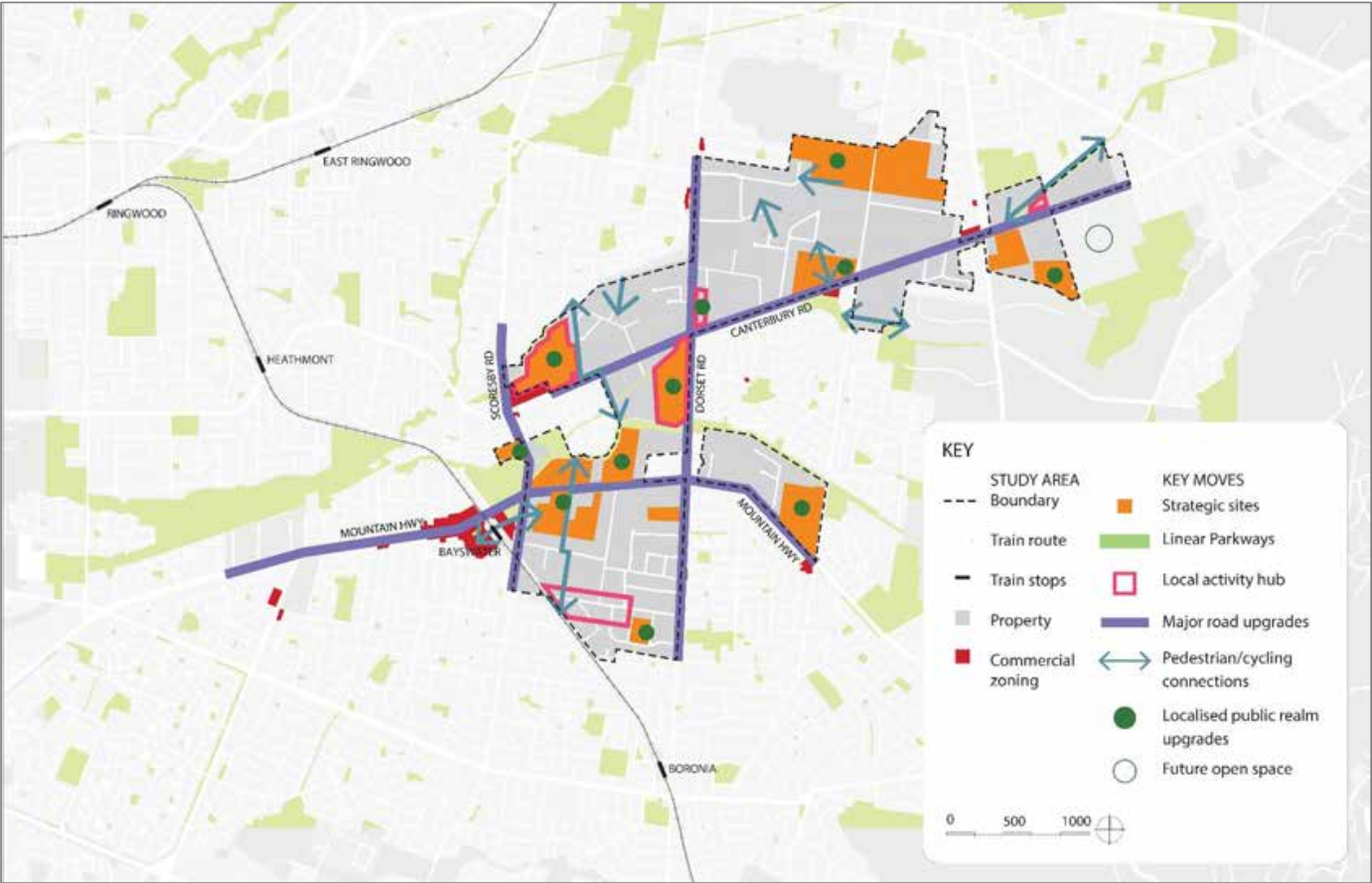
- Articulate in greater detail the specialist role and function of the sub-precinct
- Confirm preferred locations for clustering a wide range of complementary business types
- Confirm strategic sites that would be suitable for mixed-use social hubs
- Identify how and where the proposed green and open spaces will be delivered
- Identify new and existing active transport links in the precinct, including funding and delivery mechanisms
- Identify new and existing PT corridors (e.g., buses within and to the precinct), gateways, route services improvements, mode priority and facilities infrastructure, and preferred bus stops
- Outline built form guidelines for areas of change.

Each sub-precinct plan should be prepared in a format similar to a structure plan, and identify infrastructure investment, and land use zoning needs to ensure all parties are accountable and have these priorities aligned to government infrastructure and investment programs. Planning actions to support this may include:

- Explore options for a structure plan suited to each sub-precinct and undertake initial research to drive this (may require a dedicated team member from among or appointed by the BBP governance group). The plans should demonstrate how each of the 'key moves' (Table 3) are to be achieved at the sub-precinct level.
- Undertake a review of the *Knox Land for Business* study and similar local plans, to glean learnings and assess if this is an applicable framework to adopt in the BBP and across the three councils.
- Review strategic sites, build on key moves, identify options around different overlays to support the spatial plan's implementation, preferred development and density outcomes.
- Consider site-specific minimum lot sizes for subdivision to and work with landowners to retain redevelopment opportunities on large strategic sites.
- Once the overarching spatial plan and sub-precinct structure plans have been prepared, implement the plans via updates to the three BBP council industrial land strategies, and undertake planning scheme amendments as required.



FIGURE 12: KEY MOVES UNDERPINNING A SPATIAL PLAN FOR THE BBP



Source: Hodyl&Co, 2021.

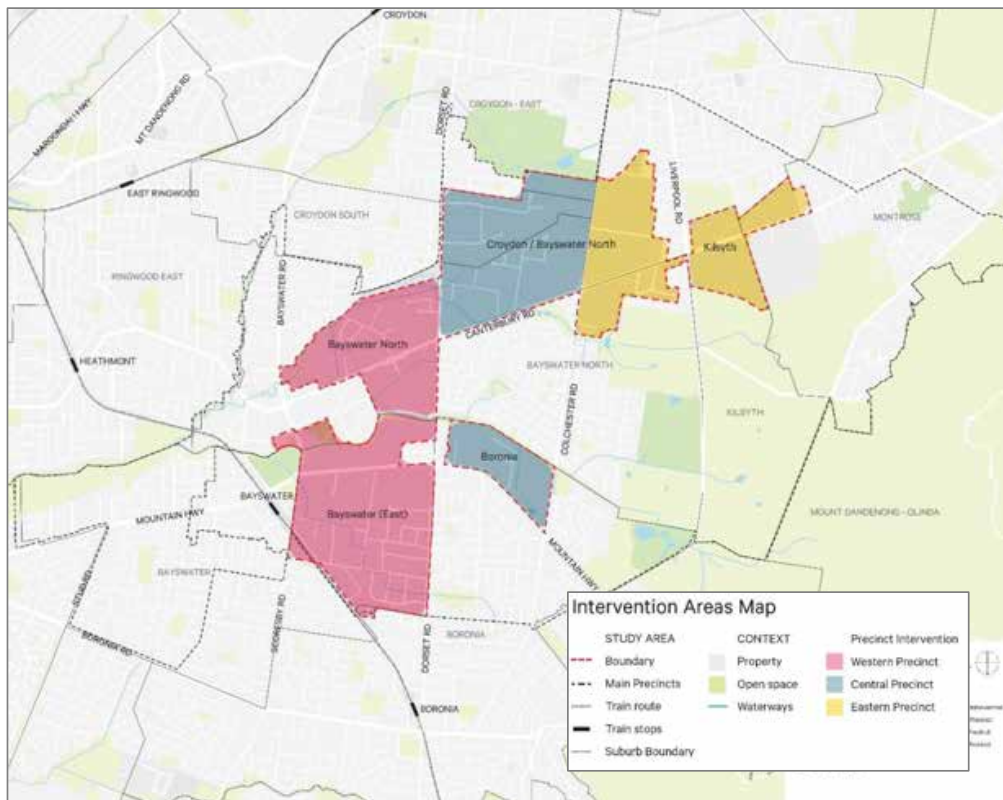
SGS ECONOMICS AND PLANNING: BAYSWATER BUSINESS PRECINCT TRANSFORMATION STRATEGY

**Key moves that will underpin Action 10**

The following key moves (Table 2) will form the basis of the spatial plan to be prepared under Action 10 of the Strategy and will also be explored as part of structure planning for the three BBP sub-precincts (Figure 13). The intention behind the key moves is to address spatial challenges that are barriers to achieving the BBP vision over the longer-term. The key moves are underpinned by the need to:




- Build from existing infrastructure (rails and cycleways)
- Align with existing higher density job/business clustering
- Concentrate investment on areas of high impact.




**FIGURE 13: BBP IMPLEMENTATION SUB-PRECINCTS**




Source: Hodyl & Co, 2021.

**TABLE 2: KEY SPATIAL MOVES FOR THE BBP**

Key move	Proposal	Suggested location(s)
	<p><b>Maximise potential of linear parkway corridors</b></p> <p>Two east-west parkways that provide a green, safe and inviting way of moving around the precinct.</p> <p>Remove existing non-parkland uses, review zoning over some parkland/corridor areas (some IN1Z or Road Zone, some under the PAO)</p> <p>Establish exemplar biodiversity, water management and recreational corridors that support better accessibility for workers and residents who live in the surrounding suburbs.</p> <p>Facilitate regional connections to trails in the Dandenongs and to Bayswater Station</p>	<ul style="list-style-type: none"> <li>- Upgrade Dandenong and Bungalook Creek and improve pedestrian and cycling connections to these corridors (existing, continuous)</li> <li>- Connect northern landscape parkway to create a regionally significant biodiversity/ recreational corridor and improve connectivity to this corridor</li> </ul>
	<p><b>Harness potential of strategic sites</b></p> <p>Capitalise on redevelopment of larger sites that are distributed across the precincts to create activity hubs that support a diversity of commercial and social uses within walking distances of more workers.</p> <p>Where appropriate adaptively re-use existing industrial buildings to retain some of the industrial character of each precinct.</p> <p>Co-locate multiple convenience retail, hospitality, recreation and other services within these sites.</p>	<ul style="list-style-type: none"> <li>- Large, strategic sites identified on the Key Moves plan</li> <li>- Well-located/easily accessible within each sub-precinct</li> <li>- Sites that contain distinctive industrial buildings that can be readily adapted and contribute to the character of each precinct</li> </ul>
	<p><b>New activity hub</b></p> <p>Four to five new activity hubs are proposed to support access for local works to convenience shopping and hospitality venues.</p> <p>Western precinct (1) - Located on the only continuous east-west connection, therefore has the greatest level of accessibility within this precinct. The changing street pattern creates a point of interest and there is already an existing café/food truck location/gallery indicating some demand. This location also connects directly to bike path and is in close proximity to Bayswater Station.</p> <p>Western Precinct (2) – A new activity hub within the Godfrey Hirst site, capitalising on the high visibility of the site, and the potential of the site to accommodate a wide range of SMEs and startups.</p> <p>Central Precinct (1) – Creation of a new activity hub as part of the redevelopment of the Clipsal site.</p> <p>Central Precinct (2) – Conversion of the existing cluster of fast food/petrol station to a consolidated and more attractive activity hub.</p>	<ul style="list-style-type: none"> <li>- Sites shown on Key Moves plan and described at left</li> </ul>

Key move	Proposal	Suggested location(s)
	Eastern Precinct – A small activity centre that supports convenient access and is located on the proposed pedestrian and bike path connection.	
	<p><b>Upgrade bus services</b></p> <p>Create new bus routes between key locations relevant to the BBP</p> <p>Improve bus timetable frequency during peak times</p> <p>Adjust some routes to better connect to the BBP from key origins</p> <p>Trial on-demand route between Baywater and Boronia stations, and BBP</p> <p>Advocate for roads that carry SmartBus and primary bus transit to be added to the PPTN</p> <p>Explore new technology solutions such as autonomous transport taxis and shuttles buses and uptake of zero emissions transport (buses, taxis and shuttles)</p>	<ul style="list-style-type: none"> <li>- New rapid transit route between Dandenong Station, BBP, Bayswater Station and Croydon Station</li> <li>- Increase frequency of 901 Smart Bus route during peak times</li> <li>- Adjust timetables for 737 and 664 bus routes to better connect BBP with 901 bus route at Knox City</li> <li>- Improve services from Lilydale, Mooroolbark, and the Warburton Highway</li> <li>- Create new bus services along Colchester Road (Canterbury Road to Mt Dandenong Road)</li> </ul> <p><i>These five changes would improve public transport access for more than 5,000 workers.</i></p>
	<p><b>Pedestrian and cycling connections</b></p> <p>Provide new links that connect workers to the BBP from key public transport and nearby residential origins</p> <p>Provide new on-road connections for commuter cyclists</p> <p>Provide additional distributed connections throughout the BBP that link directly to the green corridors. This will include a number of new links to the new major east-west corridor north of Canterbury Road. These will need to be introduced gradually through the redevelopment of key sites that support this connectivity.</p>	<ul style="list-style-type: none"> <li>- New connection to Bayswater station from the east.</li> <li>- Create north-south connections through Western Sub-Precinct, connecting up to existing roads and the Dandenong Creek Trail.</li> <li>- Create east-west connections through Eastern Sub-Precinct along the existing easement.</li> <li>- Enhance internal connectivity in the Central Sub-Precinct prioritising opportunities to connect to the new east-west green corridor and the Bungalook Creek.</li> <li>- New on-road connection on Mountain Highway for commuters</li> </ul>
	<p><b>Major road upgrades</b></p> <p>Upgrade capacity of Canterbury Road to accommodate freight movement, including road-widening, increasing intersection capacities and improving kerbside lane infrastructure and access arrangements</p> <p>East of Colchester Road, introduce significant tree planting along Canterbury Road</p> <p>Take advantage of vista to mountains by providing landscape improvements along Mountain Highway</p> <p>Improve intersection capacity and design along north-south roads</p>	<ul style="list-style-type: none"> <li>- Canterbury Road</li> <li>- Mountain Highway</li> <li>- North-south roads</li> </ul>

Key move	Proposal	Suggested location(s)
 <b>Distributed open spaces</b>	<p>Working with developers and available underutilised spaces throughout the sub-precincts, provide additional open spaces. Encourage the inclusion of these spaces on the identified key strategic sites to support integrated social and commercial activity.</p> <p>Based on site size, consider small-scale interventions and larger functional open spaces that can offer recreation, outdoor lunch and meeting places for workers.</p>	<ul style="list-style-type: none"> <li>- Strategic sites shown on Key Move plan</li> <li>- The new activity hub in the Central Precinct</li> <li>- All sites to consider opportunities to include high-quality, small-scale places to sit and socialise for workers.</li> </ul>

**Action 11: Promote a wider diversity of development typologies on vacant, underutilised, and redevelopment sites.**

*Horizon for implementation: Transform the BBP by creating a spatial plan that will enable achievement of consolidation and enhancement outcomes, ultimately leading the precinct to launch into entirely new industries.*

*Outcomes: Addresses access, activity centre and node, and physical amenity outcomes.*



Table 3 outlines potential development typologies that could be encouraged on strategic sites, to complement the key moves identified on Figure 12. Opportunities exist for Council to partner with landowners, investors, or developers to encourage an emerging typology that supports the aspirations of the BBP from an amenity, land use and innovation perspective. There are opportunities to promote a mix of development typologies, at various scales.



The key moves are intended to set the precinct up for greater economic resilience, while enabling businesses to strengthen connections, share knowledge and attract workers drawn to a higher-amenity employment location with diverse opportunities.

The potential future typologies represent:


- **Repurposing existing buildings** as low-cost business incubators/startup spaces and potentially tech/innovation hubs.
- **Redeveloping larger sites with their own mixed use amenity** (cafes, childcare, recreation facilities, services, bars, etc.)
- **Redeveloping medium and larger sites** in a format which provides smaller-scale low cost office/warehouse/showroom accommodation.

**TABLE 3: DEVELOPMENT TYPOLOGIES UNDERPINNING A SPATIAL PLAN FOR THE BBP**

Typology	Description	Site conditions	Planning requirements	Precedent examples
<b>Repurposed corporate HQ</b>	<p>A large-scale, mixed-use building containing office, retail, entertainment, hospitality, health, wellness, fitness</p> <p>Redeveloped site can become focal point for different employment pools across the BBP Sub-Precincts by offering a range of amenities and services not currently available to workers locally</p>	<p>Large site generally greater than 2 hectares able to accommodate an activity hub to support worker amenity across the broader precinct</p> <p>Requires good access from main road/central location in sub-precinct</p> <p>Operates like a new precinct</p> <p>Strategic sites identified in the Western Sub-Precinct</p>	<p>Some uses restricted in the IN1Z, but a mix of office and some convenience may be permissible</p> <p>C2Z is also an appropriate zone for larger-scale office uses.</p>	<p>Bell Works “Metro-burb,’ New Jersey</p>  <p>Sites with conditions similar to Siemens, GSK in the Western and Central sub-precincts</p>
<b>Repurposed large warehouse</b>	<p>Flexible space able to accommodate a mix of uses operating at smaller scale (e.g., start-ups, small commercial producers)</p> <p>Small businesses benefit from direct access to local supply chains and business-to-business knowledge-sharing</p>	<p>Existing disused/ underutilised warehouse buildings that can be repurposed as a business incubator</p> <p>Strategic sites identified in the Western and Central Sub-Precincts</p> <p>Multiple tenants, seeking a repurposed warehouse, or new office/showroom</p>	<p>Likely most uses could operate within the existing parameters of the IN1Z (no zone changes required)</p> <p>Alternatively, C2Z or C3Z may be appropriate (noting that because residential uses are not intended to be supported in the BBP, the C3Z would need to include a schedule to prohibit such uses).</p>	<p>Dairy Road, Canberra</p>  <p>Large sites in the Western Sub-Precinct may be suitable based on strategic size/sites identified</p>

Typology	Description	Site conditions	Planning requirements	Precedent examples
<p><b>Repurposed smaller warehouse</b></p>	<p>Opportunity to create a small activity hub with a mix of activities (e.g., hospitality, office, retail, creative warehousing, greenspaces) by repurposing a small warehouse or series of small warehouses</p> <p>Again, opportunity to act as a lower-rent incubator for new businesses that can ‘graduate’ to other locations across the BBP over time</p>	<p>Existing disused/ underutilised warehouse buildings</p> <p>Strategic sites identified in the Western and Central Sub-Precincts</p> <p>Single tenant, seeking a repurposed warehouse, new office/showroom/ warehouse</p>	<p>As above, likely most uses could operate within the existing parameters of the IN1Z (no zone changes required)</p>	<p>Morris Moor, Moorabbin</p>  <p>Bellrose, Cheltenham</p>  <p>Makers Space, Coburg</p> <p>Capital Brewery, Canberra</p> <p>Manufacturing Incubator, New York</p>



Typology	Description	Site conditions	Planning requirements	Precedent examples
<p><b>Redevelopment /greenfield site</b></p>	<p>On vacant land, create business parks equipped with range of modern amenities and services</p> <p>Opportunity to provide variety of GFA not available elsewhere in precinct</p>	<p>Strategic sites identified in the Western, Central and Eastern Sub-Precincts</p>	<p>As above, likely most uses could operate within the existing parameters of the IN1Z (no zone changes required)</p>	<p>CONO (Connecting Businesses Now), Coburg</p> 



### 3.5 Strategy 3: Build the profile and identity of the precinct as one of Melbourne's important economic locations

<b>Action 12</b>	Develop a branding and marketing strategy which reflects the strengths of the precinct.
<b>Action 13</b>	Continue and expand the business directory to build local businesses' awareness of other local businesses and opportunities.
<b>Action 14</b>	Identify additional shared opportunities for businesses, including skill development and recruitment.

#### *Facilitate development, investment and relationships*

There is a need to build awareness internally and externally of the industry profile (skills and capability) of the BBP. Existing businesses need to know they are part of an important economic engine with local supply chains that can work together for better outcomes.

There is an opportunity to offer economies of scale, especially for small businesses, so they can focus on their core business rather than corporate activities (e.g., recruitment and basic training). Applying a precinct approach can connect industry with training opportunities that meet current and future need. An environment of co-operation and deepening the culture of connectedness and communal identity will contribute to its ongoing success.

#### **Action 12: Develop a branding and marketing strategy which reflects the strengths of the precinct.**

*Horizon for implementation: Consolidating the BBP by aligning governance mechanisms and promoting a shared understanding of the BBP's identity and competitive advantages.*

*Outcomes: There is increased awareness of BBP, BBP Connect concept and other local economic development mechanisms/opportunities. There are strong relationships with anchor institutions, creating a pipeline of skilled workers fit for future industries in the BBP.*

Develop a branding and marketing strategy which reflects the strengths of the precinct, particularly:

- an established manufacturing and commercial hub for businesses of all sizes
- the range of skills on offer across the BBP; a technically proficient workforce familiar with multi-national companies
- access network to key transport systems
- zoned and affordable land at competitive prices
- supportive and coordinated team of local councils who are open for business.

The strategy should also identify target industries and opportunities (such as advanced manufacturing, and jobs in other broad industry sectors that can link into the BBP's current strengths) and articulate its benefits and long-term opportunities. It should include the various sub precincts and the vision for the future. An investment prospectus specifically to attract new business and investment could also be developed.

**Action 13: Continue and expand the business directory to build local businesses' awareness of other local businesses and opportunities.**

*Horizon for implementation: Consolidating the BBP by aligning governance mechanisms and promoting a shared understanding of the BBP's identity and competitive advantages.*

*Outcomes: There is increased awareness of BBP, BBP Connect concept and other local economic development mechanisms/opportunities.*

Continue and expand the business directory to build local businesses' awareness of other local businesses and opportunities. This could include encouraging businesses to use the directory to share their capabilities and allow others to understand existing capabilities within the precinct. Understanding what businesses want from the directory will help inform the actions required.

Business networking opportunities such as events and forums, and a physical business hub, should be established within the activity nodes.

**Action 14: Identify additional shared opportunities for businesses, including skill development and recruitment.**

*Horizon for implementation: Consolidating the BBP by aligning governance mechanisms and promoting a shared understanding of the BBP's identity and competitive advantages.*

*Outcomes: There is increased awareness of BBP, BBP Connect concept and other local economic development mechanisms/opportunities. There are strong relationships with anchor institutions, creating a pipeline of skilled workers fit for future industries in the BBP. Education, training and employment connects people from across the Eastern Metro Region to emerging career opportunities in the BBP.*

Through the enterprise hub, activity nodes and businesses-to-business events, foster strong relationships with regional anchor institutions, education and training partners, embedding the BBP and BBP Connect in the process for local workforce development. This will in turn enhance the recruitment pipeline and R&D opportunities for businesses within the BBP and strengthen industry connections among training providers.

Identify additional shared opportunities for businesses, including skill development and recruitment:

- Build knowledge of recruitment and skills challenges throughout the precinct, focusing on key sectors.
- Enhance training opportunities available to prospective employees through industry collaboration, meaning courses on offer will be training people for the jobs of the future.
- Look for opportunities to connect businesses better to apprenticeships from training providers.

### 3.6 Strategy 4: Improve the amenity and functionality of the precinct

<b>Action 15</b>	Plan for corridors and spaces which contribute to greening, improve access and contribute to health and wellbeing.
<b>Action 16</b>	Prepare movement and place assessments to inform detailed revitalisation plans for Mountain Highway, Canterbury Road, the public transport network and pedestrian and cycling networks.
<b>Action 17</b>	Prepare built form and landscape guidance, with specific guidelines for areas of significant change.
<b>Action 18</b>	Undertake works to Canterbury Road and the wider freight network to enhance freight certainty for businesses.
<b>Action 19</b>	Link green corridors with urban cooling and greening, delivering improved landscape and greening outcomes across the precinct.
<b>Action 20</b>	Engage with business and energy providers to support the transition to Industry 4.0 (smart manufacturing), supported by reliable, high-speed internet connectivity.

#### *Plan for future growth*

Enhancing the precinct's functionality and physical amenity is crucial to its long term success. This needs to reflect its location and regional context.

#### **Action 15: Plan for corridors and spaces which contribute to greening, improve access and contribute to health and wellbeing.**

*Horizon for implementation: Enhance the BBP, attracting a more diverse workforce through improved local amenity.*

*Outcomes: Addresses physical amenity, and precinct branding and identity outcomes.*

Plan for corridors and spaces which contribute to greening, improve access and contribute to health and wellbeing:

- Engage with DoT regarding the existing and longstanding Healesville Road reservation and advocate for its role as a northern linear pathway
- Identify and plan ways to improve connections from Dandenong creek trail into the precinct
- Improve open space connectivity and for use as pedestrian and cycling network to Bayswater train station, as well as north-south, distributed connections through the precinct
- Ensure sites of biological significance in and around the precinct are protected and enhanced and that habitat connectivity along identified key habitat corridor routes is protected and improved.

**Action 16: Prepare movement and place assessments to inform detailed revitalisation plans for Mountain Highway, Canterbury Road, the public transport network and pedestrian and cycling networks.**

*Horizon for implementation: Enhance the BBP, attracting a more diverse workforce through improved local amenity and reliability on both public and private transport networks.*

*Outcomes: Addresses access outcomes.*

In partnership with the Department of Transport, prepare movement and place assessments to inform detailed revitalisation plans for:

- Mountain Highway – to improve access for cycling, local labour force and reduce road space taken up by short trips
- Canterbury Road – to improve freight access along the road, consider/enable the potential for active transport and manage possible conflicts
- Map existing routes and public transport blackspots across the precinct and use pedestrian and cyclist count data before and after these actions are undertaken, to measure the impact of any infrastructure improvements.

**Action 17: Prepare built form and landscape guidance, with specific guidelines for areas of significant change.**

*Horizon for implementation: Enhance the BBP, attracting a more diverse workforce through improved local amenity.*

*Outcomes: Addresses physical amenity, and precinct branding and identity outcomes.*

Develop built form and landscape guidance for the wider precinct with specific guidelines for areas of significant change to create a sense of arrival and cohesion from the public realm, such as:

- For industrial areas in Bayswater north and south
- Gateways – Mountain Highway and Canterbury Road
- Incorporate sustainability outcomes such as WSUD (refer to Action 9)
- Document, preserve and ensure new design responds to valued aspects of character within the BBP, such as a sense of openness and views to nearby landscape features (Dandenong and Yarra Ranges).

*Activate the precinct*

**Action 18: Undertake works to Canterbury Road and the wider freight network, to enhance freight certainty for businesses.**

*Horizon for implementation: Consolidate the BBP, defending current markets and businesses, and allowing efficient infrastructure maintenance.*

*Outcomes: Addresses access outcomes.*

In partnership with the Department of Transport and relevant regional transport bodies, upgrade Canterbury Road and north-south roads to improve freight certainty, including the deployment of intelligent transport systems.

Consider the emerging intelligent transport systems, automated robotic loading and blockchains which have the potential to offer efficiency and reliability gains.

**Action 19: Link green corridors with urban cooling and greening, delivering improved landscape and greening outcomes across the precinct.**

*Horizon for implementation: Enhance the BBP, attracting a more diverse workforce through improved local amenity.*

*Outcomes: Addresses physical amenity outcomes and offers opportunities for increased awareness of the BBP as a leading high-amenity employment precinct.*

Deliver improved landscape and greening outcomes across the precinct with a priority focus on:

- Tree planting east of Colchester Rd
- Mountain highway landscape enhancements to take advantage of vista to mountains
- Deliver distributed open spaces across the precinct (refer to plan at Action 10, Figure 11).

*Facilitate development, investment and relationships*

**Action 20: Engage with business and energy providers to support the transition to Industry 4.0 (smart manufacturing), supported by reliable, high-speed internet connectivity.**

*Horizon for implementation: Transform the BBP, allowing businesses to operate under an Industry 4.0 model.*

*Outcomes: IT infrastructure is reliable and high-speed, enabling businesses to operate in a 21st Century context and achieve Industry 4.0 (smart manufacturing) work practices.*

Engage with business and energy providers to support the transition to Industry 4.0 (smart manufacturing) by:

- Mapping supply chains in the precinct: identify where the locations of potential high use and gaps in the supply network
- Providing opportunities (building on actions under Strategy 1) for businesses to come together and share knowledge related to smart manufacturing and technological innovation within the BBP.

## 4. Implementation

The Transformation Strategy is built around Strategies 1 and 2, which set out a pathway to strengthen governance arrangements and create a shared approach towards key spatial and amenity outcomes, harmonising planning policy and promoting clear preferences around built form, amenity and renewal opportunities for the precinct.

Each of the strategies in this plan is related to the factors affecting the longer-term economic wellbeing and sustainability of the precinct. They are supported by actions that will enhance social and environmental resilience. A strong and shared governance approach to managing and planning for the precinct will be key to realising the vision for the BBP (Strategy 1, Action 1). Planning must occur simultaneously; some physical actions set out in this Transformation Strategy have been prepared with the wider spatial plan described in Strategy 2 (Actions 10 and 11) in mind. They provide the necessary component-parts for the wider spatial plan to be realised.

Timing and responsibility for each action is set out in Table 5. An important next step is for the BBP Coordinator and relevant departments from each Council to come together to harmonise key actions within the BBP, and work with partner organisations at the State government and regional level to promote the vision and actions. As highlighted elsewhere in this strategy, a strong governance approach will be crucial to the strategy's successful implementation. This means there is a strong and supportive partnership, and the fundamental directions of the precinct are agreed among the project stewards (Knox, Maroondah and Yarra Ranges Councils), along with key business representatives.

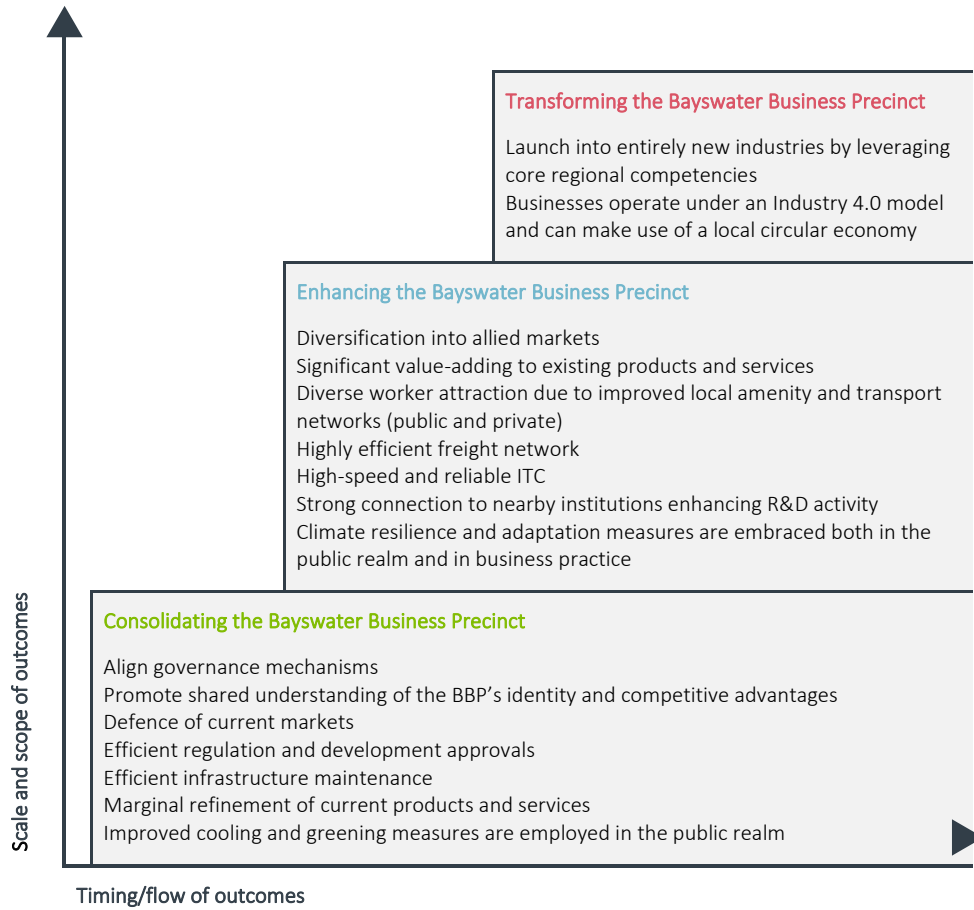
### 4.1 The three horizons

A three horizons framework has been applied to strategy implementation, which demonstrates that robust places must plan across three horizons (or agendas) simultaneously (Figure 14):

1. **Consolidate** protects existing core business and functions.
2. **Enhance** leverages existing core functions to diversify into related functions, supply chains or aligned businesses. These improvements can be thought of as 'organic innovations', building on existing strengths.
3. **Transform** contemplates new opportunities that are not currently present, but that still draw on the place's advantages that underpin current functions. The third horizon is where a place seeks to 'reinvent itself'.

All three phases need to be undertaken simultaneously, noting that the planning for and benefits of the second and third horizons will take longer. Table 5 shows how the three horizons would be applied to the actions in the BBP Transformation Strategy (also referenced under each action in Chapter 3), highlighting where actions is to be taken and how it will contribute to desired outcomes (achieving the vision) in the longer term.

**FIGURE 14: THREE HORIZONS APPROACH TO TRANSFORMATION IN THE BAYSWATER BUSINESS PRECINCT**







Source: Adapted from ideas set out in Baghai, Coley and White, 1999.


## 4.2 Outcomes

Successful implementation of the BBP Transformation Strategy will contribute to the following outcomes (this table can be read as the logical progression of the strategies and actions identified in the previous chapter). Many of the outcomes below are linked to Action 10 and other spatial and precinct branding/promotions actions which will largely be achieved under Horizon 1, creating a platform for the BBP to be enhanced and transform over the longer-term.

**TABLE 4: DESIRED OUTCOMES**

Theme	Outcomes
 <p><b>Access</b></p>	<ul style="list-style-type: none"> <li>- Walking, cycling and public transport access connects workers and customers to activity nodes across the BBP.</li> <li>- Key active transport corridors offer transport flexibility to nearby residents and those who work in the BBP.</li> <li>- The road network to functions as a multi-modal system with dedicated priority for selected modes.</li> <li>- Enhanced and expanded the Principal Freight Network within the BBP.</li> <li>- The freight network is efficient, fit for purpose and provides excellent connectivity for supply chains to Greater Melbourne, ports, airports and within the BBP.</li> <li>- IT infrastructure is reliable and high-speed, enabling businesses to operate in a 21st Century context and achieve Industry 4.0 (smart manufacturing) work practices.</li> </ul>
 <p><b>Activity centres and nodes</b></p>	<ul style="list-style-type: none"> <li>- Amenities, including retail and professional services, are clustered in activity centres and hubs throughout the BBP, creating higher density destinations that meet the needs of workers.</li> <li>- New activity centres/nodes enable workers, partners and businesses to meet and are important focal points throughout the BBP.</li> </ul>
 <p><b>Physical amenity</b></p>	<ul style="list-style-type: none"> <li>- Sites are redeveloped and enhance the physical environment of the BBP.</li> <li>- The natural environmental values within and around the precinct have been protected and enhanced.</li> <li>- Sustainability is a feature of the precinct, evident through initiatives such as the incorporation of water sensitive urban design, provision of green infrastructure for cooling and greening and uptake of zero emissions vehicles.</li> </ul>
 <p><b>Precinct branding and identity</b></p>	<ul style="list-style-type: none"> <li>- There is increased awareness of BBP, BBP Connect concept and other local economic development mechanisms/opportunities.</li> <li>- Strong relationships with anchor institutions create a pipeline of skilled workers fit for future industries in the BBP.</li> <li>- Education, training and employment connects people from across the Eastern Metro Region to emerging career opportunities in the BBP.</li> </ul>



Theme	Outcomes
 <p data-bbox="325 551 448 607"><b>Land use and development</b></p>	<ul style="list-style-type: none"> <li data-bbox="472 468 1270 546">– The redevelopment of strategic sites is guided by preferred development typologies based on location and site conditions (e.g., former corporate HQ, large warehouse, smaller warehouse, redevelopment/greenfield site).</li> <li data-bbox="472 551 1182 607">– Consistent and aligned with strategic planning policy across State and local governments.</li> </ul>

### 4.3 Decision-making processes to support delivery of the Transformation Strategy

This Transformation Strategy identifies a vision, strategies and actions to enhance the prosperity and sustainability of the Bayswater Business Precinct as a Regionally Significant Industrial Precinct (RSIP). It is important that the precinct vision is shared across the three BBP Councils and State government, to realise the vision via coordinated investment and investment attraction, and positive planning and economic development actions.

### 4.4 Monitoring, reporting and review

Action monitoring will be led by the BBP Coordinator, supported by relevant planning and economic development team members from across the three BBP Councils. The project team established to support development of the Transformation Strategy will be integral in maintaining a consistent and coordinated governance approach, and promoting the strategy both across government, to business and prospective investors. Regular (for example, annual) progress report updates are encouraged, using and updating Table 5 with progress made. The strategy should also be formally reviewed in approximately five years, to identify opportunities both in the market and in State and local policy, that could advance the vision and action plan.

#### 4.5 Strategy and action implementation

**TABLE 5: IMPLEMENTATION ACTIONS, RELATED OUTCOMES AND TIMING**

Actions	Horizon for implementation	Relevant outcomes	Partners	
<b>STRATEGY 1: SET UP THE PRECINCT FOR LONG-TERM SUCCESS</b>				
1	<b>Appoint a formalised governance unit for the BBP, dedicated to overseeing precinct growth including development of the spatial plan, and a branding and marketing strategy.</b>	Foster strong relationships between businesses, streamline redevelopment pathways of strategic sites, branding spatial outcomes are achieved in a streamlined and cohesive manner.	Consolidate the BBP, aligning governance mechanisms and promoting a shared understanding of the BBP’s identity and competitive advantages.	Relevant State government agencies, key landowners.
2	<b>Support business to access various streams of government funding, including for research and development, and preparing business cases.</b>	Enhance the BBP to diversify into allied markets and achieve significant value-adding to existing products and services, and strong connections to institutions that will enable enhanced R&D activity.	Addresses precinct branding and identity outcomes.	State and Federal government agencies (e.g., DJPR, Invest Victoria, Development Victoria), key local and regional education institutions.
3	<b>Facilitate business-to-business relationship-building via regular events and a dedicated enterprise hub.</b>	Enhance the BBP to diversify into allied markets and achieve significant value-adding to existing products and services, and strong connections to institutions that will enable enhanced R&D activity.	Addresses precinct branding and identity outcomes, addresses the need for an activity centre that offers space for workers, partners and businesses to meet and collaborate.	Network of BBP businesses, with regular engagement from State government agencies, industry representatives and institutions.
4	<b>Understand business’ requirements to remain, grow and invest in the precinct by fostering relationships</b>	Consolidate the BBP to promote a shared understanding of the precinct’s identity and competitive advantages and defend current	There is increased awareness of the BBP and local economic development mechanisms. There are strong relationships between businesses and	Network of BBP businesses, with regular engagement from State government agencies (e.g., DJPR, Invest

Actions	Horizon for implementation	Relevant outcomes	Partners
<p>between key businesses, industry representatives and institutions.</p>	<p>market. Enhance the BBP's diversification into allied markets.</p>	<p>regional anchor institutions, creating a pipeline of skilled workers fit for future industries in the BBP.</p>	<p>Victoria, Development Victoria), industry representatives and institutions.</p>
<p>5 Identify, progress and promote the renewal of strategic sites.</p>	<p>Consolidating the BBP to have efficient regulation and development approvals, and efficient infrastructure maintenance.</p>	<p>The redevelopment of strategic sites is guided by preferred development typologies based on location and site conditions (e.g., former corporate HQ, large warehouse, smaller warehouse, redevelopment/greenfield site). There is consistent and aligned with strategic planning policy across State and local governments.</p>	<p>Relevant State government agencies (e.g., DJPR, Invest Victoria, Development Victoria), key landowners.</p>
<p>6 Prepare an urban greening strategy to support climate adaptation and mitigate the impact of urban heat.</p>	<p>Consolidate the BBP by improving cooling and greening measures across the public realm.</p>	<p>Addresses physical amenity outcomes, as well as strengthening precinct branding and identity promotion potential – the BBP as a leading employment precinct for climate adaptation.</p>	<p>Relevant State government agencies (e.g., DELWP, DJPR) and outreach to the network of BBP businesses.</p>
<p>7 Investigate options to pursue a circular economy.</p>	<p>Transform the BBP to a precinct where businesses operate under an Industry 4.0 model and can make use of a circular economy.</p>	<p>Addresses physical amenity and land use and development outcomes, as well as overarching vision that transformation will lead to new methods of production and a more environmentally sustainable precinct.</p>	<p>Network of BBP businesses, with regular engagement from State government agencies (e.g., DJPR, Invest Victoria), industry representatives and institutions.</p>
<p>8 Develop a water sensitive precinct strategy to enhance climate resilience and improve</p>	<p>Enhance the BBP by improving local amenity and introducing resilience and climate adaptation measures,</p>	<p>Addresses physical amenity outcomes, as well as strengthening precinct branding and identity promotion potential – the</p>	<p>Relevant State government agencies (e.g., DELWP) and</p>

Actions		Horizon for implementation	Relevant outcomes	Partners	
	<b>environmental outcomes across the precinct.</b>		both in the public realm and in business practice.	BBP as a leading employment precinct for climate resilience and improved environmental performance.	outreach to the network of BBP businesses.
9	<b>Plan and deliver active transport links to encourage more sustainable transport use.</b>		Enhance the BBP by improving local amenity and transport networks.	Addresses physical amenity outcomes, as well as strengthening precinct branding and identity promotion potential – the BBP as a leading employment precinct for sustainable transport use.	State government agencies (e.g., DOT, DJPR, DELWP).
<b>STRATEGY 2: AGREE ON A BROAD SPATIAL PLAN FOR THE PRECINCT</b>					
10	<b>Adopt an overarching spatial plan for improving the amenity and function of the precinct.</b>		Transform the BBP by creating a spatial plan that will enable achievement of consolidation and enhancement outcomes, ultimately leading the precinct to launch into entirely new industries.	Addresses access, activity centre and node, and physical amenity outcomes.	State government agencies (e.g., DELWP, DOT, DJPR).
11	<b>Promote a wider diversity of development typologies on vacant, underutilised, and redevelopment sites.</b>		Transform the BBP by creating a spatial plan that will enable achievement of consolidation and enhancement outcomes, ultimately leading the precinct to launch into entirely new industries.	Addresses access, activity centre and node, and physical amenity outcomes.	Relevant State government agencies (e.g., DELWP, DOT, DJPR), key landowners.
<b>STRATEGY 3: BUILD THE PROFILE AND IDENTITY OF THE PRECINCT AS ONE OF MELBOURNE’S IMPORTANT ECONOMIC LOCATIONS</b>					
12	<b>Develop a branding and marketing strategy which reflects the strengths of the precinct.</b>		Consolidating the BBP by aligning governance mechanisms and promoting a shared understanding	There is increased awareness of BBP, BBP Connect concept and other local economic development mechanisms/opportunities. There are	Relevant State government agencies (e.g., DELWP, DOT, DJPR), key landowners.

Actions		Horizon for implementation	Relevant outcomes	Partners
		of the BBP’s identity and competitive advantages.	strong relationships with anchor institutions, creating a pipeline of skilled workers fit for future industries in the BBP.	
13	<b>Continue and expand the business directory to build local businesses’ awareness of other local businesses and opportunities.</b>	Consolidating the BBP by aligning governance mechanisms and promoting a shared understanding of the BBP’s identity and competitive advantages.	There is increased awareness of BBP, BBP Connect concept and other local economic development mechanisms/opportunities.	Network of BBP businesses, with input from regional institutions, government agencies (DJPR, Invest Victoria).
14	<b>Identify additional shared opportunities for businesses, including skill development and recruitment.</b>	Consolidating the BBP by aligning governance mechanisms and promoting a shared understanding of the BBP’s identity and competitive advantages.	There is increased awareness of BBP, BBP Connect concept and other local economic development mechanisms/opportunities. There are strong relationships with anchor institutions, creating a pipeline of skilled workers fit for future industries in the BBP. Education, training and employment connects people from across the Eastern Metro Region to emerging career opportunities in the BBP.	State government agencies (DJPR, Invest Victoria), network of BBP businesses, local and regional education institutions and training providers.
<b>STRATEGY 4: IMPROVE THE AMENITY AND FUNCTIONALITY OF THE PRECINCT</b>				
15	<b>Plan for corridors and spaces which contribute to greening, improve access and contribute to health and wellbeing.</b>	Enhance the BBP, attracting a more diverse workforce through improved local amenity.	Addresses physical amenity, and precinct branding and identity outcomes.	State government agencies (e.g., DELWP, DOT, DJPR).

Actions	Horizon for implementation	Relevant outcomes	Partners
16 <b>Prepare movement and place assessments to inform detailed revitalisation plans for Mountain Highway, Canterbury Road, the public transport network and pedestrian and cycling networks.</b>	Enhance the BBP, attracting a more diverse workforce through improved local amenity and reliability on both public and private transport networks.	Addresses access outcomes.	DOT, DELWP
17 <b>Prepare built form and landscape guidance, with specific guidelines for areas of significant change.</b>	Enhance the BBP, attracting a more diverse workforce through improved local amenity.	Addresses physical amenity, and precinct branding and identity outcomes.	DOT, DELWP
18 <b>Undertake works to Canterbury Road and the wider freight network to enhance freight certainty for businesses.</b>	Consolidate the BBP, defending current markets and businesses, and allowing efficient infrastructure maintenance.	Addresses access outcomes.	DOT, DELWP
19 <b>Link green corridors with urban cooling and greening, delivering improved landscape and greening outcomes across the precinct.</b>	Enhance the BBP, attracting a more diverse workforce through improved local amenity.	Addresses physical amenity outcomes and offers opportunities for increased awareness of the BBP as a leading high-amenity employment precinct.	DOT, DELWP
20 <b>Engage with business and energy providers to support the transition to Industry 4.0 (smart manufacturing), supported by reliable, high-speed internet connectivity.</b>	Transform the BBP, allowing businesses to operate under an Industry 4.0 model.	IT infrastructure is reliable and high-speed, enabling businesses to operate in a 21st Century context and achieve Industry 4.0 (smart manufacturing) work practices.	Network of BBP businesses, with regular engagement from State government agencies (e.g., DJPR, Invest Victoria), industry representatives and institutions.

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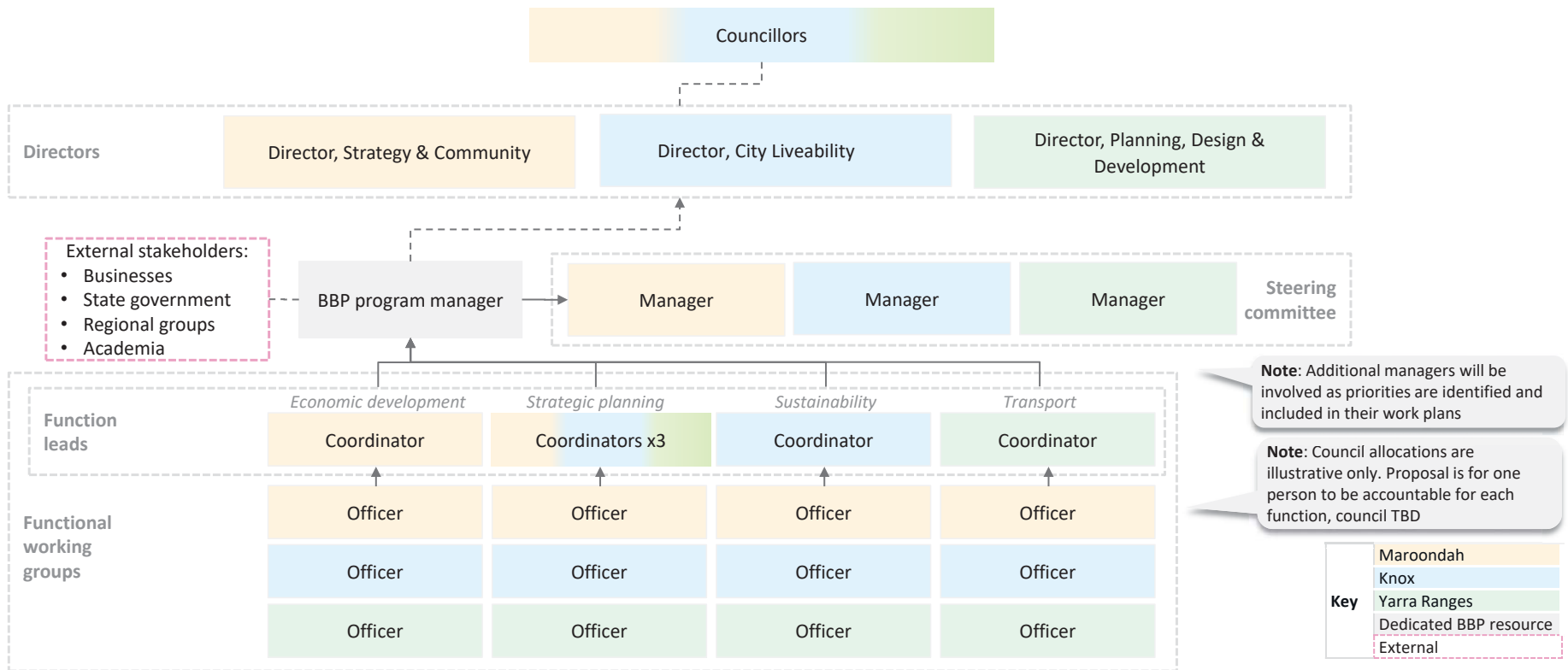
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The future state governance structure could involve greater director involvement, expanded working groups, and a defined point of accountability for each function





## 8.4 Retail Activation Strategy (RAS)

**SUMMARY: Coordinator Economic Development, Jayde Hayes**

**At the Council Meeting on 23 May 2022, Council considered a report presenting the final Retail Activation Strategy (RAS) for adoption. At this meeting Council did not formally resolve to adopt or abandon the Strategy. Given the preparation and implementation of the RAS is identified as an action of the Council Plan 2021-2025 with an annual funding allocation, officers are seeking Council's direction on the future of the RAS.**

### **RECOMMENDATION?**

**That Council:**

- 1. Adopts the Retail Activation Strategy (as set out in Attachment 1); and**
- 2. Notes that officers will prepare an implementation plan and utilise the previously committed \$150,000 across financial years 2022/23, 2023/24 and 2024/25 to deliver priority actions.**

### **1. INTRODUCTION**

Preparation of the Retail Activation Strategy (RAS) (Attachment 1) was identified as an initiative in Council's COVID-19 Community and Business Support Package in May 2020 and funded as part of the package. The preparation and implementation of the RAS was subsequently included as an action of the current Council Plan (2021 – 2025) over years 1 to 3, with an annual funding allocation of \$50,000 committed towards its delivery.

Following the initial round of consultation, the draft RAS was presented at the Council Meeting in December 2021 for endorsement for the purposes of further public consultation prior to Council determining whether to adopt the final RAS. Public consultation was undertaken on the RAS from 31 January to 25 February 2022 and promoted through a number of Council's engagement channels. 43 submissions were received from the community and stakeholders on the draft RAS, with feedback being positive overall. As a result, no changes were recommended by officers to the final RAS, which was presented at the Council Meeting on 23 May 2022 for adoption.

At this meeting, Council did not formally resolve to either adopt or abandon the strategy (Attachment 2). Given the preparation and implementation of the RAS is identified as a three-year action of the Council Plan 2021-2025, with an annual budget allocation of \$50,000 towards its implementation over the 2021/22-2023/24 financial years, officers are seeking direction on the future of the RAS.

The RAS was initially prepared in response to the COVID-19 lockdowns which occurred in 2020 and 2021, recognising that a longer term strategy was needed to support local business within the retail sector to recover and grow beyond the pandemic. The strategy is focused on the following five principles:

- Promotion – showcasing strengths and local assets.
- Program - short-term initiatives and events.
- Pivotal – long term strategic initiatives, hard infrastructure and built form.

- Practical – maintenance and care.
- Protection – protecting assets against threats.

Since COVID-19 restrictions have largely been removed, small businesses have continued to deal with issues including difficulty finding staff and economic uncertainty. The support provided through the RAS will promote local small businesses to residents and visitors and encourage business owners and community groups to activate their local spaces.

## **2. DISCUSSION**

Some actions within the RAS will be delivered by Council's Economic Development team, but mostly the strategy is designed to stimulate ideas and discussion within the community. Community stakeholders including businesses, trader associations and community organisations can take the activation ideas directly from the strategy to deliver or morph into their own ideas to deliver in their suburbs with support from Council. Many organisations will be eligible to apply for funding through Council, State Government or other organisations aimed at arts, events and placemaking outcomes in the community. The idea is for Council to play a custodian role and to build capability within the community to deliver ongoing revitalisation actions into the future, without direct Council involvement.

On the adoption of the strategy, a detailed implementation plan will be developed to outline how internal resources and budget may be allocated to the Council-led actions in the strategy. It is expected that 3-4 days' work per week from the Economic Development team will be allocated to delivering these actions across three years. Each action being delivered by Council will have specific measures of success developed which will be reported via the Council's internal reporting mechanisms. For the What's on Knox action to be successful it will need an investment of approximately \$80,000 across three years. This will be allocated to developing a brand, selecting appropriate channels and developing content. A Terms of Reference will also be developed to identify which businesses should be promoted through the platform

The remaining \$70,000 will be allocated to the Council-led actions including the Creative Industrial Precinct Plan, Sticking Points Street Upgrade Program and Open Season Public Space Initiative. The expenditure on these actions will be for a combination of research, consultants, equipment purchase and event delivery. In kind resourcing will be committed to supporting the community-led actions through the preparation of resources to advise groups on how to access funding, how to deliver events and activities, coordinating meetings with Council departments and other stakeholders and promotional support.

The Economic Development team will continue to build a strategic framework which will identify those industries and business cohorts that will achieve greater job growth for the investment of Council's time and money. The RAS is an important piece of strategic work which aims to support the revival of Knox's retail centres, supporting business recovery and creating community spaces with strong identities. Progress of other Council priority works such as the Bayswater Business Precinct and supply chain mapping for circular economy opportunities will contribute to positive economic outcomes for Knox. Any apparent gaps will be identified through the strategic planning process as part of service planning and included in the Economic Development work plan for the coming years

Officers also recognise concerns about supporting businesses involved in the sale of alcohol. The focus of the RAS for this up and coming sector is to provide an opportunity to draw upon the local and visitor economy to grow visitation through unique offerings and experiences and increase employment and investment opportunities. Acknowledging Council's role in promoting social responsibility around the promotion, sale and consumption of alcohol; businesses within the sector will be invited to join the Liquor Accord and to work with Council in partnership to promote the Accord principles and strategies.

### **3. CONSULTATION**

No further consultation has been undertaken since the RAS was presented to Council in May. Council did receive correspondence however from the Ferntree Gully Traders Association, advising they were disappointed the RAS had not been adopted, along with advising of a number of actions and programs from the draft RAS they identified having interest in to pursue further as an Association.

### **4. CLIMATE CHANGE CONSIDERATIONS**

The subject of this report has been considered in the context of climate change and its relevance to the Knox Climate Response Plan 2021 – 2031. Implementation of the recommendation may positively impact upon the Community Net zero 2040 target by engaging the community in sustainability related activities in our retail centres encouraging community groups and residents to get involved.

### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

Investing in Council's retail centres and their activation, along with providing programs and opportunities for traders to lead and coordinate their own activation initiatives will have a positive impact on the use, visitation and amenity of our local retail centres.

### **6. FINANCIAL & ECONOMIC IMPLICATIONS**

There is \$50,000 per year allocated in the budget to deliver initiatives in the RAS. The first year for delivery was 2021/22 so that budget has been carried forward to 2022/23. The actions identified in the RAS are high level actions to be delivered by Council or businesses and require further scoping to be fully costed through an Implementation Plan that officers will develop following the adoption of the RAS. Should Council wish to lead any actions beyond what could be achieved under the current project budget allocation, this would be subject to further scoping and budgetary requests.

It is expected however that 3-4 days' work per week from the Economic Development team will be allocated to delivering these actions across three years. For the What's on Knox action to be successful it will need an investment of approximately \$80,000 across the three years. This will be allocated to developing a brand, selecting appropriate channels and developing content. A Terms of Reference will also be developed to identify which businesses should be promoted through the platform

The remaining \$70,000 will be allocated to the Council-led actions including the Creative Industrial Precinct Plan, Sticking Points Street Upgrade Program and Open Season Public Space Initiative. The expenditure on these actions will be for a combination of research, consultants, equipment purchase and event delivery. In kind resourcing will be committed to

supporting the community-led actions through the preparation of resources to advise groups on how to access funding, how to deliver events and activities, coordinating meetings with Council departments and other stakeholders and promotional support.

## **7. SOCIAL IMPLICATIONS**

Knox's retail centres should provide vibrant spaces for shopping, social interaction and community activities. Facilitating recovery for businesses following the COVID-19 pandemic will encourage revitalisation of these spaces, stronger community connections and provide employment opportunities for residents.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Opportunity & Innovation**

Strategy 1.1 - Maximise the local economy by supporting existing businesses and attracting new investment.

Strategy 1.3 - Support organisations in Knox to navigate recovery and new ways of working.

### **Connection, Resilience & Wellbeing**

Strategy 4.4 - Support the community to identify and lead community strengthening initiatives.

## **9. 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.

## **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 Economic Development, Jayde Hayes**

**Report Authorised By: Director City Liveability, Matt Kelleher**

### **Attachments**

1. Attachment 1 - Draft Knox Retail Activation Strategy [**8.4.1** - 96 pages]
2. Attachment 2 - Minutes of May Meeting of Council - Retail Activation Strategy [**8.4.2** - 2 pages]



**KNOX**  
your city



# Shine Knox

Retail Activation Strategy

*“Do not wait until the  
conditions are perfect to begin.  
Beginning makes the  
conditions perfect.”*

**ALAN COHEN**

# Contents

Introduction .....	6
Research, Engagement & Analysis.....	7
Research.....	7
All of Knox Conversation.....	8
5 key approaches to place activation.....	11
Economic Snapshot .....	14
Key Strategic Insights.....	15
5 Core Strengths of Knox.....	21
Communications and Place Branding Roadmap.....	22
Where we are now.....	22
Where we want to be.....	23
How Do We Get There - 5 Steps to Success! .....	24
Case studies .....	25
Retail Activation Strategy Overview.....	27
Activation Ideas.....	27
Home-loving Ideas .....	29
Village Vibe Ideas .....	37
Untapped Ideas .....	49
Easy Life Ideas.....	57
In The Foothills Ideas.....	66

Summary overview .....76

Appendices .....82

    Additional research and analysis .....83

    Walking Place Audit toolkit .....87



## Foreword

The last 2 years has not been an easy time for Knox. COVID-19 has taken its toll on our traders, retailers and independent business operators and made it clear how important the life of our villages and retail centres is to the health and happiness of our community.

To develop a clear vision and strategy for retail recovery and activation in Knox we have worked with urban strategists Hello City, economists REMPLAN, pro-bono initiative Project Re-Store as well as a broad cross section of business operators and Council departments.

This strategy includes 42 ideas which together have the power to transform retail activity in Knox. These ideas were either sparked by the community in the Shine Knox Ideas Challenge, or reflect the energy, activity and initiatives already happening.

This strategy is about defining a framework to support the life and activity of retail in a way that brings the broadest possible benefits to the whole community. For some of the ideas in this document Council's role is to lead, partner or to deliver outcomes on the ground. For other ideas it's better for Council to step back and support, guide, advocate for, promote and encourage the activities of individuals, businesses or organisations.

Our ambition for the Shine Knox retail strategy is that it is used as a tool by those among you who are making things happen. To shape what you do and how you do it. To inform how and where you spend your resources and how you make your decisions. To inspire and crystallise your conversations, your passions, your work and how you tell your story.



*“The sense of community with the people, the small town charm and view of the mountain”*

**LOCAL RESIDENT**



*“Where my soul feels happy”*

**LOCAL RESIDENT**

## Introduction

In 2020 Knox City Council defined a retail engagement strategy and identity study working with Hello City and REMPLAN. This strategy maps out ways to support the sector over the next 5 years, with a particular focus on independent retailers.

Given the ongoing state of emergency, we partnered with pro-bono initiative Project Re-Store to engage more deeply and creatively with the retail community, deliver recovery initiatives on the ground and to bring additional expertise to the table.

This project started with a creative conversation with the people of Knox, action research around outdoor dining, digital ethnographic research, economic analysis and the identification of Knox's strongest and truest attributes.

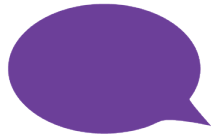
Together the 5 strengths identified form the brand identity of Knox's retail centres - the way people experience and tell the story of each location in Knox. This piece of work should be used as a touchstone decision making around further projects over the next 5 years (either planned or new) that can intensify the positive experiences of Knox, and create a stronger sense of place.

For each of the 5 strengths, we have provided a number of ideas and examples as to how it could be further enhanced, translated and/or embedded into the experience of Knox by individual traders or community members, by organisations or by Council.

We have also provided examples of relevant projects that have worked well elsewhere and which have the power to inspire.

This strategy is intended for everyone who is inspired to be part of bringing life and activity to Knox; it provides a clear roadmap of place-based initiatives along with a detailed action plan. We invite everyone who wants to create, make, activate or invest in Knox to use Shine Knox as a resource.

## Research, Engagement & Analysis



*“Research is seeing what everybody else has seen and thinking what nobody else has thought.”*

**ALBERT SZENT-GYÖRGYI**

### Research

The project began with local research into the issues, history, retail environment, character, icons and assets of the retail areas of Knox. We reviewed the results of previous consultation, strategic documents and studies such as the Boronia Renewal Strategy and the Upper Gully Strategy Plan<sup>1</sup> and online resources such as ABS, Street Advisor, .IDcommunity, Remplan data sets, local papers and local Trader's Associations pages.

We carried out a detailed land use survey and data analysis along with in depth place audits of key retail areas in Bayswater, Boronia, Ferntree Gully, Knoxfield, Lysterfield, Rowville, Scoresby, The Basin, Upper Ferntree Gully, Wantirna and Wantirna South.

The next step was conducting an online non-participant ethnographic study where we observed communities interacting online on various platforms including Facebook, Instagram, Tik Tok and websites such as Google, Your Grocer, Yelp, Uber Eats, Homely.com etc. and analysed the dynamics of online engagement, commerce and communication in Knox.

We tested these insights by delivering a pilot program of outdoor dining in 3 sites across the LGA in Wantirna Mall and Station Street and Mountain High Shopping centre in Bayswater. This program of pilots involved 5 different local businesses and individuals across multiple Council departments over 4 months.

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<sup>1</sup> For more key references see summary of key complementary findings and initiatives in appendices

## All of Knox Conversation

After the desktop research and targeted Action Research pilot program, we expanded our research with a broader conversation with the community and connected with over 75 individuals<sup>2</sup>. Our engagement process was designed to uncover the meaning & values of Knox by connecting with the people who know and love it best.

Participants came from all over Knox and from all walks of life, including business owners, traders, Council officers, people who lived and work in Knox, new arrivals and people who grew up locally and people who visit the area for shopping or study.

The core of our engagement was the Shine Knox conversation that generated more than 100 individual ideas, representing the voices of people from each suburb in Knox.

We used an online engagement platform which was widely promoted and distributed through email networks, websites and social media. Additional surveys were circulated through local networks by Council staff to location-specific trader groups and partners including Eastern Innovation.

Participants completed a short vox pop that captured everyday experiences, memories, positive & negative associations and local icons of Knox and asked participants to sum up their local area in a word or phrase of exactly 5 words. We then challenged participants to beat the clock and to generate masses of ideas for fabulous prizes.

The analysis of the engagement and research data was designed to uncover the core strengths of Knox and the real experiences and characteristics that would encourage people to visit, live in, work in or invest here.

**How can we make Knox shine?**

'til August 13, 2021  
ONLINE VOX POP & IDEAS CHALLENGE

Let your ideas shine & show your mainstreet some local love!

Take 3 minutes share your thoughts in the online Vox Pop, or put aside a 15-20 minutes to compete in the Shine Knox Ideas Challenge.

Point your phone camera here or visit: [projectrestore.com.au/ShineKnox](https://projectrestore.com.au/ShineKnox)

Shine Knox is Project Re-Store Initiative proudly supported by Knox City Council.

SHINE KNOX MAINSTREETS  
PROJECT RE-STORE  
Knox City Council  
be kind

<sup>2</sup> This figure includes the earlier engagement carried out by Hello City as part of the outdoor dining action research program

# My Knox is.....





# What locals would lose from Knox...



## 5 key approaches to place activation

### Council's role and strategic approach

We've adopted Hello City's **5 Ps of Place Activation** to ensure a broad approach that combines grassroots and strategic, short and long-term, and low and big budget approaches.

1. **Promotion:** showcasing strengths and local assets
2. **Program:** shorter-term initiatives and soft infrastructure of events, relationships, services
3. **Pivotal:** long-term strategic initiatives, hard infrastructure, built form
4. **Practical:** maintenance, care, polish
5. **Protection:** ring fencing assets, protecting against threats

Over the longer term each of Knox's retail centres requires a balance of all 5 approaches in order to support them to be vibrant and successful. However in the shorter term it is necessary to focus on the key weaknesses and strengths of each area.

We have outlined below how we intend to focus our attention and resources in the shorter term according to the needs, opportunities and priorities of each centre:

1. **Promotion ideas to showcase local assets: Find ways to celebrate, showcase and tell the story of the existing strengths of Knox.**  
It is important to put our best foot forward and in the short term, focus on promoting locations that offer the strongest experiences and make a positive experience to the place brand of Knox. Centres that should focus on this category include: Alchester Village, The Basin, Ferntree Gully Village (near the station) and Upper Ferntree Gully Village (east of Rose Street).
2. **Program ideas for grassroots activity: Develop programs, pop-ups, interventions and events big and small, support the people of Knox to create wonderful experiences.**  
The offer and place experience in these centres can be significantly improved with relatively small-scale interventions.  
  
Centres that should focus on this category include: Boronia Village, Bayswater (lane off Valentine's Street to behind Mountain Hwy shops), Coleman Road Shops (Boronia), Manuka Road (Boronia), Wantirna Mall, Rowville Lakes Village, Scoresby Village Shopping Centre, Mountain Gate Shopping Centre (adjacent public space), Upper Ferntree Gully Village (area west of Dawson St)
3. **Pivotal ideas for long-term impacts: Create long-term strategies that ensure that built form, policies and spatial and infrastructure developments that support successful and active retail.**  
  
Changes and interventions in these areas should happen as part of larger strategic plans. Either because significant long-term changes are required within the centre itself or because its location or the impact it has on surrounding uses in particular. For example, centres like Mountain Gate and Studfield shopping centre have significant interfaces with open public space while locations like Boronia have complex issues related to built-form and layout. Smaller retail activation programs should only be delivered in these areas as part of an overarching strategic framework.  
  
Centres that should focus on this category include: Bayswater, Boronia, Boronia Village, Wantirna Mall, Rowville Lakes Village, Scoresby Village Shopping Centre, Mountain Gate Shopping Centre (adjacent public space), Studfield Shopping Centre (interface with green open space), Knox City (interface with green open space), Upper Ferntree Gully included Ferntree Plaza, Stud Park Shopping Centre (adjacent green open space and schools), Wellington Village Shopping Centre (green links and pathways), Creative industrial precincts with destinational retail including areas around Market Fair (Ferntree Gully), Tiny Bear Distillery (Knoxfield), Beach Hut Brewery (Scoresby), Project Brewing Company (Rowville), Little Brew (Ferntree Gully), Hard Road Brewing/ Hatter & the Hare/ Killer Sprocket (Bayswater)



4. **Practical ideas for good housekeeping: Make sure that the little things are done right and that places look loved and cared for.**

These areas are functional and utilitarian or are controlled by private entities. Changes that might be needed are likely to be beyond the scope of this project. Focus efforts mainly on maintenance and operations.

*Centres that should focus on this category include: Burwood Highway Shops (Wantirna), Hillview Shopping Centre, Stud Road shops (Bayswater).*

**Protection ideas to future-proof: Understand the threats and act now to protect the strengths of Knox, ring-fence assets and invest in developing resilience.**

Most areas in Knox fall into this category, some because they are overly dependent on cars, others because of threats of bushfire.

Consider as well that some centres can pose a threat to surrounding retail areas, these include centres with few independent retailers, where the retail environment is transactional rather than relational and which are disconnected from the surrounding urban form and community.

Steps should be taken to understand how these centres affect other retail areas and strengthen other areas so that they can better compete. Knox City is the key precinct in this category although smaller precincts throughout Knox may also pose a challenge for independent retailers.



## Economic Snapshot

1. Knox represents 1% of the land in Greater Melbourne (11,391 ha) and represents 3% of the population (165,000 residents)
2. Knox generates 2.5 times the amount of Gross Regional Product (GRP) per hectare than the rest of Melbourne
3. Retail and Food Services sector is the largest employment sector in Knox, supporting 32,395 people and providing almost half the jobs in Knox (48.9%)
4. The recession and impacts of COVID-19 have disproportionately affected women. This is the first recession that has affected women more than men in Australian history, and the economic and social impacts are expected to be long-term.
5. Of the 14,280 businesses registered in Knox, around 1,473 or 10.3% are retail, accommodation and food services. The sectors with the most individual businesses are construction and professional, scientific & technical services combined with over 4,745 (33%) local businesses.
6. Knox locals spend 12.5% of our household income on retail and eating out, which is higher than much of the surrounding area.
7. The intensity, diversity and concentration of commercial, retail and industrial activity in Knox is a big part of what makes the area so productive and successful.
8. There are opportunities to grow and intensify our mix so that we create more local jobs and more diverse economic contributions.

48.4% of our economy is manufacturing and large construction (\$25,674.401 million), with a focus on technical equipment & appliance manufacturing and human pharmaceutical product manufacturing. A lot of this activity takes place in Bayswater Business Precinct and Industrial land in Scoresby

More information and sources are available in the appendix section of this document.

## Key Strategic Insights

### 1. COVID-19 is likely to have 4 key impacts on retail in Knox

Firstly, as we saw after the Global Financial Crisis (GFC), with increased levels of uncertainty and rising housing costs, people in Knox can be expected to save more, and spend less on discretionary retail and more on rents, mortgages and non-discretionary retail items. If the GFC is a good precedent, this is likely to be accompanied by a continued increase in spending on experiences and services such as food and travel.

Thirdly, we can expect to see a continued shift to online retail in Knox. At the moment 7.8 percent of what is spent in retail stores is online, this has grown dramatically during the pandemic. The extent to which the bricks-and-mortar retail sector in Knox is able to bounce back is dependent on their ability to offer rich, unique and personalised retail experiences to shoppers. The process of creating these experiences can be supported by Council in the context of longer-term strategic planning.

Finally, the impacts of COVID-19 have not been experienced evenly across Knox. Workers in Arts, hospitality and retail have been hard hit, while other professions have thrived during lockdown and left workers cash to take advantage of low interest home loans or discretionary spending.

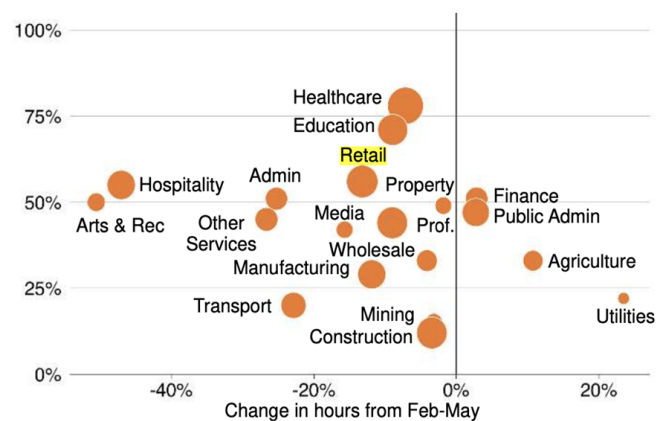
Women have been disproportionately affected by the lockdowns in multiple ways; they are more likely to be in casual or part-time employment, they carried more of the burden of childcare when schools and child-care facilities closed, and women were more likely to be exposed to domestic violence in the home.

Short-term and crisis interventions are part of the process of mitigating impacts of COVID-19, but these must be paired with effective long-term solutions that increase resilience.

*Women's work: the impact of the COVID crisis on Australian women, Danielle Wood, Kate Griffiths, Tom Crowley, Grattan Institute Report No. 2021-01, March 2021*

#### **The two worst-affected industries in the first lockdown were majority employers**

Percentage of women by industry



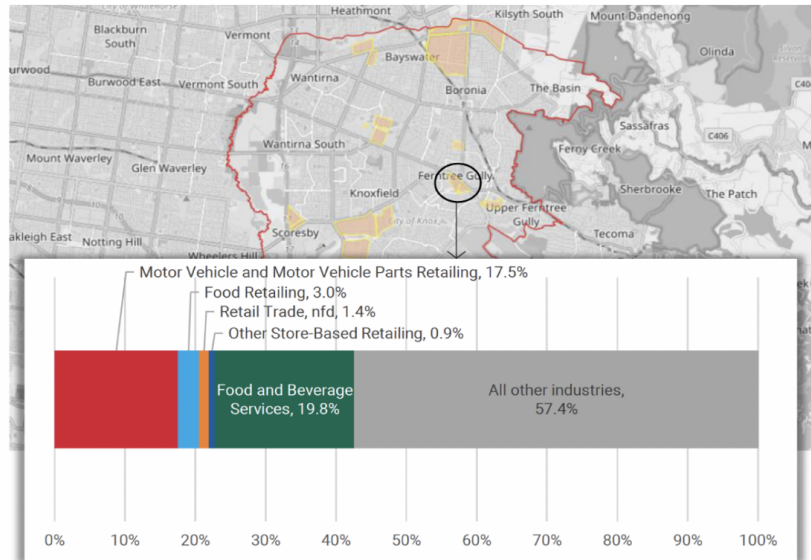
Notes: The larger the dot, the larger the industry. The ABS does not provide these data seasonally adjusted. 'Prof.' refers to Professional Services.

Source: ABS (2020d).

## 2. Industrial precincts in Knox are increasingly the centre of diverse, creative and interesting economic and cultural activity

Our research indicates that Industrial areas in Knox are much more diverse than is typical of these kinds of precincts. Our industrial areas accommodate a large range of retail services as well as creative practices, goods and services and food and beverage businesses such as large destinalional cafes with outdoor seating, pottery and ceramics, gyms, coffee roasters, breweries, catering companies, takeaway food outlets, distilleries and art galleries.

**Employment in the Ferntree Gully industrial precinct**



Retail accounts for 24% of employment in Ferntree Gully's industrial area. In 2016 only 7 takeaway food businesses operated in Knox's industrial precinct, these now number 28 which indicates increasing diversity and demand within industrial precincts.

**3. There is an emerging cluster of distilleries and breweries centred around Knox which have powerful destinational potential**

As prices for industrial land rise steeply in the inner suburbs an emerging brewery and distillery scene is emerging in the eastern suburbs in a strip that runs from Moorabbin to Coldstream with a concentration in a 25km radius centred around Knox. Breweries and distilleries can be found in Maroondah, Monash, Greater Dandenong, Yarra Ranges and Casey but Knox can lay claim to more than any other single council area. While more established outlets are established outside Knox, there is significant brand potential in the collection of emerging small label brewers and distillers.



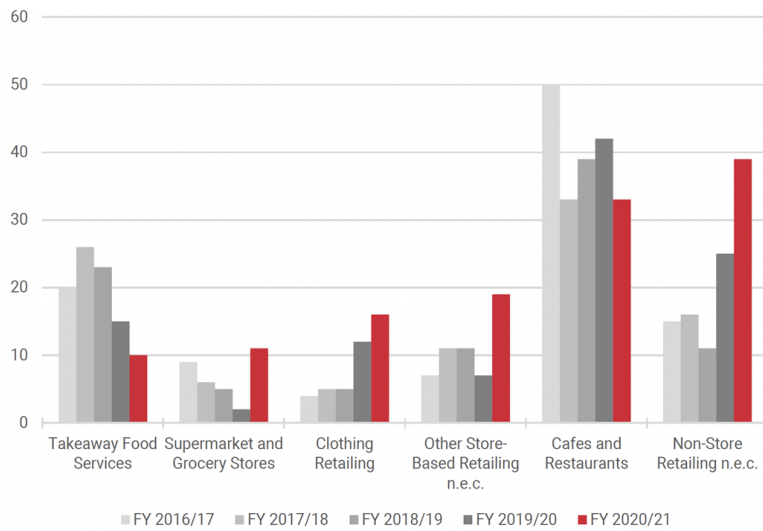


#### 4. Home-based businesses and online retail is growing rapidly in Knox

Non-store retailing (online retailing) has seen strong growth over the last 5 years. It's no surprise that there was a sharp increase of new entries to non-store retail in the 2020-21 financial year, topping all other retail categories.

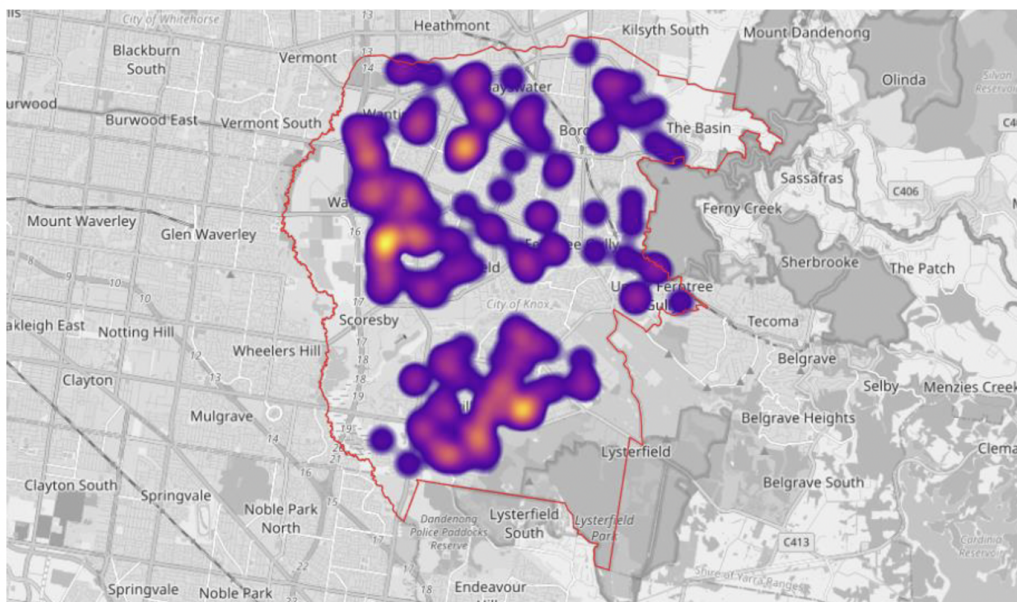
The number of home-based retail in Knox has been growing rapidly over recent years at a rate of 13%. Non-store retailing (online retail) is leading this growth with almost 100 new home-based businesses since 2016.

**Top 6 retail industries by business entries in FY2020/21, Knox**

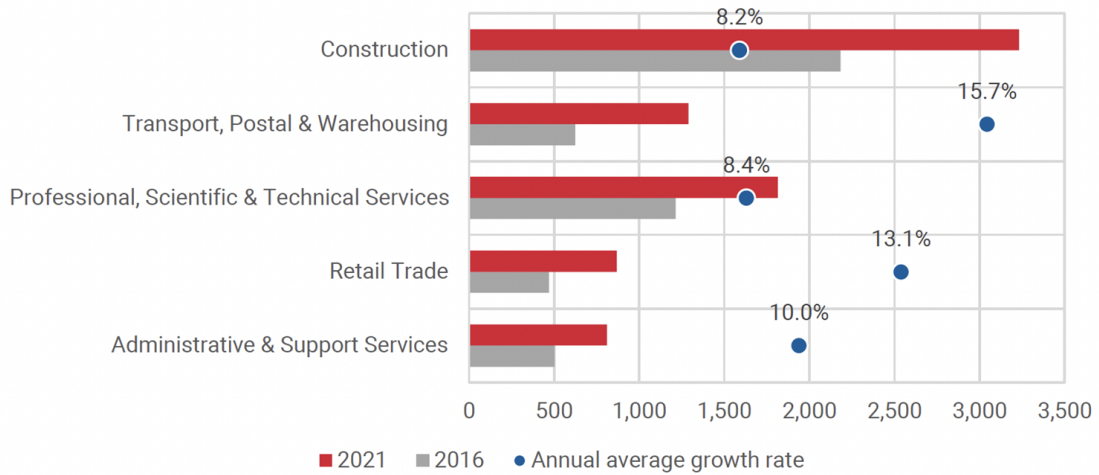


Source: Australian Business Register

**Home-based non-store retailing businesses in 2021**



**Top 5 industries with largest increase in home-based businesses between 2016 and 2021**



Source: Australian Business Register

**5. Knox doesn't have many traditional main streets, much of our retail is not leafy, green or friendly to pedestrians.**

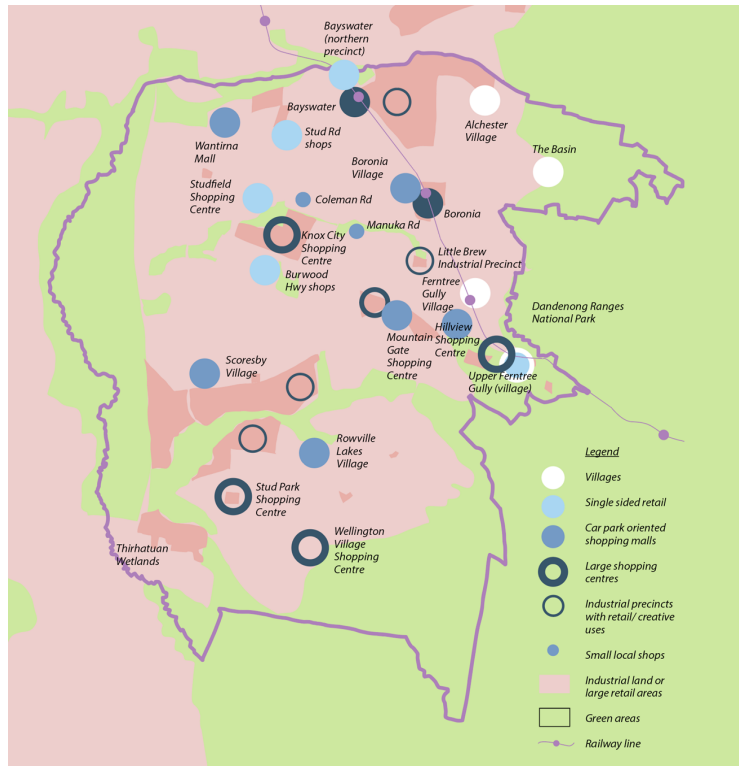
The Basin, Alchester Village, Ferntree Gully Village and Upper Ferntree Gully offer main streets or retail settings that are comfortable, leafy and inviting. Most of the other centres are car-dominated or have other economic, aesthetic or spatial challenges which impact on the quality of the retail experiences they offer.

As some of these challenges are baked into the built-form, subdivision and land ownership structure they require long-term strategic investment and action to address.

**6. There are 3 big green links that have the potential to knit Knox's retail centres together**

Knox sits in the foothills of the Dandenongs and has a green wedge to the west and south. Linking these are 3 key east-west bands that already connect to 11 centres and have the potential to do so even more.

Blind Creek Trail in particular links 4 centres and wraps around Knox City. There is an opportunity to build on these green links and edges to improve the place experience of Knox's retail centres and to increase use of sustainable forms of transport.



More information about these insights is available in the appendix section of this document.



## 5 Core Strengths of Knox

The heart of the brand identity of the villages, retail centres and precincts of Knox lies in its strengths.

The strengths capture the value propositions for why people would want to experience the different locations of Knox, either as a place to live, open a new business, invest in an asset or visit.

Another way of thinking about these is that they are the basis of the unique selling proposition (USP) and the point of difference (POD) of Knox.

The identification of these strengths allows us to be clear about the special characteristics of Knox that should be protected as it evolves & grows and the elements we should build on to stimulate increasing confidence & bolster a stronger sense of place.

### Home loving

A place to put down roots and make a home, room to spread out, content,

comfortable, family-oriented, house-proud and pet-loving.

### Village vibes

Friendly, welcome, smiling faces, Sense of belonging, super local, connected, independent, familiar, stable.

### Untapped

Productive spaces, undiscovered gems, unused spaces, opportunities and untapped potential.

### Easy Life

Everything you need; the best of the city and country, live close to work, affordable, safe, quiet, family oriented, and convenient.

### In the Foothills

Fresh air & mountain views, walks, dogs, outdoor life, parks, wildlife, creeks, hills, footy, cricket, basketball, netball, birds and wildlife

## Communications and Place Branding Roadmap

The strongest place brands are not logos or taglines. They are embedded in everything you can see, touch, smell, hear and taste. The purpose of this piece of work is to capture the unique characteristics that make Knox Knox, and work out ways to build on and expand on these to create both everyday as well as celebratory experiences. These experiences should bring pleasure, hold meaning and build pride in place - as well as telling the story of who the people of Knox are and what they value.

### Where we are now

Good local government communications and positioning is about being reliable, consistent, stable, safe and impartial. These values and qualities are not always consistent with delivering effective communications in a dynamic media landscape that requires personality, voice, point-of-view, creativity, humour and high levels of responsiveness. This clash of approaches has led some local councils to seek alternative models and platforms, which allow them to separate the regulatory and operational aspects of the organisation from more targeted support of commercial or economic activity.

Local communities in Knox are comparatively disinterested in participating in conversations about Knox online and on social media when compared to surrounding LGAs, and engaging with some communities through platforms such as Facebook, Instagram and Tiktok is not always effective or easy. According to our preliminary research, uptake of online retail, food and grocery delivery apps and participation in online activities related to Knox appears to be relatively low.

Elements of the visual identities, brand and communication of place experience are strong in some retail areas, individual businesses and organisations, while in others these are dated or not fit-for-purpose and weaken the overall place brand of the centres.

Broad all-of-Knox or state-wide campaigns such as Be Kind and Shop Local can be a powerful way to send a cohesive message and build on strong branding assets. However care needs to be taken to ensure that these campaigns are also able to address local concerns, capitalise on local strengths, call out specific events or characteristics or speak to people's sense of loyalty or connection to place. Most importantly these campaigns need to increase awareness of the Core Strengths of Knox.

## Where we want to be

Tell the story of Knox with event focused campaigns that showcase the strengths of Knox. Focus on people, be charming, friendly, warm, and humorous, use high quality professional photography of local people and places that don't feel like stock photos.

Lead with place experience not logos, allow interesting personalities and diverse voices to shine through. Be timely and responsive to recent events and include a healthy dose of good news stories and tell them with a fresh, contemporary look and feel.

Define platforms and structures that allow Council to have a more diverse range; where appropriate a more commercially oriented voice that is seen as in-touch with local business and retailers and a more neutral and stable voice where needed.

Increase visitation and footfall that sees traders report better sales and see communications as a core part of their promotion. Embrace participation with local traders and in community conversations, arguments, compliments, in jokes etc. Tell the story of what is happening in the community that is in line with the strengths of Knox, and repost content from other pages.





## How Do We Get There - 5 Steps to Success!

1. Focus on the 5 key strengths of Knox and use them as a touchstone for decision making. For every event and promotion ask the question “does this reveal, promote or expand one or more of the 5 strengths of Knox?”
2. Define a separate look and feel for graphics and photography for core Council-operation oriented communications and those focused on community and business generated activity. Develop a guide for photographer procurement and briefing notes to ensure high quality promotional images and documentation is generated that engages and resonates with local traders.
3. Be authentic and local by recruiting high performing businesses such as breweries and businesses with large social media followings and let them and their marketing teams produce and advise on communications.
4. Focus on creating rich and unique experiences and let these be the main focus of energy and resources rather than logos, posters, marketing collateral or social media only promotions.
5. Develop an innovative promotional platform dedicated to supporting local businesses. See the What's on Knox ideas in the activation strategy for more details.



## Case studies

### What's On Melbourne

What's On Melbourne is an initiative of the marketing and communications department of City Of Melbourne and is fully funded by council. It is a one stop promotional shop of the various experiences the city has to offer. It operates as a website, blog, 2 newsletters and all social media channels. It features event listings, tourism and visitor information, trails and maps, a virtual visitor hub and features articles and curated "experiences" including food, entertainment, the arts.

While it advertises itself as being part of the City Of Melbourne, with the logo displayed prominently, it performs the strategic trick of appearing to be its own entity. Because it is read as an independent arts and culture website, it avoids having to adhere to the constraints of typical Council communications and is more nimble and contemporary in its delivery.

### Buy Local Sunshine Coast

Buy Local Sunshine Coast is a community business directory established to service independently run businesses in and around the Coastal region of QLD. It is a new initiative run by the Sunshine Coast Council's Economic Development team started in 2021.

The website invites local traders to register their business and any special offers. Large giveaways to spend at participating stores entices locals to support small business and the directory website works in tandem with high output social media accounts run by marketing professionals.

### OnlyMelbourne

OnlyMelbourne is web-based magazine, events calendar, newsletter and social media presence that is published independently by Ripefruit Media as part of the OnlyAustralia network of event guides in major cities around Australia.

The network's income comes from paid advertising, product partners and featured promotions. It is not affiliated with any organisations or Governments and receives no grants for operations. Its longevity is proof that you can run an experience and events calendar that independently and express opinions, biases, have affiliations (The Richmond Tigers) and do the job of promotion. The compromise is the busy mix of advertising content that blurs the line between paid and unpaid listings, undermines the authority of the service.

### **Manchester Branding**

The brand and visual identity of Manchester is a great example of combining place experience, culture and history with strong graphic elements. The Manchester City logo and branding was developed by internationally famous graphic designer, artist and Manchester local Peter Saville. His career was built working with Manchester artists and musicians such as Joy Division and his work is deeply emblematic of the culture of the city. It is applied as public art, signage, maps and programs that reinforce the city's swagger and grittiness and has been adopted broadly by local retailers and makers. More than a logo, he reflected back the experience of place in a way that connected with locals and outsiders.

### **Click for Vic**

The Victorian Government launched Click For Vic mid 2020 in response to continued lockdowns and its impact on small and independently run businesses and creative studios. It is an arm of the Visit Victoria tourism website and offers a comprehensive list of a variety of businesses right across the state, including gifts, art and fashion as well as food and beverage offers. Its scope is limited to businesses that already have an online store set-up and does not directly sell items. It operates solely as a webpage and does not have dedicated social media pages, it's presence on social media is in the well-used promotional hashtag #clickforvic



# Retail Activation Strategy Overview

## Activation Ideas

The following ideas have been collected and developed to support and expand the key strengths of Knox. Each strength has one or two main ideas and a collection of other ideas which explore different approaches to activation. For each strength, an inspiring example of a successful project from around the world will be provided. Together these 42 ideas form the retail activation strategy for Knox.

Think of these ideas as a framework rather than a strict to-do list. The ideas are a good starting point, but over time new ideas and opportunities will emerge. Some of these ideas are better delivered by individual traders, by community groups or main street associations, while others are

more strategic or need bigger budgets and are more likely to be led by local and state governments in collaboration with the local community.

When thinking about retail activation, keep the **5 Ps of Place Activation** and the **5 Core Strengths of Knox** in mind for successful activation ideas.

We've taken a broad approach to retail activation in this strategy. These ideas are designed to enhance and strengthen the existing relationships that retailers in Knox have with the broader community, to build loyalty, strengthen connections and to form a firm foundation for future retail growth.



## Council's role and strategic approach

We've organised the following ideas according to **Hello City's 5 Ps of Place Activation** to ensure a broad approach that combines grassroots and strategic, short and long-term, and low and big budget approaches.

To be successful this requires coordinated effort across departments in Council and state government agencies as well as the energy and creative work of community, business leaders, individual traders and community members. For each ideas we have defined one of the following possible roles for Council along with available resources and assets:

**Lead:** Council to take responsibility for delivering this project either directly or in collaboration with state government agencies

**Partner:** Delivered in partnership with industry, business or community organisations or groups

**Encourage:** Delivered by organisations outside Council with support, funds, resources or guidance from Council

**Investigate:** Exploration, research and feasibility studies will be undertaken

We invite everyone reading this document to find an idea that inspires them, add their own spin and to roll up their sleeves to make it happen.



## Home-loving Ideas

**Celebrate the qualities that make Knox a great place to call home and knit them into our retail areas**

*"It is a peaceful escape from the busy parts of life"*

**KNOX RESIDENT**

*"Older, quiet suburb, nice to live"*

**KNOX RESIDENT**

### Promotes

#### Open Kitchen Cooking Classes

**Open the kitchens of Knox's most loved restaurants to small group boutique cooking classes**



*"I would love Boronia to be an international food mecca with the most amazing Asian and African restaurants and grocers. Fresh, locally grown produce markets and State-significant cooking school"*

**LOCAL RESIDENT**

To welcome customers back into restaurants run a program of small-group cooking classes with carefully selected restaurants. Each class should be followed by a shared meal and could showcase a popular meal from the restaurant along with the personality, culture and tastes of the head chef. Chefs should be supported by established food educators and should offer DIY ingredient and recipe packs to customers.

The program can be subsidised by the ticket price, which should be kept affordable, but not undervalue the experience. Explore the opportunity to pair with local education institutions e.g. Swinburne or existing websites such as Open Kitchen Melbourne and Airbnb to promote the program and tell the story of the chosen hosts. Over time this initiative could support a broader program of community kitchens and food gardens.

**Council's role:** Partner and encourage

**Approach to resourcing:** Within existing resources (project manager delivery) & community / trader led

**Possible next steps:** These actions are best delivered directly by local businesses and community members, with encouragement, support and possible partnership from Council:

- Seek funding such as state business recovery grants to pay food educators
- Workshop a set of prerequisites/considerations for class hosts, consider language barriers, kitchen sizes, kitchen availability during daytime non-service hours
- Identify potential pilot restaurants with the capacity to offer a class and narrow it down to 4. Cover a range of cuisines in different suburbs
- Allow budget for high quality photography that captures the program in a way that is fun and engaging and invites people to take part
- Support cafe operators and restaurateurs to create packs with seasonal recipes and key ingredients
- Engage educators and set up initial meeting and planning session
- Ticketing and promotion should be organised centrally. Alert external key media, including Broadsheet, What's On Melbourne, The Age's Good Food



## Program

### Seasonal Planting On Show

**Celebrate the seasons together with beautiful plants**



*“Streetscape improvements”*  
**LOCAL RESIDENT**

Each year Noos Noodles in Wantirna celebrates Vietnamese Lunar New Year by transforming the footpath outside with a colourful array of marigolds blessed by a monk. Build on this beautiful local tradition by partnering with local nurseries to pick a special seasonal flower to show off each year in each of Knox' centres.

Businesses can give away free seedlings with a minimum spend in-store. Local gardening and horticultural groups can assist in installing potted plant displays on main streets outside participating shops.

Customers should be encouraged to plant the seedlings in their front gardens at home so that overtime the floral display helps to visually define the local area and strengthen the place brand.

A simple marketing campaign which could include gardening tips. Each centre should have their own unique flower that has meaning for the local community and whose flowering season fits with the event calendar, cultural festivals or important dates. For example, Boronia should pick an event in late winter when the boronias are in bloom, Ferntree Gully will obviously choose a type of fern, another centre might decide to celebrate National Wattle Day on 1st of September each year while Scoresby might support a festival such as Steamfest by picking an autumn flowering plant such as ornamental kale or Firewood Banksia.

Seedlings could be donated by local nurseries who get acknowledged as an official sponsor or purchased by council.

**Council's role:** Encourage

**Approach to resourcing:** Community / trader led

**Possible next steps:** These actions are best delivered directly by local businesses and community members, with encouragement and support from Council.

- Consult with community gardens, gardening groups and nurseries on the best choice of flowers/grasses for the season and region
- Collaborate to ensure that each centre has a unique flower that highlights an event or showcases a particular aspect of the place, and that the flowering seasons are spread as evenly as possible across the year
- Select which nursery or community garden will assist in delivering the program in the different centres
- Improve business participation by providing free plants, promotional collateral and suggestions on how to promote related goods and service



## Pivotal

### Cosy Streets & Places

**Encourage people to feel comfortable and relaxed in public space and to make themselves at home**



*“(We need a) fresh new outlook of shops to draw people in”*

**LOCAL RESIDENT**

Adopt a homey aesthetic for streets and public spaces in retail centres and villages. Create third spaces that encourage people to kick back and relax, provide comforts like USB charging ports and soft lighting. Encourage traders to adopt a planting bed or seating area and improve it for their customers with dog stations out the front of shops, pram parking, gnomes, small squares of astro turf with a lawn chair,

veggie patches, chalk boards, bubbles for kids etc.

Enhance the domestic quality of existing elements such as the lounging benches in Wantirna Mall or the new round seating pods in Alchester Village by adding elements that make them feel more like sofas or kitchen tables like pavement-art rugs or table cloths.

**Council’s proposed role:** Investigate and encourage (explore possibility of leading)

**Approach to resourcing:** Within existing resources & community / trader led

**Possible next steps:** Council should investigate the opportunities, barriers and levels of support for this idea and prioritise the following actions

- Use this document as an input into design briefs for future landscape upgrades of public space in retail centres
- Run a ‘Little Zhoosh’ campaign:
  - Invite traders to adopt a nearby planting bed, seat or area of footpath outside their shop to give it a Little Zhoosh. Council to support participating traders to work with local laws and operations teams. Provide a gardening or Zhooshing kit and decals for participating shop windows. Promote the best zhoosed areas on social media.
  - Create small-scale interventions temporary installations in contained areas where they will have significant impact



### Practical housekeeping

## The Big Spring Clean

**Get together for a big spring clean & festive neighbourhood-wide garage sale**



*“Utilise volunteer groups to pick up rubbish”*

**LOCAL RESIDENT**

Hold an LGA-wide spring cleaning week with sales and events on the weekend in early September or late August.

Shopping precincts should get into the action with community clean up events, with volunteers being fed a light lunch and gathering afterwards at local restaurants to celebrate.

Shops should offer sales and displays of cleaning products, homewares, home improvement goods, storage items, gardening goods and plants as well as cleaning, gardening and organising

tutorials, books, tips and demonstrations.

Community groups could hold fund-raising BBQs in partnership with a local restaurant to feed volunteers, create little free libraries and little free record stores (for CDs, Vinyl and cassettes) and community clothes racks outside of retail areas and invite residents to contribute unwanted items to them. Men's Sheds and Community Sheds can host a “repair cafe” to help residents reuse broken household items and build the infrastructure for little libraries, on-street retail, dining, planting and dog-drinking stations etc.

**Council's role:** Encourage and partner

**Approach to resourcing:** Council to partner with community and traders

**Possible next steps:** These actions are best delivered directly by local businesses and community members, with encouragement, support and possible partnership from Council:

- Build on existing Council led programs that support traders to clean graffiti
- Getting by in from local traders to participate by offering incentives such as free advertising collateral and central event promotion
- Working with Men's Sheds and Community Sheds to develop a design vision and provide funding for materials
- Keep a focus on eco friendly cleaning tips and products
- Make a commemorative t-shirt

## Protect and futureproof

### Super Sustainable Blocks

**Partner with local businesses to create opportunities to make homes sustainable and more self-sufficient**



*“Invest in renewable sources of energy”*  
**KNOX LOCAL**

Develop a program that provides education, resources and incentives to local residents and businesses to increase their resilience to heat waves, water restrictions, grid failures, storms, bush fire and air pollution from fires. Work with local suppliers to provide bulk purchase discounts on services and

products such as water tanks, solar, gap-sealing, grey water treatments and drought-proof and/or productive plants.

Provide guidance on design and retro-fit of passive heating and cooling measures and permaculture planting.

**Council's role:** Lead, partner and encourage

**Approach to resourcing:** Within existing resources & community / trader led

**Possible next steps:** These actions are best delivered directly by local businesses and community members, with encouragement, support and possible partnership from Council

- Framing the project as being about short term community safety and resilience in the face of extreme weather events as much as bigger or longer-term environmental concerns
- Ensuring the project is led by a not-for-profits or community organisations that already has strong connections into the community, such as the local Lions Clubs
- Partnering with local suppliers and retailers in order to provide competitive pricing to program participants. Prioritise local procurement over lowest price.
- Funding or supporting retailers to provide free design and implementation advice to residents and business operators
- Setting up working bees where traders and residents get together to work on each other's homes and businesses
- Running classes and tutorials to provide specific skills or insights
- Link with urban ecology and sustainability initiatives in Council

**More ideas**

- **Welcome packs for new residents** in partnership with real estate agencies, community and cultural groups. Include vouchers, and a neighbourhood guide
- Run **art competitions for school aged children** to be displayed in local shop windows
- **Veggie Patches** and domestic planting in main streets, adopted by local traders, maintained by gardening groups/schools

**Case Study**

**Sloan’s Hardware** is a multi-generational hardware store with four locations that is part of the independently owned Hardware movement in the U.S. They offer a diversified and tailored service to their local community.

**Resources for Home Loving ideas:**

- Lillie Giang and Colin Atkinson-food educators
- Urban Farms
- Community Gardens in Harcrest
- Knox Community Gardens
- Chesterfield Farm
- Knox Environment Society Indigenous Nursery
- Solar Savers
- Environmental Upgrade Agreements



## Village Vibe Ideas

**Build on Knox's unique local character to strengthen connections and tell the story of who we are**

*"The casual outdoor mingling of people happy to gather and chat"*

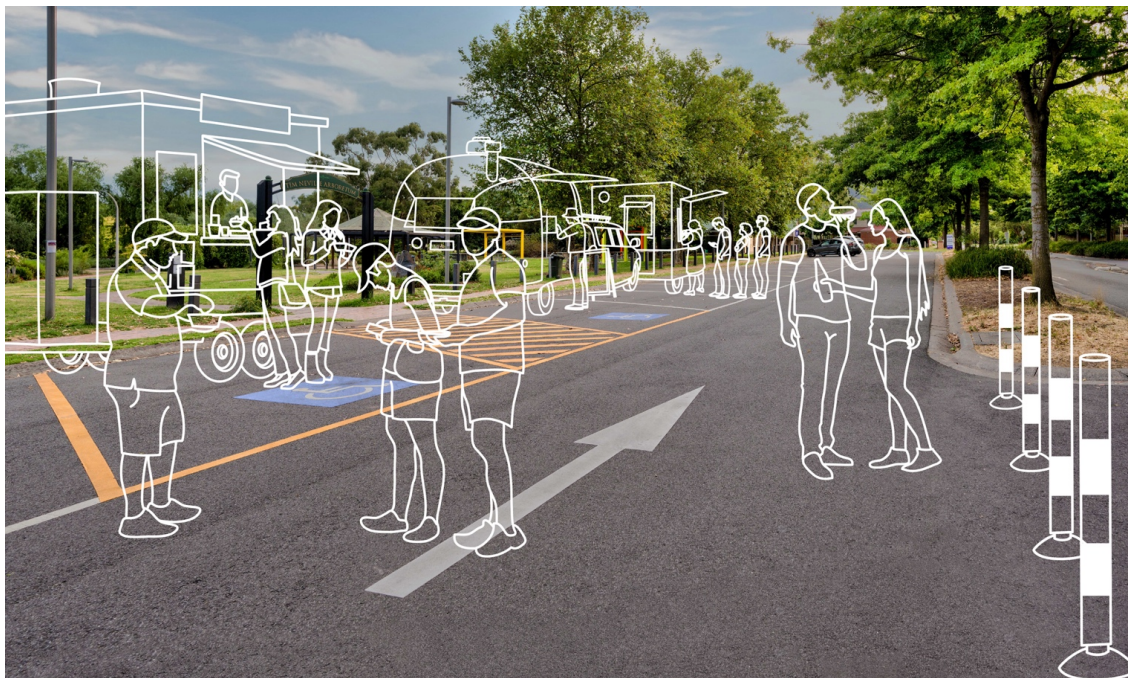
**LOCAL RESIDENT**

*"Friendly village atmosphere, great shops"*

**LOCAL RESIDENT**

*"The connections I have with everyone here are special"*

**LOCAL RESIDENT**



## Promote

### Knox Merch

**Create a small line of artist-made products and merchandise that tells the story of each village and centre**



*“(Tell) local business stories”*

**KNOX LOCAL**

This line could be created by a community group, a collection of traders, an individual business, individual artist or council.

It should include Village-style products including picnic kits, tote bags, reusable coffee cups and t-shirts. Include small

inexpensive options as well as giveaways such as pens or stickers to give to kids.

There could be one overall design for all Village-style shopping precincts as well as individual designs for each area featuring a recognisable visual element

**Council's role:** Investigate

**Approach to resourcing:** Within existing resources

**Possible next steps:** Council should investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise further actions

- Hire a local artist or a professional branding consultant and designer to come up with a series of designs that will work on multiple products, use this document and the Key Strengths of Knox as part of the design brief
- Explore funding opportunities
- Link with other initiatives in this strategy such as producing picnic kits, homewares or children's toys
- Explore approaches to initiating the project; for example Council or a retail or community organisation could run a program to promote, run a design competition and provide seed funding
- Explore procurement and wholesaling models; for example businesses might stock the line on commission or purchase items outright, retailers may produce their own items such as melamine plates or t-shirts with provided artworks, maximise opportunities for local manufacture or for artist/artisan-made goods such as ceramics or resin-ware



- Do an initial small run of products to test interest
- Ask participating stores to display prominently near the counter
- Promote the merchandise online using the individual stores pages and community and council pages



## Program

### Seasonal Calendar of Events

**Program a small calendar of events that highlight the individual villages of Knox and celebrate the seasons, the people and the strengths of Knox**



*“We need live music, busking, events”!*

**LOCAL RESIDENT**

Council should program a small or large seasonal event in each of Knox' 11 suburbs that showcases the strengths of each area.

Work with local Aboriginal people to explore the seasons and celebrations of the Kulin nation which connect more strongly with place<sup>3</sup>. Explore ways to weave traditions more tightly into local seasons, avoid dusty tinsel and fake snow at Christmas time, and find ways to reposition Easter as an Autumn celebration and Halloween as a welcome to Spring.

Include both religious and secular events. These could include Christmas in The Basin, a New Year's Eve family dog show at Alchester Village, Tét at Wantirna Village, Lunar New Year in Bayswater, Holi in Scoresby etc. Support local cultural communities to deliver these events in partnership with local businesses.

Where possible focus significant events such as Christmas, Easter or Valentines Day in one location to avoid diluting resources and to get the best possible bang-for-buck. For example instead of evenly distributing the budget for seasonal events across Knox consider nominating one village each year to be the focus and concentrate resources to make this event truly destinational.

Events should be based on strong engagement with and participation of traders, and designed and delivered to support the retail centres. Key businesses should directly participate in these events, and a large proportion of shops, cafes and restaurants should have a clear reason to open and trade during the event.

Initially the focus should be on those areas that already offer the strongest place experiences to visitors - namely Alchester Village, The Basin, Ferntree Gully shops (near the station) and

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<sup>3</sup> Ensure use of Language, cultural assets and traditions has been approved and endorsed by the appropriate group or Aboriginal Corporation

**Council's role:** Partner

**Approach to resourcing:** Within existing resources

**Possible next steps:** Council should seek to partner with other agencies, organisations or sectors of the community to deliver this project

Make sure each event plays to the strengths and connects with the community in the given precinct

- Engage with Woi Wurrung and Wurundjeri Land Council early to shape the calendar. Find a budget to pay Indigenous consultants to provide advice.
- Link to other initiatives in this program including the seasonal flower for each centre
- Ensure relevant cultural groups are invested in and leading any religious or cultural celebrations, offer them resources and funding and wherever possible, let them do the rest
- Ensure traders are engaged with early in the event planning process to get them involved and determine clear roles, responsibilities and which shops will be open for trade during the event
- Allow groups to pitch for funding and resources. Support groups to find sponsorship where appropriate. Provide advice and resources around event planning and delivery.
- Fund specific events and strong concepts rather than providing blanket funding to specific groups - being a group worthy of support is not the same as having the capacity to organise successful events
- Promote the calendar far and wide, externally from Council channels, include physical print out versions of the Calendar, similar to the Astor Theatre, give them away in retailers.

## Pivotal

### Friendly Train Stations Strategy

**Position train stations at the heart of our villages and ensure railway station precincts feel safe, active and loved**



*“Really look after the station area, keep it clean and beautify it, it is the point of first encounter for people”*

**LOCAL RESIDENT**

Partner with Victrack to develop a strategy of placemaking initiatives that focus on the evening economy and position station precincts as gateways and hubs of activity.

Make Knox's railway precincts into places that are active, owned and loved so that they don't need security guards and CCTV to feel safe.

Develop programs that find opportunities both short and long-term for a variety of uses including tiny bars, cafes, fitness facilities, co-working spaces, commuter clubs rooms, cycling and end-of-trip

facilities. Install artworks and wayfinding elements that greet people as they arrive in each centre and guide them to key attractions.

To improve safety 24/7 look at ways to bring small scale temporary housing and accommodation onto unused land. This could be used as glamping hotels for tourism or as key worker housing. Look to high-quality temporary and social housing providers such as Melbourne's own Launch Housing, tiny House eco-villages or the Shigeru Ban designed temporary houses in Onagawa, Japan.

**Council's proposed role:** Lead /partner

**Approach to resourcing:** Within existing resourcing + potential grant funding

**Possible next steps:** Council should lead this project in partnership with VicTrack and deliver in collaboration with retailers and the community

- Carry out an audit of land and facilities held by Council, VicTrack and other agencies that may be available
- Investigate best practice in the relationship between a strong evening economy, residential development, CPTED and community safety outcomes
- Develop precinct placemaking strategies that include proposed retail mix and land uses and identifies potential tenants and suppliers. Focus on initiatives and tenants that support after-hours activity such as co-working spaces, art studios, late-night cafes and where noise can be managed, bars, music venues and community or maker sheds.



- Revisit existing security protocols to ensure that the perception of safety, safety of property and physical safety are appropriately addressed as circumstances change

## Practical

### Walking Place Audit

**Come together to walk around our centres every 6 months to talk about what's working, what's not and what to do next**

This report includes a place audit tool that is designed to allow traders, key locals and Council officers to make the rounds of their local shopping precinct every 6 months together.

The most important aspect of this audit is getting the right people together to have a conversation and share their perspectives. This session is not about drilling down into metrics, detailed criteria or expert advice. We all know when a place is successful,

and we will have different and valid insights into how to make them so. We see this tool as a starting place for a conversation and as a framework for reaching consensus

Along with assessing the overall quality of the place experiences and tracking the success of interventions, the audit is designed to provide the people who have the biggest influence on making a place successful a chance to get together regularly to share ideas and to dream and scheme together.

**Council's proposed role:** Lead

**Approach to resourcing:** Within existing resources

**Possible next steps:** Council should lead this project and deliver it in collaboration with key stakeholders, retailers and the community

- Make sure the process is social, start with coffee and finish the audit over a nice lunch
- Don't be tempted to make the audit tool more complicated or fine grained. But do feel free to tweak it and let it evolve - so long as the overall process stays nice and simple and is based around a global assessment
- Ensure the people doing the assessment include those with the power to make decisions as well as the people who are most affected by them
- Keep a record of the audit results, at the end of each audit share comparative data with participants

- Use data and insights to measure outcomes of retail initiatives and to shape future planning
- Could be delivered by the Health and Safe Communities team at Council in collaboration with Economic Development





## Protection

### What's On Knox?

**Create a new platform with the skills and resources to provide high-quality and targeted branding, marketing, promotional and business development services to help independent traders bounce back and thrive**



*"We need creative marketing - celebrate what we do have and make it an attraction"*

**LOCAL BUSINESS OWNER**

Develop a platform or well-resourced collective with a strong relationship with the City of Knox. This initiative should employ 3-5 paid staff including journalists, social media & marketing professionals, an event coordinator and a rotating artist-in-residence and should deliver inspirational, compelling and effective promotion for businesses and community groups in Knox.

The role of this initiative is to develop events and promote businesses across all of Knox,

particularly for those who may not have the digital skills to do so themselves.

The platform could include food/shopping trails, trader profiles, recipes from restaurants, best of lists etc. It would include a presence on all appropriate social media platforms.

This organisation should also be used as a key promotional channel for all Council events and programming.

**Council's role:** Lead and partner

**Approach to resourcing:** Undefined

**Possible next steps:** Council should co-lead this project and deliver it in collaboration with key stakeholders retailers and the community

### Short-term (0-6 months)

- Engage specialist consultants to assist in defining job descriptions and KPIs and to recruit social media and event and marketing consultants in the short to medium term while the What's on Knox organisational model and platform is being developed
- Understand where locals are already having conversations both online and off, and what gets them excited and engaged. Identify multiple potential communication channels and platforms. Hire an online engagement research firm to understand how and where people are engaging with media, information and each other in Knox

- Build audience online and through real world channels, include promotion and social-media takeovers by younger residents or local staff
- Develop branding for What's on Knox (working title) and start operating immediately as a separate platform to Council communications. The final name of this platform should be chosen in consultation with the key strength recommendations in this document and any other relevant branding studies carried out by City Of Knox
- Conduct case study analysis and research of different organisational models including membership models, not-for-profit organisations, partnerships, and Council-led promotional platforms such as What's On Melbourne (use the case studies in this document as a starting point)
- Clearly divide core Council communication from this project and operate and present the two areas quite separately. The core Council Communications team can continue to operate as before. Use this period to test the boundary between What's on Knox and core Council communications and to shape the final model
- Decide what What's on Knox can and can't do in beta form. Test boundaries around impartiality, tone of voice, look-and-feel and providing direct support for private businesses. Clearly define topics and areas that What's on Knox won't deal with - such as roads, rates and rubbish or anything to do with core Council operations. Also define what it should focus on such as events, programs, special offers, promoting and curating experiences, including those offered by private businesses and supporting the brand/ key strengths of Knox

### Medium-term (6-12 months)

- Run a working session with key stakeholders including businesses, traders associations, body corporates, possible sponsors of events, government agencies and a broad cross-section of Council to identify needs, opportunities, levers and barriers
- Explore funding sources such as grants for digital literacy, small business COVID-19 recovery etc.
- Conduct a scenario planning process to explore different approaches and map out organisational models which clearly identifies pros, cons and resources needed for each model scenario including
  - Fully funded by Council, but run separately and independently from the existing Communications team. Advantages include access to adequate funding and resources and networks. Risks; a bigger budget allocation from Council, issues keeping it sufficiently independent from the main Communications team
  - A member based service established by Council and then handed over to a committee from the business community after a nominated trial period. Advantages; being community led and having had council conduct the trial

period. Risks; a messy handover period and poor community buy in and low membership take up

- Independently run organisation that has paid members and receives an annual grant from council and uses a mix of advertising, member fees and listing fees to cover running costs. Run by a committee of business owners and paid staff. Advantages; income from multiple sources, not just council. Community led may mean more buy in. Risks; low membership, unattractive advertisements, slow to get going because of less resources
- Define a shared vision, business model and organisational structure. Map out the detail of the short-term and ongoing relationship between this initiative and Council

### Long-term (12-36 months or more)

- Hire any necessary staff and launch new platform
- Conduct analysis and audit of levels of engagement and trader satisfaction and tweak processes and operations accordingly
- Map out key milestones for the future of the project



### More ideas

- Commission a **Children's Book** based on Knox with journey or treasure hunt built in inspired by the famous 1970s book *Masquerade* by Kit Williams which included clues to find a real bejewelled golden hare pendant. Make artworks, shareable social images and posters to local shops and libraries for free use
- **Community pantry** or fridge filled with donated food and meals for those in need
- **Pay it forward** coffee/meal wall for shopping strips
- **Pimp My Bin**- Hold a competition with main street traders to see who can decorate their wheelie bin the best. Commission artists to do a few celebrity bins, the rest should be done by business owners
- Showcase the network of villages and assets with **local maps** that show what is unique. Physical and online
- **Public art** - conduct an audit of potential sites that would benefit most and commission mural artists to put up pieces. They should tell the story of Knox in some way and be connected to the place.

### Case Study

**Automatic Main Street** was a community vending machine on Lygon St, Carlton by Project Restore that created a new platform for main street traders during lockdown. The machine featured products, vouchers for shops who were closed, lucky dips as well as Kind Coins which could be spent at local businesses.

#### Resources for Village Vibes ideas:

Business Graffiti Removal program from council  
8 Wurundjeri Seasons by Jim Poulter  
Laneway Lightbox's upgrade pilot project from council  
'Masquerade' by Kit Williams and podcast  
Foothills Community Care  
What's on Melbourne  
Chapel Street Precinct and Still Serving campaigns

## Untapped Ideas

**Tap into the emerging creative power of Knox warehouse districts, polish hidden gems and highlight our strengths**



*"... a melting pot of cultures which brings the amazing benefit of food options from around the world"*

**LOCAL RESIDENT**



*"There are some hidden gems"*

**LOCAL RESIDENT**

### Promote

#### No Vacancy Program

**Use vacant shops to showcase home-based businesses and makers and doers from Knox's industrial areas**

Create a program to invite local businesses that don't currently have a main street presence to occupy vacant shops or use window displays on a short-term basis at low cost. Include brewers, potters, artisans, coffee roasters, co-working places etc.

Many programs that make use of vacant shops ask the owner to offer the space for free or at peppercorn rents. The problem with this is that for many owners it is actually

better to let shops lie empty, because allowing tenants to take possession at low rents devalues the property and creates complex flow-on impacts on insurance, loans and ongoing leasing. The no vacancy program should begin by working with an appropriate consultant to engage with property owners and prospective tenants to find win/win solutions that benefits all parties involved.

**Council's role:** Investigate

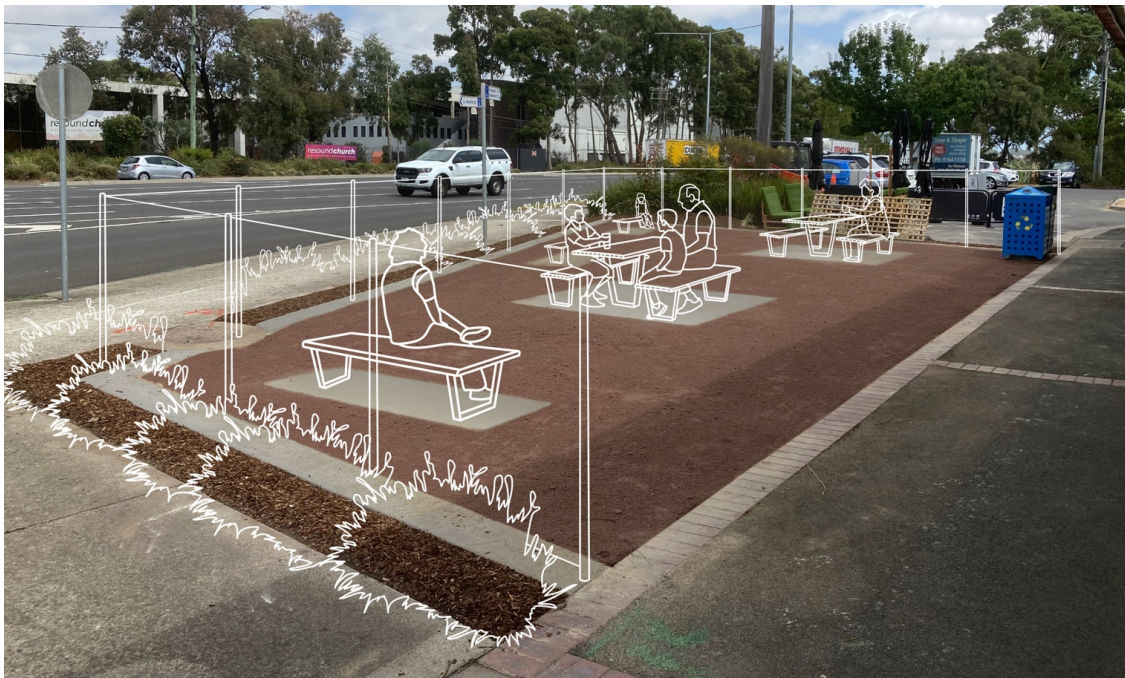
**Approach to resourcing:** Within existing resources

**Possible next steps:** Council should investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise further actions

- Hire a consultant to deliver the research, engagement and strategy development



- Identify key areas for activation and appropriate properties for occupation or for window displays
- Analyse ways to build on the success or mitigate failures of similar projects in Knox and comparable areas pre-covid, including the Renew Australia initiative in Boronia in 2015. Collect inspiring examples from around the world and learn from how current projects have addressed the specific challenges of COVID-19 restrictions
- Run a working session with property owners, body corporates, traders associations, real estate agents, key stakeholders and Council to define opportunities, barriers and levers and define a shared vision
- Organise occupancy certificates or contracts for landlords to arrange access to the empty shops
- Invite makers to do a window takeover
- A simple contract around insurance might be required
- Look to similar projects including Renew Australia and the Suburban Shopfront Activation by Brisbane City Council



## Program

### Tap into the Brew

#### **Leverage off the emerging micro-brewery and distillery scene to attract new businesses and activity to Knox**

Knox is at the centre of a growing cluster of micro-breweries and distilleries and could leverage off this booming industry to benefit other businesses. Knox is in a position to offer future brewers and distillers a wealth of warehouse spaces and has the potential to become the next Collingwood.

The possibilities include:

- Creating maps of brewery/distillery tours which would include food spots along the way
- Calendar of smaller events in and around existing breweries, including sponsored outdoor bars at summer pop-up events
- A Brews and Bakes Of The East beer and pie festival, hosted in Knox inviting brewers from adjoining LGAs and featuring a pie competition, including pies from Country Cob Bakery and others

**Council's role:** Encourage

**Approach to resourcing:** Within existing resources, connected to investment attraction

**Possible next steps:** Council should seek to encourage businesses within the sector of the community to deliver this project and invite these businesses to join Council's Liquor Forum:

- Development and promotion would be best led by brewers/distillers themselves with funding support from peak tourism bodies
- Would connect well with any picnic based promotions
- Events, maps and experiences may include brewers/distillers from surrounding LGAs while always centering Knox based businesses
- Ensure the breweries promote their low/no alcohol options at all events and where they don't make them include no-alcohol wines from local makers



## Pivotal

### Creative Industrial Precinct Plan

#### **Cultivate the creative and destinational power of the industrial precincts in Knox**

Precincts with warehouse buildings and big sheds are a key driver of creativity in cities. The creative life that was once nurtured in these kinds of precincts in Collingwood, Footscray, Brunswick and Coburg is increasingly being edged out by the forces of gentrification and is finding a new home in Knox.

The inner city's loss is our gain, and if Knox plays its cards right it will ensure that as land prices rise the artists, makers, performers, brewers, entrepreneurs and retailers in our creative precincts are protected.

Part of developing a successful Creative Precinct Strategy is understanding that not

all of Knox's industrial land is equal. The large industrial areas in the south including Caribbean Lake, Rowville, Knoxville and Scoresby and in the north around Bayswater contain precincts within them that have very different character and conditions. Smaller pockets of industrial land are sprinkled throughout Knox and offer different amenities, experience of place, opportunities and challenges. A study should be carried out to understand these precincts, to identify which areas can support emerging retail and creative uses and which should be preserved for heavy industry.

**Council's role:** Investigate and lead

**Approach to resourcing:** Within existing resources

**Possible next steps:** Council should investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise resources to deliver

- Conduct an audit of industrial land to identify and map precincts, existing creative and retail uses, catchments, land ownership, barriers, views, adjacent land uses and edge conditions
- Analyse clusters, precincts, place experiences and wayfinding
- Define boundaries of potential creative precincts, explore landscape interventions, wayfinding, programming and changes to zoning and land-use to make these areas work better as community spaces without compromising their use by creatives and light industry

## Practical

### Sticking Points Street Upgrade Program

#### **Make it easier for traders to create outdoor dining and retail experiences by installing small but important fixtures and fittings**

Small interventions can make a big difference to how people use public spaces. Invite traders to occupy and activate public spaces by identifying and removing sticking points and barriers and by finding small ways to make it easier.

Council working in partnership with body corporates and private owners should install fixing points, power outlets, ground sleeves, display areas, poles, hooks and taps. All the little bits of infrastructure that make it easier to hang shade cloth, display a flag or

banner, install outdoor umbrellas or lighting, water plants, plug in speakers for an event or host buskers, pop-up BBQs, summer bars, outdoor cooking demonstrations etc.

Footpaths and public spaces in retail centres are complex and contested spaces, installing this kind of small scale infrastructure is not a simple or straightforward task. The project should start with easy wins as part of already planned streetscape work, and then progress to more complicated interventions.

**Council's role:** Lead

**Resources:** Within existing resources

**Possible Next Steps:** Council should lead this project and deliver it in collaboration with retailers and the community

- A working session with key stakeholders and the Economic Development, local laws and operations teams in Council to barriers and levers, opportunities, resources and to define a shared vision and indicators of success
- Piggyback on the bi-annual place audits with local traders to identify what kinds of small-scale infrastructure is needed in each location and to create a to-do list
- If necessary seek specialist advice around safety and effectiveness
- Create budget for a pilot series of installations and expand as required

## Protection

### Make It Fair

#### Open up making, production and retail opportunities to broader and more inclusive demographics

Broad participation is built into retail forms such as small independent shops and micro businesses like market stalls because of the low barriers to entry. However, activities in industrial creative precincts such as coffee roasting, cheese making, fermenting, brewing, distilling and creative light manufacturing tend to be much more culturally homogenous and male-dominated.

Knox has the opportunity to make its precincts can be more diverse, inclusive and interesting by creating specific and carefully targeted opportunities for migrant women, disabled residents, Aboriginal and Torres Strait Islander communities, LGBTIQ+ communities, youth, long term unemployed and Women over 50 etc. Many of these groups have been disproportionately impacted by the impact of COVID-19 and without targeted support we are likely to see long-term impacts that will have negative effects on the overall economic and community development of Knox.

Initiatives might include:

- Mentorship and training programs in existing businesses such as breweries, distilleries and coffee roasters
- Access to co-op style working spaces with subsidised/free rent for existing micro businesses
- Incubator programs and spaces of all kinds
- Makers spaces and incubators which focus on providing 30 - 120 sqm studios with access to workshops, 4m+ high ceilings, roller doors and loading bays
- Access to commercial kitchen facilities
- Professionally run workshops to upskill and skillshare with beginner makers
- Support proven health initiatives such as community sheds and Men's Sheds

**Council's role:** Investigate/partner

**Resources:** Within existing resources, potential to seek grant funding

**Possible Next Steps:** Investigate potential partners, barriers, opportunities and level of support for this idea and decide how best to prioritise resources and further actions

- Carry out research and engagement to understand local opportunities, needs and barriers and identify funding opportunities
- Run an Ideas Challenge and Lab with key stakeholders, decision makers and locals with talent and ideas to define initiatives and work out delivery mechanisms

- Council consulting with key internal departments and external representative bodies on best practice in regards to specific communities needs i.e. appropriate language, safety and accommodations for disabled people etc.
- Encourage shared workshop and retail spaces that are run by retailers and makers themselves or that operate as incubator spaces. Offering programs, equipment and services are often not as important as providing spaces with small footprints, cheap rent and flexibility of tenure and the opportunity for informal networking.
  - Creative producers need spaces 30 sqm increments up to 120sqm with high ceilings and roller door access that allow noisy and dirty practices that can't be done in smaller or domestic studios or garages. If possible these spaces should be available on a month-to-month basis with one-way security of tenure
  - Explore models where Council acts as the landlord or head-tenant

### More ideas

- **Hold a Big Knox Scavenger Hunt** using a mobile app, which takes players in and out of shops, challenges residents to engage with traders and promote their local area while they are doing it. Prizes supplied by Council to shop with local traders.
- **Food truck parks** - build on previous festival that used to be held at Caribbean Gardens

### Case Study

**The Byron Bay Arts and Industry Estate** has been an incubator of talented makers and artists for decades, including glass blowing, metal sculptors, ceramics, drawing studios, textile producers and is home to leading micro-brewery Stone and Wood.

## Resources for Untapped ideas:

Muddy Girl Studio-The Basin

The Social Studio - make it fair

Project Brewing company - Rowville

Beach Hut brewery - Scoresby

Little Brew - Ferntree Gully

Hardroad Brewing - Bayswater

Tiny Bear Distillery (gin)

Killer Sprocket (just outside Knox) - Bayswater North

The Basin Backyard (Bees and honey)

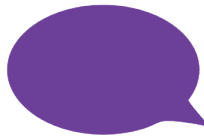
Here and There Makers - Boronia

Days for Girls - Boronia

Bayswater Business Precinct Transformation Strategy

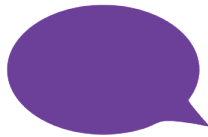
## Easy Life Ideas

**Strike the perfect balance between peace and quiet and vibrancy, convenience and choice**



*“We have everything you need in a relatively small area, no need to go anywhere else”*

**LOCAL RESIDENT**



*“We get the best of both worlds”*

**LOCAL RESIDENT**

### Promote

#### Unlock Knox's Brand Story

**Commission a professionally developed visual identity to promote the strengths of Knox that can be used by all and includes child brands for key centres**

*“Knox has potential plus”*

**LOCAL RESIDENT**

Use the place brand positioning work in this document including the 5 strengths of Knox as a basis for a visual identity that strongly supports the experiences and place brand of Knox.

Explore the following ideas that emerged from engagement and the work in developing this strategy as a starting point:

- Best of both worlds
- Knox Life = home life, the easy life, the good life, the high life, the simple life and the quiet life
- Knox as a half moon shape, that is nestled in the foothills
- Live near your work
- Creative precincts, destination experiences like breweries and distilleries. Knox as the next Collingwood. Knox as a place of creative production

**Council's proposed role:** Partner

**Approach to resourcing:** Combined with the 'What's on Knox' idea

**Possible Next Steps:** Council should seek to partner with other agencies, organisations or sectors of the community to deliver this project

- Hiring a place branding expert who understands that experiences of place are the core of the brand identity and who is able to create a visual identity that captures and strengthens key experiences of place without limiting them
- Ensuring work is informed by this document and other key studies that explore identity
- Use this place brand to promotions, events and tourism campaigns going forward





## Program

### Home-based Business Support Program

#### Support home-based businesses as part of Knox's retail landscape

The increase of online retail, micro businesses and new ways to reach markets without a shopfront presence has changed the shape of retail in Knox, this along with COVID-19 restrictions means that home-based businesses are now a significant part of the retail landscape and the local economy.

Programs that could support home-based businesses and help knit them into broader retail activity include:

- A program that creates collaborative opportunities such as displaying catalogues or products in

bricks-and-mortar stores, selling products or shared promotion. Find win/win opportunities like artisans showing homewares in locals cafes

- Street-side makers markets and stalls in retail strips
- Networking events that bring home-based and main street businesses together
- Educational or upskilling opportunities in areas such as business management and marketing and promotion

**Council's role:** Investigate

**Approach to resourcing:** Consider within the context of existing economic development service plan

**Possible next steps:** Investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise resources and further actions

- Finding funding from Council, a small grant program or self-funding by contributions from home-based businesses
- Engage with home business operators to understand what their needs and requirements are, and how to promote their offer
- Develop a program of support and events both in-person and on-line
- Establish collaborative relationships, this process could piggyback on the Ideas Challenge and Ideas Lab proposed in Make it Fair
- Deliver collaborative promotional events and collateral such as catalogues, specialist markets or in store promotions with complimentary bricks-and-mortar stores

## Pivotal

### Community-owned Retail & Creative Spaces

#### Ring-fence affordable rents and active streets and precincts by supporting alternative ownership and access models

Independent retailers and creative makers and producers who are being forced out of places like Collingwood, Footscray, Coburg and Brunswick are increasingly choosing to make their home in Knox. They are attracted to Knox because of the supply of suitable spaces at relatively affordable prices.

This is the beginning of a cycle. As more of these practices are attracted to Knox, they will enrich the retail activity of their local areas, this in turn will attract more independent and creative activity until Knox ends up with creative precincts filled with rewarding experiences and with a

broad appeal. Eventually these very activities will contribute to rising land prices which will force the independent and creative businesses to leave Knox to hunt for cheap rent further afield.

Knox has an opportunity that places like Collingwood and Brunswick no longer have, to break the cycle and protect its creative and boutique industries. Alternative ownership models, incubators, collaborative consumption and new ways to leverage Council-owned land and assets have the power to attract real talent to Knox, strengthen the retail offer and protect this activity long-term.

**Council's role:** Lead/partner/investigate

**Resources:** Unknown (awaiting department feedback)

**Possible next steps:** Investigate the barriers, opportunity and scope of this project and co-lead in collaboration with retailers and the community

- Review existing research around alternative ownership models and Community Wealth Building principles including Retail and Makers Co-ops, community commercial kitchens, Tenants-in-common, and government-led rent-to-buy programs. Look at alternative development models like Nightingale in the context of retail, mixed use and industrial development. Assess which are most appropriate in Knox.
- Map council owned land which would be used for retail uses such as areas of the car park in Wantirna Mall. Ensure that future development of these spaces locks in affordable rents and supports long-term use by independent retailers.
- Develop an information pack and do-it-yourself kits with templates for legal agreements and how-to guides that makes it easy for people to pool resources to purchase property together. Define ways in which Council can support this process with support to secure finance, support around planning approvals etc.

- Publish a prospectus and build relationships with developers who are willing to pursue alternative models that lock-in affordable rents for retailers and creative producers and/or that give residential tenants influence over the retail mix and governance of retail in mixed use developments.
- Locate community-owned or community-focuses properties are located where they are best able to contribute to existing or future community spaces and active retail precincts
- Dovetail into other pivot strategies around communal ownership and industrial precincts
- Explore live/work typologies for both retail and creative spaces

### Practical

## Facade Upgrade Program

**Establish a public/private partnership to upgrade building facades and shop fronts**



*“Renovate!”*  
**KNOX RESIDENT**

Find ways for council and individual building owners to collaborate to pool funds and resources for small repairs and upgrades such as painting, signage, lighting, windows and entrances in retail precincts.

Upgrading multiple facades at once will cut down on labour and call-out costs and

reduce the overall cost of the upgrades to landowners and body corporates. For example, Council may be able to simplify the process for land owners by providing project management services and managing funds, or this role may be taken on by larger body corporates

**Council’s role:** Investigate

**Approach to resourcing:** Pending further budget

**Possible next steps:** Investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise resources and further actions

- 
- Carry out an audit of run-down retail areas and assign each a priority according to the willingness of owners to participate, and overall bang-for-buck (complex or large scale upgrades should not be attempted)
  - Define target areas, participating business and list of proposed works for each precinct
  - Negotiate Council contributions such as matched funding or improvements works that can be timed to coordinate with facade improvements
  - Carry out a risk assessment and work who in the partnership is best places to carry out respective tasks
  - Define budgets for overall works, and proposed contribution by each landowner
  - Come to agreement and commit funds
  - Manage procurement, prioritising local trades
  - Follow up to ensure that works have been completed

## Protection

### Fairs, bazaars, carnavales, fêtes & markets

**Open our car parks to markets and events of all kinds with a special focus on farmers' markets**



*"More markets"*  
**LOCAL RESIDENT**

Our engagement indicates a clear demand for markets, especially farmers markets. Shopping precincts and centres, traders associations, individual businesses should organise monthly farmers markets in their car parks.

Include existing grocers who have market connections, have a mixture of food and bric-a-brac. Invite local producers including bakeries, breweries etc. to hold a stall along with home-based businesses. Include live music and family entertainment i.e. petting zoo or face painting.

**Council's role:** Encourage

**Approach to resourcing:** Within existing resources

**Possible next steps:**

- Identify appropriate locations, good candidates would be underused parking lots with facilities such as public toilets. Consider current offer, extra parking asides from the markets
- Ensure the offer of the market is not in direct competition with the existing bricks and mortar retail onsite. Use market stalls to enhance the retail existing offer, create clusters, and close gaps
- Start market events off as small fundraiser with low stall fees to attract stall holders and let them grow organically
- Research popular farmers markets close by and see if any of those vendors operate close to or in Knox
- Ensure a good % mix of produce, ready to eat food and other wares
- Smaller and high quality is better than big and messy

### More ideas

- Support shopping clusters to offer **locally based home delivery** for retail and goods. Similar to Your Grocer, but employing local delivery agents
- **Adequate Pathway Lighting** in higher foot traffic areas, particularly around train stations and shopping districts with a night economy
- **Bikes, bikes, bikes!** More cycling infrastructure, more bike parking at retail centres, specials if you present your bike helmet, bike in events-ride in movies, pop-up bike lanes





## Case Study

The small Victorian town of Yackandandah started the **Yackandandah Community Development Company** to buy the town's only petrol station when it was under threat of closing down. It's now run by local shareholders who get discount fuel and operates as a community hub.

### Resources for Easy Life ideas:

Support for Ferntree Gully Village weekend markets

Here and There Makers Boronia craft ideas





## In The Foothills Ideas

**Protect and showcase our natural environment and green spaces. Find new ways to connect these to local business**

*“Make the village a tourist attraction before heading up the mountain”*

**LOCAL RESIDENT**

*“I love being at the foothills of the mountains”*

**LOCAL BUSINESS OWNER**

### Promote

#### Wend Your Way

**Define, promote and celebrate 100s of wonderful journeys through Knox**



*“Being able to use the boardwalk and inspect all the little critters living in the creek, is so meditating”*

**LOCAL RESIDENT**

It's easy to travel around Knox on the main roads and feel like it's stretches of grey suburbia, but locals know that you only have to step off the highways to discover charming villages, hidden breweries, peaceful residential streets lined with majestic gums, lush green parks or patches of bushland and creeks adjacent to our retail centres. Venture a little further afield and you can add adventures in the Dandenongs, Eastern suburbs and Woi wurrung and Bun wurrung Country to your Knox experience.

This idea is about linking the assets of Knox and the surrounding area into rewarding journeys, day trips and clusters that have real destination appeal. It's about curating and showing off existing assets,

defining anchors, stops and routes to make it easier and exciting to explore Knox.

The key steps to doing this are to carry out an audit of and then create promotional campaigns that connect Knox's walking, cycling and driving tours and our retail offer.

The trails could include walking and cycling trails, picturesque drives, picnic spots (and where to buy the hamper), op-shop trails, coffee roasters, distilleries and breweries, specific food trails i.e. the best bánh mì, pies or tandoori in Knox.

Much of this work is about identifying what already exists and then filling in gaps in the offer and the network. Networks only work well when they are unbroken, good journeys clear and appealing wayfinding and stops in the right places.

**Council's role:** Lead/partner

**Approach to resourcing:** Within existing resources

**Possible next steps:** Council should co-lead this project and deliver it in collaboration with retailers and the community

- Conduct an audit of Knox to identify the best trails, links, anchors and assets with a specific focus on the retail offer
- Build on and include the existing research and initiatives including ecological walks and Tree Trails already offered by Knox and other horticultural groups and the walk and tour projects supported in the last round of arts funding
- Look into crossing over into neighbouring LGAS, for example a loop of the Dandenong ranges could take in the breweries of Knox and then the independent wineries to the east
- Provide grants, support and promotion for local businesses and operators to band together to create tours and journeys
- Focus tours and paths around retail areas and neighbourhood parks, avoid initiatives that encourage increase visitation to reserves and bushland that need protection
- Create multiple ways to promote these journeys, including online maps that can be easily accessed on phones and physical maps to stock in retail stores. Ensure that the design of maps and wayfinding is high quality and support the place brand of the different villages in Knox
- Consult with businesses on the map and create social media shareables for them to use in promotion of the trails
- Connect in with any picnic based promotions as detailed in the following recommendation

## Program

### Picnic Capital

**Make Knox the Picnic Capital of Melbourne to showcase our stunning views and green spaces with a strengthened food offer**



*“Picnics and catering in open space and parks”*  
**LOCAL RESIDENT**

Knox is already the perfect place for a picnic. This initiative is about inviting all retailers in Knox to get onboard, from individual businesses putting on a picnic hamper special, to a coordinated collaboration between grocers, cafes, bars, restaurants, retailers, caterers, events companies, community groups and Council.

Picnic hampers should be curated by local businesses, Knox-style, and celebrate the picnicking and alfresco food cultures from around the world. Picnicking kits and infrastructure should be provided in local shopping areas such as umbrellas, games

and rug hire. Car parking spaces can be reclaimed with plants and turf and sand to create green picnic areas.

This idea should begin by framing and positioning the existing takeaway offer of Knox, but over time it should grow into a series of unique and richly layered experiences.

Curate maps of the best local spots, including the existing Council installed picnic/dining tables. Host long-blanket lunches, community picnics and fundraiser picnics. Offer a picnic concierge service who set up and pack down a catered picnic “experiences” for special occasions.

**Council's role:** Encourage

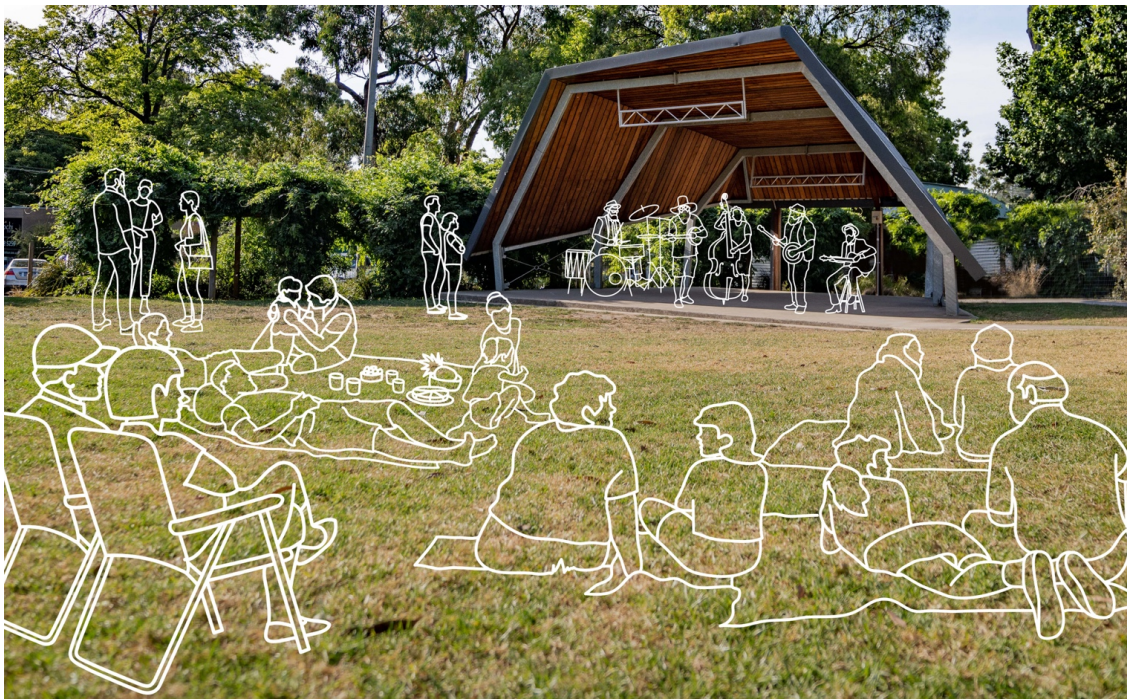
**Approach to resourcing:** Within existing resources

**Possible next steps:** These actions are best delivered directly by local businesses and community members, with encouragement and support from Council.

- Make Picnics the core of Council's outdoor dining response over the summer of 2021/22 and focus on:
  - Producing material quickly and effectively
  - Ensuring that wayfinding, marketing and promotion is baked into the strategy and budget from the beginning rather than being left as an afterthought
  - Supporting restaurants and cafes to sell more, reduce the cost of sales and to increase the value and POS price of their eat-out offer

- Providing programs that are easy for traders to participate in and that allow owners, managers, chefs and wait staff to remain in their comfort zone and to play their strengths as much as possible
- Creating lovely picnic experiences in ways that will improve the overall offer in the longer term, more picnic tables, pop-up picnic areas, shade clothes etc.
- Focus on making traders life less stressful, see traders smiles as the most important indicator of success
- Map the key picnic spots in Knox with a focus on areas in and immediately adjacent to existing villages and retail centres, discourage picnickers from venturing into reserves and bushland that need protection from crowds
- Fill the gaps with pop-up picnic areas in car parks or public spaces. Consider creating partnerships with local nurseries and businesses to use the picnic areas as displays for plants that are available for sale
- Identify sources of funding. COVID-19 relief funding should be appropriate for this use
- Run a **Picnic Training Program** to inspire and upskill local cafes, grocers, catering services and restaurants to create their own unique Knox Picnic offer with a range of flavours, experiences and offers e.g. for kids, for sharing, for solo picnics, for couples, vegan, kosher, halal, cultural specialties and holidays, for special occasions, vegan etc. Provide support to manage the logistics involved and to curate an overall picnic experience in each centre
- Curate specific experiences, offers and collaborations in individual retail centers such as shared hamper offers. Define collaborative models, for example one business might buy products wholesale and sell to other retailers, pre-made hampers with long shelf life items might be distributed with fresh items added, retailers might offer hampers on commission and return items that don't sell
- Deal with the problem of single use products. Develop **Picnic Hamper Kits** with reusable plates, bowls, cups and distribution systems. Make sure the hampers are easy to clean and robust
- Develop **Picnic Spot Kits** for local businesses to offer to customers including blankets, cushions, umbrellas, lighting etc. This might take the form of a guide offered to businesses, or Councils, traders associations and body corporates might play a role in direct procurement. Make sure this kit is clean and always in good condition. It is important that the overall vibe is charming and that the character of individual businesses shines through

- Run art projects, introduce charming activation elements and provide live music
- Keep in mind that this summer we can expect high demand for picnic gear, so it might be necessary to find creative solutions in the short and medium term
- Explore delivery options, including apps such as Hungry, Hungry and collective business run delivery
- Create promotional material including logos, bag stickers and window posters for businesses and maps to picnic spots for businesses. Run seasonal campaigns.
- Offer picnic event services provided by local catering, event companies and restaurants



## Pivotal

### Village Greens Plan

**Improve the experience of our village centres by embracing adjacent green spaces, delivering upgrades and connecting villages to each other**



*“After my walk, I drop by the shops and get me some lunch”*

**LOCAL RESIDENT**

We coined the term villag-a-fication to describe the process of making our retail centres more pedestrian friendly and inviting.

The quality of place experience varies significantly across Knox. While we have a handful of villages that are attractive and invite shoppers to linger - many of our shopping areas are utilitarian at best and actively hostile to pedestrians at worst.

Many of our centres turn their backs on adjacent parks or walking tracks, and our beautiful bike tracks and walking paths don't connect particularly well with our retail centres.

An important part of activating our retail centres is to find ways to improve the quality of the place experience by

reorienting villages so that they spill out onto adjacent green spaces, connecting and extend existing green links such as the Blind Creek trail so that unbroken cycle and walking tracks are provided between villages and creating greens and gathering spaces that invite people to linger.

This can be supported with a program of short-term **villag-a-fication interventions** that make our retail areas more pleasant places to walk around and spend time in. Test solutions in more provisional ways with pop-up parks, planters, outdoor dining decks, market stalls and food trucks. Where successful these can evolve into longer-term solutions such as sleeving blank facades with fine grain retail, planting large street trees and reclaiming car parks, rezoning land to create two-sided retail streets or reorienting built form to face adjacent green spaces.

**Council's role:** Investigate

**Resources:** Cross department projects

**Possible next steps:** Investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise further actions

- Carry out an audit of green links and green spaces adjacent to retail areas with a particular focus on green areas in Council control including:
  - Retail centres that turn their back on adjacent green spaces such as the reserve on Adele Avenue adjacent to Mountain Gate or the northern edge of



- Westfield Knox adjacency to Lewis Reserve and Blind Creek Trail
- Retail centres that open out directly onto car parks with poor pedestrian circulation such as Boronia Village
  - Unused areas which could provide alternative frontages in areas dominated by heavy traffic or with spatial restrictions, such as the laneway access running off Valentine Street behind the retail strip facing the northern side of Mountain Highway in Bayswater
- Define the key characteristics of the key successful villages as identified in this document
  - Build on the existing village-activation initiatives such as the new outdoor picnic tables and the outdoor dining areas in Wantirna Mall and Mountain High Shopping centre car parks
  - Consider industrial areas which have, or may have creative and retail uses such as the precinct that has Angus and Celeste and Little Brew on Edina Rd in Ferntree Gully beside the Blind Creek Trail

## Practical

### Embrace Reusables & the ban on single-use products

**Support traders around implementing the ban of single use products and balloons and strengthen the appeal of Knox retail to customers who care about the environment**



*“Clean the streets and environment more”*

**KNOX LOCAL**

With our beautiful trees, birdlife, waterways, wildlife and natural places it's important the City of Knox and our retail centres walk the talk and support the phase-out single use plastics and products in line with the State Government deadline of February 2023.

This should be introduced with practical measures to make it easy for traders to use sustainable alternatives along with a comprehensive communication and

promotional campaign with both traders and the public.

Implement programs to substitute single use food containers with reusables and to create reusable tote bags and wrapping papers that promote each centre.

Promotional campaigns around reusable and sustainable products should highlight Knox's natural beauty, appeal to our loyalty to our villages and traders and strengthen our sense of belonging.



**Council's role:** Encourage

**Approach to resourcing:** Within existing resources

**Possible next steps:** These actions are best delivered directly by local businesses and community members, with encouragement and support from Council.

- Conduct a review of currently available suppliers and programs in Melbourne along with case studies of reuse schemes around the world. Look to councils in Melbourne who have already made the transition away from single use products such as Darebin. Investigate new technology such as trackers in items that track credits for each cup used and each cup washes, along with low-tech but super effective solutions such as India's thriving dabbawalla food delivery system
- Establish of role for one person at Council to work directly with traders around this issue and to manage consultation, feedback and concerns and to engage with different departments within Council
- Define a clear policy around waste and reusable packaging and clearly communicate this policy to traders. Wherever possible provide incentives rather than penalties
- Define a compelling communication and promotion campaign that includes decals, POS displays and information sheets. Appeal to locals' love of nature, eco-friendly values and loyalty to traders. Encourage all vendors to add a surcharge to their prices to cover the cost of sustainable containers, ensure this is communicated in a way that allows customers to feel good about doing their bit to help the environment and support local businesses
- Support local providers and manufacturers of reusables, washing services and collection services as well as small local initiatives like Perth's volunteer run Community Dishes who loan sets of op shop dishes to locals. Consider providing grants to encourage local initiatives
- Devise a plan that provides subsidised sustainable packaging in the short-term and moves to full reusables over the longer term. Organise bulk-purchase of sustainable materials for the initial roll out. Make sure that traders have easy alternatives readily available before the ban begins
- Commission a series of artist-designed affordable reusable packaging and tote bags for each centre. Help traders procure printing and merchandise with their own branding and designs
- Seek funding from multiple bodies concerned with waste and sustainability e.g. Keep Australia Beautiful grants

## Protection

### Open Season Public Space Initiative

Trial innovative ways to remove the barriers to use of public space. Invite local traders, performers and entrepreneurs to find multitude ways to activate and enliven our car parks, streets, open spaces and parks.

Run a trail program to open up the use of public space to allow private businesses to trade on council owned land when these proposed uses deliver a net public benefit.

These uses will enhance the experiences of Knox's green space while supporting local retail recovery by giving businesses more options and access to new revenue streams.

Use the program as a low-cost way to test new concepts including pop-up summer bars, BBQs, garage sales, catered outdoor cinemas, outdoor cooking classes, DJs, long lunches, food trucks, live music etc.

**Council's role:** Lead

**Approach to resourcing:** Within existing resources

**Possible next steps:** Council to lead this project and deliver it in collaboration with retailers and the community

- Conduct an audit to identify potential spaces and facilities, particularly spaces currently underused or under services or those that offer opportunities to improve the experience of place. Map gaps in the retail offer, possible collaborations or clusters and potential points of conflict between bricks-and-mortar stores and pops-ups, activities and events
- Identify businesses that might be interested in extending their uses into adjacent public spaces or having satellite activities and activities
- Hold a working sessions with different areas of Council including Operations and Local Laws to work through practicalities and implications of changes in policy and management of public spaces
- Define a framework for preferred activity and selection criteria for what activities are allowed. Ensure that community benefits are clearly defined and articulated
- Invite carefully selected businesses to kick-off the program before opening submissions to the general public
- Balance supporting local talent with inviting in outside operators who can act as anchors and attractors

- Ensure experimental campaigns are low-cost or free for existing local businesses, explore charging larger businesses and operators based outside Knox higher rates
- Conduct trial program over the summer months, combine with other initiatives outlined in this document including those related to picnics, food trucks, markets, sticking points etc.
- Consider providing infrastructure to allow businesses to participate in short term pop-ups with low upfront investment

### More ideas

- Mini **festival of outdoor dining** that moves around the existing Council built installations and park benches. Could include acoustic musicians, magicians, circus performers etc.
- Bring the mountains and green to the main streets, install **planter beds** with mountain scenes painted on them. Let a shop adopt each bed and care for it.
- Sign up to **food ordering apps** such as Hungry, Hungry to deliver to the existing council installed dining pods and outdoor dining installations. Access a group discount if a cluster of shops, Council, or a traders association approach collectively.

### Case Study

The Japanese do outdoor eating in style with **Hanabi** picnics under the cherry blossoms during Sakura season. Popular Hanami spots have pop-up food and drink stalls and you can hire/buy picnic mats and tables cheaply.

### Resources for In The Foothills ideas:

[Returnr](#) - hire and washing service

[Community dishes](#) - borrow plates for party and bring them back

[Reuse schemes](#) around the world

[Green Caffeen](#) - buy your coffee in a cup and then return it

[The Rouge Ginger](#) - party packs

## Summary overview

**Council will take responsibility for delivering these projects either directly or in collaboration with state government agencies**

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
<b>Super Sustainable Blocks</b>	Partner with local businesses to create opportunities to make homes sustainable and more self-sufficient	Home-loving	Protect	x	x	x		Within existing resources & community / trader led
<b>Friendly Train Stations Strategy</b>	Kickstart the Friendly Train Stations program and events around train stations	Village vibes	Pivotal	x	x			Within existing resourcing + potential grant funding
<b>Walking Place Audit</b>	First community place Audit with Shine Knox partners	Village vibes	Practical	x				Within existing resources
<b>What's On Knox?</b>	Kickstart What's On Knox	Village vibes	Protect	x	x			Undefined
<b>Creative Industrial Precinct Plan</b>	Events or scavenger hunt in industrial precincts that	Untapped	Pivotal	x			x	Within existing resources

	highlight opportunities and hidden gems							
<b>Sticking Points Street Upgrade Program</b>	Roll out Sticking Points Upgrade Program	Untapped	Practical	x				Within existing resources
<b>Community-owned Retail &amp; Creative Spaces</b>	Ring-fence affordable rents and active streets and precincts by supporting alternative ownership and access models	Easy Life	Pivotal	x	x		x	Unknown (awaiting department feedback)
<b>Wend Your Way</b>	Define, promote and celebrate 100s of wonderful journeys through Knox.	In the Foothills	Promote	x	x			Within existing resources
<b>Open Season Public Space Initiative</b>	Trial innovative ways to remove the barriers to use of public space. Invite local traders, performers and entrepreneurs to find multitude ways to activate and enliven our car parks, streets, open spaces and parks	In the Foothills	Protect	x				Within existing resources

These projects are best delivered in partnership with industry, business or community organisations or groups

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
<b>Open Kitchen Cooking Classes</b>	Cooking Classes in restaurant kitchens	Home-loving	Promote		x	x		Within existing resources (project manager delivery) & community / trader led
<b>The Big Spring Clean</b>	Big spring clean & festive neighbourhood-wide garage sale	Home-loving	Practical		x	x		Council to partner with community and traders
<b>Seasonal Calendar of Events</b>	Events calendar	Village vibes	Program		x			Within existing resources
<b>Tap into the Brew</b>	Brewery and distillery tours and events	Untapped	Program			x		Within existing resources, connected to investment attraction
<b>Make It Fair</b>	Open up making, production and retail opportunities to broader and more inclusive demographics	Untapped	Protect		x		x	Within existing resources, potential to seek grant funding

<b>Unlock Knox's Brand Story</b>	Commission a professionally developed visual identity to promote the strengths of Knox that can be used by all and includes child brands for key centres	Easy Life	Promote		x			Combined with the 'What's on Knox' idea
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**These ideas are very much in line with the core strengths of Knox and the community's ambitions for our retail sector. Council will provide support and encouragement for these ideas, or ideas with similar outcomes**

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
<b>Seasonal Planting On Show</b>	Marketing campaign around plant displays	Home-loving	Program			x		Community / trader led
<b>Cozy Streets &amp; Places</b>	'Little Zooosh' campaign to create little cozy spaces	Home-loving	Pivotal			x	x	Within existing resources & community / trader led
<b>Fairs, bazaars, carnavales, fêtes &amp; markets</b>	Open our car parks to markets and events of all kinds with a special focus on farmers' markets	Easy Life	Protect			x		Within existing resources



<b>Picnic Capital</b>	Make Knox the Picnic Capital of Melbourne to showcase our stunning views and green spaces with a strengthened food offer	In the Foothills	Program			x		Within existing resources
<b>Embrace Reusables &amp; the ban on single-use products</b>	Support traders around implementing the ban of single use products and balloons and strengthen the appeal of Knox retail to customers who care about the environment	In the Foothills	Practical			x		Within existing resources

**We think these ideas have serious potential.**

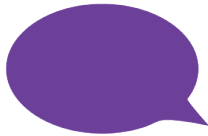
**We commit to undertaking additional investigation to understand how they might play out in Knox, and how they should be prioritised in Council's plans.**

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
<b>Knox Merch</b>	Knox Merch Christmas Market with local artists and makers	Village vibes	Promote				x	Within existing resources

<b>No Vacancy Program</b>	Use vacant shops and displays	Untapped	Promote				x	Within existing resources
<b>Home-based Business Support Program</b>	Support home-based businesses as part of Knox's retail landscape	Easy Life	Program				x	Consider within the context of existing economic development service plan
<b>Facade Upgrade Program</b>	Establish a public/private partnership to upgrade building facades and shop fronts.	Easy Life	Practical				x	Pending further budget
<b>Village Greens Plan</b>	Improve the experience of our village centres by embracing adjacent green spaces, delivering upgrades and connecting villages to each other	In the Foothills	Pivotal				x	Cross department projects

# Appendices

## Additional research and analysis



*“How wonderful it is that nobody need wait a single moment before starting to improve the world”*

**ANNE FRANK**

### Complementary existing recommendations

Our work builds on previous engagement, in depth analysis and recommendations of other Council projects including the Outdoor Dining Initiatives of late 2020. A number of the recommendations of these studies and reports, including the Knox Community Plan, the Upper Gully Implementation Plan, Boronia Renewal Strategy, The Knox Open Space Plan and The Rowville Plan, complement our findings and support the 5 strengths. These have been summarised here.

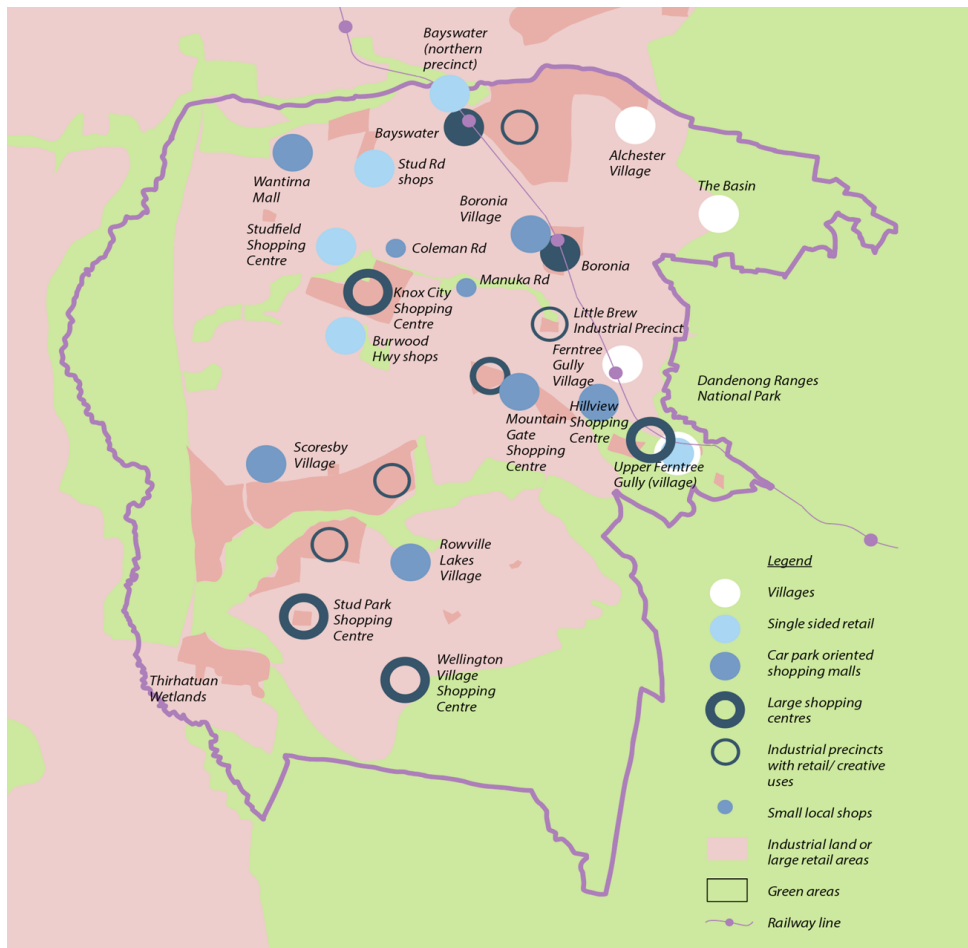
- Improve the community perception of safety
- Promote Knox as the gateway to the Dandenongs
- Increase opportunities for start-up businesses
- Maintain and clean up shop fronts on main streets
- More markets
- Help businesses with event planning, promotion and tech literacy
- Find creative ways to combat built form and spatial issues - not pedestrian friendly, poor design of retail areas
- Transition to be less reliant on cars
- Improve connections between walking and cycling paths
- Strategies and interventions that promote business clustering
- Prioritise protecting Knox's green spaces
- Implement strategies are needed to address the high vacancy rates in main street shops

## Place analysis

### Key retail typology

We've conducted place audits of the key retail centres in Knox which includes a spatial, built form, economic, semantic and experiential analysis and assessment of the retail mix and offer.

Much of the retail typology of Knox reflects new forms emerging from the late 1960s which are designed around car-based transportation.



## Villages

There are only 3 significant retail centres with traditional main street form in Knox, these are clustered in the north of Knox in the foothills of the Dandenong Ranges.

These retail areas have two-sided main streets lined with shops, parks and civic services that act as community gathering spaces and thoroughfares. The footpaths are wide enough to encourage footpath displays and outdoor dining. Traffic doesn't negatively impact the footpath areas and public spaces and street trees and parks provide green spaces.

Parking is often limited in the centre of the village, encouraging shoppers to walk around the precinct.

These places offer the strongest place experiences of all the retail centres in Knox.

Note: As Upper Ferntree Gully grows along Rose Street it will also function spatially as a village.

## Single sided retail strips

There are 5 key single-sided retail strips in Knox, mainly located between Bayswater and Boronia.

These shops are positioned on busy roads that act as a barrier to part of the catchment and impact the quality of the experience of adjacent footpaths and open spaces.

Shoppers are often able to park right outside the shop they want to visit, cutting down on footfall benefits across the precinct.

Note: Even though the retail area along Mountain Highway in Bayswater is double-sided, the area to the north should be treated as a single-sided retail strip as the heavy traffic cuts this area off from the precinct around the railway station.

## Car-park oriented shopping areas and malls

There are 6 key shopping areas that are arranged around a central car park in Knox.

Apart from the layout these retail areas are often very similar to single-sided strips in terms of retail mix and sometimes even governance and land-ownership. Like single-sided shopping strips, precinct footfall is reduced by parking designed to allow shoppers to pull up right outside each shop.

Sometimes these centres have central ownership or are managed by a body-corporate. Some centres are a combination of flat-topped shopping centres with interior walkways, and shops that face outwards towards parking areas and external walkways.

There is often very little public space or places to gather in these developments, some have narrow walkways in front of the shops which are not wide enough to accommodate footpath tables or signs.

Although these centres are not always designed or laid out for pleasant pedestrian experiences, the fact that they are set back from heavy traffic can sometimes improve the experience of walking around.

### **Shopping centres and centralised malls**

Knox has 4 large shopping centres with the largest being Knox City/ Westfield Knox. These generally follow the standard template for urban shopping centres; disconnected from surrounding urban form with few windows or entrances to surrounding areas, blank facades against public spaces with poor overlooking, internal walkways and large parking areas.

These centres are centrally managed and are in private control.

### **Industrial precincts with emerging retail and creative uses**

Knox has 5 key precincts where emerging retail, creative or cultural uses are reshaping industrial precincts or compounds. These areas are sometimes designed as courts with a central driveway or loop and body corporate management. Parking is often limited to 1 or 2 private spaces outside each business.

### **Small local shops**

Small shopping precincts of 3-7 shops located on quiet roads in residential neighbourhoods.



## Walking Place Audit toolkit

The online version of this tool can be found [here](#) (google form)

### Welcome to the Knox Place Audit tool.

Every 6 months we get a group of people who care about their local retail centre together to carry out a Walking Place Audit to evaluate what works, what doesn't, talk about ideas and dream up ways to build on what's working and fix what doesn't.

The audit has 4 parts:

**Part 1 SETTING THE SCENE:** We'll start with a coffee and a chat, we'll hand out the kit and show you how to do the audit.

**Part 2 WALK:** Next you'll partner up with one other person in the group and walk around the centre together, taking photos and making notes of locations as you go on the map provided.

**Part 3 ASSESSMENT:** Then we will sit down together, over lunch if possible, and complete the assessments and score different aspects of the centre.

**Part 4 MODERATION:** Finally we'll moderate our scores. If you would like to you can also define a set of shared ambitions for the centre and a to-do list.

### Part 1. Setting the scene

#### WORK OUT YOUR ROUTE

What are most people who use the centre likely to be doing here? What are 2 most typical destinations or experiences?

You can choose anything from commuting, borrowing a library book or buying a carton of milk to going for a run, celebrating a birthday or going to school.

On the map provided, work out a typical journey a visitor to the centre might make that includes these two destinations or experiences - make sure the journey is no more than 10 minutes long.

When you do the place audit you and your buddy are going to walk each of your journeys together and take note of what the experience is like. Pay attention to how easy, comfortable, enjoyable it is to move around. Is there plenty to look at? Are you bored, tired, distracted, frustrated by anything? Or are you excited, intrigued, amused or comforted by anything?

**WALKING TASK A: MAP 10 REAL ASSETS and 10 PROBLEMS**

As you walk around make a note on your map of the assets & problems of the centre, both big and small.

An asset could be an inviting display of ripe tomatoes or a patch of gorgeous vintage tiles on a shop front or a well-connected bike path. A problem might be unattractive signage or a busy road that prevents people from getting to the shops.

**WALKING TASK B: EXPLORE AN IDEA**

While you're walking around the centre share the most exciting ideas you've seen elsewhere that just might work here. Pick the most extreme idea & talk about ways it might work well & the ways it might not

**WALKING TASK C: PHOTO CHALLENGE**

Use the word THRIVING as a theme.

As you walk around today take photos that respond to this word and that you think also capture the spirit of the place. Use the photos to tell the story of your personal experience of the place and what is important to you.

You can take as many photos as you like, then select your favourite 3 photos and email it to the Economic Development team - [business@knox.vic.gov.au](mailto:business@knox.vic.gov.au)

1. What precinct are you auditing today? \*

\_\_\_\_\_

2. WALKING TASK A: What are the 2 key destinations or experiences you've nominated?

Write each below with a description if necessary.

\_\_\_\_\_

\_\_\_\_\_

## Part 2. Walk

With your maps walk your journey and your partner's journey. Take photos, plot key locations on your map or take notes to help jog your memory later.

You will be doing a detailed assessment next, so don't worry about taking super detailed notes while you're walking.

This process should take about 30 minutes. When you're finished head back to the meeting spot for Part 3.

1. Share your notes about the idea/s you explored

What was the idea or ideas? How might it work here? In what ways might it not work?

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2. Sum up the experience of being here by completing the phrase.

This place is \_\_\_\_\_

3. Pick your favourite photo and email to Jayde Hayes [jayde.hayes@knox.vic.gov.au](mailto:jayde.hayes@knox.vic.gov.au)

## Part 3. Assessment

Now it's time to make some assessments of what's good and bad, and what works and what doesn't.

Don't discuss your opinions or findings with anyone else in the group yet, your scores should be entirely your opinion at this stage.

- 1. Give the centre an overall score out of 100.**

Don't worry about criteria. Think about a place you think is pretty amazing and why? Then compare it with the centre and give a single global score out of 100.

**2. Thinking about your journey around the centre, provide a rank for each of the following questions**

How safe did you feel?				
1 <input type="radio"/> scary	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/> safe
How vibrant or interesting was the experience?				
1 <input type="radio"/> dead	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/> lively
What did the environment feel like?				
1 <input type="radio"/> hard/uninviting	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/> inviting
What did the environment look like?				
1 <input type="radio"/> grey	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/> colorful
How much personality did the place have?				
1 <input type="radio"/> generic	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/> individual
How interesting was the centre?				
1 <input type="radio"/> bland	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/> interesting
Did it feel authentic?				
1 <input type="radio"/> superficial	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/> layered
How comfortable or pleasant is the centre?				
1 <input type="radio"/> uncomfortable	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/> pleasant

**Notes about your journey**

Tell us anything else you think is important about your journey

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**10 Real Assets and Problems**

**List the assets of the centre.**

Try and find at least 10. Finish annotating your map to show locations.

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**List the problems of the centre.**

Include minor problems. Finish annotating your map to show locations.

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Now we are going to drill down into different elements of the centre.

For each aspect we'll ask you to start with a global score out of 100 and then we'll ask you some more detailed questions. Remember, at this stage we just want your opinion - don't discuss your scores with anyone.

**Global assessment**

What do you think of the overall retail offer of the centre? Give the retail offer a score out of 100.

What do you think of the overall shopping environment? Give it a score out of 100.

What do you think of the streetscape in the centre? Give the overall streetscape a score out of 100.

What do you think about how easy or pleasant it is to get around the centre? Give this a score out of 100.

What do you think about the overall quality of the place brand or experience of place? Give this a score out of 100.

**Retail offer**

How would you rate the retail offer?

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The quality and quantity of community buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The diversity of people present in the street and shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well the shops appear to mirror the local population in terms of culturally specific goods, services and references	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quantity and quality of facilities for children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Share any additional thoughts you might have about the retail offer.**

*Are there any specific gaps? Any elements that don't fit well? etc.*

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**Shopping environment**

How would you rate the shopping environment?

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The balance between day and night time uses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The sense of the personality of the shopkeepers being expressed through their shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the attractiveness of shop windows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The balance between convenience and destination traders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the range of goods and services on offer on the main street	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the quality of signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Share any additional thoughts you might have about the shopping environment**

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**Streetscape**

How would you rate the streetscape?

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The quality and quantity of public art	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The condition of public buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
how safe you feel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The condition of the commercial or other private buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cared for the streetscape feels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the condition of the pavements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The quality and quantity of public amenities such as seafign, light, bins etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The diversity of housing types	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The condition of houses and front yards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Share any additional thoughts you might have about the streetscape.**

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**Getting Around**

How would you rate getting around?

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
How well laid out the key local amenities are	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy it is to get around on foot	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
how easy it would be to get around if you had a stroller or were in a wheelchair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the quality and placement of parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How long it takes to cross the road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Share any additional thoughts you might have about getting around.**

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How would you rate the brand/experience of place?

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The sense of place/identity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Share any additional thoughts you might have about the experiences of place.**

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## Part 4. Moderation

**This is where we get down to brass tacks.**

The facilitator will show a spreadsheet on a computer (or projector) with each of our scores and the average for the overall score and the place aspect scores (i.e. place experience, retail offer etc).

Sometimes we'll find that different auditors have provided very different scores. When we see a significant gap in scores we'll ask the auditor/s who scored differently to tell us why they've given that score. After discussion all auditors will be given an opportunity to change their score if they want to.

Brilliant!

Thank you for being part of our place audit team.

2022-05-23 - Meeting Of Council

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### 6.3 Retail Activation Strategy

SUMMARY: Coordinator Economic Development, Jayde Hayes

Preparation of the Retail Activation Strategy (RAS) was identified as an initiative in Council's COVID-19 Community and Business Support Package in May 2020 and funded as part of the package. Following the initial round of consultation, the draft RAS was presented to Council towards the end of 2021 and endorsed for further public consultation at the December Council Meeting.

Public consultation was undertaken from 31 January to 25 February 2022. Details of the draft RAS were published on Council's Have Your Say webpage and promoted via Council's website, the Knoxbiz website, eNews, social media, print publications, community newsletters and posters and corflute signs distributed around retail centres in Knox. Feedback was collected through a variety of sources with 43 individuals providing input.

Acknowledging that there was limited feedback gathered on the draft RAS, the feedback was however positive and is provided in a consultation summary report (Attachment 3). There were no changes suggested for the draft RAS and the final version is now being presented for adoption by Council.

#### RECOMMENDATION

That Council:

1. Adopts the Retail Activation Strategy (as set out in Attachment 1); and
2. Notes that officers will prepare an implementation plan and utilise the previously committed \$150,000 across financial years 2021/22, 2022/23 and 2023/24 to deliver priority actions.

#### RESOLUTION

**MOVED: Councillor Dwight**

**SECONDED: Councillor Laukens**

That Council:

1. **Adopts the Retail Activation Strategy, as set out in Attachment 1, with the exclusion of the 'Tap into the Brew' program and any/all brewery references within other programs and authorise the Chief Executive Officer (or such person the Chief Executive officer selects) to make this and any consequential amendments required at their discretion; and**
2. **Notes that officers will prepare an implementation and plan and utilise the previously committed \$150,000 across financial years 2021/22, 2022/23 and 2023/24 to deliver priority actions.**

#### LOST

2022-05-23 - Meeting Of Council

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**RESOLUTION**

**MOVED:** Councillor Seymour

**SECONDED:** Councillor Timmers-Leitch

**That Council:**

- 1. Adopts the Retail Activation Strategy (as set out in Attachment 1); and**
- 2. Notes that officers will prepare an implementation plan and utilise the previously committed \$150,000 across financial years 2021/22, 2022/23 and 2023/24 to deliver priority actions.**

**LOST**

## 8.5 Minor Grants Program 2022-23 Monthly Report

**SUMMARY: Community Partnerships Officer, Deb Robert**

This report summarises the grant applications recommended for approval in December for the 2022-2023 Minor Grants Program. All applications have been assessed against the criteria set out in the Minor Grants Program Procedure.

Applications under the Procedure are limited to a maximum of \$3,000 within the current financial year.

This report also advises Council of an oversight in the amount approved for the November Minor Grants which has been rectified.

### RECOMMENDATION

That Council:

1. Approve one application for a total of \$3,000 as detailed below:

Applicant Name	Project Title	Amount Requested	Amount Recommended
SHARC (Self Help Addiction Resource Centre)	Knox Family Drug/Gambling Help Support Group	\$3,000.00	\$3,000.00
<b>TOTAL</b>			\$3,000.00

2. Note that the following application for a grant of \$500.00 has been approved under delegation in accordance with Cl.6.3 of the Minor Grants Procedure:

Applicant Name	Project Title	Amount Requested	Amount Recommended
The Basin Netballers	New Equipment after storage cage flooded	\$500.00	\$500.00
<b>TOTAL</b>			\$500.00

3. Note that inclusive of the above recommended grants, totalling \$3,500.00, a total of \$97,203.24 has been awarded to date under the 2022-2023 Minor Grants Program, supporting 46 community-based organisations and their programs in Knox; and
4. Note a revision of the amount approved in November for Scoresby Tennis Centre Inc. from \$3,000.00 to \$2,000.00, in accordance with the group's eligibility under the Minor Grant Program Procedure.

### 1. INTRODUCTION

The Minor Grants Program provides a pool of grant funding that can respond on a monthly basis to requests for small amounts of funding to assist with short term, one-off projects or initiatives that are relatively minor in nature.

The objective of the Minor Grants Program is to be an accessible and responsive funding source to assist a wide range of community led activities across the municipality and support volunteer effort and civic participation.

It operates under the principles of other Knox Council grants programs to ensure:

- Funded projects will provide benefit to the Knox community and help meet Council objectives;
- Co-operation and collaboration between groups will be encouraged;
- The grant process will be consistent, equitable and transparent; and
- The grant process will support and strengthen community groups in developing local solutions to local needs.

Applications are assessed against criteria specified in the Minor Grants Program Procedure (approved in November, 2022), to determine the eligibility of the applicant organisation and the eligibility of the grant application.

The Procedure and Council's Grant Framework Policy set out an open and transparent grant program that meets the principles of good governance and is compliant with the requirements of the Local Government Act 2020.

In accordance with the Procedure, applications for funding have been assessed by the Chief Executive Officer, or delegate, for Council's approval.

## **2. DISCUSSION**

This report presents to Council the recommendations for recent Minor Grants Program applications in accordance with the Procedure.

Two complete grant applications were received since the Council meeting on 28 November 2022, requesting grants totalling \$3,500.00. Both applicants meet the eligibility requirements of the Minor Grants Program.

There have been no applications for the Category 2 (Food Relief Supplies) as there has been limited time for promotion in the short reporting turnaround this month.

A summary of the recommended projects is as follows:

- The Basin Netballers have requested \$500.00 to replace training equipment including bibs and ball, damaged in recent flooding at their storage cage at Chandler Road. This grant has been approved and paid under delegation in accordance with the Minor Grants Program Procedure and the Grants Framework Policy.
- SHARC (Self Help Addiction Resource Centre) is seeking \$3000.00 to assist with the purchase of a laptop and guest speakers for the Knox Family Drug, Gambling Help Support Group that meets monthly at Headspace in Knox Ozone.

Application details are provided in Attachment 1.

This report is also documenting an amendment to the amount approved for Scoresby Tennis Centre Inc. in the November 2022 Minor Grants allocations. The group was only eligible to receive \$2,000.00 of the \$3,000.00 requested, due to other Minor Grants received within the last two

years. The error was noted prior to notification of the group and the lesser amount was paid. The program allocation totals have been adjusted accordingly.

### **3. CONSULTATION**

Consultation is undertaken with organisations in relation to their grant applications whenever possible and if necessary, to clarify details regarding their applications prior to Council's consideration.

Advice or information may be sought from officers across Council in relation to either the applying organisation or the proposed project, or both, if considered necessary.

The Minor Grants Program Procedure specifies assessment can occur by the Chief Executive Officer, or delegate, and make recommendation for Council's determination.

### **4. CLIMATE CHANGE CONSIDERATIONS**

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

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

### **6. FINANCIAL & ECONOMIC IMPLICATIONS**

The approval of Minor Grants is managed within Council's adopted budget. The 2022-2023 budget provides \$221,576.00 for the Minor Grants Program (comprising the annual allocation of \$152,093.00 plus an additional \$69,483.00 carried forward from the 2021-2022 Minor Grants Program, as per the Minor Grants Procedure).

Recommended applications for the December period total \$3,500.00. If approved as recommended, the remaining Minor Grants budget for 2022-2023 will be \$128,429.00.

### **7. SOCIAL IMPLICATIONS**

The Minor Grants Program allows Council to respond promptly to requests from Knox- based community groups for small amounts of funding to assist a variety of community-based programs, projects or activities. Council's Minor Grants are a simple and streamlined source of funding that can make a significant difference for local community organisations in need of short-term, specific purpose assistance.

### **8. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2021-2025**

#### **Connection, Resilience & Wellbeing**

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

#### **Civic Engagement & Integrity**

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.



**9. 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.

**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: Community Partnerships Officer, Deb Robert**

**Report Authorised By: Acting Director Connected Communities, Judy Chalkley**

**Attachments**

1. Attachment 1 - Minor Grants Applications - Redacted - December - 2022-12-19 [8.5.1 - 14 pages]

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023 (Version 2 of 2)**  
**Application 67-MGP-2022-23 From The Basin Netballers**  
 Form Submitted 7 Dec 2022, 9:51am AEDT

## MINOR GRANTS PROGRAM APPLICATION FORM

\* indicates a required field

### Minor Grants Information

**To be eligible for a Minor Grant, applying organisations must:**

- Provide services, projects and programs that directly benefit residents of the City of Knox.
- Be a not-for-profit legal entity that provides services, support or activities to the Knox community (or auspiced by an incorporated body or other not-for-profit legal entity).
- Have an Australian Business Number or complete a Statement by Supplier form.
- Have a Committee of Management or similar governing body that accepts responsibility for the administration of the Grant.
- Hold adequate public liability insurance appropriate to the activity outlined in the application.

Your project start date must be after the Council meeting date where your application is being presented for approval. Projects that are due to begin before the Council meeting date at which they're being presented will not be considered.

Submission deadline Council meeting date

14 January 2022 31 January 2022

11 February 2022 28 February 2022

11 March 2022 28 March 2022

8 April 2022 26 April 2022

6 May 2022 23 May 2022

10 June 2022 27 June 2022

8 July 2022 25 July 2022

12 August 2022 29 August 2022

9 September 2022 26 September 2022

7 October 2022 24 October 2022

11 November 2022 28 November 2022

2 December 2022 19 December 2022

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023 (Version 2 of 2)**  
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 Form Submitted 7 Dec 2022, 9:51am AEDT

\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

**Application Category**

**Application Amount \***

< \$500    \$501 to \$1,000    \$1,001 to \$3,000

**APPLICANT DETAILS**

**\* indicates a required field**

**Applicant Details**

**Organisation Name \***

The Basin Netballers

**Organisation Address \***

[Redacted]

Address Line 1, Suburb/Town, State/Province, Postcode, and Country are required.

**Contact Name**

[Redacted]

**Project Contact Address \***

[Redacted]

Address Line 1, Suburb/Town, State/Province, Postcode, and Country are required.

**Mobile Phone Number \***

[Redacted]

Must be an Australian phone number.

**Phone Number**

Must be an Australian phone number.

**Email \***

[Redacted]

Must be an email address.

**Committee Secretary (Second Contact Person)**

[Redacted]

**Secretary Mobile Phone Number \***

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023 (Version 2 of 2)**  
**Application 67-MGP-2022-23 From The Basin Netballers**  
 Form Submitted 7 Dec 2022, 9:51am AEDT

[REDACTED] Australian phone number.

**Secretary Email \***

[REDACTED]

**Please provide your ABN**

52 665 325 499

Information from the Australian Business Register	
<b>ABN</b>	52 665 325 499
<b>Entity name</b>	The Basin Netballers Inc
<b>ABN status</b>	Active
<b>Entity type</b>	Other Incorporated Entity
<b>Goods &amp; Services Tax (GST)</b>	No
<b>DGR Endorsed</b>	No
<b>ATO Charity Type</b>	Not endorsed <a href="#">More information</a>
<b>ACNC Registration</b>	No
<b>Tax Concessions</b>	No tax concessions
<b>Main business location</b>	3178 VIC

*Information retrieved at 3:58am today*

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

**Is your organisation Incorporated? \***

Yes  No

If no, please confirm if you are a registered not-for-profit legal entity

**Incorporation Details**

**Please provide your Incorporated number**

A0048491M

This can be found on the Consumer Affairs Victoria website

**Would you like to receive our e-Bulletin containing information on community training, grants and more? \***

Yes  No  Already subscribed

There is the option to unsubscribe later if you choose to.

**Please subscribe here:**

[Community Strengthening e-Bulletin subscription](#)

There is the option to unsubscribe later if you choose to.

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023 (Version 2 of 2)**  
**Application 67-MGP-2022-23 From The Basin Netballers**  
 Form Submitted 7 Dec 2022, 9:51am AEDT

## PROJECT DETAILS

**\* indicates a required field**

### Request Details

**Project Title \***

New equipment after our cage was flooded at Chandler Road

**Project Start Date \***

20/12/2022

Must be a date after the Council meeting at which your application is being presented. See dates at beginning of this application for guidance.

**Project End Date \***

31/01/2023

Must be a date.

**(a) Briefly describe details of the request: \***

We have a cage we rent at the Chandler Road Boronia netball courts. In the recent heavy rains the cage has flooded and some of our equipment has been ruined. We are requesting a small grant to replace the items that were damaged/destroyed

**(b) What community benefit is gained from this project / activity? \***

We are a local junior netball club. We benefit the local community

**How many people who identify as volunteers (inc committee members) are currently involved in keeping your group / organisation active?**

9

Must be a number

**How many people will directly benefit from or participate in your project / activity? \***

100+

Must be a number

**How many of the above are Knox residents? \***

100

Must be a number

## BUDGET

**\* indicates a required field**

**(d) What is the total cost of the project / activity? \***

\$500.00

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023 (Version 2 of 2)**  
**Application 67-MGP-2022-23 From The Basin Netballers**  
 Form Submitted 7 Dec 2022, 9:51am AEDT

**(c) What amount is being requested? \***

\$500.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

**Minor Grant Expenses**

Please detail the items you would like the Minor Grants Program to fund.

<b>Expenditure</b>	<b>\$</b>
Equipment - balls, bibs, ropes etc	\$500.00
	\$
	\$
	\$
	\$
	Must be a dollar amount.

**Minor Grant Budget Total**

**Total Expenditure Amount**

\$500.00

This number/amount is calculated.

**Quotes For Planned Expenses**

**Attach quotes for expenses here. \***

Filename: Rebel sport cart quote.pdf

File size: 235.5 kB

A minimum of 1 file must be attached.

Quotes must support all expenditure items listed in table above

**Other Grant Funding**

**(e) Have funds been sought / provided from other Council grants? \***

Yes  No

**ADDITIONAL SUPPORTING INFORMATION**

**\* indicates a required field**

**Evidence of Public Liability**

**Evidence of current Public Liability Insurance must be supplied \***

Filename: The Basin Netballers Certificate of Currency 2022 - 2023.pdf



**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023 (Version 2 of 2)**  
**Application 67-MGP-2022-23 From The Basin Netballers**  
 Form Submitted 7 Dec 2022, 9:51am AEDT

File size: 139.0 kB

**Public Liability Expiry Date \***

01/01/2023

Expiry date must extend beyond your project start and finish date

**Please attach relevant supporting documentation, including:**

- **A project plan**
- **Evidence of Incorporation**

**Attach relevant documentation:**

Filename: CAV - The Basin Netballers.pdf

File size: 125.3 kB

## DECLARATION

**\* indicates a required field**

### Conflict of Interest

**Do you or a family member have a relationship with a Council staff member or Councillor? \***

Yes  No

If you have any queries regarding this, please call Council's Community Partnerships Team on 9298 8000 to discuss.

**I declare that all information within this application is true and correct.**

**If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.**

**Name \***

[REDACTED]

**Position (if organisation) \***

[REDACTED]

**Declaration Date \***

24/11/2022

Must be a date.

### Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023 (Version 2 of 2)**  
**Application 67-MGP-2022-23 From The Basin Netballers**  
Form Submitted 7 Dec 2022, 9:51am AEDT

request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.



**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023**  
**Application 68-MGP-2022-23 From SHARC (Self Help Addiction Resource Centre)**  
 Form Submitted 2 Dec 2022, 12:19pm AEDT

## MINOR GRANTS PROGRAM APPLICATION FORM

\* indicates a required field

### Minor Grants Information

**To be eligible for a Minor Grant, applying organisations must:**

- Provide services, projects and programs that directly benefit residents of the City of Knox.
- Be a not-for-profit legal entity that provides services, support or activities to the Knox community (or auspiced by an incorporated body or other not-for-profit legal entity).
- Have an Australian Business Number or complete a Statement by Supplier form.
- Have a Committee of Management or similar governing body that accepts responsibility for the administration of the Grant.
- Hold adequate public liability insurance appropriate to the activity outlined in the application.

Your project start date must be after the Council meeting date where your application is being presented for approval. Projects that are due to begin before the Council meeting date at which they're being presented will not be considered.

Submission deadline Council meeting date

14 January 2022 31 January 2022

11 February 2022 28 February 2022

11 March 2022 28 March 2022

8 April 2022 26 April 2022

6 May 2022 23 May 2022

10 June 2022 27 June 2022

8 July 2022 25 July 2022

12 August 2022 29 August 2022

9 September 2022 26 September 2022

7 October 2022 24 October 2022

11 November 2022 28 November 2022

2 December 2022 19 December 2022

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023**  
**Application 68-MGP-2022-23 From SHARC (Self Help Addiction Resource Centre)**  
 Form Submitted 2 Dec 2022, 12:19pm AEDT

\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

### Application Category

**Application Amount \***

< \$500  \$501 to \$1,000  \$1,001 to \$3,000

## APPLICANT DETAILS

\* indicates a required field

### Applicant Details

**Organisation Name \***

SHARC (Self Help Addiction Resource Centre)

**Organisation Address \***

[REDACTED]

Address Line 1, Suburb/Town, State/Province, Postcode, and Country are required.

**Contact Name**

[REDACTED]

**Project Contact Address \***

[REDACTED]

Address Line 1, Suburb/Town, State/Province, Postcode, and Country are required.

**Mobile Phone Number \***

[REDACTED]

Must be an Australian phone number.

**Phone Number**

Must be an Australian phone number.

**Email \***

[REDACTED]

Must be an email address.

**Committee Secretary (Second Contact Person)**

[REDACTED]

**Secretary Mobile Phone Number \***

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023**  
**Application 68-MGP-2022-23 From SHARC (Self Help Addiction Resource Centre)**  
 Form Submitted 2 Dec 2022, 12:19pm AEDT

[REDACTED] Australian phone number.

**Secretary Email \***

[REDACTED]

**Please provide your ABN**

18 052 525 948

Information from the Australian Business Register	
<b>ABN</b>	18 052 525 948
<b>Entity name</b>	SELF HELP ADDICTION RESOURCE CENTRE INC
<b>ABN status</b>	Active
<b>Entity type</b>	Other Incorporated Entity
<b>Goods &amp; Services Tax (GST)</b>	Yes
<b>DGR Endorsed</b>	Yes (Item 1)
<b>ATO Charity Type</b>	Public Benevolent Institution <a href="#">More information</a>
<b>ACNC Registration</b>	Registered
<b>Tax Concessions</b>	FBT Exemption, GST Concession, Income Tax Exemption
<b>Main business location</b>	3163 VIC

*Information retrieved at 7:53am today*

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

**Is your organisation Incorporated? \***

Yes  No

If no, please confirm if you are a registered not-for-profit legal entity

**Incorporation Details**

**Please provide your Incorporated number**

A0032803B

This can be found on the Consumer Affairs Victoria website

**Would you like to receive our e-Bulletin containing information on community training, grants and more? \***

Yes  No  Already subscribed

There is the option to unsubscribe later if you choose to.

**Please subscribe here:**

[Community Strengthening e-Bulletin subscription](#)

There is the option to unsubscribe later if you choose to.

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**Minor Grants Program Application Form 2022-2023**  
**Application 68-MGP-2022-23 From SHARC (Self Help Addiction Resource Centre)**  
 Form Submitted 2 Dec 2022, 12:19pm AEDT

## PROJECT DETAILS

\* indicates a required field

### Request Details

**Project Title \***

Knox FDGH (Family Drug, Gambling Help Support Group)

**Project Start Date \***

04/01/2023

Must be a date after the Council meeting at which your application is being presented. See dates at beginning of this application for guidance.

**Project End Date \***

06/12/2023

Must be a date.

**(a) Briefly describe details of the request: \***

The Knox Support Group is linked to Family Drug Help (A program of SHARC (Self Help Addiction Resource Centre) who provide training and supervision for our leadership team. FDGH supports a network of peer based family support groups in Melbourne and some regional centres. FDGH receives state and federal funding but the support groups are totally self-funded.

This request is for 2023 funding to help sustain the group by providing Support Resource Material like books and equipment (laptop to help connect the group via a hybrid system and face-to-face) and Specialised speakers covering a variety of topics as suitable to the groups requirements (e.g. Legal matters, Police Speakers, Lived Experience, Self Care, Stages of Change, understanding addiction, Boundaries etc). Items such as meeting costs (Stationery, Photocopying, Printing).

**(b) What community benefit is gained from this project / activity? \***

The benefit and aim is to provide practical help, information and support to families and friends affected by someone's drinking, drug use or gambling by delivering professional and peer-based services across Victoria including counselling, support groups and educational programs.

Sharc's program combines specialist skills and personal understanding to support and empower families.

The community is referred to the Knox Support Group when they contact the 1300 660 068 Sharc HelpLine and live in the Knox area. We currently run our program from the Headspace offices at Knox Ozone. We send a monthly email regarding the topics to be covered along with helpful information for the group to reference. I currently have 134 contacts who are linked to the group. Of these, 25 are directly linked to Knox. Many have left their suburb undisclosed for privacy reasons or connect to the group via zoom. On average, the monthly attendance can vary from 6 to 15 or more. It is a small group that changes and adapts to the needs of the members.

**How many people who identify as volunteers (inc committee members) are currently involved in keeping your group / organisation active?**

3

Must be a number

**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023**  
**Application 68-MGP-2022-23 From SHARC (Self Help Addiction Resource Centre)**  
 Form Submitted 2 Dec 2022, 12:19pm AEDT

**How many people will directly benefit from or participate in your project / activity? \***

134

Must be a number

**How many of the above are Knox residents? \***

25

Must be a number

## BUDGET

**\* indicates a required field**

**(d) What is the total cost of the project / activity? \***

\$3,000.00

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

**(c) What amount is being requested? \***

\$3,000.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

## Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
Resource Library (books, pamphlets)	\$200.00
Technical Equipment (Laptop)	\$1,700.00
Meeting costs: Stationery, Photocopying, Printing	\$160.00
Guest Speakers	\$700.00
Tearoom & Supper funds \$20 per month	\$240.00
	Must be a dollar amount.

## Minor Grant Budget Total

**Total Expenditure Amount**

\$3,000.00

This number/amount is calculated.

## Quotes For Planned Expenses

**Attach quotes for expenses here. \***

## Minor Grants Program - 2022 - 2023

### Minor Grants Program Application Form 2022-2023

#### Application 68-MGP-2022-23 From SHARC (Self Help Addiction Resource Centre)

Form Submitted 2 Dec 2022, 12:19pm AEDT

Filename: 2022-11-30 22\_43\_36-HP Envy X360 13.3\_ FHD OLED 2-in-1 Laptop (256GB) [11th Gen Intel i7] - JB Hi-Fi.png  
 File size: 43.1 kB  
 A minimum of 1 file must be attached.  
 Quotes must support all expenditure items listed in table above

### Other Grant Funding

**(e) Have funds been sought / provided from other Council grants? \***

Yes  No

## ADDITIONAL SUPPORTING INFORMATION

**\* indicates a required field**

### Evidence of Public Liability

**Evidence of current Public Liability Insurance must be supplied \***

Filename: Certificate of currency-SHARC-CSO004923-PublicProducts Liability\_\$20M\_exp30June2023.pdf  
 File size: 152.8 kB

**Public Liability Expiry Date \***

30/06/2023

Expiry date must extend beyond your project start and finish date

**Please attach relevant supporting documentation, including:**

- **A project plan**
- **Evidence of Incorporation**

**Attach relevant documentation:**

*No files have been uploaded*

## DECLARATION

**\* indicates a required field**

### Conflict of Interest

**Do you or a family member have a relationship with a Council staff member or Councillor? \***

Yes  No

If you have any queries regarding this, please call Council's Community Partnerships Team on 9298 8000 to discuss.



**Minor Grants Program - 2022 - 2023**  
**Minor Grants Program Application Form 2022-2023**  
**Application 68-MGP-2022-23 From SHARC (Self Help Addiction Resource Centre)**  
Form Submitted 2 Dec 2022, 12:19pm AEDT

**I declare that all information within this application is true and correct.**  
**If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.**

**Name \***

[REDACTED]

[REDACTED]

**Declaration Date \***

30/11/2022

Must be a date.

### **Privacy Statement**

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

## 8.6 Loan Borrowings

**SUMMARY:** Coordinator Finance Operations, James Morris

The purpose of this report is to recommend that Council exercise its powers to borrow up to \$34.312 million, as provided for within Council's Adopted 2022/23 Budget, to enable funding of the 2022-23 capital works program, and to authorise the Chief Executive Officer to sign and seal documents with the Treasury Corporation of Victoria to execute the borrowings.

### RECOMMENDATION

That Council:

1. Authorise the Chief Executive Officer to procure up to \$34.312 million of loan borrowings from Treasury Corporation of Victoria, up to 30 June 2023 within the following criteria:
  - a. All loan parcels drawn down will be greater than \$1 million; and
  - b. All loan parcels will be fixed rate and over a period of 10-years; and
  - c. All loan parcels will be drawn down progressively based on cash flow requirements.
2. Authorise the Chief Executive Officer to sign and seal all relevant documents necessary to give effect to the above resolution.

### 1. INTRODUCTION

Sections 104 of the *Local Government Act 2020* (the Act) gives Council the power to borrow. It states that Council cannot borrow money unless the proposed borrowings were included in its budget or a revised budget.

Council's 2022-23 Budget, as adopted at the meeting of Meeting of Council on 27 June 2022, includes borrowings of \$34.312 million. Council can borrow up to this amount without needing to revise the 2022-23 Budget, as per Section 104 of the Act.

Although Council has made provision for these borrowings in its budget, a resolution is required to authorise the Chief Executive Officer to draw down the borrowings as they are required and determine an appropriate term and interest rate.

Approval is being sought to borrow up to \$34.312 million through Treasury Corporation of Victoria (TCV), by progressively drawing down loan funds as required during the 2023 financial year, to assist in funding the approved \$81.826 million capital works program.

### 2. DISCUSSION

The 2022-23 Budget was developed through a comprehensive review process and sound financial management principles as required by Section 101 of the Act. Councillors, together with staff, rigorously analysed available information and financial data to ensure the Budget delivers Council's objectives and financial plans.

Council has a very robust and diligent budget setting framework in place, focused on delivering community services and infrastructure whilst ensuring the long-term financial sustainability of the organisation.

Council's budget is developed over a six-month period, during which extensive Councillor workshops are undertaken examining Council's financial position and proposed operational and



capital expenditure for the budget year. An important component of this budget framework is the development of Council's long term Financial Plan (Plan). This Plan is an important "roadmap" that informs the affordability of investments Council makes in its community and provides assurance regarding long term financial sustainability.

Importantly, underpinning this Plan are principles that govern Council's financial decisions to ensure debt servicing can be managed within the context of Council's annual cash flow, and to ensure liquidity is always sufficient to repay any debt.

A further key consideration for undertaking borrowings is councils Loan Borrowing Policy. Table 1 provides a summary of the policy requirements and demonstrates compliance with the policy requirements.

Table 1: Compliance with Loan Borrowing Policy

<b>Policy Requirement</b>	<b>Compliance with Policy</b>
Council will not undertake any borrowings for recurrent expenditure or for asset renewal works on the basis that it aims to meet these annual requirements from annual funding sources	Council's \$81.826 million adopted budget includes \$39.727 million for asset renewal. The remaining \$42.099 million is funded through other sources including \$34.312 million from loan borrowings.
The loan term must not exceed twenty (20) years	The loan term proposed is 10-years
The minimum loan threshold is \$1.0 million	The CEO will not be authorised to draw down loan parcels less than \$1 million
Total Debt Servicing (interest expense) to be below 5.0% of Total Revenue	Total debt servicing is 1.0% of total revenue
Total Indebtedness to be below 80% of Annual Rate Revenue	2022-23 Adopted Budget indebtedness is 44.88% 2022-23 Forecast indebtedness as at June 2023 is 47.63%
Working Capital Ratio (Current Assets/Current Liabilities) must remain in excess of 100% or 1.0	2022-23 Adopted Budget working capital ratio is 137% or 1.37 2022-23 Forecast working capital ratio as at June 2023 is 136% or 1.36 <i>Note: this includes undertaking borrowings of \$34.312 million.</i>

### **Treasury Corporation Victoria**

On 6 June 2022, notification was received from Treasury Corporation Victoria (TCV) confirming Council had been approved to borrow funds under the local government lending framework from the Treasury Corporation Victoria. The approval is subject to the following conditions:

- security is required in the form of a charge over the Council's General Rates
- the Council will be required to maintain compliance against the following financial covenants:
  - Interest Cover Ratio not to be less than 2:1 (Interest Cover Ratio = EBITDA : Interest Expense)
  - Interest bearing loans and borrowings not exceeding 60 per cent of Own Source Revenue (Interest bearing liabilities / Own Source Revenue)

Council's Adopted Financial Plan 2022-2032 demonstrates that the proposed new borrowings included in the 2022-23 Adopted Budget are within the required financial parameters set out by TCV.

TCV is the preferred lender with the most competitive rates available. The rates available through TCV are on average one per cent less than major lending institutions. TCV is able to borrow funds at a low cost as a result of its diverse funding sources, strong financial market standing, Government guarantee and that they operate as a not for profit entity. Their loan pricing policy passes this cost advantage on to their clients.

The objectives of the TCV loan framework are:

- to provide councils with access to lower cost debt which is ultimately to the benefit of ratepayers
- to incentivise councils to consider the strategic use of debt to fund capital expenditure that provides intergenerational community benefits
- to incentivise councils to bring forward community infrastructure delivery by providing increased opportunities to access affordable finance
- to support a range of local community projects which ultimately deliver on the objectives of both the Victorian Government and the local council and maximise community access and benefit
- to provide additional support to encourage economies and communities as they emerge from the coronavirus (COVID-19) pandemic.

Council's endorsement is sought for the budgeted borrowings of up to \$34.312 to be progressively drawn down over the next six months (up to 30 June 2023) as required by Council's cash flow through TCV. The loan terms to be undertaken for each parcel drawn down is:

- the amount will not be less than \$1 million; and
- the interest rate will be fixed; and
- the period of the loan will be 10-years.

Approval is also sought to delegate authority to the Chief Executive Officer to determine the appropriate timing of these borrowings, which will be governed by the delivery of Council's capital works program. This delegation is important to ensure borrowings and associated interest are not incurred until required.

Council's Financial Plan 2022-2032 has been prepared based on a fixed rate loan structure. A principal and fixed interest loan facility provides Council with long-term certainty on the interest rate and repayment requirement. Entering into any fixed rate agreement requires Council to accept that if a decision is made to make additional repayments or end the loan term earlier, break costs would be incurred. Break costs are calculated at the time the event occurs, but depending on when this is, costs can be material.

Break costs mean all amounts including interest determined by the lender in good faith to be its costs and losses in respect of any fixed rate agreement and arising as a result of a failure to settle, early termination or repayment, including, without limitation, any loss of bargain, costs of funding or loss or costs incurred as a result of that failure to settle, early termination or repayment, liquidation, obtaining or re-establishment of any hedge mechanism or related trading position, together with out of pocket expenses incurred by reason of the enforcement or attempted

enforcement of its rights and obligations under any such hedge mechanism or relating trading mechanism.

### **3. CONSULTATION**

Loan borrowings have been included in the 2022-23 Adopted Budget. The 2022-23 annual budget was publicly advertised prior to its adoption, inviting the community to make submissions. A hearing for submissions was held on Thursday 16 June 2022, and the budget was adopted on 27 June 2022.

### **4. CLIMATE CHANGE CONSIDERATIONS**

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

This report does not have any environmental or amenity issues for discussion.

### **6. FINANCIAL & ECONOMIC IMPLICATIONS**

The total cost of these borrowings have been factored into Council's 2022-23 Adopted Budget and Council's Adopted Financial Plan 2022-2032.

Council's 2022-23 Adopted Budget includes loan principal repayments of \$6.284 million and loan interest payments of \$1.954 million. Principal repayments and borrowing costs have been factored into Council's Adopted Financial Plan 2022-2032.

The proposed borrowings are required to fund elements of the approved capital works program.

### **7. SOCIAL IMPLICATIONS**

There are no direct social implications arising from this report.

### **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

#### **Civic Engagement & Integrity**

Strategy 5.2 - Manage our resources effectively to ensure financial sustainability and improved customer experience.

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

### **9. 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.

### **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 Finance Operations, James Morris**  
**Report Authorised By: Chief Financial Officer, Navec Lorkin**

**Attachments**  
Nil

## 8.7 Recruitment/Annual Report - Youth Advisory Committee

**SUMMARY: Acting Team Leader Youth Participation and Counselling, Madeleine Power**

**The Youth Advisory Committee (YAC) is an advisory committee to Council with the purpose of providing an opportunity for young people to have a voice and to assist Council with its community engagement processes.**

**This report presents recommendations for the appointment of 18 members to the Youth Advisory Committee for 2023, as well as providing an overview of the YAC achievements for 2022, as per the requirements of the current Terms of Reference.**

### **RECOMMENDATION**

**That Council:**

- 1. Appoint the following applicants to the Youth Advisory Committee 2022, as presented in Confidential Attachment 1.**
- 2. Note the achievements of the Youth Advisory Committee for 2022.**
- 3. Thank the outgoing members of the Youth Advisory Committee for their valuable contribution during 2022.**

### **1. INTRODUCTION**

The Youth Advisory Committee (YAC) provides advice to Council concerning issues that affect the lives and well-being of young people in Knox.

The aim of the YAC is to:

- Provide the opportunity for young people to give their ideas and opinions relating to the development of Council's strategic plans and policies;
- Engage in discussion regarding issues that affect young people. These issues will be determined by Council in cooperation with the Committee;
- Participate in the consideration of strategic Council documents, plans and activities;
- Provide input into Council's processes relating to young people where requested (i.e., provide feedback regarding projects to be considered by Council that have an impact on young people); and
- Provide opportunities to develop leadership skills and experience for young people.

This year, ten meetings have been held covering a wide range of topics (one had to be cancelled due to staff illness). Six meetings were held using a hybrid model, three were exclusively online via Zoom, and one was exclusively in-person. Attendance has been good and engagement by YAC members attending has been exemplary. Feedback received throughout 2022 has been extremely positive and members have provided incredibly valuable feedback to Council officers on the inclusion of youth voice into a range of plans, activities and programs.

## **2. DISCUSSION**

### **2.1 Membership Selection Process for 2023**

In October and November 2022, an extensive recruitment campaign was undertaken to call for applications for vacant positions in the YAC in 2023. Advertising was delivered through social media, including utilising the purchase of targeted Facebook and Instagram advertising. Applications were also promoted through local schools and alternative education settings, as well as through the Youth Service Providers Network and several Youth Services' mailing lists. Applications were submitted online via the Better Impact platform, making them easily accessible to young people, and simple for staff to monitor and collate. In total, 21 applications were received. Applications were received in the following categories:

- Young people 12-18 years – ten applications.
- Young people 18-25 years – nine applications.
- Community representatives (any age) – two applications (after reconsideration, one withdrew their application).

As per the Committee's Terms of Reference, members in their second year of membership in 2022 were required to re-apply for membership if they wished to continue. Their applications have been assessed alongside new applications and all recommended applicants have been included in Confidential Attachment 1.

The applications for membership to the YAC were assessed by a panel consisting of Councillor Jude Dwight, Councillor Yvonne Allred and two council officers. Applications were assessed based upon the applicant's interest, knowledge and expertise relating to youth and community issues.

### **2.2 YAC Membership Recommendations for 2023**

The Panel was unanimous in its recommendations that 18 representatives be appointed to the YAC for the 2023 calendar year (see Confidential Attachment 1 for applicant details). Note that all recommended applicants over the age of 18 must complete a successful Police Check and Working with Children Check before they can commence their volunteering role as per Council's Volunteer Policy.

### **2.3 YAC Highlights and Achievements for 2022**

#### **2.3.1 Meeting Highlights and Achievements**

2022 continued to pose challenges for all forms of direct service delivery at Council, including continuing to meaningfully and successfully engage with Council's formal advisory committees. Building on the successful online delivery of the YAC in 2020 and 2021, Youth Services continued to utilise Zoom as the best platform for engagement of young people when in-person meetings were not an option. Once restrictions were lifted and we were able to return to face-to-face meetings, Youth Services opted for a hybrid model in order to support all members to participate in the YAC regardless of their situation.

In 2022, the YAC met for ten formal meetings, once per month excluding January and September, and during these meetings engaged with numerous consultations. These consultations focused on the following topics:

- Knox Cycling Action Plan (Traffic and Transport).
- Waste Education (Waste Management).

- Library and Youth Space, including naming the Youth Hive (three separate consultations) (Youth Services and Major Projects).
- Volunteer Image Design (Youth Services).
- Access and Equity Plan (Community Wellbeing).
- Lewis Park Masterplan (Major Projects).
- Ageism Campaign and Intergenerational Activity (Social Connections).
- Community Safety (Community Wellbeing).
- Digital Content and Communications (Chief Information Office and Communications).
- Knox Festival and Arts Project (Cultural Services).
- Child Safe Training and Consultation (Child Safe Officer – Connected Communities).
- Youth Pavillion Tour and Feedback (Leisure Services).

In addition to these formal YAC meetings, one additional meeting opportunity was provided to the YAC. This was held in August and was focused on supporting the young people to stay connected through the mid-year move online. Young people’s engagement in the YAC remained high throughout 2022, and Council officers consulting the YAC consistently expressed their appreciation and wonderment at the quality of feedback they received.

### **2.3.2 Feedback from the 2022 Committee Members**

This year feedback was sought from the YAC members in an informal way during our November meeting. Overall, the YAC members were extremely positive about their experience on the YAC during 2022, and made several positive comments including:

- “Everyone’s opinion was included and wanted.”
- “Positive culture and team.”
- “Respectful relationships.”
- “Safe and inclusive space.”
- “Happy and fun!”
- “Really diverse range of topics and interesting guest speakers.”
- “Opportunity to offer meaningful input and see (hopefully) tangible results from ideas.”

The below is a photo of YAC members’ responses when asked to pick an image from a deck of picture cards, and write a word or sentence describing the YAC this year:



Some suggestions for how to improve the meetings in 2023 were to limit the number of consultations per session so that there is enough time for an in-depth consultation on every topic, and to have more opportunity to see the results of their consultations.

There was also a discussion about the hybrid approach with participants generally preferring meetings to be exclusively in-person to support collaboration, yet understanding the need for a hybrid option to make the YAC accessible for those who cannot attend in person. They spoke about the awkwardness of the set up (like a Council Meeting) and how it is “hard to communicate your point.”

### 2.3.3 Plans for 2023

Upon considering the feedback received by the 2022 YAC members, some improvements will be made in 2023. These include:

- Limiting consultations to one topic per session where possible and appropriate, to allow for more in-depth discussion.
- Where appropriate, provide Council officers the opportunity and encouragement to return to the YAC post-consultation to provide an update and allow YAC members to see the outcomes of their discussion and ideas.
- Continuing to explore other, more youth-friendly approaches to running hybrid meetings, and discussing this with the group at the start of the year.

In addition to these improvements, the Committee will continue to meet monthly for 1.5 hours utilising a hybrid approach (at least initially).

## 3. CONSULTATION

The recruitment and promotion process was developed in consultation with young people and Councillors as part of the consultation process undertaken to review the Terms of Reference in 2021.

The topics discussed throughout 2022 were identified through a combination of youth consultation and Councillor and Council officer identified priorities.



#### **4. CLIMATE CHANGE CONSIDERATIONS**

The subject of this report has been considered in the context of climate change and its relevance to the Knox Climate Response Plan 2021-2031.

Implementation of the recommendation will positively impact on Council's Net Zero 2030 target by:

- Eliminating the use of single use plastics at its meetings.
- Ensuring, where practicable, that meeting locations will be accessible by public transport.
- Agendas and minutes will be distributed in electronic form unless a hardcopy is required to ensure accessibility for members, or to support with the chairing duties of the young people.

#### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

There are no environmental/amenity issues directly associated with this report.

#### **6. FINANCIAL & ECONOMIC IMPLICATIONS**

The annual direct cost of the YAC for 2022 was approximately \$2,300 per annum and 0.3 EFT for administrative support to the Advisory Committee. This is funded within Council's annual Youth Services operational budget. Please note that this is a significant reduction in the usual cost due to the shift to online and hybrid meetings, minimising catering costs.

#### **7. SOCIAL IMPLICATIONS**

Council recognises the importance of effective engagement with young people and supporting young people's own leadership and skills development.

#### **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

##### **Civic Engagement & Integrity**

Strategy 5.1 - Provide opportunities for all people in Knox to have their say.

#### **9. 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.

#### **10. CONFIDENTIALITY**

Attachment 1 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 personal information being the names and details of prospective committee members which would be unreasonable to disclose publicly, or to disclose before they are appointed.

**Report Prepared By:**            **Acting Team Leader Youth Participation and Counselling,  
Madeleine Power**

**Report Authorised By:**       **Acting Director Connected Communities, Judy Chalkley**

**Attachments**

Nil

## 8.8 Breach of Seasonal Licence Agreements with Sporting Clubs

**SUMMARY:** Acting Team Leader Leisure Development, Rhonda Snijders

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

### **RECOMMENDATION**

**That Council adopt the updated Breach of Seasonal Licence Agreements with Sporting Clubs Policy (refer to Attachment 2).**

#### **1. INTRODUCTION**

At its Ordinary Meeting of Council held on 23 June 2015, Council adopted a revised Breach of Seasonal Licence Agreements with Sporting Clubs Policy ("the Policy"), developed to ensure sporting clubs understand and meet their responsibilities as tenants of Council sporting facilities. Since the inception of the Policy, the number of breaches, which have occurred, has generally declined. The number of breaches per year in 2016 was eight, and for the YTD in 2022 there has been only one breach of licence agreement.

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

#### **2. DISCUSSION**

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

A recent review of the Policy identified the following changes:

- 1. The matrix for the classification to determine the severity of a breach to the licence agreement.** The proposed changes include numerical measurements such as the parties involved to resolve the breach. For instance, if only one party involved it is considered low, two parties would be medium and three or more parties high. This provides more clarity to sporting clubs about the severity of the breach.
- 2. A second change to the matrix for the classification to determine the severity of a breach to the licence agreement.** The changes include a financial cost to Knox City Council scale, determined in part by the number of hours required for Council Officers and/or their contractors to respond to, investigate, discuss, and conclude the reported breach. Again, determined as low, medium and high.

3. **The assessment tool.** The number of breaches allocated to the sporting club will be accumulated for 24 months as opposed to 12 months. This intends to prevent sporting clubs from breaching the licence agreement.
4. **The process for invoicing a Bond.** The process for invoicing, obtaining, and returning bonds has been strengthened. The proposed changes include the bond to be returned after two years, as a credit to the clubs account and applied against their upcoming seasonal licence fee.
5. **The accumulation of penalty points.** The proposed changes included in the accumulation of penalty points relating to the Review of the Seasonal Licence Agreement when sporting clubs reach 20 Points or greater (i.e., limited or potential loss of allocation).
6. **The appeals process** has been changed to:
  - a. No longer require a Councillor to be included on the Review Panel, to ensure no actual or perceived conflict of interest; and
  - b. The addition of a stipulation that the club is to be notified of the outcome of an appeal within seven days.

Two versions of the Policy are attached. Attachment 1: Marked up copy and Attachment 2: Clean copy.

### **3. CONSULTATION**

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

Consultation also included relevant state sporting associations.

A significant amount of consultation has occurred internally within Council officers, most notably with officers from the Leisure Services, Governance and Property units.

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

### **4. CLIMATE CHANGE CONSIDERATIONS**

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

There are no Environmental or amenity issues.

### **6. FINANCIAL & ECONOMIC IMPLICATIONS**

There would be no negative financial and economic implications for Council should the updates to the Policy be adopted. However, if a sporting club were to record numerous breaches, there is the potential that the club would experience a financial penalty. This would include a potential loss of

funds through a bond, as well as the possibility of becoming ineligible for future Council funding opportunities or external funding requiring Council endorsement for a period of up to 12 months.

## **7. SOCIAL IMPLICATIONS**

If a sporting club breaches its Seasonal Licence Agreement with Council, a variety of negative impacts are often associated with the breach. These in-turn affect club members, community members, other clubs, and Council. As a result of this, it is important that Council ensures and assists in the provision of high quality and well-respected sporting clubs within the community, which support the health and wellbeing of the community at large. The Policy updates will help ensure this occurs.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Neighbourhoods, Housing & Infrastructure**

Strategy 2.2 - Create, enhance, and maintain places and spaces for people to live, work, play and connect.

### **Connection, Resilience & Wellbeing**

Strategy 4.1 - Support our community to improve their physical, mental, and social health and wellbeing.

## **9. 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.

## **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 Team Leader Leisure Development, Rhonda Snijders

**Report Authorised By:** Acting Director Connected Communities, Judy Chalkley

### **Attachments**

1. Attachment 1 Breach of Seasonal Licence Agreements with Sporting Clubs Policy (marked up) [8.8.1 - 8 pages]
2. Attachment 2 Breach of Seasonal Licence Agreements with Sporting Clubs Policy (clean version) [8.8.2 - 7 pages]



# Breach of Seasonal Licence Agreements with Sporting Clubs

Policy Number:	2012/29	Directorate:	<u>Community Services</u> <u>Connected Communities</u>
Approval by:	Council	Responsible Officer:	<u>Team Leader Leisure Development</u> <u>Coordinator Sport &amp; Leisure</u>
Approval Date:	<u>19 December 2022</u> <del>23 September 2019</del>	Version Number:	<u>43</u>
Review Date:	<u>19 December 2025</u> <del>23 September 2022</del>		

## 1. Purpose

The purpose of this Policy is:

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

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

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

## 2. Context

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

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



### 3. Scope & Application

This policy applies to all sporting clubs and community groups within the City of Knox which have entered into a Seasonal Licence Agreement for use of Council owned assets and infrastructure. This includes all facilities owned and/or managed by Council.

This policy will not apply to:

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

### 4. References

#### 4.1 ~~Community & Council Plan 2017-2021~~ 2021-2025

- ~~Goal 1: We value our natural and built environment~~
- ~~Goal 6: We are healthy, happy, and well~~
- ~~Goal 7: We are inclusive, feel a sense of belonging, and value our identity~~
- ~~Goal 8: We have confidence in decision making~~
- **Neighbourhoods, Housing & Infrastructure**  
Strategy 2.2 - Create, enhance and maintain places and spaces for people to live, work, play and connect.
- **Connection, Resilience & Wellbeing**  
Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

#### 4.2 Relevant Legislation

- Local Government Act ~~1989-2020~~ – Conflict and Interest Provisions
- Liquor Control Reform Act 1998

#### 4.3 Charter of Human Rights

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

#### 4.4 Related Council Policies

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

#### 4.5 Related Council Documents

- Seasonal Licence Agreement
- Seasonal Changeover Guidelines
- Fees & Charges

#### 4.6 Related Council Plans

- ~~Knox Leisure Plan 2018-2024~~
- ~~Community Safety Plan 2017-2021~~
- ~~Community Health & Wellbeing Strategy 2017-2021~~
- Open Space Asset Management Plan
- Open Space Plan 2012-22
- ~~The Knox Integrated City Strategy 2017-2021~~
- Knox Community Plan 2021-2031
- Community Facility Planning Policy 2021-2024

### 5. Definitions



Breach of Licence Agreement	Means a failure to comply with a term of the Seasonal Licence Agreement; or an action or omission which is contrary to an obligation, contained in a sporting club's Seasonal Licence Agreement.
Council	Knox City Council, whether constituted before or after the commencement of this Policy.
Council's Leisure Facilities	Facilities managed by Knox City Council, including sports fields, courts and pavilions.
Good Neighbour Guidelines	The guidelines developed to encourage good relations between occupants of Council facilities and nearby residents.
Good Sports Program	An initiative by the Australian Drug Foundation to develop safer and healthier communities. The program helps sporting clubs manage alcohol responsibly and reduce alcohol related problems.
Seasonal Licence Agreement	A 6 month Winter/Summer or 12 month agreement which outlines the roles and responsibilities of each respective sporting club which utilises a Council facility.
Seasonal Licence Fee	Is a figure charged by Council on a seasonal/annual basis to cover costs associated with maintenance works. The total figure consists of three elements – sports field fees, pavilion fees and team fees.
Sporting Club	Any sporting club which enters into a Seasonal Licence Agreement with Council.

## 6. Council Policy

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

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

### 6.1 Process

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

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

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

- Exceeding pavilion hours of use
- Unapproved usage of Council facilities
- Unapproved works to a Council facility
- Required behaviour of user groups respective members, officials and spectators as listed in Seasonal Licence Agreements
- Breach of Liquor Licence Agreement
- Gambling within Council facilities
- Smoking within Council facilities
- Late submission of Seasonal Licence Application
- Late submission of Seasonal Changeover Checklist
- Sub-letting Council facilities without Council approval
- Failure to adequately clean Council facilities





- Inappropriate storage of equipment within Council facilities
- Displaying of non-conforming signage
- Excessive litter surrounding Council facilities
- Late payment of Seasonal Licence Fees
- Changing locks within a Council facility without prior approval
- Failure to 'Test & Tag' electrical equipment

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

Once a report of concern or complaint has been identified, Council Officers will undertake the following process:

- 6.2.1 Council's Leisure Services Officer will assess the concern or complaint against the terms and conditions listed in the Seasonal Licence Agreement.
- 6.2.2 The Ward Councillor will be kept informed by the [Manager Active and Creative Communities Coordinator Leisure Services](#). ~~The Ward Councillor will be invited to be included in discussions held with the sporting club.~~
- 6.2.3 Council's Coordinator [Sport & Leisure Services](#) will arrange a meeting with the sporting club.
- 6.2.4 An assessment will be undertaken on a case-by-case basis to determine whether a breach of the Seasonal Licence Agreement has occurred.

## 6.3 Classifying the Severity of the Breach and the allocation of penalty points

Once it has been determined that a breach of the Seasonal Licence Agreement has occurred, [an assessment will be made based on the information available/provided. an assessment will be undertaken to determine the severity of the breach, and the penalty points applicable.](#)

In determining the severity of the breach, consideration will be given to:

- The impact on Knox City Council and its residents. This may include disturbances, disruption and the impact on reputation ; and
- ~~The Impact will be determined in part by the number of hours required for Council Officers and/or their contractors to respond to, investigate, discuss and conclude the reported breach. The financial cost to Knox City Council to rectify the impact of the breach.~~

Council Officers may use the matrix for the classification of the severity of a breach of the Licence Agreement in making this determination.

Council reserves the right to assess the severity of the breach on a case-by-case basis without use of the matrix for the classification of the severity of a breach to the Seasonal Licence Agreement should the breach fall outside what can be assessed using the matrix.



**Table 1. Matrix for the classification of the severity of a breach to the licence agreement**

		Impact on Council & Residents Number of Parties Involved to Resolve the Breach		
		Low (1 party)	Medium (2 parties)	High (3+ parties)
Financial cost to Council (Hours invested to conclude the reporter breach)	Low 0-5 hours	Level 1	Level 2	Level 3
	Medium 6-10 hours	Level 2	Level 3	Level 4
	High 15 plus hours	Level 3	Level 4	Level 5

Penalty points will be allocated to the breach using Table 2: Assessment tool to allocate penalty points. The assessment tool will consider:

- The breach level; and
- The number of breaches allocated to the Sporting Club during the previous ~~12 months~~ 2 years.

**Table 2: Assessment tool to allocate penalty points**

		Breach Level				
		1	2	3	4	5
Breach number over the preceding <del>12 month</del> 2 year period	1	1 Point	2 Points	3 Points	4 Points	5 Points
	2	2 Points	4 Points	6 Points	8 Points	10 Points
	3	3 Points	6 Points	9 Points	12 Points	15 Points
	4	4 Points	8 Points	12 Points	16 Points	20 Points



#### 6.4 Accumulation of Penalty Points

Penalties may be applied should a Sporting Club accumulate the following total points:

Penalty Points	
1 Point – 4 Points	Meet with the sporting club to discuss breach.
5 Points - 9 Points	Meet with the sporting club to discuss breach. Requirement of a bond totalling 10% of their seasonal licence fees issued by Council. This bond will be returned to the sporting club at the time its cumulative points total drops below five points.
10 Points - 14 Points	Meet with the sporting club to discuss breach. Loss of bond and reported to the sporting club's respective governing body and various other sport and recreation or relevant regulatory bodies (i.e. AFL Victoria, Good Sports, Liquor Licensing Victoria, VicSport etc).
15 Points - 19 Points	Meet with the sporting club to discuss breach. Ineligible for funding opportunities through Council for the next 12 month period (i.e. Sport & Recreation Victoria, Minor Grants, Community Grants etc).
20 Points or Greater	<p>Meet with sporting club to discuss breach. The sporting club must attend the meeting with Council Officers to show cause as to why the seasonal licence should not be terminated. Review of Seasonal Licence Agreement – This may include by way of example:</p> <ul style="list-style-type: none"> <li>• termination of the Seasonal Licence Agreement; <del>or</del></li> <li>• <u>entering into a new Seasonal Licence Agreement with the sporting club which contains one or more of the conditions outlined in this Policy;</u></li> <li>• <u>an additional bond of \$1,500 inc GST will be required;</u></li> <li>• <u>usage of Council facilities being restricted to only match and training needs, therefore excluding facility use for social functions;</u></li> <li>• <u>removal of access to Council facilities for pre-season training;</u></li> <li>• <u>introduction of a good behaviour contract for the following licence period, where any breach may evoke a loss of bond or see the sporting club ineligible for funding opportunities for an additional 24 months. Should the bond be applied by Council due to a breach which results in damage to a Council facility, the bond will not act as a substitute for a sporting club's contribution towards the costs to rectify the issue, which will be required by Council separately;</u></li> <li>• <u>loss of tenancy and loss of access to all Council facilities.</u></li> </ul>

Note: Should a sporting club accumulate additional penalty points, the penalties applied at all previous levels will remain.

Where a breach has been substantiated:

- the penalty points for each separate breach will be recorded and a cumulative rolling total will be kept; and
- the points attributed to each separate breach will expire after 2 years 12 months and the cumulative total will be adjusted accordingly.

#### 6.5 Bond Calculation

Where a bond is imposed, it shall be 10% of the sporting club's Seasonal Licence Fee (excluding fees associated with turf wickets) or if the penalty points are 20 or greater the bond will be \$1,500. The process for returning the bond will be as a credit to the club's account and applied against their upcoming Seasonal Licence Fee. This occurs when the cumulative points total drops below five points.



Where a bond is imposed, it shall be 10% of the sporting club's Seasonal Licence Fee (excluding fees associated with turf wickets). The process for returning the bond will be as a credit to the club's account and applied against their upcoming seasonal licence fee.

Should this formula result in an amount below \$100 inc GST, a minimum bond amount of \$100 will be applied.

#### 6.6 — Review of Seasonal Licence Agreement

Council reserves all rights not to renew a sporting club's Seasonal Licence Agreement for the following season or licence period and Council will consider breaches by sporting clubs in making this determination.

If Council decides to issue a new seasonal or annual licence agreement for the following season or licence period, Council may do so subject to any conditions it considers necessary, which may include one or more of the following conditions (by way of example):

- An additional bond of \$1,500 inc GST being required.
- Usage of Council facilities being restricted to only match and training needs, therefore excluding facility use for social functions.
- Removal of access to Council facilities for pre-season training.
- Introduction of a good behaviour contract for the following licence period, where any breach may evoke a loss of bond or see the sporting club ineligible for funding opportunities for an additional 24 months. Should the bond be applied by Council due to a breach which results in damage to a Council facility, the bond will not act as a substitute for a sporting club's contribution towards the costs to rectify the issue, which will be required by Council separately.
- Loss of tenancy and loss of access to all Council facilities.

#### 6.67 Appeal Process

The sporting club will be given the opportunity to respond to the assessment outcome. Responses must be in writing via post or email within 7 days, marked to the attention of the Coordinator [Sport & Leisure Services](#).

Upon receiving a request to review the assessment outcome, a review panel consisting of three Council Officers will be assembled to review and re-assess the breach. This panel will be chaired by the either [the Director of Community Services-Connected Communities](#) and will include a minimum of one other [Knox City Council](#) Director or a Manager from [the Connected Communities directorate](#) and [another department within Knox City Council Team](#) and one [Councillor \(other than the ward Councillor\)](#) and will not include any officers who were involved in the original decision making process. All matters associated with potential apprehended bias must be considered by Council in forming any review panel.

The sporting club will have an opportunity to send a nominated club executive or committee member from the sporting club to present to the review panel, in order to provide the sporting club's version of events.

The sporting club will be notified of the outcome of the appeal [within 7 days](#).

## 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.



# Breach of Seasonal Licence Agreements with Sporting Clubs

Policy Number:	2012/29	Directorate:	Connected Communities
Approval by:	Council	Responsible Officer:	Coordinator Sport & Leisure
Approval Date:	19 December 2022	Version Number:	4
Review Date:	19 December 2025		

## 1. Purpose

The purpose of this Policy is:

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

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

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

## 2. Context

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

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

## 3. Scope & Application

This policy applies to all sporting clubs and community groups within the City of Knox which have entered into a Seasonal Licence Agreement for use of Council owned assets and infrastructure. This includes all facilities owned and/or managed by Council.



This policy will not apply to:

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

## 4. References

### 4.1 Council Plan 2021-2025

- **Neighbourhoods, Housing & Infrastructure**  
Strategy 2.2 - Create, enhance and maintain places and spaces for people to live, work, play and connect.
- **Connection, Resilience & Wellbeing**  
Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

### 4.2 Relevant Legislation

- Local Government Act 2020 – Conflict and Interest Provisions
- Liquor Control Reform Act 1998

### 4.3 Charter of Human Rights

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

### 4.4 Related Council Policies

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

### 4.5 Related Council Documents

- Seasonal Licence Agreement
- Seasonal Changeover Guidelines
- Fees & Charges

### 4.6 Related Council Plans

- Open Space Asset Management Plan
- Open Space Plan 2012-22
- Knox Community Plan 2021-2031
- Community Facility Planning Policy 2021-2024

## 5. Definitions

Breach of Licence Agreement	Means a failure to comply with a term of the Seasonal Licence Agreement; or an action or omission which is contrary to an obligation, contained in a sporting club's Seasonal Licence Agreement.
Council	Knox City Council, whether constituted before or after the commencement of this Policy.
Council's Leisure Facilities	Facilities managed by Knox City Council, including sports fields, courts and pavilions.
Good Neighbour Guidelines	The guidelines developed to encourage good relations between occupants of Council facilities and nearby residents.
Good Sports Program	An initiative by the Australian Drug Foundation to develop safer and healthier communities. The program helps sporting clubs manage alcohol responsibly and reduce alcohol related problems.



Seasonal Licence Agreement	A 6 month Winter/Summer or 12 month agreement which outlines the roles and responsibilities of each respective sporting club which utilises a Council facility.
Seasonal Licence Fee	Is a figure charged by Council on a seasonal/annual basis to cover costs associated with maintenance works. The total figure consists of three elements – sports field fees, pavilion fees and team fees.
Sporting Club	Any sporting club which enters into a Seasonal Licence Agreement with Council.

## 6. Council Policy

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

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

### 6.1 Process

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

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

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

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

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

Once a report of concern or complaint has been identified, Council Officers will undertake the following process:

- 6.2.1 Council's Leisure Services Officer will assess the concern or complaint against the terms and conditions listed in the Seasonal Licence Agreement.





- 6.2.2 The Ward Councillor will be kept informed by the Manager Active and Creative Communities . 6.2.3 Council’s Coordinator Sport & Leisure will arrange a meeting with the sporting club.
- 6.2.4 An assessment will be undertaken on a case-by-case basis to determine whether a breach of the Seasonal Licence Agreement has occurred.

**6.3 Classifying the Severity of the Breach and the allocation of penalty points**

Once it has been determined that a breach of the Seasonal Licence Agreement has occurred, an assessment will be made based on the information available/provided.

In determining the severity of the breach, consideration will be given to:

- The impact on Knox City Council and its residents. This may include disturbances, disruption and the impact on reputation ; and  
The Impact will be determined in part by the number of hours required for Council Officers and/or their contractors to respond to, investigate, discuss and conclude the reported breach.

Council Officers may use the matrix for the classification of the severity of a breach of the Licence Agreement in making this determination.

Council reserves the right to assess the severity of the breach on a case-by-case basis without use of the matrix for the classification of the severity of a breach to the Seasonal Licence Agreement should the breach fall outside what can be assessed using the matrix.

**Table 1. Matrix for the classification of the severity of a breach to the licence agreement**

Number of Parties Involved to Resolve the Breach

		Low (1 party)	Medium (2 parties)	High (3+ parties)
Financial cost to Council (Hours invested to conclude the reporter breach)	Low 0-5 hours	Level 1	Level 2	Level 3
	Medium 6-10 hours	Level 2	Level 3	Level 4
	High 15 plus hours	Level 3	Level 4	Level 5

Penalty points will be allocated to the breach using Table 2: Assessment tool to allocate penalty points. The assessment tool will consider:

- The breach level; and
- The number of breaches allocated to the Sporting Club during the previous 2 years.



**Table 2: Assessment tool to allocate penalty points**

		Breach Level				
		1	2	3	4	5
Breach number over the preceding 2 year period	1	1 Point	2 Points	3 Points	4 Points	5 Points
	2	2 Points	4 Points	6 Points	8 Points	10 Points
	3	3 Points	6 Points	9 Points	12 Points	15 Points
	4	4 Points	8 Points	12 Points	16 Points	20 Points
	5	5 Points	10 Points	15 Points	20 Points	25 Points

#### 6.4 Accumulation of Penalty Points

Penalties may be applied should a Sporting Club accumulate the following total points:

Penalty Points	
1 Point – 4 Points	Meet with the sporting club to discuss breach.
5 Points - 9 Points	Meet with the sporting club to discuss breach. Requirement of a bond totalling 10% of their seasonal licence fees issued by Council. This bond will be returned to the sporting club at the time its cumulative points total drops below five points.
10 Points - 14 Points	Meet with the sporting club to discuss breach. Loss of bond and reported to the sporting club's respective governing body and various other sport and recreation or relevant regulatory bodies (i.e. AFL Victoria, Good Sports, Liquor Licensing Victoria, VicSport etc).
15 Points - 19 Points	Meet with the sporting club to discuss breach. Ineligible for funding opportunities through Council for the next 12 month period (i.e. Sport & Recreation Victoria, Minor Grants, Community Grants etc).



<b>Penalty Points (cont'd)</b>	
20 Points or Greater	<p>Meet with sporting club to discuss breach. The sporting club must attend the meeting with Council Officers to show cause as to why the seasonal licence should not be terminated. Review of Seasonal Licence Agreement – This may include by way of example:</p> <ul style="list-style-type: none"> <li>• termination of the Seasonal Licence Agreement;</li> <li>• entering into a new Seasonal Licence Agreement with the sporting club which contains one or more of the conditions outlined in this Policy;</li> <li>• an additional bond of \$1,500 inc GST will be required;</li> <li>• usage of Council facilities being restricted to only match and training needs, therefore excluding facility use for social functions;</li> <li>• removal of access to Council facilities for pre-season training;</li> <li>• introduction of a good behaviour contract for the following licence period, where any breach may evoke a loss of bond or see the sporting club ineligible for funding opportunities for an additional 24 months. Should the bond be applied by Council due to a breach which results in damage to a Council facility, the bond will not act as a substitute for a sporting club's contribution towards the costs to rectify the issue, which will be required by Council separately;</li> <li>• loss of tenancy and loss of access to all Council facilities.</li> </ul>

\* Note: Should a sporting club accumulate additional penalty points, the penalties applied at all previous levels will remain.

Where a breach has been substantiated:

- the penalty points for each separate breach will be recorded and a cumulative rolling total will be kept; and
- the points attributed to each separate breach will expire after 2 years and the cumulative total will be adjusted accordingly.

### **6.5 Bond Calculation**

Where a bond is imposed, it shall be 10% of the sporting club's Seasonal Licence Fee (excluding fees associated with turf wickets) or if the penalty points are 20 or greater the bond will be \$1,500. The process for returning the bond will be as a credit to the club's account and applied against their upcoming Seasonal Licence Fee. This occurs when the cumulative points total drops below five points.

Should this formula result in an amount below \$100 inc GST, a minimum bond amount of \$100 will be applied.

### **6.6 Appeal Process**

The sporting club will be given the opportunity to respond to the assessment outcome. Responses must be in writing via post or email within 7 days, marked to the attention of the Coordinator Sport & Leisure.

Upon receiving a request to review the assessment outcome, a review panel consisting of three Council Officers will be assembled to review and re-assess the breach. This panel will be chaired by either the Director Connected Communities and will include a minimum of one other Knox City Council Director or a Manager from the Connected Communities directorate and will not include any officers who were involved in the original decision making



process. All matters associated with potential apprehended bias must be considered by Council in forming any review panel.

The sporting club will have an opportunity to send a nominated club executive or committee member from the sporting club to present to the review panel, in order to provide the sporting club's version of events.

The sporting club will be notified of the outcome of the appeal within 7 days

## 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.

## 8.9 Customer Experience Strategy

### **SUMMARY: Manager Communications, Imogen Kelly**

**Knox City Council is developing its first Customer Experience Strategy. The strategy will provide important direction to the efforts already underway to improve services, develop our people capabilities and extract the most benefit from our technology investments. Research with customers and staff informed the development of a draft strategy using a co-design approach that involved a broad representation of high volume customer transaction teams and enabling services.**

**The strategy identifies goals, strategies and actions for the first three years that leverage organisational initiatives and practices to embed a focus on customer experience in our everyday work. The draft strategy has been tested with the community and this report presents the final strategy for adoption by Council.**

### **RECOMMENDATION**

**That Council adopts the “Our Customer Strategy” (as set out in Attachment 1)**

#### **1. INTRODUCTION**

As part of our commitment to manage our resources effectively to ensure financial sustainability and improved customer experience, we have developed Knox City Council’s first Customer Experience Strategy. Development of the strategy is one of the initiatives in the Council Plan 2021-2025.

The rising costs of providing services to a growing community and compounding impacts of rate capping are putting pressure on Council’s budget. We need to find new ways of releasing capacity to focus on the things that need more effort and add more value. Understanding customer needs and priorities will be critical to achieving this.

The strategy is a key foundational piece that will guide a planned and pragmatic approach to building customer-centric practices to the way the organisation operates, makes decisions and designs its services for the community. It will guide our service delivery to focus on customer experience, meeting customer needs through digital innovation and redesigning services.

The strategy identifies key areas to focus our efforts on, including providing customers with:

- More ways to share feedback with us.
- More efficient ways to complete transactions with us online.
- Our service delivery timeframes.
- Consistency in how we deal with complaints.
- Communicating the progress of requests and complaints.

## **2. DISCUSSION**

### **2.1 Customer Service Performance**

In a survey of 443 recent customers, which closely represented the demographic profile of Knox, Council recorded a score for Overall Satisfaction of 7.0 out of 10 with an “ease of doing business” score of 7.4. There was a significant disparity in phone versus online experience with online being perceived as difficult and unsatisfactory (5.3) compared with phone that was easy and satisfactory (7.8), driving customers to choose higher cost channels.

These results have been benchmarked with another ten councils, nine of which are based in metropolitan Melbourne. Knox scored above the benchmark on all measures of satisfaction, ease, first contact resolution, service delivery satisfaction, department satisfaction and first contact satisfaction. Analysis of the research showed that staff are generally motivated and deliver transactional services well, however, customer service is inconsistent across the organisation and there is a lack of understanding of what customer centricity means.

### **2.2 Customer Preferences**

Many customers want to be able to transact online but the experience when completing transactions online is poor. Only 14% of customers surveyed preferred calling and 46% of customers accessed the website before contacting Council. Satisfaction with general information on the website was high (7.5) but lower for finding relevant information (6.8) and very low for eforms (5.7).

Customers are exposed to an overload of information when transacting with Council. Simplifying information and multistep processes where possible and making our website work harder for us will free up staff to help customers with more complex requests and help customers identify and voice their needs.

The strategy identifies foundational work needed to achieve integration between the website and backend systems that enable customers to serve themselves and some interim measures to improve the online experience in the meantime.

### **2.3 Request Type**

Satisfaction is generally good but poorer when requests involve more complex matters or complaints that require extra attention and effort to resolve. 72% of contact with Council was for information (18%) or simple one-step requests (54%), and 60% of queries were resolved in one interaction. Satisfaction is high with requests for information (7.6) and simple requests (7.9). Satisfaction with complicated, multi-step requests is lower (6.3) and our handling of complaints lower still (3.7).

There is significant opportunity to divert resources from handling requests for information and simple requests by improving our online experience and educating our customers to use online channels, which are already much preferred by customers compared with using the phone. This would allow more time to be spent assisting customers with complex requests and follow up complaints in the manner expected.

Customers acknowledge the complexity of some aspects of council services and understand that some requests take longer than others. There are opportunities to improve satisfaction by communicating with customers throughout the resolution of their matter and setting realistic expectations for timeframes and likely outcomes and updating customers on timeframes if something is taking longer than expected.

The strategy proposes a digital roadmap to prioritise improvements to our website. It includes training for all staff and proposes the development and roll out of organisation wide complaint handling procedures and systems to analyse complaints and inform an ongoing improvement program. The strategy also identifies an action to investigate opportunities to extend the case management approach adopted for new business registrations to other complex services to provide a greater level of coordination internally and a consistent point of contact for customers.

## **2.4 Customer Touchpoints**

Satisfaction with the first point of contact is high (8.0), satisfaction with the quality of service from departments is slightly above average (6.8) and satisfaction with service received is high (8.0). Again, there is a significant disparity in phone versus online scores. Of note are the different things that are important to customers across these three aspects of service experience. "Access to agent" is least important on the first point of contact indicating that call waiting times are generally adequate. Giving customers all the information they need ("information") and helping them understand what they might need and how we can help them ("extra mile") are much more important determinants of satisfaction when assessing the quality of service received from departments.

"Resolution" and "timeliness" are the most important determinants of satisfaction with the service received. Major causes of dissatisfaction were lack of timely response and resolution. Verbatim comments from customers suggest they acknowledge the complexity of some aspects of Council's services and understand that some requests take longer than others. There are opportunities to improve satisfaction by communicating with customers throughout the resolution of their matter and setting realistic expectations for timeframes and likely outcomes and updating customers on timeframes if something is taking longer than expected.

The strategy proposes establishing a customer charter incorporating standard service response times to help set expectations for customers and staff and measure our performance against those standards. Establishing consistent standards across the organisation, training staff in handling difficult conversations, and setting clear timeframes and expectations for staff and customers also offers opportunities to improve these results without a huge financial investment. This will help inform service reviews and future budget deliberations for the allocation of resources to better match customer expectations.

## **2.5 Leadership**

There is a lack of coordinated direction across Council on what is important to our customers. In some areas it is clear that we are doing some really good work but there is no coordinated approach to how we go about understanding our customer needs or measure our success in meeting those needs.

A shift is needed from serving customers in functional silos to a more coordinated approach across the organisation, including a common view on what customers need and how they want to interact. It will require a cultural shift that will in turn drive a focus on what matters most and direct our limited resources to the areas of highest need.

The strategy gives leaders a shared narrative that can be used with teams about what is important to our customers when they interact with us and what we are aiming for. The strategy will guide upcoming reviews of other strategies including the ICT Strategy, Thrive (people) Strategy and Community Engagement Framework to embed customer focus in everything we do. It identifies customer promises that will be built into position descriptions and opportunities to incorporate a focus on customers in business planning and service reviews.

## **2.6 Customer Listening**

The strategy proposes a formal customer listening program and using business planning processes to identify opportunities to seek customer feedback, identify response times and measures of service and satisfaction at a service level that roll up to organisational wide measures. A communications and change plan will support and sustain the changes identified by the strategy.

## **2.7 Metrics**

Metrics are measures of performance against standards or key performance indicators, and are used to identify problems and gaps in our performance. Data on customers and customer service performance is currently lacking. The strategy identifies foundational work needed to set this up. It outlines a vision of where we want to get to and organisational level metrics that reflect what our customers have told us is important to them.

Access to customer data, consistent standards and timeframes, staff training, unified language and clear accountabilities that measure key metrics that matter will help inspire, encourage and reward customer centric outcomes. A communications and change plan will ensure that key metrics are known and understood across the organisation, and metrics will be built into every employee's performance review and development plan.

## **2.8 The Strategy**

The strategy sets out a vision, customer promises, goals and organisational level metrics to guide how we work and the focus of our improvement work over the next three years. It includes strategies under each goal area and actions that are sequenced and costed.

Key to our success is aligning the strategy with other initiatives such as our values, embedding customer centric practices in our ways of working (e.g., through service reviews and business planning), making commitments and actions practical for teams to implement (e.g., customer charter and informal feedback mechanisms) and providing staff with support and training tailored to their service areas and regulatory constraints.

### **Vision**

Our customers are highly satisfied because we are easy to deal with, our services meet their needs and our people go the extra mile to help while balancing our community obligations.

### **Promises**

- We are helpful: we are easy to deal with, professional and focused on clear, practical outcomes.
- We care: we listen and take the time to understand you and what you need.
- We are fair: we work to meet your needs, while balancing our community obligations.
- We are knowledgeable: we will let you know what we can do to help and help you anticipate what else you might need.
- We are accountable: we will guide you through the next steps, always follow through, work with our colleagues and keep you informed of our progress.

### **Goals**

- Understand customer needs and priorities.
- Improve customer service capabilities.



- Build a customer focused culture.
- Use data to drive better performance.

### **Metrics**

- Customer satisfaction (sentiment of customer interaction or relationship).
- Ease of doing business.
- Success (quality and timeliness of services).
- Cost to serve (digital uptake).

### **3. CONSULTATION**

Development of the strategy has involved the following consultation opportunities.

- Phone survey of 300 customers who had contact with Council within the past three months.
- Online survey with a further 143 customers who transacted with Council via echannels within the past three months.
- Phone interviews with 40 recent customers of four specific services (request to change bin size, register a food business, report unsightly property, report graffiti) to understand their experiences.
- Survey and Stringybark festival intercept to test key elements of the draft strategy. The survey was promoted in the e-newsletter, website article, social media post, direct email to recent customers and over the phone by customer service officers responding to customer calls during the survey period.

### **4. CLIMATE CHANGE CONSIDERATIONS**

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

There are no anticipated environmental or amenity considerations or implications arising from this report.

### **6. FINANCIAL & ECONOMIC IMPLICATIONS**

In a fiscally restrained environment, Council must find ways of meeting the changing expectations of our customers without a significant financial investment or additional resources. The Customer Experience Strategy offers opportunities for efficiency to ensure our resources are directed to the areas of most importance and value to our customers. It will ensure alignment of our resources and provide important direction to effort already underway to improve services, develop our people capabilities and extract the most benefit from our technology investments.

The strategy includes a costed action plan inclusive of already budgeted technology investments including the next phase of the website redevelopment, a Customer Relationship Management

platform, Master Data Management and Pathway Improvement Program. The initial investment associated with development of the strategy is \$164,250.

## **7. SOCIAL IMPLICATIONS**

Council services are an important contributor to the wellbeing of the Knox community. The strategy will inform how we make decisions and design services for our community to ensure our resources are directed where it is most important. The strategy will make use of existing service planning cycles and service reviews to embed the use of customer data and research in our planning and decision making.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Civic Engagement & Integrity**

Strategy 5.2 - Manage our resources effectively to ensure financial sustainability and improved customer experience.

## **9. 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.

## **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:**                    **Manager Communications, Imogen Kelly**

**Report Authorised By:**            **Director Customer and Performance, Greg Curcio**

### **Attachments**

1. Our Customer Strategy [8.9.1 - 28 pages]

**KNOX**



# Our Customer Strategy 2022-2025







# Contents

- 1 Introduction 4**
- 1.1 Message from the Mayor 4
- 1.2 Message from the CEO 5
- 1.3 Strategy development 6
- 1.4 The purpose of our strategy 7
- 2 Customer Profile 8**
- 2.1 Our customers 8
- 2.2 Customer needs 9
- 2.3 Customer segments 11
- 3 Council Services 13**
- 3.1 Our services 13
- 3.2 Service performance 15
- 3.3 Balancing customer expectations  
with the roles of Council 17
- 4 Strategy 18**
- 4.1 Vision 18
- 4.2 Our values 18
- 4.3 Our customer promises 19
- 4.4 Goals and strategies 19
- 5 Way forward 20**
- 5.1 Actions 20
- 5.2 Metrics 20
- 5.3 Key success factors 20
- 5.4 Progress monitoring 20
- 5.5 Roadmap 22
- 5.6 Plan on a page 24



## 1. Introduction

# Message from the Mayor



**Cr Marcia Timmers-Leitch  
Mayor**

Never have we valued where we live more. We've all spent more time closer to home in recent years, and we are all paying much more attention to what is happening around us.

Council services go well beyond roads, rates and rubbish to create this liveable place we are lucky enough to call home.

The moment you walk through your front gate onto the street, Council is there providing services many of us don't give a second thought to until something is not right.

Knox is a diverse community with many and varied needs and aspirations. Council has a long and proud tradition of providing services to help our community thrive and prosper. As our community changes, its expectations of the services we provide are also changing.

As custodians of this magical part of the world, we have a responsibility enshrined in law to balance the needs of everyone to achieve the best outcomes for the community, including future generations.

This includes ensuring the economic, social and environmental sustainability of Knox and the ongoing financial viability of Council. It means we may not be able to always

give customers exactly what they want, as we balance these community obligations. First and foremost, we are a service organisation. We know our customers are mostly understanding of the needs we must balance and the complexity of some of the services we provide. For our part, we want to do the best thing for the community.

This strategy describes the steps we will take to truly understand the needs and priorities of our customers, and continually measure our effectiveness in delivering services. With this understanding, we can be calculated and proactive in how we direct our available resources to the things that matter most to our customers.

**This strategy describes the steps we will take to truly understand the needs and priorities of our customers, and continually measure our effectiveness in delivering services.**

## Message from the CEO



**Bruce Dobson**  
Chief Executive Officer

Putting the customer at the centre of what we do is a core responsibility of all Council staff, and is fundamental to delivering on the priorities set out in the new Council and Community Plan.

This strategy is a key deliverable on our commitment in the Council Plan to manage our resources effectively, to ensure financial sustainability and improved customer experience.

Whether we have a role on the front line interacting with customers daily or play an enabling role, we all have a responsibility for how our customers experience us.

We deliver a staggering number and range of services. As our services have evolved so have our ways of doing things, which we know can sometimes result in an inconsistent experience for our customers.

This strategy will guide a planned and pragmatic approach to building customer-centric practices in to the way the organisation operates, makes decisions and designs its services for the community.

It will guide our service delivery to focus on customer experience, meeting customer needs through digital innovation and redesigning services.

The rising costs of providing services to a growing community and compounding impacts of rate capping are putting pressure on Council's budget. We need to find new ways of releasing capacity to focus on the things that need more effort and add more value.

Understanding customer needs and priorities will be critical to achieving this. We have a committed and passionate team who, with the right tools, training and access to customer data and feedback, can achieve the vision set out in this strategy.

**We have a committed and passionate team who, with the right tools, training and access to customer data and feedback, can achieve the vision set out in this strategy.**



### 1.3. Strategy development

This strategy has been developed following a rigorous research and consultation process, both with our customers and staff. To achieve a customer and data-driven final strategy, we conducted the following research:

- Review of recent customer research and performance results for various key services across Council.
- In-depth interviews of 11 senior managers and 11 frontline staff from a broad range of customer-facing functions.
- Online survey of all staff.
- Phone survey of 300 customers who had contact with Council within the previous three months.
- Online survey of 143 customers who transacted with Council via online channels within the previous three months.
- Workshops with key operational staff to journey map four services as case studies.
- Phone interviews of 40 customers of the four services to understand their experiences in depth.
- Demographic analysis and identification of the most dominant customer segments for Knox using Australia's most comprehensive consumer classification dataset, which provides household-level segmentation, including demographics, financial attributes, lifestyles, attitudes, values, spend behaviour and channel engagement.

Following the analysis of this research, the strategy was developed through an in-depth co-design process, with staff from a range of high-volume service areas working together to develop the core elements and direction of the strategy.





#### 1.4. Strategy purpose

This strategy guides the transformation of how we deliver our services, to ensure focus on better meeting the needs of our customers and fostering a customer-centric service culture, to ultimately improve our customers' experience of our services. It ensures our focus on customers is at the centre of everything we do.

Over the last few years, we have all been reminded of the importance of community, connection and community services.

As community members we have:

- Spent more time at home
- Explored our local area more
- Reached out to help and be helped by our neighbours and community

As a Council and service provider we have:

- Seen an increase in residents' pride in their community
- Noticed increasing customer expectations of us
- Experienced an increase in need for some of our services
- Noticed customers wanting to interact with us in different ways

Knox's inaugural Our Customer Strategy has three main purposes.

1. Deliver better customer service by providing our customers with:

- Easier access to information and services, including self-service models for simple services
- A better user experience with online services
- More support with complex enquiries and complaints

2. Deliver a modern, cost effective and sustainable approach to customer service that will:

- Expand our offering of digital service channels
- Increase internal efficiencies through streamlining processes
- Deliver existing services more efficiently
- Improve customer service capabilities among staff

3. Give direction to our internal programs by focusing on:

- Digital innovation
- Customer-centric service redesign
- Building a customer-centric culture

## 2. Customer Profile

### 2.1. Our customers

We have a more diverse range of customers than most organisations across all life stages, abilities, needs and household types. Our customers include residents, non-resident ratepayers, business owners, local workers, visitors and community service users. Our services must accommodate this diversity.



**51%**

of residents are female



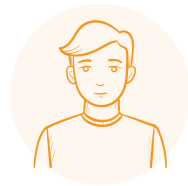
**18%**

are aged 65 years and over



**48%**

households are families with one or more children



**21%**

of people in Knox live by themselves



**82%**

of dwellings are single detached houses



**21%**

rent privately



**33%**

of residents were born overseas



**29%**

of people speak a language other than English at home



**14,046**

businesses in Knox



**30%**

of residents work in Knox



**5%**

of people require assistance in their day-to-day lives due to disability



**10%**

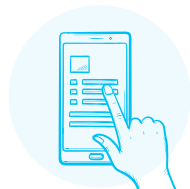
of households have no internet connection at home

## 2.2. Customer needs

Our research indicates that there are opportunities to realign service delivery channels and reallocate resources to better meet the needs and priorities of our customers.



**72%**  
of enquiries  
are simple



**46%**  
use the website  
before calling



**14%**  
prefer calling

Customers are increasingly using online channels for services and access to information. Almost 50% of customers now access the website before calling Council.

More than 70% of phone enquiries to Council are for information or simple requests. By increasing the availability and ease of our online services, we can transition the majority of these interactions to online channels to better meet the needs of these customers, while always preserving the option of calling for those who prefer. Surprisingly, only 14% of customers prefer calling Council to seek information.

Increased uptake of online channels will enable us to reduce the time staff spend on dealing with simple requests, and allow for more time to be spent on assisting customers with complex enquiries and complaints, and going the extra mile. Aligning our service delivery channels with customer preferences will provide a more efficient and sustainable customer service model.

Feedback from our customers shows the attributes they value the most are staff going the extra mile, being given the correct information and dealing with knowledgeable staff. Customers told us they value knowledgeable and professional staff who listen to, and understand, their needs and take accountability for resolving their requests.



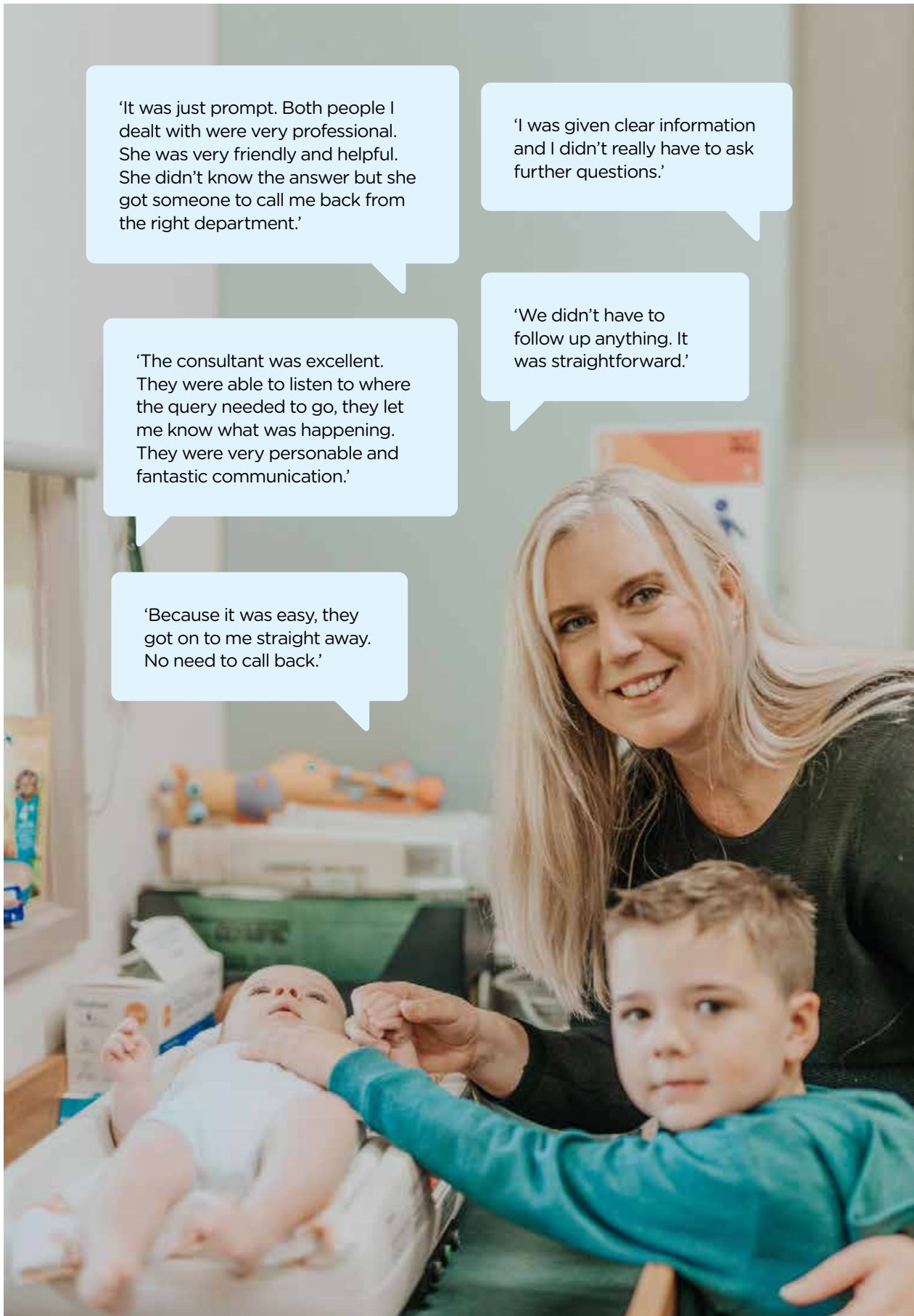
Extra mile



Information



Knowledgeable





### 2.3. Customer segments

In order to provide a more personalised service and understanding of customer needs, we have identified six key customer segments for Knox.

Over time we will capture personal preferences and special needs for all of our customers.

We will start refining our services based on customer segments and personas representing those segments. As we start to capture more data on our customers, and in the context of already increasing cyber security threats, it will be critical for our customers' trust in Council for us to be transparent about what data we collect and what security measures we have in place to protect their personal data.

As our customer relationship management capabilities improve, we will be able to track individual customer journeys, anticipate customer needs and help customers more proactively.

Customer segmentation will help us to:

Improve service design by:

- Tailoring services to customer needs
- Enabling flexibility to deal with individual requirements

Improve service delivery by:

- Providing a better understanding of customer priorities
- Communicating with customers according to their preferences

Support a customer-centric culture by:

- Helping staff to 'walk in the customer's shoes'
- Encouraging staff to anticipate and respond to unspoken needs

The six customer segments were developed using a tool that collates more than a thousand commercially available data sets from various sources. This provides a detailed and granular view of socio-demographic profiles at a household and neighbourhood level to enable a rich and detailed understanding of consumer behaviours and preferences. The following six segments directly represent 56% of Knox residents plus another 26% of Knox residents who are in 'similar' segments.

#### Case study: Creation of business support service for local businesses




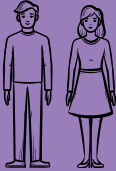




Local business owners told us that the process of starting a new business or expanding an existing one was a daunting task, requiring many decisions, actions and applications with various agencies, including multiple departments within Council.

We invited business owners who had recently gone through a start-up or expansion phase to share their feedback and tell us their story of navigating the range of Council applications, approvals and assessments they needed to comply with. We learnt of the struggles they faced when trying to get the right information from us in a timely manner.

The various Council departments involved in supporting business owners through

this process came together to better understand the needs of these customers. We mapped out the internal processes in place at the time, looking at barriers and better ways to do things. We designed a new process for assisting start-ups and expansions so they can get all the right information up front, and providing support along the way.

Out of this process, the Knox Permit Support team was born, creating a one-stop-shop for business owners to bring their proposal to Council and have the relevant departments provide advice on what permits are needed. This service aims to make it easier for business owners to find the information they need through a start-up or expansion phase of their business.

Profile	Description	% of Knox households	Aspirations	Pain points
<b>Spacious traditions</b> 	Middle aged families with school children	14%	Work life balance Looking and feeling good	Getting the run around Wasting time
<b>New found freedom</b> 	Established mature families with adult children	14%	Connection to community Reducing environmental footprint	Inconsistency in decisions and processes Disconnects between different Council services
<b>Schools and bills</b> 	Younger families with young children	9%	Healthy fun for family Paying off the mortgage	Safety concerns around children growing up Things taking too long
<b>Backyards and mates</b> 	Single, younger middle Australia	8%	Settling down and owning a home Making the local sporting team	Getting the run around Work-life balance around commuting
<b>Realistic horizons</b> 	Couples and divorced or never married singles	7%	Rebuilding economic self-sufficiency Staying fit and healthy	Feeling isolated Lacking confidence to participate
<b>Solo seniors</b> 	Single retirees living in outer suburbs	4%	Family time with grandkids Maintaining their independence	Adapting to change Being patronised due to age

## 3. Council Services

### 3.1. Our services

We provide services to support community members throughout their lives, and the range of services provided by local government is more diverse than any other sector. This diversity of services presents challenges and requires a complex range of capabilities, systems and skills.

This strategy will help us deliver dual aspirations for our services, that is, continual improvement of service delivery in each team and a more consistent organisation-wide approach to customer experience.



Aged and Disability Support	Infrastructure Maintenance
Animal Management	Libraries
Aquatic Facilities	Local Law Enforcement
Bridges and Culvert Maintenance	Maternal and Child Health
Building and Property Management	Parks and Gardens Maintenance
Cemeteries	Performing Arts
Children and Family Services	Playgrounds
Civic Beautification	Public Health Services
Community Care	Public Lighting
Community Grants	Recreation Development
Community Halls and Facilities	Road Maintenance
Customer Service	School Crossings
Drainage	Sports Facilities
Economic and Business Development	Stormwater
Emergency Management	Street Cleaning
Environmental Management	Town Planning
Events	Transport and Traffic
Facilities	Waste Management
Footpaths and Pathway Maintenance	Water Management & Irrigation
Home Support Care Services	Youth Services
Indigenous Affairs	



**57,621**  
online service  
requests received



**4,892**  
visits to Council's  
Customer Service Centre



**83,725**  
phone calls received,  
with 82% resolved at the  
first point of contact



**32,299**  
hard waste  
bookings lodged



**4840**  
children provided with  
maternal and child health  
(MCH) services



**1,559**  
MCH four-week key  
age and stage visits



**4,004**  
infants and children  
immunised



**1,965**  
animal management  
requests received



**696,928**  
physical library  
items loaned



**709,358**  
digital library  
items loaned



**1,073**  
planning applications  
received



**2,212**  
community transport  
trips made



**180,771**  
visits to aquatic  
facilities



**2,462**  
trees planted



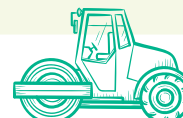
**209**  
playgrounds  
maintained



**1,242km**  
of footpaths  
maintained



**40,979**  
drainage pits  
maintained



**725km**  
of local roads  
maintained



**64**  
sportsgrounds and major  
reserves maintained



**279**  
Council-owned  
buildings maintained



**21,575m<sup>2</sup>**  
of graffiti removed from  
Knox Council's assets



### 3.2. Service performance

Customer research has shown encouraging baseline performance results across a number of key customer experience measures. Benchmarking results against 10 other participating councils revealed that we performed above average in several key metrics, including overall customer satisfaction, ease, first point of contact resolution and service delivery satisfaction, as shown below.

Despite these encouraging results, detailed analysis of customer feedback shows distinct gaps in service delivery. There are two main opportunities for improvement.

1. Increase the availability and ease of online self-service options

We can increase the availability and ease of online self-service options to provide customers with the same levels of satisfaction as staffed channels, while encouraging

customers towards lower cost online channels. Customers perceive our online services, including online forms and emails, as difficult and unsatisfactory:

- 37% of customers expressed dissatisfaction with our website, while only 31% expressed high satisfaction
- Customers rated our phone channel 8.0/10 for ease of use, while they rated our online channels only 5.8/10
- Customers rated our phone channel 7.8/10 for overall satisfaction, while they rated our online channels only 5.3/10

This disparity in service perceptions by channel is driving customers from using lower cost online channels to higher cost channels, such as phone and in person at the customer service counter.



■ Knox City Council result    ■ Average result of 10 other participating councils

Metric	Knox City Council result	Average result of 10 other participating councils
Overall satisfaction	Average score 7.0	Average score 7.4
Ease	Phone 7.8	Phone 8.0
	Website 5.3	Website 5.8
First contact resolution	% of queries resolved in one interaction 60%	% of queries resolved in one interaction 60%
	Phone 64%	Phone 64%
	Website 51%	Website 51%

Knox City Council sample: n=436

2. Provide customers with more support and assistance for complex enquiries and complaints

We can streamline complex services, enquiries and complaints with a concierge or case management approach to improve customer outcomes and satisfaction. Customer satisfaction with simple services is significantly higher than complex services:

- Customers rated their satisfaction with simple services 7.9/10, while their satisfaction with complex services only 6.3/10
- Sentiment analysis of customer verbatim feedback shows that human factors have an overwhelmingly positive sentiment, whereas process factors have as much negative as positive sentiment

These insights indicate that expert staff should focus their attention on supporting customers with complex services, enquiries and complaints, rather than spend time processing simple service requests. With 72% of customer contacts being either requests for information or simple requests that may be completed online, this presents a significant opportunity to redirect staff resources to deliver higher value customer service for our customers.

“I just rang and she organised everything straight away. Gave me information of when to put it out. Told me what I could and couldn't put out. It was just easy. I don't even think she put me through to anyone else. She organised it all herself.”

“Because they were able to resolve what I needed to know. It was a little bit complicated. I got a return email within the 10 days specified.”

“Because the guy I spoke to contacted me after I put my complaint in and went through a dot point of my concerns. It took him a few weeks to contact the owner, but he persisted and came up with a resolution and then he contacted me back. The issue is now resolved because of his persistence -they have gotten rid of the rats.”



### 3.3. Balancing customer expectations with the roles of Council

Council has many roles, each with obligations and responsibilities. Sometimes we may not be able to give an individual customer the outcome they desire, as sometimes an individual request clashes with our obligations to the community or our legal obligations. When this occurs, we need to spend time with the individual customer to help them understand what we can do and what we can't do.

We want to offer individual customers the best experience that we can, while balancing our obligations to the wider community. Setting realistic expectations is important so that customers have an understanding of what is realistic and actionable, and are less likely to have cause for disappointment, which may lead to escalations.



#### Case study: Balancing different customer needs and regulatory roles



Sathya and Raj's adult children have recently moved out of the family home. They want to subdivide their property so they can build a new townhouse in the backyard, and then sell their family home to downsize their mortgage so they can retire sooner.

Sathya makes a planning application to build the townhouse and subdivide.

Their neighbours, Emily and Zac have three children under eight years old. They are concerned that a two-storey townhouse at the rear of the block will overlook their backyard where their children play and they entertain friends and family.

Emily lodges an objection to the planning application to build a townhouse at the back of the block.

Lily has lived most of her life on the same street and is fond of two large trees within Sathya and Raj's backyard. Lily lodges an

objection to the application in response to plans to cut down the two large trees to make way for the new townhouse.

Kylie is the Council planning officer who assesses the planning application and objections. Kylie must ensure that the planning application complies with the rules set out in the Knox Planning Scheme for the property. She considers all the objections and seeks to mediate a solution that meets the planning scheme and all customer needs, even though they are conflicting. She approves the application with conditions that require windows overlooking Emily's backyard to be obscured and replacement trees must be planted.

While Sathya, Emily or Lily may not get exactly what they want, they all get a fair hearing, they understand the reasons for the decision and the service experience is respectful, clear and timely.

## 4. Strategy

### 4.1. Vision

Our vision will guide our aspirations and journey.

**Our customers are highly satisfied because we are easy to deal with, our services meet their needs and our people go the extra mile to help while balancing our community obligations.**

### 4.2. Values

Our values are the foundations to our success and culture at Knox. They represent what we stand for, inspire us and create a shared understanding to align the way we work with our vision and purpose. This is how they can be applied to achieving great customer outcomes.



#### Make a difference daily

We are friendly and helpful. We listen to understand our customers' needs. We return calls and respond to emails promptly and tell customers what we can do to help or where else they can get help.

We help customers understand what happens next and the likely timeframes. We do what we say we are going to do and keep customers in the loop of our progress. We encourage customers to provide feedback when something isn't right and we take quick action to resolve problems.



#### Inspire and facilitate success

We actively seek feedback from customers to help us design services and processes to match their needs. We are curious about how well our services are meeting these needs. We use customer feedback to make changes and improve our services.

We measure our performance and our customers' satisfaction to understand how we can make the best use of our resources. We analyse complaints to learn and improve and empower our frontline staff to resolve problems. We celebrate great customer moments and inspire our teams to achieve outstanding customer outcomes.



#### Think big act bold

We see opportunities to improve how our customers experience our services and feel compelled to try new things. We challenge the status quo and actively seek out ways to reimagine how we deliver services.

We share our success, learn from each other and build on ideas to achieve better outcomes for our customers. We reach beyond our own remit, collaborate with each other and find a way to make our ideas come to fruition.



#### Do what is right (not what is easy)

We are all accountable for upholding our customer promises. We encourage positive and negative feedback. We respond promptly and professionally, even when delivering bad news or having difficult conversations.

We provide our customers with a coordinated response, when there are multiple related issues or considerations involved in achieving a resolution, and help them navigate the complexity of Council.

### 4.3 Customer promises

Our customer promises are our commitments to our customers.

- We care: we listen and take the time to understand you and what you need
- We're helpful: we're easy to deal with, professional and focused on clear, practical outcomes
- We're fair: we work to meet your needs, while balancing our community obligations
- We're knowledgeable: we'll let you know what we can do to help and help you anticipate what else you might need
- We're accountable: we'll guide you through

the next steps, always follow through and work with our colleagues to keep you informed of our progress

### 4.4. Goals and strategies

Our goals and strategies summarise the key areas of focus for us over the next three years. These strategies will strengthen the foundations for a more sophisticated approach to customer experience, an approach that will provide customers with a better experience and be more cost effective and sustainable for Council. They will define our ongoing programs of work throughout 2022-2025 that support our goals and coordinate our actions.

Goals	Strategies
<b>1. Understand our customers' needs and priorities</b>	1.1. Develop an ongoing customer listening program
	1.2. Create and maintain a single view of customer interactions
	1.3. Develop a more personalised customer understanding
<b>2. Improve our customer service capabilities</b>	2.1. Increase choice and flexibility of channels for contacting Council and receiving updates
	2.2. Develop more user-friendly self-service options
	2.3. Provide more visibility of the status of requests and complaints
	2.4. Build capability to design services that meet customer needs
<b>3. Build a customer-focused culture</b>	3.1. Embed a customer experience focus in organisational strategy and planning
	3.2. Establish customer experience service delivery standards and expectations
	3.3. Build a positive culture and good practice in complaint handling
	3.4. Promote clear accountability for customer satisfaction among staff
	3.5. Invest in improved staff customer experience awareness and skills
<b>4. Use data to drive better performance</b>	4.1. Establish an organisation-wide customer experience performance measurement and monitoring program
	4.2. Enable transparency of customer experience performance
	4.3 - Develop a better understanding of the economics of service



## 5. Way forward

### 5.1. Actions

Actions have been identified to progress each strategy in pursuit of our goals and long-term vision. The actions form our roadmap with timeframes, costings and accountabilities. They have been selected to align with, and leverage, other organisational initiatives and business planning practices to embed customer focus in our everyday work. They are pragmatic and practical for teams to implement. Actions that require upfront investment of time and resources will have a significant return on investment, with resource savings from improving customer experience and reducing administrative effort, enabling resources to be redirected to more high value work.

### 5.2. Metrics

We will use metrics to track our implementation progress and customer experience improvements. Key Performance Indicators (KPIs) will focus on a few metrics that matter most, and will apply at a service, departmental, divisional and organisational level. This will include metrics focused on:

- **Customer satisfaction:** This measures the sentiment, feeling and emotion of a customer interaction or relationship.
- **Ease:** This measures how easy a customer found it to deal with us or use our services.
- **Success:** This measures service delivery, service outcomes and includes a measure of time and a measure of quality.
- **Cost to serve:** This measures how costly our services and channels are, and will be included once we build the technology capabilities and data collection regimes to support accurate measurement.

Measuring and monitoring our performance on these metrics, and analysing the underlying data, will allow us to better understand the drivers of what satisfies our customers and how easy they find our services. These insights will provide guidance for our continuous improvement initiatives across Council, which are critical to our success in a resource constrained environment.

### 5.3. Key success factors

The implementation plan will include a change management plan, which is considerate of:

- Ensuring the organisation-wide customer experience initiatives are practical for each team and embed a customer focus in our ways of working, rather than adding customer experience as an extra requirement.
- Providing staff with ongoing training and support to make and sustain changes.
- Aligning the roadmap with other major organisational strategies and initiatives, including the Council Plan, Thrive, the ICT Strategy and the Community Engagement Framework.
- Utilising our existing capabilities and leveraging examples of internal best practice.

Addressing these key success factors within the implementation of the Our Customer Strategy and Roadmap will increase the probability of successful outcomes.

### 5.4. Progress monitoring

We will monitor our progress in two streams:

- Roadmap management monitoring
- We will monitor the progress of our roadmap actions to schedule and budget, and against milestones and deliverables
- Customer experience monitoring
- We will monitor the customer experience outcomes, improvements and benefits we have realised as a result of implementation of our roadmap actions

We will communicate our progress regularly to the organisation and the community. We will conduct a midpoint review of the roadmap to ensure the actions we have identified are still achieving the goals of the strategy.



## 5.5. Roadmap

Goal	Strategy	Action
<b>1 - Understand our customers' needs and priorities</b>	1.1 - Develop an ongoing customer listening program	1.1.1 - Implement a Voice of the Customer program and roll out organisation wide, automated customer listening surveys
		1.1.2 - Identify opportunities through business planning and service review processes to capture customer feedback at the service level
	1.2 - Create and maintain a single view of customer interactions	1.2.1 - Improve master data management, include consolidating the NARs (name and address registers)
		1.2.2 - Implement a CRM (customer relationship management) system
	1.3 - Develop a more personalised customer understanding	1.3.1 - Build a library of customer personas
		1.3.2 - Develop a customer profile standard to inform CRM design
<b>2 - Improve our customer service capabilities</b>	2.1 - Increase choice and flexibility of channels for contacting Council and receiving updates	2.1.1 - Capture individual customer contact preferences
		2.1.2 - Conduct a trial of live chat
	2.2 - Develop more user friendly self-service options	2.2.1 - Develop a Digital Roadmap
		2.2.2 - Improve the user experience of ePathway forms
		2.2.3 - Replace PDF forms with online forms
		2.2.4 - Integrate online forms with Pathway to eliminate ePathway
	2.3 - Provide more visibility of the status of requests and complaints	2.3.1 - Set up automated email and SMS progress updates for customer requests
		2.3.2 - Set up automated emails on next steps and timeframes tailored to each service
		2.3.3 - Review web content to ensure that next steps and timeframes are clear for all request and application types
		2.3.4 - Integrate Confirm with Pathway
		2.3.5 - Develop functionality on the website to allow customers to check the status of their requests online without having to log on
		2.3.6 - Establish an online customer portal for customers to view progress of requests and personal transactions
	2.4 - Build capability to design services that meet customer needs	2.4.1 - Develop a customer journey mapping methodology and program linked to ICT investment, service reviews and business planning
		2.4.2 - Develop service design capability



	Y1	Y2	Y3	Cost	Partners
	✓	✓	✓	\$50k (year 1) \$40k (p/a ongoing) within budget	Chief Information Officer
	✓			Within existing resources	Strategy and Transformation
		✓	✓	\$1.25m budgeted in ICT Strategy	Customer and Communications
			✓	\$1.68m budgeted in ICT Strategy	Customer and Communications
	✓	✓	✓	Within existing resources	
		✓		Within existing resources	
	✓	✓	✓	Within existing resources	
		✓		Within existing resources	
	✓			\$66k within budget	
	✓	✓	✓	Subject to prioritisation in Pathway program (\$90k p/a within budget)	Customer and Communications
	✓	✓		Within existing resources	
			✓	\$525k budgeted in ICT Strategy	Customer and Communications
	✓	✓		Subject to prioritisation in Pathway program (\$90k p/a within budget)	
	✓	✓		Within existing resources	Chief Information Officer
	✓			Within existing resources	
	✓			\$1.5m budgeted in ICT Strategy for Confirm project	Chief Information Officer
	✓	✓		Cost to be confirmed	Chief Information Officer
			✓	\$525k budgeted in ICT Strategy	Customer and Communications
		✓		Within existing resources	
		✓	✓	Subject to future budget deliberation	

Goal	Strategy	Action
<b>3 - Build a customer-focused culture</b>	3.1 - Embed a customer experience focus in organisational strategy and planning	3.1.1 - Recruit a Customer Experience Lead to lead implementation of the strategy
		3.1.2 - Develop a communication and change management plan to implement the Our Customer Strategy internally
		3.1.3 - Incorporate customer experience in scheduled reviews of other organisational strategies e.g. Thrive, ICT Strategy
		3.1.4 - Incorporate a customer experience focus in the annual business planning process
		3.1.5 - Incorporate a customer experience focus in any service reviews
		3.1.6 - Build a customer experience focus into existing reward and recognition programs
	3.2 - Establish customer experience service delivery standards and expectations	3.2.1 - Develop a Customer Charter and promote internally among all staff
		3.2.2 - Establish standard timeframes for all services
		3.2.3 - Publish the service standard timeframes of all key services on our website
	3.3 - Build a positive culture and good practice in complaint handling	3.3.1 - Review the Complaints Policy
		3.3.2 - Develop a complaints handling procedure and train all staff
		3.3.3 - Provide insights on complaint data to service managers to identify opportunities for improvement
	3.4 - Promote clear accountability for customer satisfaction among staff	3.4.1 - Add customer responsibilities to all new and existing position descriptions
		3.4.2 - Investigate opportunities to extend the case management approach for complex services
		3.4.3 - Include customer metrics in the roadmaps of all staff
	3.5 - Invest in improved staff customer experience awareness and skills	3.5.1 - Deliver customer experience awareness training to all staff
		3.5.2 - Deliver ongoing customer experience training to all staff
		3.5.3 - Capture, share and celebrate examples of best practice
	<b>4 - Use data to drive better performance</b>	4.1 - Establish an organisation-wide customer experience performance measurement and monitoring program
4.1.2 - Develop a quarterly customer experience performance report		
4.1.3 - Set up a formal customer experience improvement program to improve customer satisfaction results		
4.2 - Enable transparency of customer experience performance		4.2.1 - Develop customer experience dashboards with performance results at a service, departmental, divisional and organisational level
		4.2.2 - Explore opportunities to expose customer experience dashboards on new corporate intranet
		4.2.3 - Make customer experience performance results available publicly
4.3 - Develop a better understanding of the economics of service		4.3.1 - Calculate and track the cost per transaction for each contact channel

	Y1	Y2	Y3	Cost	Partners
	✓			\$137k within budget	
	✓			\$5k within budget	
	✓			Within existing resources	Chief Information Officer
	✓	✓		Within existing resources	Strategy and Transformation
	✓	✓	✓	Within existing resources	Strategy and Transformation
	✓	✓	✓	Within existing resources	People, Culture and Development
	✓			Within existing resources	
	✓	✓		Within existing resources	
	✓	✓		Within existing resources	
	✓			Within existing resources	Governance
	✓	✓		Within existing resources	Governance
	✓	✓	✓	Within existing resources	
	✓			Within existing resources	People, Culture and Development
	✓	✓	✓	Within existing resources	Governance
	✓			Within existing resources	
	✓			\$30k within budget	
	✓	✓	✓	Within existing resources	People, Culture and Development
	✓	✓	✓	Within existing resources	
	✓			Within existing resources	
		✓	✓	Within existing resources	
			✓	Within existing resources	Customer and Communications
			✓	Within existing resources	Chief Information Officer
			✓	Within existing resources	
		✓	✓	Within existing resources	

## 5.6 Roadmap on a page

Goal	Strategy
<b>1. Understand our customers' needs and priorities</b>	1.1 Develop an ongoing customer listening program
	1.2 Create and maintain a single view of customer interactions
	1.3 Develop a more personalised customer understanding
<b>2. Improve our customer service capabilities</b>	2.1 Increase choice and flexibility of channels for contacting Council and receiving updates
	2.2 Develop more user-friendly self-service options
	2.3 Provide more visibility of the status of requests and complaints
	2.4 Build capability to design services that meet customer needs
<b>3. Build a customer-focused culture</b>	3.1 Embed a customer experience focus in organisational strategy and planning
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	3.3 Build a positive culture and good practice in complaint handling
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	3.5 Invest in improved staff customer experience awareness and skills
<b>4. Use data to drive better performance</b>	4.1 Establish organisation-wide customer experience performance measurement and monitoring program
	4.2 Enable transparency of customer experience performance
	4.3 Develop a better understanding of the economics of service

2023	2024	2025
Implement VOC program and roll out organisation wide (automated customer listening surveys)		
Capture feedback at service level		
	Improve master data management (including name and address registers)	
		Implement CRM system
Build library of customer personas		
	Develop customer profile standard	
Capture individual customer contact preferences		
	Conduct a trial of live chat	
Develop a digital roadmap		
Improve user experience of ePathway forms		
Replace PDF forms with online forms		Integrate online forms with Pathway
Automated email and SMS progress updates for customer requests		
Automated emails on next steps and timeframes tailored to each service		
Ensure next steps and timeframes are clear		
Integrate Confirm with Pathway		
Functionality to allow customers to check request status online		Establish online customer portal
	Develop customer journey mapping	
	Develop service design capability	
Recruit CX Lead		
Develop change management plans		
Incorporate CX in strategy reviews		
Incorporate CX focus in annual business planning process		
Incorporate CX focus in any service reviews		
Build a CX focus into existing reward and recognition programs		
Develop Customer Charter		
Establish standard timeframes for all services		
Publish the service standard timeframes of all key services on website		
Review the Complaints Policy		
Develop a complaints handling procedure and train all staff		
Provide insights on complaint data to service managers to identify opportunities for improvement		
Add customer responsibilities to all PDs		
Investigate opportunities to extend case management approach for complex services		
Customer metrics in staff roadmaps		
Deliver CX awareness training		
Deliver ongoing CX training to all staff		
Capture, share and celebrate examples of best practice		
Refine CX metrics and targets	Develop quarterly CX performance report	
		Formal CX improvement program
	Develop CX dashboards with performance results for all levels	
		Include CX dashboards on intranet
		Make CX performance results public
	Calculate and track cost per transaction for each contact channel	

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133 677 (ask for 03 9298 8000)



Interpreter  
131 450

Speak and Listen Users  
1300 555 727 (ask for 03 9298 8000)



## 8.10 Complaints Policy

**SUMMARY:** Customer Experience Analyst, Customer and Communications, Lucy Morse

**Council adopted its first formal Complaints Policy in December 2021. The policy is based on advice from the Victorian Ombudsman, and sets out Council's approach to handling complaints. Several improvements to the current Complaints Policy are proposed, to further strengthen Council's complaint handling practices and improve clarity for customers wishing to make a complaint.**

### **RECOMMENDATION**

**That Council adopts the revised Complaints Policy as provided within Attachment 1.**

#### **1. INTRODUCTION**

Council's current Complaints Policy was developed in alignment with the requirements of the Local Government Act 2020 and specialist advice from the Victorian Ombudsman. Since adoption, implementation of the policy has led to growth in knowledge and skills in best practice complaint handling across Council.

In alignment with Council's commitment to continually refine and improve customer experience, several improvements to the policy are proposed. The proposed amendments are underpinned by the principle that the Complaints Policy should be easy for customers to understand and act upon, as complaints are valuable customer insights that Council can learn from to improve services.

#### **2. DISCUSSION**

The proposed amendments to the current Complaints Policy, as included within Attachment 1, aim to improve clarity for customers wishing to make a complaint. The proposed amendments include rearranging the order and clarifying the content within the current policy to ensure the information customers may seek is accessible and clear, specifying the customer contact channels by which Council accepts complaints, in addition to corrective administrative updates noting revised version and organisation structure references.

#### **3. CONSULTATION**

The abovementioned proposed amendments to the current Complaints Policy align with the principles of the draft Our Customer Strategy, which was developed following robust customer research and community consultation. The proposed amendments align with industry norms and expert recommendations in consideration of the nature of Section 107 of the Local Government Act 2020.

#### **4. CLIMATE CHANGE CONSIDERATIONS**

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

#### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

There are no anticipated environmental or amenity considerations or implications arising from this report.

## **6. FINANCIAL & ECONOMIC IMPLICATIONS**

Enabling, responding to, and learning from complaints from the community is a key function of Council. The abovementioned proposed updates to the current Complaints Policy do not pose any additional financial or economic implications to the organisation.

## **7. SOCIAL IMPLICATIONS**

The abovementioned proposed updates to the current Complaints Policy are aimed at improving the experience customers have when making a complaint.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Civic Engagement & Integrity**

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

## **9. 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.

## **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:** Experience Analyst, Customers and Communications, Lucy Morse

**Report Authorised By:** Director Customer and Performance, Greg Curcio

### **Attachments**

1. Complaints Policy (Version 2) [**8.10.1** - 21 pages]





# Complaints Policy

Policy Number:	2021/03	Directorate:	Customer and Performance
Approval by:	Council	Responsible Officer:	Manager Customer and Communications
Approval Date:	December 2021	Version Number:	V2
Review Date:	December 2023		

## 1. Purpose

The purpose of this policy is to provide customers with a clear understanding of how complaints will be handled and to assist Council staff in managing and processing customer complaints in an efficient and transparent manner.

This policy aims to:

- Put in place an open and transparent complaints handling system.
- Establish our timeframes for resolving complaints.
- Clarify roles and responsibilities.
- Give customers confidence Council will listen and be responsive to their concerns.
- Ensure staff handle complaints fairly and objectively.
- Set out how staff record and analyse complaint data to identify opportunities to improve our services.

## 2. Context

Council is committed to sound decision-making processes to ensure fair and reasonable outcomes for the Knox community. Council also recognises a customer's right to make a complaint and that they give Council:

- vital information about its services;
- a valuable opportunity to make things right; and
- insights to learn from complaints to improve our services.

This policy provides Council with an organisational approach to complaint handling and supports and empowers staff in the facilitation and resolution of complaints in an efficient and transparent manner. It also ensures that Council is accountable both internally and externally for its decision-making and complaint handling performance. This policy is based on the Victorian Ombudsman's 'Councils and Complaints – A good practice guide' (July 2021), and the New South Wales Ombudsman's 'Unreasonable Complainant Conduct Model Policy' (2013).



### 3. Index

1. Purpose .....	1
2. Context .....	1
3. Index .....	2
4. Scope .....	3
5. References .....	4
5.1. Council Plan 2021-25 .....	4
5.2. Related Legislation .....	4
5.3. Related Council Policies .....	4
6. Definitions .....	5
7. Complaints Policy .....	6
7.1. What is a complaint .....	6
7.2. How to make a complaint .....	6
7.2.1. Accessibility .....	7
7.2.2. Complaints lodged via Councillors .....	7
7.2.3. Anonymous complaints .....	7
8. Our approach to handling complaints .....	7
8.1. Overview .....	7
8.2. How we will handle your complaint .....	7
8.2.1. First-contact resolution .....	8
8.2.2. Investigation .....	8
8.2.3. First contact resolution and investigation by Council contractors .....	8
8.2.4. Internal review .....	9
8.2.5. External review .....	9
8.3. Roles and responsibilities .....	9
8.4. Procedures for specific complaints .....	11
8.4.1. Complaints alleging corrupt conduct .....	11
8.4.2. Complaints about Councillors .....	11
8.4.3. Complaints about the Chief Executive Officer .....	11
8.5. Remedies .....	11
8.6. Privacy .....	11
8.7. Record keeping .....	12
8.8. Analysing and reporting on performance .....	12
8.9. Unreasonable complainant conduct .....	12
9. Administrative updates .....	13
Appendix 1 Difference between a complaint and a request for service .....	14
Appendix 2 Difference between a complaint and feedback received via a community consultation exercise .....	16
Appendix 3 Regulatory bodies for external appeals .....	17
Appendix 4 Categories and our approach to unreasonable complainant conduct .....	19



#### 4. Scope

This policy applies to all complaints from members of the public, except the following, which may be managed through other processes:

- Requests for service or maintenance to an asset for which Council has responsibility, or reports of a fault with, or damage to, an asset for which Council has responsibility, within the relevant service standard (refer Appendix 1)
- Dissatisfaction expressed when providing feedback to a community consultation exercise (refer Appendix 2)
- Complaints involving an allegation of fraud or corrupt conduct (refer section 8.4.1)
- Complaints about Councillors (refer section 8.4.2)
- Complaints about the Chief Executive Officer (refer section 8.4.3)
- Claims against Council for personal injury or property damage or other loss or damage
- Complaints lodged by Council staff, volunteers or contractors which allege a breach of the Staff Code of Conduct or other internal policy.

Requests to review/appeal an infringement or to review a statutory decision have separate established processes and may not be considered as a complaint for the purposes of this policy, including decisions and processes related to:

- Infringements subject to a statutory appeal process that may be appealed to the Magistrates Court. This includes parking infringements and a range of other infringements or legal action issued under Council's local laws or legislation such as the:
  - Building Act 1993
  - Domestic Animals Act 1994
  - Environment Protection Act 2017
  - Food Act 1994
  - Planning and Environment Act 1987
- Decisions to issue or refuse planning permits that may be appealed to the Victorian Civil and Administrative Appeal Tribunal (VCAT).
- Certain decisions on building permits or requests for consent made under the Building Act 1993 that may be referred to the Building Appeals Board.

A request to review an infringement, or a complaint about a statutory decision may be deemed outside the scope of this policy for reasons including but not limited to:

- There being a statutory review process which is already underway.
- It is reasonable in the circumstances to expect the complainant to go through the statutory review process.
- A tribunal or court will settle or determine the matter faster.
- The complaint relates to a specialised area, and it is proper that a tribunal or court make a binding determination on the matter (noting the determination's possible precedential effect).



However, where such a request relates not to the merits of the infringement, or statutory decision, but addresses issues regarding the adequacy, fairness or reasonableness of the decision making process or the conduct of the staff members involved, then the request may also be considered according to the principles and processes set out in this policy.

## 5. References

### 5.1. Council Plan 2021-25

- Civic Engagement and Integrity - Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

### 5.2. Related Legislation

- Charter of Human Rights and Responsibilities Act 2006
- Freedom of Information Act 1982
- Local Government Act 2020
- Privacy and Data Protection Act 2014
- Public Interest Disclosure Act 2012

### 5.3. Related Council Policies

- Child Safe Policy
- Councillor Code of Conduct
- Health and Safety Policy
- Privacy and Data Protection Policy and Guidelines
- Records Management Policy
- Staff Code of Conduct
- Unreasonable Complainant Conduct Procedures



## 6. Definitions

Complainant	A person or organisation that makes a complaint.
Complaint	<p>An expression of dissatisfaction with:</p> <ol style="list-style-type: none"> <li>the quality of an action taken, decision made or service provided by a member of Council staff or a contractor engaged by the Council; or</li> <li>the delay by a member of Council staff or a contractor engaged by the Council in taking an action, making a decision or providing a service; or</li> <li>a policy or decision made by a Council or a member of Council staff or a contractor.</li> </ol> <p>A request for service that is within the relevant service standard is not a complaint.</p>
Council	Knox City Council.
Councillor	<p>A person who holds the office of member of a Council.</p> <p>Note: Councillors are not staff members and the role of a Councillor does not include the performance of any responsibilities or functions of the Chief Executive Officer (which include the day-to-day operations of Council).</p>
Council Staff	Any employee of Council whether permanent, temporary or casual.
First point of contact	The staff member who initially receives the complaint.
Request for service	Contact with the Council to seek assistance, advice, information, access to a new service or to inform/make a report about something for which the Council has responsibility. A request for service may become a complaint if the request is not properly dealt with within the relevant service standard.
Resolved complaint	<p>A complaint that has been:</p> <ul style="list-style-type: none"> <li>addressed to the satisfaction of the resident or complainant; or</li> <li>addressed by Council (or a contractor), in alignment with the Complaints Policy, and the complainant has been notified of the outcome. This may include circumstances where the complainant is not necessarily satisfied with the outcome.</li> </ul>
Statutory decision	A statutory decision which includes a specific statutory appeal mechanism and includes but is not limited to a decision under the Planning and Environment Act 1987 or the Building Act 1993 to issue or refuse a permit, with or without conditions, for which there is a routine appeal or review mechanism at the Victorian Civil and Administrative Tribunal or Building Appeals Board.
Subject Matter Expert	A staff member that has special skills or knowledge on a particular topic or function of Council.
Unreasonable Complainant	A person or organisation who makes a complaint to Council and whose conduct would be deemed unreasonable.
Unreasonable Complainant Conduct	Any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for Council, Council staff, other service users and complainants or the complainant themselves.
We	Knox City Council.



## 7. Complaints Policy

Dealing with complaints is a core part of Council business. We value complaints and encourage people to contact us when they have a problem with our services, actions, decisions, and policies. We are committed to:

- enabling members of the public to make complaints about the Council
- responding to complaints by taking action to resolve complaints as quickly as possible
- learning from complaints to improve our services.

We treat every complaint we receive on its individual merits, through clear and consistent processes.

### 7.1. What is a complaint

A complaint includes a communication (verbal or written) to the Council which expresses dissatisfaction about:

- a) the quality of an action taken, decision made or service provided by a member of Council staff or a contractor engaged by the Council; or
- b) the delay by a member of Council staff or a contractor engaged by the Council in taking an action, making a decision or providing a service; or
- c) a policy or decision made by a Council or a member of Council staff or a contractor.

Accurately differentiating between a complaint and a request for service is important. One way to do so is to look at whether a person is:

- requesting something additional or new (a request for service)
- reporting what they believe to be a failing or a shortfall (a complaint)
- complaining about a Council's response to a service request (a complaint).

Examples of the difference between a complaint and a request for service are included in Appendix 1.

### 7.2. How to make a complaint

Any member of the public can make a complaint. You can make a complaint via any of the following customer contact channels.

Channel	Details
Website	<a href="http://www.knox.vic.gov.au">www.knox.vic.gov.au</a>
Phone	9298 8000 <i>Phone lines staffed from 8:30am – 5pm, Monday to Friday</i>
Email	<a href="mailto:knoxcc@knox.vic.gov.au">knoxcc@knox.vic.gov.au</a>
Social media	Direct message via Knox City Council Facebook
In person	Knox City Council Civic Centre 511 Burwood Highway, Wantirna South VIC 3152 <i>Counter staffed from 8:30am – 5pm, Monday to Friday</i>
Mail	Knox City Council Civic Centre 511 Burwood Highway, Wantirna South VIC 3152



Channel	Details
National Relay Service	Contact the National Relay Service and ask them to call 03 9298 8000 Voice Relay users can call 1300 555 727 TTY users can call 133 677
Translating and Interpreting Service	Contact the Translating and Interpreting Service (TIS) on 131 450 or via <a href="http://www.tisnational.gov.au">www.tisnational.gov.au</a> and ask them to call Knox City Council on 03 9298 8000

### 7.2.1. Accessibility

We are committed to ensuring our complaints process is accessible to everyone. Tell us if you have specific communication needs or barriers so we can better assist you by:

- using an assistance service, such an interpreter or relay service (for free)
- talking with you if you have trouble reading or writing
- communicating with another person acting on your behalf if you cannot make the complaint yourself.

### 7.2.2. Complaints lodged via Councillors

Councillors are not responsible for the response to any operational complaint as the role of Councillor does not include the management of the day-to-day operations of Council. When a complaint is addressed to a Councillor, the information will be forwarded to the organisation to ensure the complaint is officially recorded and managed according to this policy. Councillors will endeavor to ensure that complaints and issues forwarded to the organisation for a response are clear and contain enough information for the complaint/issue to be addressed. Staff will endeavor to ensure Councillors are kept informed regarding the resolution of complaints and issues they have forwarded to the organisation.

### 7.2.3. Anonymous complaints

We will accept anonymous complaints. Depending on the circumstances, anonymous complaints may limit our ability to investigate and resolve concerns, if we have not received enough information in the complaint. We are unable to provide a response to anonymous complaints.

## 8. Our approach to handling complaints

### 8.1. Overview

We take a four-tiered approach to complaint handling, as follows:

- 1. Resolution at first contact** - The staff member who receives the complaint will assess it and seek to resolve it immediately, if possible.
- 2. Investigation, if required** - If the complaint can't be resolved at first point of contact, it will be referred to the appropriate Council officer for investigation.
- 3. Internal review** - If the complainant is not satisfied with the resolution offered, or the process or outcome of an investigation, they can request an internal review.



4. **Access to external review** - If the complainant is aggrieved with the process or outcome of the internal review, they will be informed of any external avenues through which they may pursue their complaint.

## 8.2. How we will handle your complaint

Where possible, we will attempt to resolve your complaint at the time you first contact us. If that is not possible, we will escalate your complaint. The following minimum standards for complaint handling must be read in the context of any service-specific processes and procedures that have been established for some Council services (such as Council's Early Years Service).

### 8.2.1. First-contact resolution

When you make a complaint, we will record it appropriately. We will assess your complaint to determine how it should be dealt with and aim to resolve your complaint at the time you first contact us. If required, we will contact you to clarify the complaint and the outcome you are seeking. For telephone complaints that we can resolve within the same phone call, we will provide you with a reference number, where practicable, and a written acknowledgment/response if requested by you.

In some cases, it may not be possible to resolve your complaint when you first contact us:

- If Council is not the right organisation to respond to the complaint, we will refer you to an organisation that can help.
- If you have a right to a statutory review of your complaint (such as a right of appeal to VCAT), we may decline to deal with your complaint. We will explain why, and, where possible, inform you of your other statutory appeal options.
- If your complaint requires deeper consideration or investigation, we will refer it to the appropriate Council officer who is a subject matter expert. If a substantive response to your complaint is not possible (or likely) within 10 business days, we will provide a prompt written acknowledgement, including a reference number, an estimate of when we expect to contact you with a resolution and, where appropriate, the name and relevant contact details for the investigating officer.

### 8.2.2. Investigation

If the first point of contact cannot resolve your complaint, it will be assigned to the appropriate Council officer, who is a subject matter expert for investigation and to make an evidence-based decision.

We will provide you with a written response to your complaint, unless agreed otherwise, and will endeavour to provide this within 28 days of receipt. If we are unable to provide a response within this timeframe, we will contact you and provide a revised timeframe.

The response provided will contain reasons for the decision made and contact information for the responsible officer. The response will include an explanation of your opportunities to request a review, should you be dissatisfied with the handling or resolution of the complaint.

Complaints that are not resolved within 28 days will be subject to review and staff may need to escalate the complaint if necessary to ensure that a resolution is expedited.





### **8.2.3. First contact resolution and investigation by Council contractors**

If you make a complaint to one of Council's contractors, the contractor will assess and respond to your complaint in accordance with its own complaint handling process. All complaint outcome letters written by contractors will include the name and contact details of the Council officer to whom you may escalate your complaint, should you be dissatisfied with the outcome of a complaint handled by a contractor. The contractor will notify the Council contract manager of the complaint and its resolution.

### **8.2.4. Internal review**

If you are not satisfied that the complaint has been resolved or was handled correctly, you can request an internal review. To request an internal review, you can contact us via any of the customer contact channels noted in *Section 7.2* and detail the reason(s) why you feel the handling of the complaint or the resolution provided was unsatisfactory and/or unreasonable.

We will apply the following principles to the internal review process:

- The reviewing officer must not have been involved in the original decision, action or investigation.
- All reviewers must recognise and avoid conflicts of interest and perceptions of bias.

We will refer your request for an internal review to the relevant area Manager or Director. If the area Manager or Director was involved in the original decision, action or investigation they will not be involved in the review. In this instance, the Manager Governance, Director Customer and Performance or the Chief Executive Officer will select another reviewer. Subsequent internal reviews will be conducted at the discretion of the Chief Executive Officer or a Council officer as selected by the Chief Executive Officer.

The relevant area Manager or Director will conduct an independent internal review and will consider:

- The history of the matter, including any findings from any previous investigations (or internal review) and any responses and information provided to the complainant.
- Whether the original decision action or investigation met legal, policy, and procedural requirements.
- Whether the handling and resolution of the complaint (or previous internal review) appears to have been reasonable, fair and objective.

We aim to complete internal reviews within 28 days of receipt. If we are unable to provide a response within this timeframe, we will contact you and provide a revised timeframe.

Internal reviews may not be available for certain decisions and processes where you have access to a separate statutory or other legislative appeal process such as planning decisions, local laws offences, parking infringements, certain building and health services decisions.

### **8.2.5. External review**

If you are not satisfied with Council's final response to your complaint, you can contact the Victorian Ombudsman's Office and/or other external agencies to request an independent review or make a complaint.

There are several regulatory bodies that can deal with different complaints about us. Contact information for a variety of relevant regulatory bodies is included in Appendix 3.



### 8.3. Roles and responsibilities

Role	Responsibilities
Chief Executive Officer	<ul style="list-style-type: none"> <li>• Foster a complaint handling culture that actively adheres to this policy and ensures:               <ul style="list-style-type: none"> <li>○ complaints are resolved within established time frames</li> <li>○ complaints are handled courteously, impartially and assessed on their individual merits and facts</li> <li>○ complaint data is used as the basis for improving services and preventing future complaints.</li> </ul> </li> <li>• Receive and manage escalated complaints and certain complaints received under other policies (e.g. Protected Disclosures).</li> </ul>
Directors, Managers, Coordinators and Team Leaders	<ul style="list-style-type: none"> <li>• Provide training and support to staff so that they understand the complaint handling process and are empowered to manage complaints within the scope of their role.</li> <li>• Receive, investigate and manage any referred complaints or allocated internal reviews.</li> <li>• Where a complainant requests a review of the decision made, refer to an appropriate Manager, Director or the Chief Executive Officer.</li> </ul>
All Council staff	<ul style="list-style-type: none"> <li>• Receive and record complaints in accordance with Council's Records Management Policy.</li> <li>• Where possible, seek to resolve complaints at the first point of contact, within the scope of their role, seeking the assistance of their immediate supervisor to assist and investigate as required. Where complaints involve multiple business units, the business unit responsible for the first named issue that is the substance of the complaint may be required to liaise with other staff across the business to coordinate a response.</li> <li>• Where possible, ensure Councillors are kept informed regarding the resolution of complaints and issues they have forwarded to the organisation.</li> <li>• Refer complaints that cannot be managed at the first point of contact to the appropriate officer, who is a subject matter expert, for investigation, coordination and response.</li> </ul>
Councillors	<ul style="list-style-type: none"> <li>• Refer complaints to Council staff to be dealt with in accordance with our processes, ensuring the complaint is clear and contain enough information for the complaint/issue to be addressed.</li> </ul>
Contractors	<ul style="list-style-type: none"> <li>• Assess and respond to complaints in accordance with contractor's own complaint handling process, ensuring all outcome letters written by contractors in relation to complaints include the name and contact details of the Knox City Council staff member to whom the complainant may escalate their complaint.</li> </ul>



Role	Responsibilities
	<ul style="list-style-type: none"> <li>Inform the Council contract manager of complaints received in relation to services provided to Council. Where appropriate, complaints may be escalated to the Council contract manager for investigation and management.</li> </ul>

## 8.4. Procedures for specific complaints

### 8.4.1. Complaints alleging corrupt conduct

We will handle complaints involving allegations of corrupt conduct in accordance with Council's Protected Disclosures Policy. Complaints alleging corrupt conduct may also be made to the Independent Broad-based Anti-Corruption Commission (IBAC).

### 8.4.2. Complaints about Councillors

We will acknowledge complaints about Councillors in writing. Complaints about Councillors that relate to routine business or operational matters, will be managed by staff in accordance with this policy, in consultation with the Mayor and Councillors as appropriate.

Recognising the Mayor's statutory role to promote behaviour among Councillors that meets the standards of conduct set out in the Councillor Code of Conduct, complaints about Councillors that relate to Councillor conduct will be referred to the Mayor. Complaints that relate to the conduct of the Mayor will be referred to the Deputy Mayor.

The Councillor(s) who are the subject of the complaint will be notified by the Mayor or Chief Executive Officer as appropriate, having regard to the circumstances and details of the complaint. The complaint will be recorded in writing and all interactions with the complainant will be documented. Under certain circumstances complaints may be referred to the Local Government Inspectorate.

### 8.4.3. Complaints about the Chief Executive Officer

Complaints about the Chief Executive Officer may be outside the scope of this policy and handled in accordance with other relevant Council policies or procedures, including the Chief Executive Officer Employment and Remuneration Policy.

## 8.5. Remedies

Where we find we have made an error, we will take steps to redress the situation. Possible remedies available at our discretion, include, but are not limited to:

- An apology.
- An explanation of why the error occurred and the steps taken to prevent it happening again.
- A reversal of a decision.
- Counselling or disciplinary action taken with a staff member.
- Another means of redress requested by the complainant.



## 8.6. Privacy

We will handle all records in accordance with the Privacy & Data Protection Act 2013 and Council's Privacy and Data Protection Policy and Guidelines. When you make a complaint, we will handle and investigate it in confidence, to the extent possible. All complaints lodged with Council are subject to the Freedom of information Act, 1982 and therefore confidentiality cannot be guaranteed under the provisions of that legislation.

## 8.7. Record keeping

We will record all complaints in accordance with Council's Records Management Policy. Complaints within the scope of this policy will generally be recorded in Council's Customer Request System (Pathway), Council's Document Management System (Knox Explorer) or another appropriate line of business system.

Wherever possible, we will keep the following records in relation to all complaints and reviews:

- complainant details
- how and when the complaint was received
- a description of the complaint
- the complainant's desired outcome (if known)
- details of the officer(s) responsible for handling the complaint
- details of any action taken and/or how the matter has been investigated, including key dates, contact with the complainant, notes of discussions, investigation response times, copies of correspondence, and the outcome (including the reasoning for the decision)
- when the complaint was finalised
- relevant demographic or other statistical information that could help improve services
- any recommendations for improvement, and who is responsible for implementing them.

## 8.8. Analysing and reporting on performance

The Executive Management Team will be responsible for monitoring and improving the timeliness and efficiency of Council's complaint handling, as well as monitoring trends and patterns in complaints that may identify areas where improvements can be made in Council's service delivery.

## 8.9. Unreasonable complainant conduct

Most complainants act reasonably and appropriately when dealing with Council. However, in the minority of cases some complainants may behave in ways that are considered unacceptable.

When complainants behave in this way, we consider their conduct to be unreasonable. Unreasonable behaviour is that which because of its frequency and/or nature raises substantial health, safety, resource or equity issues for Council, that impacts on staff, volunteers, contractors or Councillors, other service users and/or the complainant themselves.

Our management of unreasonable complainant conduct is informed by the following principles:

- Every complainant deserves to be treated with respect.
- Every staff member, contractor, volunteer and Councillor deserves to be treated with respect.



- Every complainant should have their complaint properly and reasonably considered.
- A complainant whose conduct is unreasonable may still have a legitimate complaint.
- The substance of a complaint dictates the level of resources allocated to it, not the seniority of the person receiving the complaint, or the complainant's identity, wishes, demands or behaviour.

We will manage instances of unreasonable complainant conduct in accordance with our Unreasonable Complainant Conduct Procedures, which include appropriate opportunities for review, and appeal by affected complainants. An explanation of categories of unreasonable complainant conduct and our approach to managing this is included in Appendix 4.

## 9. Administrative updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such 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.



## Appendix 1 Difference between a complaint and a request for service

Accurately differentiating between a 'complaint' and 'service request' is important. One way to do so is to look at whether a person is:

- requesting something additional or new (a request for service)
- reporting what they believe to be a failing or a shortfall (a complaint)
- complaining about a Council's response to a service request (a complaint).

It should be noted that even if a complaint leads to a service request being lodged, it should still be considered a complaint. Following are some examples of that differentiation:

Request for Service	Complaint
My neighbour's dog keeps barking and I can't sleep. Can Council do something about it?	Council said my neighbour's barking dog isn't breaching the law, but Council is wrong because staff haven't investigated properly.
There is a pothole on Lewis Road. Can you send someone to fix it?	I reported a pothole on Lewis Road to Council weeks ago and nothing has been done
The same car parks illegally in a no stopping zone in my street every day. Can you send someone to investigate?	I reported an illegally parked car three weeks ago. The same car is still parking illegally every day and no one has been out to investigate.
Council doesn't mow the grass at my local reserve often enough. Can it be mowed more often?	Council has refused to mow the grass at my local reserve more often. Council is not providing a good enough service.
The branches from the tree on my nature strip need to be pruned as they're hanging too low over the footpath.	Council doesn't trim the nature strip trees in my street often enough. I shouldn't have to call every year and ask for the branches hanging over the footpath to be pruned.
I forgot to put my bin out, can someone come and empty it?	My bin was out but wasn't collected this morning. Can someone come and empty it?
Can you tell me when my next rates payment is due?	You haven't sent out my rates notice and they are due for payment next week.
Can you tell me whether a planning permit is required for a pool?	Council's website doesn't have enough information about when a planning permit is needed for a pool.
What is the process for objecting to the development application on Burwood Highway?	The Council should not have approved that development on Burwood Highway.



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**Request for Service**

What is the process for appealing the decision to allow the development application on Burwood Highway?

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**Complaint**

*Note – refer Section 8.2.3 – if this complaint becomes an “appeal” against that statutory decision, it may fall out of scope.*

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## Appendix 2      Difference between a complaint and feedback received via a community consultation exercise

Council undertakes a range of community engagement activities facilitating community input into Council decision-making. Such consultation will typically generate a diversity of views. An expression of dissatisfaction received during an engagement process prior to a decision being made does not meet the definition of complaint.

### Stakeholder Feedback during consultation

### Complaint

I am opposed to the proposal to install floodlights at my local sports oval. If you do this the lights will shine into my windows at night.

Council has just installed floodlights at my local oval. The engagement process for this decision was inadequate and did not give neighbouring residents an opportunity to have a say before this decision was made.

I am opposed to the proposed budget as the rate rise is too high.

Council has made a terrible decision by approving this budget. Our rates are too high and Council should be tightening its belt.





## Appendix 3 Regulatory bodies for external appeals

	<b>Ombudsman Victoria (For general complaints)</b>	<b>Local Government Inspectorate (for Councillor conduct matters)</b>
Phone:	9613 6222 Toll Free: 1800 806 314 (regional only) TTY: 133 677 or 1300 555 727	1800 469 359
Email:	<a href="mailto:ombudvic@ombudsman.vic.gov.au">ombudvic@ombudsman.vic.gov.au</a>	<a href="mailto:inspectorate@lgi.vic.gov.au">inspectorate@lgi.vic.gov.au</a>
Website:	<a href="http://www.ombudsman.vic.gov.au">http://www.ombudsman.vic.gov.au</a>	<a href="http://www.vic.gov.au/lgici">http://www.vic.gov.au/lgici</a>
Writing:	Level 2, 570 Bourke Street Melbourne VIC 3000	GPO Box 2392 Melbourne VIC 3001
	<b>Independent Broad-Based Anti-Corruption Commission (For public sector corruption)</b>	<b>Aged Care Quality and Safety Commission (for Commonwealth Home Support Programme)</b>
Phone:	1300 735 135	1800 951 822
Email:		<a href="mailto:info@agedcarequality.gov.au">info@agedcarequality.gov.au</a>
Website:	<a href="http://www.ibac.vic.gov.au">http://www.ibac.vic.gov.au</a>	<a href="http://www.agedcarequality.gov.au">http://www.agedcarequality.gov.au</a>
Writing:	GPO Box 24234 Melbourne VIC 3001	GPO Box 9819 IN YOUR CAPITAL CITY
	<b>Disability Services Commissioner (For services if you have a disability)</b>	<b>Office of the Public Advocate (For services if you have a disability)</b>
Phone:	1800 677 342	1300 309 337
Email:	<a href="mailto:complaints@odsc.vic.gov.au">complaints@odsc.vic.gov.au</a>	
Website:	<a href="http://www.odsc.vic.gov.au/">http://www.odsc.vic.gov.au/</a>	<a href="http://www.publicadvocate.vic.gov.au/">http://www.publicadvocate.vic.gov.au/</a>
Writing:	Level 20, 570 Bourke St Melbourne VIC 3000	Level 1, 204 Lygon Street Carlton VIC 3053
	<b>Victorian Department of Health and Human Services (For the Home and Community Care Program for Younger People)</b>	<b>Office of the Victorian Information Commissioner (For complaints regarding the collection, use and disclosure of information.)</b>
Phone:	1300 650 172	1300 309 337
Email:	<a href="mailto:enquiries@dhhs.vic.gov.au">enquiries@dhhs.vic.gov.au</a>	
Website:	<a href="http://www2.health.vic.gov.au">www2.health.vic.gov.au</a>	<a href="http://www.ovic.vic.gov.au/">http://www.ovic.vic.gov.au/</a>
Writing:	50 Lonsdale Street Melbourne VIC 3000	Level 1, 204 Lygon Street Carlton VIC 3053



Victorian Civil and Administrative  
Tribunal (VCAT)

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Phone: 1300 018 228

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Email: Refer [www.vcat.vic.gov.au/contact-us](http://www.vcat.vic.gov.au/contact-us)

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Website: <http://www.vcat.vic.gov.au>

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Writing: GPO Box 5408  
Melbourne VIC 3001

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## Appendix 4 Categories and our approach to unreasonable complainant conduct

Unreasonable Complainant Conduct can be grouped into five categories:

1. **Unreasonable behaviour** - conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated that a complainant is – because it unreasonably compromises the health, safety and security of our staff, volunteers, contractors or Councillors, other service users or the complainant themselves. Some examples include:
  - Acts of aggression, verbal abuse, derogatory, racist, discriminatory or grossly defamatory remarks.
  - Harassment, intimidation or physical violence.
  - Offensive, abusive, confronting and threatening correspondence or behaviour.
  - Threats of harm to self or third parties, threats with a weapon or threats to damage property including bomb threats.
  - Stalking (in person or online).
  - Emotional manipulation.
  
2. **Unreasonable persistence** – continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on our organisation, staff, volunteers, contractors or Councillors, our services, time and/or resources. Some examples include:
  - An unwillingness or inability to accept reasonable and logical explanations including final decisions that have been comprehensively considered and dealt with.
  - Persistently demanding a review simply because it is available and without arguing or presenting a case for one.
  - Pursuing and exhausting all available review options when it is not warranted and refusing to accept further action cannot or will not be taken on their complaints.
  - Reframing a complaint in an effort to get it taken up again.
  - Repeatedly calling, visiting, writing to or emailing (including cc'd correspondence) our staff/organisation/councillors after being asked not to do so.
  - Contacting different people within our organisation and/or externally to get a different outcome or more sympathetic response to their complaint – internal and external forum shopping.
  
3. **Unreasonable demands** – are express or implied demands made by a complainant that have a disproportionate and unreasonable impact on our organisation, staff, volunteers, contractors or Councillors, services, time and/or resources. Some examples include:
  - Issuing instructions and making demands about how we have/should handle their complaint, the priority it was/should be given, or the outcome that was/should be achieved.
  - Insisting on talking to the CEO, Director, or a senior manager personally when it is not appropriate or warranted.
  - Emotional blackmail and manipulation with the intention to generate guilt, to intimidate, harass, shame, seduce or portray themselves as being victimised – when this is not the case.
  - Insisting on outcomes that are not possible or appropriate in the circumstances – e.g. for someone to be sacked or prosecuted, an apology and/or compensation when there is no reasonable basis for expecting this.



- Demanding services that are of a nature or scale that Council cannot or does not provide when this has been explained to them repeatedly.
- 4. Unreasonable lack of cooperation** - an unwillingness and/or inability by a complainant to cooperate with our organisation, staff, volunteers, contractors or Councillors, or complaints system and processes that results in a disproportionate and unreasonable use of our services, time and/or resources. Some examples include:
- Sending a constant stream of comprehensive and/or disorganised information without clearly defining any issues of complaint or explaining how they relate to the core issues being complained about – only where the complainant is clearly capable of doing this.
  - Providing little or no detail with a complaint or presenting information in ‘dribs and drabs’.
  - Refusing to follow or accept our instructions, suggestions, or advice without a clear or justifiable reason for doing so.
  - Arguing frequently and/or with extreme intensity that a particular solution is the correct one in the face of valid contrary arguments and explanations.
  - Displaying unhelpful behaviour – such as withholding information, acting dishonestly, misquoting others, and so forth.
- 5. Unreasonable arguments** - are arguments that aren’t based in reason or logic, that are incomprehensible, false or inflammatory, trivial or delirious and that disproportionately and unreasonably impact upon our organisation, staff, volunteers, contractors or Councillors, services, time, and/or resources. Arguments are unreasonable when they:
- fail to follow a logical sequence
  - are not supported by any evidence and/or are based on conspiracy theories or personal belief
  - lead a complainant to reject all other valid and contrary arguments
  - are trivial when compared to the amount of time, resources and attention that the complainant demands
  - are false, inflammatory or defamatory

#### Managing Unreasonable Complainant Conduct

In managing unreasonable behaviour we try to ensure that:

- The complainant understands that unreasonable complainant behaviour is a health and safety issue for our staff volunteers, contractors or Councillors, and Council will not tolerate behaviour which unreasonably impacts upon their physical and emotional safety and wellbeing.
- The complainant’s expectations are clear and realistic, something which can be determined when contact is made after receiving a complaint.
- Our communication, whether in writing or verbally, is firm and clear.
- The complainant understands what Council can do in relation to their complaint.
- We provide clear reasons for our decisions.
- We avoid unnecessary delays.
- We provide clear guidance and procedures for staff, volunteers and contractors to deal with complaints.



### Strategies for managing Unreasonable Complainant Conduct

Strategies for managing Unreasonable Complainant Conduct may include limiting or adapting the ways that the organisation interacts with and/or deliver services to complainants by restricting:

1. **Who they contact**– e.g. limiting a complainant to a sole contact person/staff member in our organisation.
2. **What they can raise** – e.g. restricting the subject matter of communications that we will consider and respond to.
3. **When they can contact us** – e.g. limiting a complainant’s contact with our organisation to particular times, days, or length of time, or curbing the frequency of their contact with us.
4. **Where they can contact us** – e.g. limiting the locations where we will conduct face-to-face interviews to secured facilities or areas of the office.
5. **How they can contact us** – e.g. limiting or modifying the forms of contact that the complainant can have with us. This can include modifying or limiting face-to-face interviews, telephone and written communications, prohibiting access to our premises, contact through a representative only, taking no further action or terminating our services altogether.

Any such strategies or protocols will be employed and reviewed in accordance with Council’s Unreasonable Complainant Conduct Procedures, which include appropriate opportunities for review, and appeal by affected complainants.

## 8.11 Melbourne East Regional Sport and Recreation Strategy

**SUMMARY:** Manager Active and Creative Communities, Nicole Columbine

**The purpose of this report is to present to Council the draft Melbourne East Regional Sport and Recreation Strategy (2022-2032) and to seek Council's approval for the Strategy. The Strategy has been developed by representatives from all seven Eastern Metropolitan Region Councils and a representative from the Eastern Region Group of Councils (ERG).**

**The Strategy is presented as a renewed document from the previous 2016 Strategy. It establishes a collaborative approach to sport and recreation planning and identifies trends and issues that continue to evolve in this sector.**

### **RECOMMENDATION**

**That Council:**

- 1. Approve the Draft Melbourne East Regional Sport and Recreation Strategy (2022–2032) as provided in attachment 1.**
- 2. Advise the stakeholders involved in the development of the Strategy of Council's decision.**

#### **1. INTRODUCTION**

The Melbourne East Regional Sport and Recreation Strategy (or MERSRS) established the region's first co-ordinated and collaborative approach to sport and recreation planning.

While this collaborative approach remains as important now as it did in 2016, the trends and issues that shape planning for regional sport and recreation have continued to evolve.

This review and update of the Melbourne East Regional Sport and Recreation Strategy seeks to build on the foundation provided by the original strategy, while acknowledging the emergence of new trends and issues across the region.

The seven Local Government Authorities that comprise the Eastern region include Boroondara, Manningham, Monash, Maroondah, Whitehorse, Knox and the Shire of Yarra Ranges. The strategic directions and recommendations within the updated strategy have been shaped through engagement with the local government authorities and state sporting associations, as well as the analysis of updated participation data.

The purpose of the Strategy is to undertake a regional planning approach that supports the development of both current and new sport and recreation infrastructure for the Melbourne East Region for the next ten to 20 years.

The Strategy was presented to the Eastern Region Group (ERG) of Councils on Friday, 21 October 2022 where an overview of the process, key regional trends and priority themes and next steps were discussed. The presentation was well received by the Mayors and CEO's with only minor changes recommended.

Below is a summary of the questions/comments that were received:

- How are emerging sports being considered in the Strategy?
- How accurate is the data in the strategy and why is participation still low when we are hearing from groups/associations that they need more facilities (i.e., Netball)?
- There were also some comments relating to the increase in active recreation (e.g., walking, cycling), but we have noted that this is generally led at a local level except for regional trails.
- How do we get Government engaged with the strategy and particularly around school access and joint partnerships?

For the most part, the questions and comments (above) are considered in the Strategy, but it was acknowledged that they could be emphasised more strongly in an edited Executive Summary.

In response to the Mayor and CEO's feedback, the following improvements have been made to the Strategy:

- Further emphasis on the desire to provide facilities that are either co-located, cross-subsidised and/or multi use as strategies to minimise operating, duplication and capital costs.
- Sport and Recreation Victoria aims to ensure that they get a return on investment (ROI) on State Government funded projects. They do not want to fund facilities in each municipality if they can provide them across Council's or more broadly regionally. This has been made more explicit as a shared principle.

A final Strategy is presented in Attachment 1: Melbourne East Regional Sport and Recreation Strategy for Councillor consideration.

## **2. DISCUSSION**

### **2.1 Melbourne East Region**

Population growth across the region consists of new residential development and increasing urban density. Major urban development projects such as the North-East Link, the Suburban Rail Loop, transport connection corridors and employment precincts are providing a more connected and economically prosperous region.

This level of growth and development across the region is placing additional pressure on existing sports and recreation facilities and open space. Careful planning and advocacy for investment into regional infrastructure is required to support communities to lead active and healthy lives.

Trends in community sport and recreation are changing, with a higher focus on flexible and social activity and active recreation, and growing professionalism within talent pathways and regional events. While trends in physical activity are changing towards active recreation at the local level, facilities for organised sport continue to be a focus of this strategy given their regional catchment and ability to host regional, state and national competitions and events.

The unprecedented impact of COVID-19 during 2020 and 2021 created challenges across all aspects of life, with sport and recreation not immune from the effects of the Pandemic. Sport and recreation clubs and associations are now rebounding from restricted activity during 2020 and 2021, but ongoing support is required to ensure participation returns to previous levels.

The updated Strategy prioritises a network approach to collaboration within the region, with the establishment of four strategic priorities:

1. A balanced network of regional sport and recreation facilities;
2. Knowing and understanding the region;
3. A collaborative approach to regional planning, policy development and advocacy; and
4. Shared resources and support for regional sport and recreation.

The strategic priorities aim to build on the success of the strategy developed in 2016 (progress outlined in Appendix 1 of Attachment 1), while further embedding the collaborative approach to planning and development.

The Strategy also discusses key regional influences including:

- Population Growth.
- Demographic Profile.
- Urban Density.
- COVID-19.
- Partnerships and Advocacy.
- Changing Participation Trends.
- Open Space Provision.
- Budgets & Funding.
- Urban Development.
- Climate Change.

Also included in the Strategy is a planning framework to support Councils and other regional stakeholders to prioritise, plan and deliver regional facilities and shared trails collaboratively and effectively.

The Strategy is supported by the background, research and consultation reports (Preliminary Situational Analysis and Key Findings Report and the State Sporting Association Consultation Findings Report).

## **2.2 Strategic Pillars and Priorities**

The Strategy is underpinned by four strategic pillars as detailed in Table 1 – Strategic Pillars and Priorities. Each pillar has a number of strategic priorities that provide a framework for the Strategy and key recommendations.



**Table 1 – Strategic Pillars and Priorities**

<b>Pillars</b>	<b>1</b> <i>A balanced network of regional sport and recreation facilities</i>	<b>2</b> <i>Knowing and understanding the region</i>	<b>3</b> <i>A collaborative approach to regional planning, policy development and advocacy</i>	<b>4</b> <i>Shared resources and support for regional sport and recreation</i>
<b>Strategic Priorities</b>	<p>1.1 Progress the delivery of established regional facility priorities.</p> <p>1.2 Address gaps in existing regional facility and open space provision.</p> <p>1.3 Plan for emerging and under-represented sports and recreation activities.</p> <p>1.4 Create regional facility development opportunities in partnership with schools and other land managers.</p>	<p>2.1 Understand and plan for the impact of population growth.</p> <p>2.2 Collate and analyse data to understand trends and quantify needs.</p> <p>2.3 Consider and plan for the impacts of urban development on the regional sport and recreation facility network.</p>	<p>3.1 Drive collaboration via the Melbourne East Regional Sport and Recreation Steering Group.</p> <p>3.2 Develop regional strategies to address priorities and shared opportunities.</p> <p>3.3 Collaborate on policy development to create a policy consistency across the region.</p> <p>3.4 Create regional partnerships to plan, advocate and fund priorities.</p>	<p>4.1 Establish regional development opportunities for sport and recreation organisations and stakeholders to discuss regional issues and opportunities.</p> <p>4.2 Engage State Sporting Associations and other peak sporting bodies at a regional level.</p> <p>4.3 Establish a suite of shared resources that improve regional planning and advocacy.</p>

### 2.3 Key Implications for Knox

Key infrastructure priorities and planning for Knox include the completion of the State Basketball Centre and the Knox Regional Netball Centre redevelopment. The Wantirna Reserve hockey facility development, the Gilbert Park regional baseball/softball facility upgrades and the Knox Athletics Track field facilities upgrades. Bayswater Oval design and upgrade works are identified for the future as well as the Lewis Park Master Plan implementation.

Emerging issues for Knox include:

- The increase in active recreation across the municipality is creating greater demand for access to open space and space for unstructured participation.
- Equity of use of facilities and open space, and the value of open space to the community is increasing.
- Dirt jumps and mountain biking on existing and improvised trails is creating maintenance and risk issues at a local level.
- Opportunities to develop regionally consistent policies and procedures to manage local and municipal issues.

All other recommendations in the Strategy are general and tend to apply to all eastern region local government authorities.

#### **2.4 Next Steps and Priorities**

All Eastern Region Councils are planning to take the Strategy to their respective Councils for endorsement in late 2022 or early 2023. Following endorsement, the MERSRS steering committee members will meet to discuss implementation of the Strategy. Immediate priorities include:

- Completion of dashboard for the analysis and monitoring of participation trends;
- Review and update the terms of reference; and
- Explore opportunities for regional procurement and planning and policy development.

### **3. CONSULTATION**

The development of the Melbourne East Regional Sport and Recreation Strategy involved a number of consultation methods. These methods were utilised to ensure that the outcomes of the Strategy are evidenced based and provide a clear picture of the sport and recreation needs of the region.

The following methods were undertaken:

- Information sessions and a subsequent survey of all state sporting associations.
- Internal stakeholder consultations with each of the seven Councils involved in the project.
- Consultation with other regional stakeholders.

### **4. CLIMATE CHANGE CONSIDERATIONS**

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

No immediate environmental/amenity impacts have been identified. Future environmental and amenity considerations will be taken into account as projects progress from the Strategy.

### **6. FINANCIAL & ECONOMIC IMPLICATIONS**

The revised Strategy was funded through a partnership approach by all the Eastern Metropolitan Councils and the Eastern Region Group.

All participating Eastern Metropolitan Region Councils have committed to maintaining and updating regional sports participation data to remain current, an estimated contribution of \$3,000 per Council biennially will be funded through each Council's existing operational budget.

There are no additional financial or resource implications for Council outside of current budget allocations.

## **7. SOCIAL IMPLICATIONS**

Regional level sport and recreation facilities play an important role in contributing to the health and wellbeing of communities, as they serve a broad catchment and cater for a diverse range of activities. The Strategy identifies projects that address the regional sport and recreation needs of residents and demonstrates the broader health, social and economic benefits to the region.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Neighbourhoods, Housing & Infrastructure**

Strategy 2.2 - Create, enhance and maintain places and spaces for people to live, work, play and connect.

### **Connection, Resilience & Wellbeing**

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

Strategy 4.2 - Foster inclusivity, equality, belonging and safety within the community.

### **Civic Engagement & Integrity**

Strategy 5.2 - Manage our resources effectively to ensure financial sustainability and improved customer experience.

## **9. 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.

## **10. CONFIDENTIALITY**

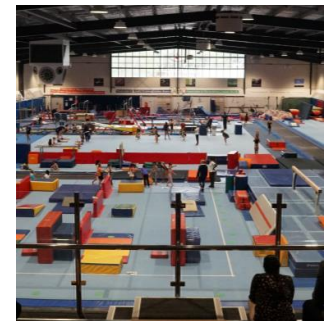
There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

**Report Prepared By:** Manager Active and Creative Communities, Nicole Columbine

**Report Authorised By:** Acting Director Connected Communities, Judy Chalkley

### **Attachments**

1. Attachment 1 - Melbourne East Regional Sport and Recreation Strategy 2022 - 2032 Updated V 3.2 [8.11.1 - 76 pages]



# MELBOURNE EAST REGIONAL SPORT & RECREATION STRATEGY 2022-2032



# CONTENTS

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Executive summary	3
Project context	6
2016 Melbourne East Regional Sport and Recreation Strategy	12
Strategic priorities 2022-2032	15
Government plans and priorities for the Eastern Region	23
Sport and recreation trends and opportunities	37
Appendices	64



*Image: Knox Regional Sports Park*

# EXECUTIVE SUMMARY



## EXECUTIVE SUMMARY

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**The Melbourne East Regional Sport and Recreation Strategy established the region's first coordinated and collaborative approach to regional sport and recreation planning in 2016.**

**While this collaborative approach remains vital for the Melbourne East Region, the trends and issues that shape planning for regional sport and recreation have continued to evolve.**

This review and update of the Melbourne East Regional Sport and Recreation Strategy seeks to build on the foundation provided by the original strategy, while acknowledging the emergence of new trends and issues across the region.

The strategic directions and recommendations within the updated strategy have been shaped through engagement with local government authorities and state sporting associations, as well as the analysis of updated participation data.

The seven local government authorities that comprise the Melbourne East Region continue to grow, with population to increase by 16.6% between 2021 and 2036.

Population growth across the region consists of new residential development and increasing urban density. Major urban development projects such as the North East Link, Suburban Rail Loop, transport connection corridors and employment precincts are providing a more connected and economically prosperous region.

This level of growth and development across the region is placing additional pressure on existing sport and recreation facilities and open space. Careful planning and advocacy for investment into regional infrastructure is required to support communities to lead active and healthy lives.

Trends in community sport and recreation are changing, with a higher focus on flexible and social activity and active recreation, and growing professionalism within talent pathways and regional events. While trends in physical activity are changing towards active recreation at the local level, facilities for organised sport continue to be a focus of this strategy given their regional catchment and ability to host regional, state and national competitions and events.

The unprecedented impact of COVID-19 during 2020 and 2021 created challenges across all aspects of life, with sport and recreation not immune from the affects of the pandemic. Sport and recreation clubs and associations are now rebounding from restricted activity during 2020 and 2021, but ongoing support is required to ensure participation returns to previous levels.

The updated Strategy prioritises a network approach to collaboration within the region, with the establishment of four strategic pillars:

1. A balanced network of regional sport and recreation facilities
2. Knowing and understanding the region
3. A collaborative approach to regional planning, policy development and advocacy, and
4. Shared resources and support for regional sport and recreation

The Melbourne East Regional Sport and Recreation Strategy provides a blueprint for collaboration for the next decade, with governments, peak sporting bodies and communities driving its delivery and success.

Investment in co-located, multipurpose facilities will continue to create efficiencies for project partners, with our regional sport and recreation facility network creating participation and pathway opportunities that cross local government boundaries.

Our collaborative approach with all levels of government and project partners will ensure that duplication is minimised, returns on investment are maximised, and opportunities to share resources are created.

# MELBOURNE EAST REGIONAL SPORT AND RECREATION STRATEGIC PRIORITIES 2022-2032

PILLARS	1 A balanced network of regional sport and recreation facilities	2 Knowing and understanding the region	3 A collaborative approach to regional planning, policy development and advocacy	4 Shared resources and support for regional sport and recreation
STRATEGIC PRIORITIES	<ul style="list-style-type: none"> <li>1.1 Progress the delivery of established regional facility priorities</li> <li>1.2 Address gaps in existing regional facility and open space provision</li> <li>1.3 Plan for emerging and under-represented sports and recreation activities</li> <li>1.4 Create regional facility development opportunities in partnership with schools and other land managers</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Understand and plan for the impact of population growth</li> <li>2.2 Collate and analyse data to understand trends and quantify needs</li> <li>2.3 Consider and plan for the impacts of urban development on the regional sport and recreation facility network</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Drive collaboration via the Melbourne East Regional Sport and Recreation Steering Group</li> <li>3.2 Develop regional strategies to address priorities and shared opportunities</li> <li>3.3 Collaborate on policy development to create policy consistency across the region</li> <li>3.4 Create regional partnerships to plan, advocate and fund priorities</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Establish regional development opportunities for sport and recreation organisations and stakeholders to discuss regional issues and opportunities</li> <li>4.2 Engage State Sporting Associations and other peak sporting bodies at a regional level</li> <li>4.3 Establish a suite of shared resources that improve regional planning and advocacy</li> </ul>



# PROJECT CONTEXT



# INTRODUCTION

## **The Melbourne East Regional Sport and Recreation Strategy was established in 2016 to guide the regional strategic priorities for the seven local government authorities in Melbourne's Eastern region.**

Since the initial development of the Melbourne East Regional Sport and Recreation Strategy, the factors that influence regional sport and recreation have continued to evolve and priorities for the region have changed over time.

The scope of the strategy has evolved to include a broader focus on collaboration, emerging trends in sport and recreation participation, and sport development needs.

Given the priority of the trails component within the original strategy, planning for trails and shared paths is the now delivered separately via the Eastern Region Trails Strategy and is not included in the scope of the updated Strategy.

The seven local government authorities in the region represent a diverse range of communities and cultures. Stretching from Melbourne's inner east to the rural communities of the Yarra Ranges, the issues and opportunities facing each council are distinct and multi-faceted.

Although each council faces challenges unique to their communities, they also share a range of collective challenges and seek to collaborate for the benefit of all communities across the region.

The regional facilities and initiatives that reach beyond a single location or council are the priority of this strategy. Regional sport and recreation facilities service large catchments, creating development pathway opportunities for players, coaches, officials and volunteers, event hosting capacity and participation opportunities.

Regional sport and recreation facilities cater for the diverse needs of communities across the Eastern region, creating opportunities to deliver initiatives that remove barriers to participation. Programming, competitions and events that promote the inclusion of all cultures, genders and abilities provide opportunities for our communities to participate together.

Balancing the need for regional facilities with local demands requires careful planning and coordination. The Melbourne East Regional Sport and Recreation Strategy creates the forum for collaboration between councils to ensure that priorities are aligned and there is a shared commitment to regional provision.

The 2016 Melbourne East Regional Sport and Recreation Strategy has influenced the delivery of a range of important regional facility projects and fostered collaboration between councils and regional sport and recreation stakeholders.

This review and update of the Melbourne East Regional Sport and Recreation Strategy aims to continue to advance the collaborative relationships between all stakeholders and update strategic priorities to influence the delivery of regional projects for the next 10 years and beyond.



*Image: Waverley Gymnastics Centre at Oakleigh Recreation Centre*

## ABOUT THE MELBOURNE EAST REGION

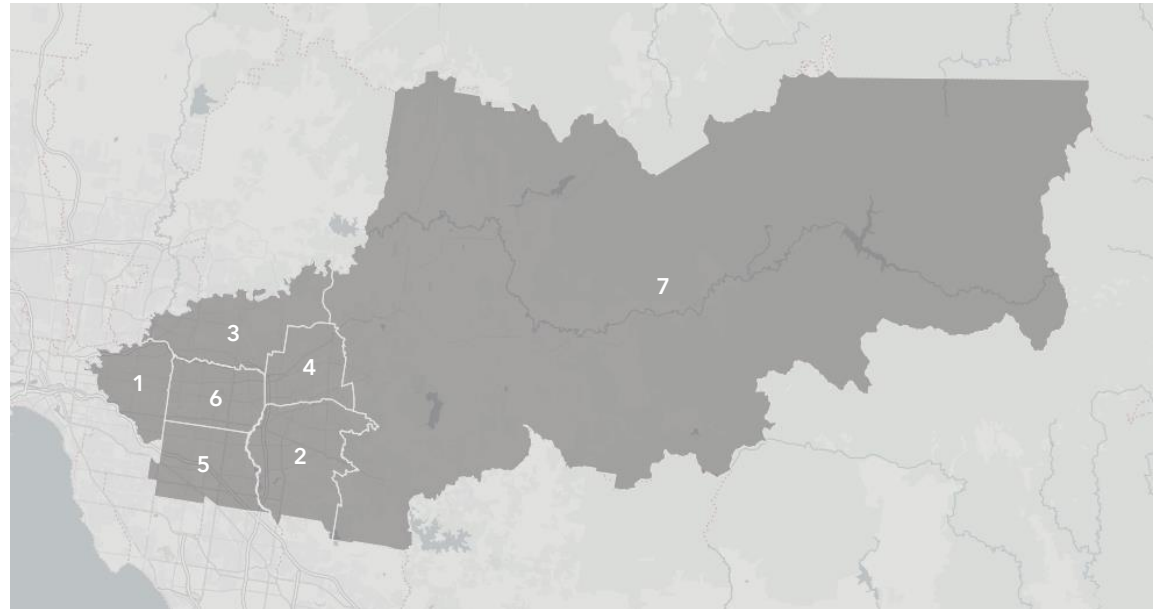
**The Melbourne East Region consists of seven local government authorities, representing a diverse range of communities from the city to the bush.**

The seven local government authorities that comprise the Melbourne East Region are:

1. Boroondara City Council
2. Knox City Council
3. Manningham City Council
4. Maroondah City Council
5. Monash City Council
6. Whitehorse City Council
7. Yarra Ranges Council

The Eastern Region Group of Councils (ERG) is the representative regional body comprising six of the seven municipalities, with the City of Boroondara not formally part of the ERG but included within this Strategy for the purpose of planning for regional sport and recreation needs.

The ERG is the key decision-making and advocacy body alongside local government authorities in the Eastern region and a key driver of this Strategy.



# KEY REGIONAL INFLUENCES

Project Context

The Melbourne East region is influenced by a range of factors that shape our communities and the way we plan for regional sport and recreation needs. While each community has its own diverse range of influences, the following key factors are impacting sport and recreation across the seven local government authorities that comprise the Melbourne East Region.

 <p><b>Population Growth</b></p> <p>Population will grow by 16.6% between 2021 and 2036 to 1.35 million.</p>	 <p><b>Demographic Profile</b></p> <p>Communities are ageing and becoming more diverse. 54% of residents have one or both parents born overseas.</p>	 <p><b>Urban Density</b></p> <p>Increasing urban density is placing pressure on existing sport and recreation facilities and community assets.</p>	 <p><b>COVID-19</b></p> <p>COVID-19 has impacted how we live and play. Participation in organised sport declined during 2020-2021, and sport activity was broadly affected.</p>	 <p><b>Partnerships and Advocacy</b></p> <p>Partnerships between all levels of government and key stakeholder groups to advocate for joint priorities.</p>
 <p><b>Changing Participation Trends</b></p> <p>Participation consists of more informal activities and communities are seeking flexible ways to participate.</p>	 <p><b>Open Space Provision</b></p> <p>Pressure on open space is growing with increasing population. Opportunities for new open space is diminishing.</p>	 <p><b>Budgets and Funding</b></p> <p>Council and land manager facility investment have been impacted by rate-capping and COVID-19 in recent years.</p>	 <p><b>Urban Development</b></p> <p>Major urban development projects such as the North East Link and transport corridors are impacting on existing sport and recreation facilities.</p>	 <p><b>Climate Change</b></p> <p>The impact of climate change will continue to increase, placing pressure on infrastructure and reliance on natural resources.</p>

# POPULATION ANALYSIS

Project Context

**The population of the Melbourne East Region continues to grow, with the total population forecast to increase by 16.6% between 2021 and 2036.**

The strongest proportional population growth is in the 65+ age cohort, forecast to grow by 33.9% between 2021 and 2036. The typical age categories for senior (20-39 years) and masters (40-64 years) sport competition categories are forecast to grow by 12.5% and 16.1% respectively. The lowest growth cohort is the junior age category (5-19 years), which will grow by 8.7% between 2021 and 2036.

Comparatively, the total population of Greater Melbourne is forecast to grow by 29.7% between 2021 and 2036.

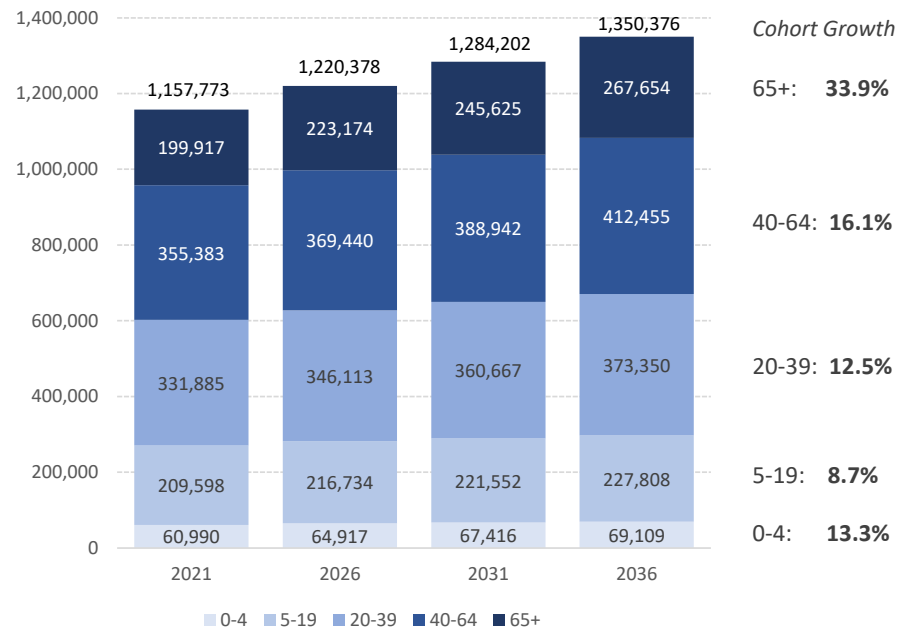
Charts provided on page 11 show the projected population growth and current age profile for each local government authority.

The City of Monash will remain the largest council in region by population through to 2036, growing to a total resident population of just under 250,000 in the next 15 years.

All councils are forecast to achieve steady population growth, with the total population of the region to grow from 1,157,773 in 2021 to 1,350,376 in 2036.

Source: Victoria In Future (2019), Victorian Government

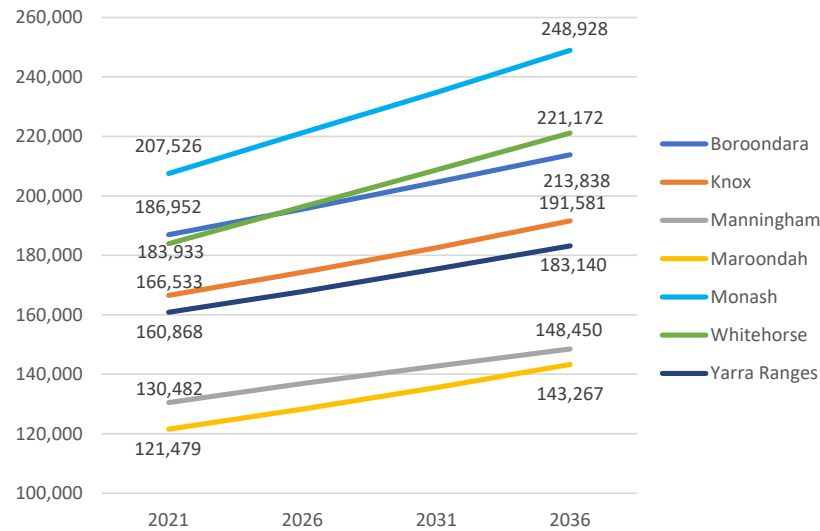
Melbourne East Population Projection 2021-2036



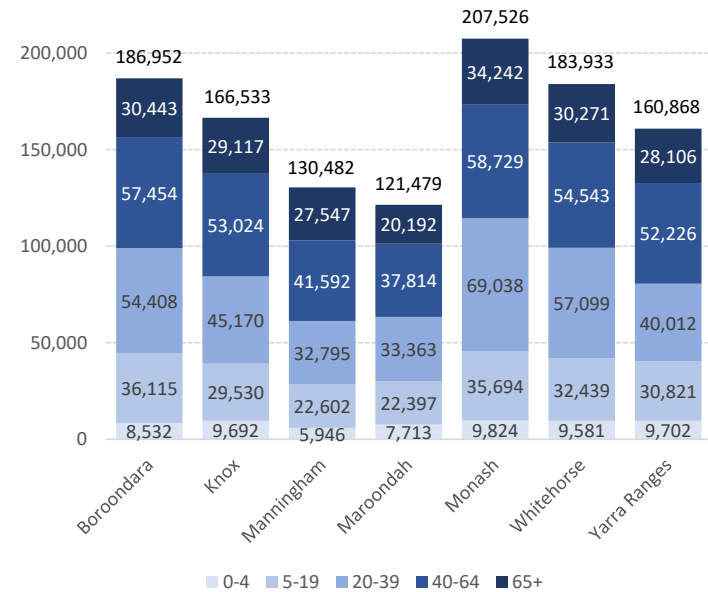
# POPULATION ANALYSIS BY LOCAL GOVERNMENT

Project Context

Population Growth 2021 - 2036



Population Age Profile 2021



Source: Victoria In Future (2019), Victorian Government

# 2016 MELBOURNE REGIONAL SPORT AND RECREATION STRATEGY

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# MELBOURNE EAST REGIONAL SPORT & RECREATION STRATEGY 2016

2016 MERSRS

## The Melbourne East Regional Sport and Recreation Strategy was established in 2016 to guide the collective strategic priorities for the seven local government authorities in the region.

The Strategy was developed in two parts:

**Part A – The Strategy:** Identified the gaps in regional sport and recreation facilities and trail provision, and outlined the vision for the future provision of regional facilities in Melbourne’s East.

**Part B – Regional Planning Framework:** Designed as a resource to support councils and regional stakeholders to prioritise, plan and deliver regional facilities and trails collaboratively and effectively.



The Strategy identified three priority areas for collaboration and collective action between the seven councils and other stakeholders:

1. Governance and partnerships
2. Knowledge and understanding of the region
3. Sustainable, flexible and efficient facility development

The Strategy developed a series of resources and tools to assist regional stakeholders in future planning and facility development including:

1. Definition of regional sport and recreation facilities
2. Regional governance structure
3. Regional planning framework
4. Stages of regional facility development

These resources and tools are retained as part of the updated Melbourne East Regional Sport & Recreation Strategy.

*The regional governance structure, regional planning framework and stages of regional facility development are provided as appendices.*

*A summary of the progress against recommendations is also provided as an appendix.*

## Regional sport and recreation facilities are defined as having the following characteristics:

- Provide a range of participation outcomes which benefit the community, allow for a range of competitions (local, state and/or national), and have the ability to host medium to large scale events.
- Cater for a broad catchment across multiple municipal boundaries.
- Offer flexibility of use by one or more sports or activities.
- Deliver quality management and service levels that are maintained to a high standard.
- Consider the defined regional facility training and competition standards of the relevant Council or Councils, and State Sporting Associations.
- Able to attract funding and support from regionally focused funding programs

The Eastern Region Trails Strategy was developed as a recommendation of the 2016 MERSRS to guide trail planning and development across Melbourne’s Eastern Region. A summary of the Eastern Region Trails Strategy is provided on page 14.



## EASTERN REGION TRAILS STRATEGY

2016 MERSRS

### **An outcome of the 2016 Melbourne East Regional Sport and Recreation Strategy was to undertake further planning and advocacy for trail projects, leading to the development of the Eastern Regional Trails Strategy.**

Trails across the Eastern Metropolitan region are renowned as premier attractions and grant access to many iconic tourism destinations. They include the well-known Anniversary Trail, Main Yarra Trail, EastLink Trail, Heathmont to Belgrave Trail, Nunawading to Syndal Creek Trail and Healesville Freeway Reservation Trail.

The Eastern Regional Trail Strategy outlines a shared vision and plan of action intent on the development and promotion of a world class trails network that is desirable, safe and accessible for a verity of transport, recreation, sport and tourism activities. The Strategy sets a framework for whole of government and stakeholder investment and collaboration to maximise the provision, conditions and potential of trails.

As sustainable transport routes, trails connect locals and visitors alike to jobs, education, tourism, sport and recreation destinations across the region. Several trails are declared Strategic Cycling Corridors. These routes function as the active transport arterials of the Principal Bicycle Network and as such serve a vital role within the state transport system.

The additional connections provided between places of state and regional importance supports and enables the development of distinctive, affordable, accessible, climate resilient and liveable precincts and neighbourhoods, where people have great opportunities and choices for economic and social participation.

Accommodated alongside waterways and rail corridors, trails are places to experience, interact and connect with people and the natural environment. As social and community facilities, trails make a significant contribution to the physical and mental health of communities. Connected with open space, trails strongly influence the region's urban character and aesthetics and provide suitable places for exercise, relaxation and connection.

For the Eastern Metropolitan Region to gain the benefits of an extensive network of trails and associated trail-based attractions, continued investment in the planning, construction, marketing and management of a cohesive and interconnected trails network is required. Over the next 10 years, the top priorities for investment are:

- Box Hill Rail Trail extension to link to Hawthorn Station: \$100 million.
- Main Yarra Trail extension to link to Warrandyte: \$3 million.

- Ringwood to Croydon Rail Trail to complete the trail from the CBD (Central Business District) to Warburton (Eastern Rail Trail): \$10 million.
- Waverley Rail Trail form Huntingdale Road to Carmel Avenue: \$1 million.
- Yarra Valley Trail extension to connect Yarra Glen to Healesville (Stage 2): \$15 million.
- Ferny Creek Trail extension to connect Acacia Road to Glenfern Valley Bushland Reserve in Yarra Ranges: \$1 million.

To realise the economic and social potential of trails, a trails marketing plan is an additional high priority project. The Plan is necessary to align and leverage marketing efforts across the region's tourism, recreation and sport sectors and promote interconnected trail-based products, events services and consumer information.



# STRATEGIC PRIORITIES 2022-2032



# STRATEGIC PRIORITIES 2022-2032

Strategic Priorities 2022-2032

**The Melbourne East Regional Sport and Recreation Strategy has been a successful advocacy platform for regional facility development and growth of investment into sport and recreation.**

**In order to remain relevant, this review of the Strategy has examined the issues and opportunities facing sport and recreation in Melbourne’s Eastern Region and refined the strategic priorities.**

The strategic priorities are driven by the review of trends, planning, issues and opportunities collated from engagement with local government authorities and peak sporting bodies.

Since the development of the Strategy in 2016, population and participation trends have changed, and new priorities and opportunities have emerged. The review of the Strategy incorporates updated data and information from a range of sources.

The review has also provided the opportunity for Councils to reengage with key sport and recreation stakeholders to understand changes to regional priorities.

A number of the State Sporting Associations have developed infrastructure strategies since 2016, providing additional strategic context to regional priorities and direction for their needs.

Councils have also continued to plan and deliver new facilities and facility upgrades across key regional sport and recreation venues.

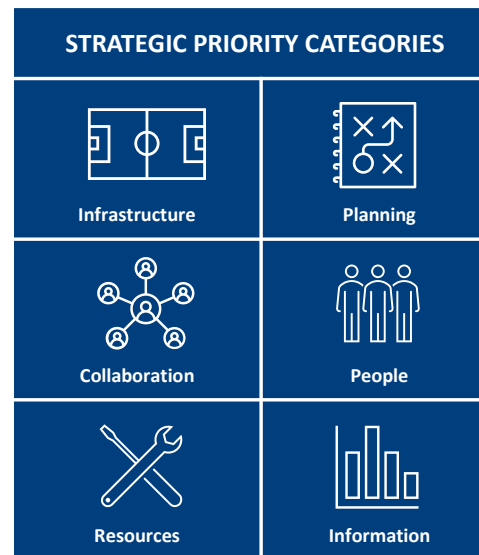
All stakeholders have navigated the COVID-19 pandemic during 2020 and 2021, impacting the way that communities consume sport and recreation, and the ability of Councils to service regional needs and fund projects.

This review ensures that the priorities within the Strategy remain relevant and up-to-date, and set the regional directions for the next ten years and beyond.

Information gathered from key stakeholders is provided as reference in the following sections:

- *Government plans and priorities for the Eastern region (pages 23-36)*
- *Sport and recreation trends and opportunities (pages 37-63)*

Each of the strategic priorities is categorised based on the core outcome that it delivers for the Melbourne East Region:



# STRATEGIC PRIORITIES 2022-2032

Strategic Priorities 2022-2032

**The Regional Sport and Recreation priorities for Melbourne East aim to establish a network approach to planning, regional facility development and stakeholder collaboration.**

There is a clear desire from all stakeholders to work collaboratively to achieve greater outcomes than could be achieved individually.





The ‘network’ approach to facility development, planning and collaboration focuses on creating efficiencies and economies of scale, and embeds relationships between stakeholders within the planning process and joint advocacy.

The priorities within each pillar align with priorities established in the 2016 Strategy, with the aim of progressing the collaborative relationships between councils and regional stakeholders.

PILLARS	1 A balanced network of regional sport and recreation facilities	2 Knowing and understanding the region	3 A collaborative approach to regional planning, policy development and advocacy	4 Shared resources and support for regional sport and recreation
STRATEGIC PRIORITIES	<ul style="list-style-type: none"> <li>1.1 Progress the delivery of established regional facility priorities</li> <li>1.2 Address gaps in existing regional facility and open space provision</li> <li>1.3 Plan for emerging and under-represented sports and recreation activities</li> <li>1.4 Create regional facility development opportunities in partnership with schools and other land managers</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Understand and plan for the impact of population growth</li> <li>2.2 Collate and analyse data to understand trends and quantify needs</li> <li>2.3 Consider and plan for the impacts of urban development on the regional sport and recreation facility network</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Drive collaboration via the Melbourne East Regional Sport and Recreation Steering Group</li> <li>3.2 Develop regional strategies to address priorities and shared opportunities</li> <li>3.3 Collaborate on policy development to create policy consistency across the region</li> <li>3.4 Create regional partnerships to plan, advocate and fund priorities</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Establish regional development opportunities for sport and recreation organisations and stakeholders to discuss regional issues and opportunities</li> <li>4.2 Engage State Sporting Associations and other peak sporting bodies at a regional level</li> <li>4.3 Establish a suite of shared resources that improve regional planning and advocacy</li> </ul>

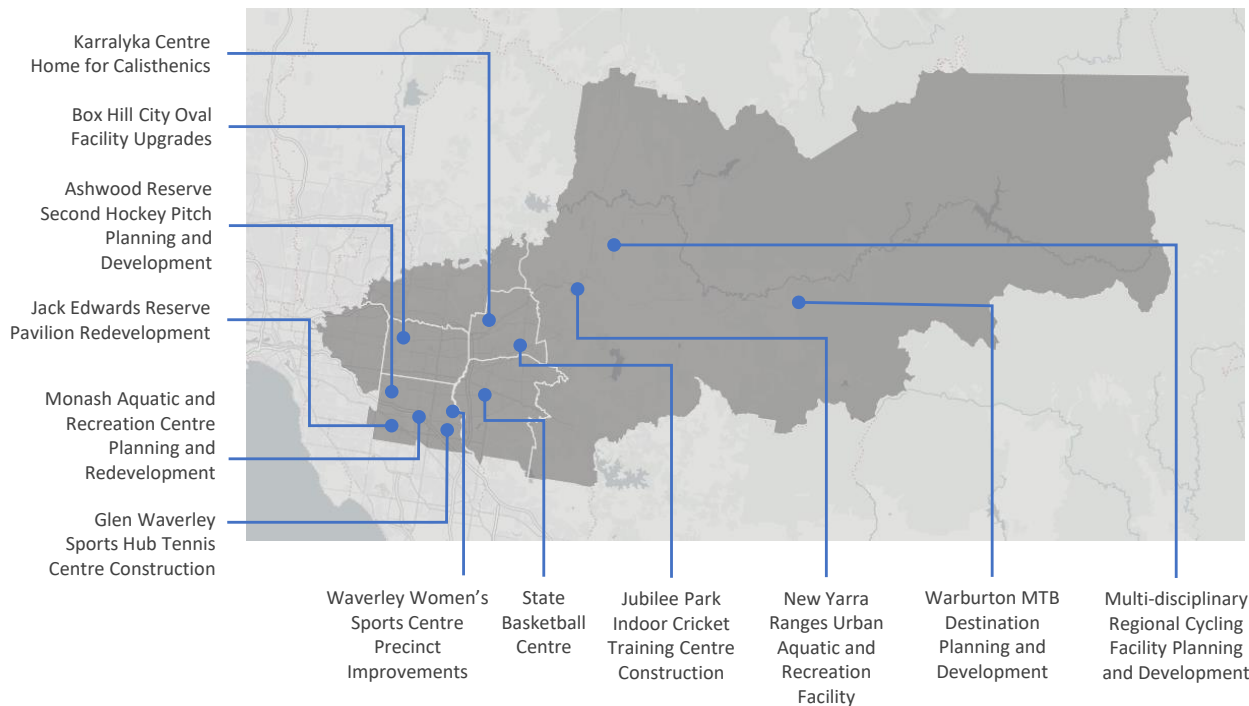
## PILLAR ONE: A BALANCED NETWORK OF REGIONAL SPORT AND RECREATION FACILITIES

Strategic Priorities 2022-2032

STRATEGIC PRIORITIES			RECOMMENDATIONS	PRIORITY	WHO
1	Progress the delivery of established regional facility priorities		Planning and delivery of new regional facilities and regional facility upgrade projects (see page 19)	High	LGAs
			Develop additional indoor sports courts to address capacity and access requirements identified within state facility strategies for basketball, netball and volleyball	Medium	LGAs, SSAs, Schools
2	Address gaps in existing regional facility provision		Consider the establishment of a multi-disciplinary cycling facility within a green-field site in Yarra Ranges Council in the medium-to-long term	Medium	Yarra Ranges, AusCycling
			Work with Bowls Victoria to achieve regional bowls facility objectives for Melbourne East within the Bowls Victoria Strategic Facilities Plan	Medium	LGAs, BV
			Continue to pursue funding to deliver a second hockey pitch at Ashwood Reserve in response to regional demand	Medium	Monash, HV
			Monitor the regional need for additional gymnastics floorspace in addition to the recent development of the Oakleigh Recreation Centre and completion of the Knox Gymnastic Facility	Ongoing	LGAs, GV
			Work with Football Victoria to explore the potential for the establishment of a new regional participation hub	Medium	LGAs, FV
3	Plan for emerging and under-represented sports and recreation activities		Support the move of Calisthenics Victoria to the Karralyka Centre, Ringwood	High	Maroondah, CV
			In conjunction with State Sporting Associations, monitor the growth of badminton and table tennis and provision of private facilities to determine the need for a purpose built regional facility.	Medium	LGAs, BV, TTV
			Establish a collaborative regional approach to planning for active recreation facility development and activation for local communities	High	LGAs
			Establish a plan for the provision of multi-discipline cycling facilities across the region, including BMX tracks, pump tracks and mountain bike facilities in addition to the current planning for trails.	High	LGAs
4	Develop regional facility opportunities in partnership with schools and other land managers		Explore with schools in the delivery of regional/sub-regional level sport and recreation facilities, including indoor stadiums (3-4 courts) and sports fields to address areas of facility provision shortfall	Medium	LGAs, Schools, DET

# PILLAR ONE: A BALANCED NETWORK OF REGIONAL SPORT AND RECREATION FACILITIES

Strategic Priorities 2022-2032



### Other Infrastructure Priorities

- Establishment of a Regional Bowls Facility
- Delivery of additional indoor court space for basketball, netball and volleyball (including partnerships with schools)
- Investigate opportunities for a Regional Football Participation Hub for Melbourne East
- Monitor the growth of badminton and table tennis and identify opportunities for purpose-built facilities
- Additional floorspace for gymnastics based on ongoing assessment of demand
- Support and advocate for the Yarra Ranges Regional Equestrian Park (by third party or private consortium)

## PILLAR TWO: KNOWING AND UNDERSTANDING THE REGION

Strategic Priorities 2022-2032

STRATEGIC PRIORITIES			RECOMMENDATIONS	PRIORITY	WHO
1	Understand and plan for the impact of population growth		Track changes in population and demographic forecasting biennially to understand the impacts on regional sports provision, including population growth, changes in population density and demographic profile	Ongoing	LGAs
			Integrate planning for green-field sites in areas of population growth to incorporate regional facility needs and opportunities	Ongoing	LGAs
			Partner with land managers to maximise the use of open space for regional sport and recreation needs	Ongoing	LGAs, Land Managers
2	Collate and analyse data to understand trends and quantify needs		Seek participation data from priority State Sporting Associations every two years and continue the collation of participation and facility provision trends at local and regional levels	Medium	LGAs, SSAs
			Continue to expand the analysis of a range of data sources, considering the relevance of data such as Ausplay, Sport Spatial and other data as identified through ongoing monitoring and local government benchmarking	Medium	LGAs
			Provide a shared dashboard platform for the analysis and monitoring of participation trends and other trend information as required	High	LGAs
			Collectively advocate for facility redevelopment and renewal funding and resource needs based on participation and population trends	High	LGAs
3	Consider and plan for the impacts of urban development on the regional sport and recreation facility network		Use the Eastern Metro Land Use Framework to guide macro-level decisions on the impacts of urban development and land use for regional sport and recreation	Ongoing	ERG, LGAs
			Engage in the planning of regional urban development projects to ensure that the impacts on sport and recreation provision are understood and offset both locally and regionally	Ongoing	ERG, LGAs
			Explore opportunities to increase open space provision through planning processes, innovative use of alternative spaces, and opportunities to create new open space reserves for sport and recreation	Ongoing	LGAs
			Implement best practice Environmentally Sustainable Design (ESD) principles for regional sport and recreation facility projects	High	ERG, LGAs

## PILLAR THREE: A COLLABORATIVE APPROACH TO REGIONAL PLANNING, POLICY DEVELOPMENT AND ADVOCACY

Strategic Priorities 2022-2032

STRATEGIC PRIORITIES			RECOMMENDATIONS	PRIORITY	WHO
1	Drive collaboration via the Melbourne East Regional Sport and Recreation Steering Group		Each Council to commit staff capacity and resources to drive collaboration through the Melbourne East Regional Sport and Recreation Steering Group	High	LGAs
			Review the terms of reference of the Steering Group, and apportion resources within the Steering Group from member LGAs and the ERG to achieve agreed outcomes	High	ERG, LGAs
			Invite participation in Steering Group meetings from key stakeholders, including State Government, education institutions and State Sporting Associations	High	ERG, LGAs, SSAs, SRV, DET
2	Develop regional strategies to address priorities and shared opportunities		Identify opportunities to develop sport / activity specific strategies for priority sports and consider jointly funding their delivery	Medium	ERG, LGAs
			Engage State Sporting Associations, peak bodies and land managers in the development of regional facility strategies	Medium	LGAs, SSAs, Land Managers
3	Collaborate on policy development to create policy consistency across the region		Establish a register of shared regional issues via the Melbourne East Regional Sport and Recreation Steering Group and create opportunities for joint strategy and policy development	Medium	ERG, LGAs
			Create opportunities to share policies and procedures, learn from other LGAs and identify opportunities to increase policy consistency across the region	Medium	ERG, LGAs
			Collaborate with leagues and associations to develop a regional approach to flexible scheduling	Medium	LGAs, Leagues
			Implement the Victorian Government Fair Access Policy Roadmap consistently across the region	Ongoing	LGAs, SRV
			Conduct gender impact assessments for all regional facility development proposals and initiatives	Ongoing	LGAs
4	Create regional partnerships to plan, advocate and fund priorities		Establish project partnerships to plan and advocate for shared regional priorities through the ERG	Ongoing	All partners
			Establish and promote partnerships with land managers to create new opportunities for facility development and collaboration, including Dept of Education, Dept Environment, Land, Water and Planning, Parks Victoria, VicRoads, VicTrack and Water Authorities	High	ERG, LGAs, Land Managers
			Consider funding partnerships, where regional facilities provide regional benefits and significant municipal servicing across LGA boundaries	Ongoing	ERG, LGAs, Government



## PILLAR FOUR: SHARED RESOURCES AND SUPPORT FOR REGIONAL SPORT AND RECREATION

Strategic Priorities 2022-2032

STRATEGIC PRIORITIES		RECOMMENDATIONS	PRIORITY	WHO	
1	Establish development opportunities for sport and recreation organisations and stakeholders to discuss regional issues and opportunities		Establish a series of development opportunities for sport and recreation organisations, clubs, associations and other regional stakeholder groups in collaboration with State Sporting Associations and peak bodies and promote regionally.	Medium	SSAs, LGAs, peak bodies
2	Engage State Sporting Associations and other peak sporting bodies at a regional level		Engage State Sporting Associations and other peak bodies to deliver development programs and initiatives within the Melbourne East region and promote the uptake of available resources	Medium	SSAs, LGAs, peak bodies
			Provide an ongoing forum for collaboration with State Sporting Associations and other peak bodies in the planning and advocacy of shared priorities	High	SSAs, LGAs, peak bodies
3	Share resources to improve regional planning and advocacy	 	Local government authorities to contribute to the funding of joint planning and development initiatives annually via the Melbourne East Regional Sport and Recreation Steering Group	High	LGAs
			Explore development of a suite of shared resources and information for clubs, associations and communities relating to issues and policies identified by the Melbourne East Regional Sport and Recreation Steering Group	Medium	LGAs
			Prioritise and advocate for key regional priorities to be endorsed by the ERG, with support and final decision-making provided by local government authorities responsible for the delivery of priority projects	Ongoing	ERG, LGAs
			Create an annual regional sport and recreation outcomes report to promote progress against recommendations and results of collaboration	Ongoing	LGAs
			Explore opportunities for regional procurement processes to create efficiencies and economies of scale for local government purchasing related to sport and recreation.	Medium	ERG, LGAs

# GOVERNMENT PLANS AND PRIORITIES FOR THE EASTERN REGION













# GOVERNMENT PLANS AND PRIORITIES FOR THE EASTERN REGION

Government Plans & Priorities

The local government authorities and key stakeholders within the Eastern Region have continued to undertake their own planning, strategy development and policy development to address localised sport and recreation issues and opportunities. This section outlines planning and strategic direction development by councils, as well as emerging themes and infrastructure priorities within each local government area.

## Common Issues and Planning Themes

 <p><b>Pressure on facility capacity</b></p> <p>Increasing participation and population is placing pressure on existing sport and recreation infrastructure</p>	 <p><b>Growth in female participation</b></p> <p>Female participation is growing, increasing pressure on facility capacity, and scheduling for LGAs, land managers, clubs and associations</p>	 <p><b>Emergence of active recreation</b></p> <p>Increased rates of informal and unstructured recreation is leading to changes in local facility needs and demands</p>	 <p><b>Information and data</b></p> <p>Cases for council and government investment must be supported by sound evidence, data and strategic planning</p>	 <p><b>Asset Management</b></p> <p>Management of parks and built assets to maximise participation, accessibility and sustainability</p>
 <p><b>COVID-19</b></p> <p>Local government is playing a vital role in supporting sport and recreation clubs, associations and organisations to rebound from the impact of COVID-19</p>	 <p><b>Pressure on open space</b></p> <p>Open space provision is under increasing pressure due to population growth, increasing urban density and growing community expectations</p>	 <p><b>Funding and resources</b></p> <p>Council budgets and resources are under pressure from rate-capping, the impacts of COVID-19 and increasing provision standards</p>	 <p><b>Planning for growth and change</b></p> <p>Population growth, urban development, major projects and changing communities are creating new challenges for LGAs and land managers</p>	 <p><b>Climate Change</b></p> <p>The impact of climate change will continue to increase, placing pressure on infrastructure and reliance on natural resources</p>

## STRATEGIC CONTEXT: EASTERN REGION GROUP OF COUNCILS

### **The Eastern Region Group of Councils (ERG) is a representative region body consisting of six local government authorities in Melbourne's east.**

The councils included in the ERG are City of Knox, City of Manningham, City of Maroondah, City of Monash, City of Whitehorse and Yarra Ranges Council.

The ERG promotes collaboration between the member councils and key stakeholders on issues of significance to the community. The ERG facilitates integrated planning, shared services and joint advocacy in pursuing outcomes that benefit communities across Melbourne's east.

For the purpose of the Melbourne East Regional Sport and Recreation Strategy, the City of Boroondara have been invited to participate and contribute to the planning process.

### **ERG Strategic Plan 2021 - 2025**

The ERG Strategic Plan outlines the joint strategic priorities for the region focusing on outcomes across five key areas: Community, Environment, Economy, Building and Infrastructure, and Operations.

The review of the Melbourne East Regional Sport and Recreation Strategy is a recommendation of the Strategic Plan, aligning with the Community and Built Infrastructure strategic priorities.

### **Eastern Metro Land Use Framework Plan (Draft)**

The draft Land Use Framework for Melbourne East established an integrated approach to the development of the region, ensuring that social, economic and environmental benefits are realised as the region grows.

The local government authorities within the region face diverse issues and possess differing opportunities. The Land Use Framework provides overarching strategic direction to ensure that planning is integrated, while local outcomes remain a priority.

The Land Use Framework outlines a number of priority projects, including the North East Link, suburban rail loop precincts, and the Monash National Employment and Innovation Cluster.

From a sport and recreation perspective, the Land Use Framework acknowledges the importance of planning for major social infrastructure (including recreation facilities) and encouraging the use of public land such as schools and golf courses for open space, recreation and trail connections.



# STRATEGIC CONTEXT: CITY OF BOROONDARA

## Sport and Recreation Strategy (2016)

The Boroondara Sport and Recreation Strategy established six priority areas for action:

1. Health Wellbeing, Social Cohesion – focus on an active, healthy and connected community
2. Diversity & inclusion – create opportunities for people who are traditionally less like to participate
3. Participation – get more people active more often and balance use of facilities for structured and unstructured activities
4. Partnerships – forge effective relationships with government, sporting groups, schools and peak bodies
5. Sustainability – focus on environmental sustainability, financial sustainability and club/volunteer support
6. Infrastructure & safety – maximise outcomes from investment in new and existing infrastructure



Melbourne East Regional Sport and Recreation Strategy 2022-2032

## Open Space Strategy (2013)

9.9% of the City of Boroondara is public open space, with 36 sqm of open space per person at the time of publication.

As population grows within the municipality and private open space decreases, additional open space that serves a range of purposes is required.

## Funding and Development of Community Pavilions – Sport and Recreation (2019)

This policy aims to ensure the responsible development and renewal of community pavilions. The policy principles focus on developing and funding pavilions in partnership with facility users and other levels of government, targeting investment in areas of demand, and aligning with ESD, CPTED and universal design principles.

## Sports Ground Provision Analysis

Council is currently examining the provision of sports grounds across the municipality to understand the level of pressure on existing grounds and future needs.

## Key infrastructure priorities and planning

- Freeway Golf Course redesign (due to NE Link)
- Fritsch Holzer Indoor Stadium (VSBA-led)
- Kew Recreation Centre development (due mid-2023)
- Pavilion renewal program, including accessibility and inclusivity upgrades

## Emerging issues

- Increased female participation has resulted in facility and sports ground capacity issues.
- The majority of existing sports grounds are at capacity, due to increased participation and the landlocked nature of the City of Boroondara.
- Active recreation in parks and reserves continues to increase.
- Increased capacity issues for indoor highball courts and hockey centres due to sports played at these facilities having larger participation catchment areas.
- Dirt jumps and mountain biking on existing and improvised trails is creating maintenance and risk issues at a local level.

# STRATEGIC CONTEXT: CITY OF KNOX

## Open Space Plan 2012-2022

The City of Knox manages more than 700 hectares of open space for informal leisure and active sport activities, equating to just over 6% of the total land area of the municipality.

The Strategy defines four strategic directions for open space, including creating healthy creek corridors, activating community hubs, empowering the community as stewards of open space and engendering a network of sustainable spaces.

## Pavilion Strategy and Modular Program

Council is undertaking a review of outcomes achieved by modular pavilions and has established a broader strategy for pavilion development.

## Facility Development Policies

The City of Knox has established key policies that guide the planning and development of sport and recreation infrastructure, including:

- **Guidelines for Developing Sports Facilities** – Outlines the standards for development of facilities at local, municipal and regional level facilities. The policy notes Gilbert Park, Marie Wallace Bayswater Oval, and Knox Park Athletics Complex as regional facilities.
- **Sporting Club financial contributions towards reserve developments** – Outlines the expected contributions from sporting clubs towards the development of sports facilities. The policy includes a list of exemption, noting that specialised venues and a number regional level facilities are exempt from the policy due to the role they play in providing for the broader community.
- **Community Facility Planning Policy 2021-2024** – Establishes Council’s policy framework, planning principles, planning process, and resources and tools relating to the planning, delivery and management of community facilities.

## Key infrastructure priorities and planning

- State Basketball Centre, Knox Regional Sports Park
- Knox Regional Netball Centre redevelopment and expansion
- Wantirna Reserve hockey facility development
- Gilbert Park regional baseball/softball facility upgrades
- Bayswater Oval design and upgrade works
- Knox Athletics Track field facilities upgrades
- Lewis Park Master Plan implementation

## Emerging issues

- The increase in active recreation across the municipality is creating greater demand for access to open space and space for unstructured participation.
- Equity of use of facilities and open space, and the value of open space to the community is increasing.
- Dirt jumps and mountain biking on existing and improvised trails is creating maintenance and risk issues at a local level.
- Opportunities to develop regionally consistent policies and procedures to manage local and municipal issues.

# STRATEGIC CONTEXT: CITY OF MANNINGHAM

Government Plans & Priorities

### Active For Life Recreation Strategy (2019 Review)

The City of Manningham developed the *Active For Life Recreation Strategy 2010-2025* in 2010, with a review of completed in 2019.

The priorities of the Strategy were refined to four key areas between 2019-2025:

1. Provide flexible, multi-use and durable spaces for recreation to meet the needs of a growing community
2. Collaborate with key partners and organisations
3. Foster an environment of inclusion
4. Build capacity for our community

The Strategy includes recommendations relating to review of indoor sporting needs and development requirements, with a focus on the development of master plans for Donvale Indoor Sports Centre and Manningham Templestowe Leisure Centre.

### Open Space Strategy (2014)

18% of the City of Manningham was classified as open space at the time of publication of the Strategy, with over 2,000 hectares of open space. It is acknowledged that sixty percent of the open space land is Crown land and managed by Parks Victoria.

The Strategy identifies population growth and residential development, changing lifestyle patterns and expectations, climate change, community health and wellbeing, biodiversity being the key emerging issues for open space.

The primary goals of the Strategy are to 1) value, expand and enhance the open space network, 2) make the most of existing open spaces, and 3) attract more people, more often to open space.



### Key infrastructure priorities and planning

- Aquarena Outdoor Master Plan
- Donvale Indoor Sports Centre Master Plan
- Manningham Templestowe Leisure Centre Master Plan
- North East Link Sports Developments

### Emerging issues

- Informal dirt jumps are emerging as an issue for Council. Construction of informal jumps by residents indicates growing demand.
- Increased active recreation in parks and reserves, particularly during 2020 and 2021 under COVID-19 restrictions.
- Assessment of the aquatic sport needs within the region required to limit duplication for regional swimming, diving and water sports.
- Direction required on regional lawn bowls facility provision within State Lawn Bowls Facility Plan.
- Access to current participation and demand data is vital for planning and decision-making.
- Female participation and associated impact on facility capacity.

## STRATEGIC CONTEXT: CITY OF MAROONDAH

### Physical Activity Strategy 2015-2020

The Physical Activity Strategy aims to encourage Maroondah residents to be more active, more often. The Strategy acknowledges that physical activity levels are deficient across the municipality, impacting health and wellbeing outcomes.

The four Council priorities established in the Strategy are:

1. Active Travel – Encourage use of active transport and build active transport friendly environments
2. Activating Open Space – Drive participation in open space that is safe, comfortable, vibrant and walkable
3. The Future of Sport – Adapt to shifting motivations and trends in sport participation
4. Schools and Workplaces – Engage communities in physical activity through their schools and workplaces



### Equally Active Strategy 2019

The Equally Active Strategy aims to increase the physical activity levels of women and girls, acknowledging their specific barriers to participation. The Strategy seeks to drive outcomes in the four key areas of gender equality in sport, women of CALD backgrounds, young women and women with care responsibilities.

#### Open Space Strategy

11% of the City of Maroondah is comprised of open space, equating to 650 hectares and 430 reserves. The Strategy identified emerging trends impacting open space provision including the balance between sport and passive recreation, promotion of physical activity, climate change and fostering partnerships to enhance open space.

#### Golf Strategy 2020-2030

The Golf Strategy examined the performance of Council's two public golf courses – Dorset Golf Course and Ringwood Golf Course. The Strategy acknowledged the declining financial performance of the courses and need to evolve the golf offering to engage the community and improve sustainability.

The priority actions from the Strategy centre around enhancing facilities, marketing, engagement and pricing, diversifying opportunities and increasing the inclusion of under-represented groups.

### Key infrastructure priorities and planning

- Construction of the indoor cricket training centre at Jubilee Park, Ringwood
- Relocation of Calisthenics Victoria administration and operations to the Karralyka Centre
- Extreme Sports in Public Places Strategy
- Maroondah Tennis Strategy

### Emerging issues

- Increasing female participation has created facility capacity issues. The strong growth in female participation numbers for sports such as AFL and cricket has started to plateau, with retention being the next challenge for local clubs and associations.
- Active recreation in local parks and reserves is continuing to increase.
- Opportunities for volunteers training and skill development is required. There is potential for overlap between LGAs and sports – a collaborative approach may optimise use of resources.
- Access to current participation and demand data is vital for planning and decision-making.
- The potential for a home for Calisthenics in Maroondah is being considered.



## STRATEGIC CONTEXT: CITY OF MONASH

### Active Monash Plans and Strategies

Active Monash incorporates a series of frameworks and initiatives that aim to deliver on the vision and aspirations of Monash City Council, including:

- Sports Club Framework
- Fees and Charges Policy
- Capital Works Priorities Framework
- Active Reserves Facility Hierarchy
- Monash Tennis Plan
- Monash Football (Soccer) Plan
- Community Sport, Premier League and Elite Sport Framework
- Active Communities Framework

These strategies and plans provide strategic and operational guidance to ensure that Monash City Council delivers on the goals of Active Monash and ultimately improves the health of the residents.

### Monash Open Space Strategy (2018)

The Open Space Strategy outlines the priorities for the development of open space across the City of Monash, with a focus on improving access, quality, quantity, diversity, sustainability, and environmental value across the network.

While the City of Monash generally has a sufficient amount of open space (2.7 hectares per 1,000 residents), the distribution of open space across the network is not equal, with open space precincts ranging from 0.5 hectares (Notting Hill) to 4.2 hectares (Ashwood/Burwood) per 1,000 residents.

### Active Recreation Opportunities Strategy (2021)

The Active Recreation Opportunities Strategy seeks to create more opportunities for unstructured and informal physical activity across the City.

The Strategy focuses on the delivery active recreation infrastructure, with a network of active recreation nodes and facilities planned for development and activation across the City.



### Key infrastructure priorities and planning

- Waverley Women's Sports Centre Precinct Plan implementation
- Glen Waverley Sports Hub (Regional Tennis Centre)
- Ashwood Reserve second hockey pitch
- Jack Edwards Reserve pavilion and grandstand design
- Monash Aquatic Facilities Development Plan

### Emerging issues

- Increasing active recreation participation by residents. Monash City Council has recently developed the Active Recreation Opportunities Strategy to determine future priorities.
- Opportunities for collaborative funding between Councils should continue to be explored.
- Provision for activities such as badminton and table tennis should be explored.

# STRATEGIC CONTEXT: CITY OF WHITEHORSE

Government Plans & Priorities

## Indoor Sports Facility Feasibility Study

The Indoor Sports Facility Feasibility Study establishes the priorities for planning and development to meet indoor facility needs across the municipality.

Recommendations include the exploration of opportunities for a multi-use facility including table tennis in Box Hill, concept design development for Sportlink and master plan development for East Burwood Reserve.

The Study also establishes criteria for the assessment of development proposals at existing indoor facilities including Aqualink, Sportlink, Slater Reserve Stadium, Nunawading Basketball Centre, and Nunawading Gymnastic and Sports Club.

## Open Space Strategy

Open space in the City of Whitehorse comprises 10.7% of the municipality, equating to 690 hectares across 335 open space reserves. 81.7% of the open space in the City consists of 71 reserves that are larger than 3 hectares (57 municipal, 24 regional).

The principles established by the Strategy relate to open space that is accessible, diverse, equitable, connected, adaptable, sustainable, social, recreational and cultural.

Melbourne East Regional Sport and Recreation Strategy 2022-2032

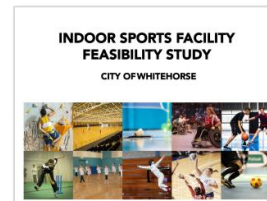
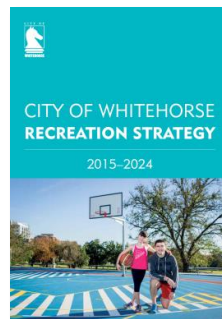
## Recreation Strategy 2015-2024

The Recreation Strategy establishes the priorities for the City of Whitehorse to guide the planning of recreation services and facilities.

Regarding regional facilities, the Strategy identifies the need to work in partnership with neighbouring councils to plan and implement regional infrastructure that caters to broad population catchments.

## Draft Strategic Partnerships Framework 2021

The Strategic Partnerships Framework has been developed to assist Council in considering suitable indoor sports facility projects and partnerships, particularly in relation to the delivery of the Indoor Sports Feasibility Study.



## Key infrastructure priorities and planning

- Aqualink Nunawading Feasibility Study
- Box Hill City Oval pavilion redevelopment
- East Burwood Reserve Master Plan, including Nunawading Basketball Centre
- Morack Golf Course redevelopment planning
- Sportlink facility redevelopment planning
- Terrara Park Pavilion redevelopment

## Emerging issues

- Facility capacity is becoming an issue for sport within Whitehorse City Council.
- Lack of organised sport at reserves provided increased access to residents during COVID-19 restrictions. Management of resident and club expectations relating to sports ground/facility access required.
- Council rate capping will impact the capital investment into facilities at local and regional levels, including co-investment into facilities with regional partners.
- Demand for indoor sports such as gymnastics and table tennis requires consideration within Whitehorse and across the regional network.
- Partnership opportunities with schools should be considered at a regional level.

# STRATEGIC CONTEXT: YARRA RANGES COUNCIL

## Recreation and Open Space Plan 2013-2023

The Recreation and Open Space Plan establishes Council's strategic framework, policy setting, and implementation plan for sport, recreation and open space.

The Plan consolidates strategic documents relating to aquatic facilities, sport and recreation infrastructure, and participation opportunities to provide Council with a holistic strategic direction.

The implementation plan includes recommendations for the planning and delivery of regionally significant facilities.



Melbourne East Regional Sport and Recreation Strategy 2022-2032

## Warburton MTB Destination

The development of a regionally significant mountain bike facility at Warburton is a key priority for Yarra Ranges Council. The planning for this project is being undertaken separately to the Melbourne East Regional Sport and Recreation Strategy.

## Accelerated Community Infrastructure Program

Yarra Ranges Council established the Accelerated Community Infrastructure Program to outline Council's priorities across a range of local, municipal and regional projects. Yarra Ranges Council is growing in population and visitation, with this program aiming to fill the widening gap between Council revenue and infrastructure and asset requirements.

The Program outlines key regional projects including aquatic facility development, partnership with schools to develop stadiums, cycling trails and facilities, and other local sport facility developments.

## Key infrastructure priorities and planning

- Warburton Mountain Bike Destination
- Consideration of the Yarra Ranges Urban Aquatic and Recreation business case with possible progress to implementation.
- Support and advocate for the Yarra Ranges Regional Equestrian Park proposed by a third party (or private consortium).
- Consideration of a regional sports precinct to cater for a number of sports including multiple cycling disciplines.

## Emerging issues

- Planning for population growth requires the future development of facilities that cater for aquatics, leisure, sport and recreation in new communities.
- Active recreation is increasing in importance for the community. Regionally consistent planning and policy would assist in aligning Councils across the region.
- Partnership opportunities with schools to provide for indoor stadium needs. Potential to expand 1-2 court stadiums to 3-4 courts to meet community demand.
- Council is receiving requests from 'hard to locate' sports such as motocross and shooting.
- Growth in female participation and the associated impact on facility capacity.
- Growing demand for bike infrastructure including mountain bike trails, pump tracks and dirt jumps.

# STRATEGIC CONTEXT: GREATER MELBOURNE OPEN SPACE

Government Plans & Priorities

### Open Space Strategy for Metropolitan Melbourne 2021

The Open Space Strategy for Metropolitan Melbourne 2021 establishes the strategic framework for the protection and development of open space across Melbourne to create a network of accessible parks and spaces.

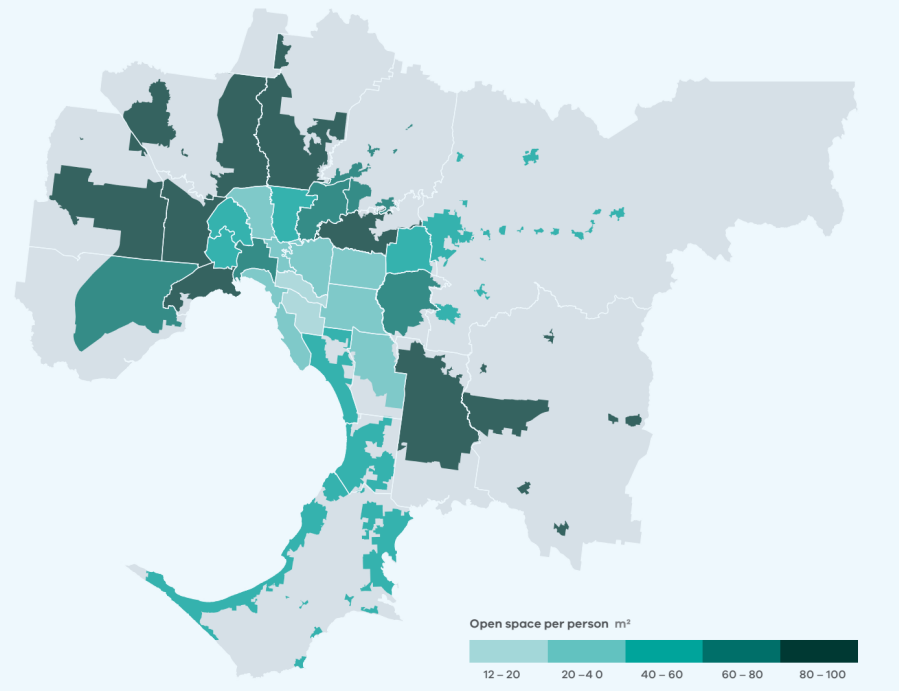
While individual local government authorities deliver localised planning for open space development, this strategy sets city-wide direction that assist in collaboration between authorities and levels of government.

The four primary goals of the strategy relate to improved community health and wellbeing, healthier biodiversity, enhanced climate change resilience, and maximized economic and social benefits.

The strategy highlights a range of actions relevant to the Melbourne East region, including the Warburton Mountain Bike Destination project, Wattle Park upgrades, use of school grounds for community use, and the Metro Parks Public Acquisition Overlay Program.

The development of the 30-year investment opportunities framework as an action of the strategy provides an opportunity for collaboration between Melbourne East local government authorities, DELWP and other land managers on regional priorities.

FIGURE 2 Open space per person, by local government area, 2016



## STRATEGIC CONTEXT: STATE GOVERNMENT

### Active Victoria 2022-2026

Active Victoria 2022-2026 establishes a strategic framework for sport and active recreation in Victoria, guiding the Victorian Government's objectives and priorities for the sector.

The Active Victoria vision is "to build a thriving, inclusive and connected sport and active recreation sector that benefits all Victorians".

The framework outlines three key objectives:

1. **Connecting communities:** All Victorians have access to high-quality environments and appropriate participation opportunities
2. **Building value:** The sport and active recreation workforce create positive experiences for people
3. **Enduring legacy:** A connected system that generates long-term benefits for the sector and Victoria

The Melbourne East Regional Sport and Recreation Strategy delivers outcomes across all objectives within Active Victoria 2022-2026.

The Strategy is particularly aligned with *Key Direction 3* outlined within the *Infrastructure* outcome of the *Connected Communities* objective:

**Key Direction:** Improve community sport and active recreation infrastructure coordination to better meet demand, with a focus on areas and populations who need it most:

- Develop a shared understanding of Victoria's community sport and active recreation infrastructure priorities to support coordinated local, regional, and state-wide approaches to planning and investment
- Work across agencies to embed sport and active recreation needs in Victorian land-use planning, infrastructure, and service delivery to create more active communities



## STRATEGIC CONTEXT: STATE GOVERNMENT

### Fair Access Policy Roadmap (2022)

The Fair Access Policy Roadmap outlines the Victorian Government's commitment to progressing gender equitable access to community sport and recreation infrastructure.

The Roadmap establishes six fair access principles to provide guidance and support to local governments and public land managers:

1. Community sports infrastructure and environments are genuinely welcoming, safe, and inclusive.
2. Women and girls can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator.
3. Women and girls will have equitable access to and use of community sport infrastructure:
  - a. of the highest quality available and most convenient,
  - b. at the best and most popular competition and training times and locations,
  - c. to support existing and new participation opportunities, and a variety of sports.
4. Women and girls should be equitably represented in leadership and governance roles.

5. Encourage and support all user groups who access and use community sport infrastructure to understand, adopt and implement gender equitable access and use practices.
6. Prioritise access, use and support to all user groups who demonstrate an ongoing commitment to gender equitable access and use of allocated community sport infrastructure.

The Fair Access Policy Roadmap will be implemented in a phased approach to support government and sport and recreation stakeholders to plan for change:

- Phase 1: Education (August 2022 – 2023)
- Phase 2: Readiness (2023 – 30 June 2024)
- Phase 3: Progress (1 July 2024 onwards)

The Fair Access Policy Roadmap is supported by a series of key resources for local governments and sport and recreation organisations, including the Fair Access Policy Template and the Fair Access Action Plan Template.



### Fair Access Policy Roadmap

Supporting gender equitable access to and use of community sports infrastructure in Victoria

CHANGE  
OF THE  
GAME

VicHealth

VICTORIA  
State Government

## STRATEGIC CONTEXT: STATE GOVERNMENT

### Safe and Strong: Victorian Gender Equity Strategy

The Victorian Gender Equality Strategy establishes the vision for all Victorians to live in a safe and equal society.

The Strategy outlines a series of reforms for governments to deliver and identifies sport and recreation as a key setting to deliver change.

The Strategy identifies that:

- Sport is a powerful vehicle for change
- Sport is critical to female empowerment and good health
- Gender gaps persist in sport and recreation

A key early action from the Victorian Gender Equity Strategy is to “work with local government and State Sporting Associations to promote equitable treatment of men and women in the provision of and access to infrastructure and facilities”.

Female participation is growing across Melbourne East and further support from government and sport will enable this growth to continue into the future.

### Value of Sport and Active Recreation Infrastructure

Sport and Recreation Victoria engaged KPMG to articulate the value that community sport and active recreation infrastructure adds to the state of Victoria.

The report focuses on the economic, health and social benefits sport and active recreation infrastructure delivers in communities across Victoria and builds on a similar piece of work delivered by KPMG for Sport Australia at a national level.

Key national findings:

- Community sport and active recreation infrastructure delivers \$2.1 billion economic impact, \$2.3 billion health benefit and \$2.6 million social benefit to Victoria annually
- Economic impact is driven by increased economic activity (\$2.078 billion) and in event-related tourism expenditure (\$14 million)
- Health benefits accrued include reduce risk of chronic disease (\$1.184 billion), improved mental health (\$848 million), increased productivity (\$270 million), reduced risk of falls (\$33 million) and reduced risk of drowning (\$1 million)
- Social benefits include human capital uplift (\$1.441 billion), volunteering (\$596 million) and green space (\$579 million)



# SPORT AND RECREATION TRENDS AND OPPORTUNITIES





# SPORT AND RECREATION TRENDS AND OPPORTUNITIES

## Understanding the participation trends and infrastructure planning of State Sporting Associations is vital for the Melbourne East region to assess strategic priorities.

To gain insights into the priorities of each priority sport, meetings were undertaken with representatives from each of the following peak sporting bodies:

- AFL Victoria
- Badminton Victoria
- Baseball Victoria
- Basketball Victoria
- Bowls Victoria
- Calisthenics Victoria
- Cricket Victoria
- AusCycling
- Football Victoria
- Gymnastics Victoria
- Hockey Victoria
- Netball Victoria
- NRL Victoria
- Rugby Victoria
- Swimming Victoria
- Tennis Victoria
- Volleyball Victoria

As part of the Strategy review, participant data has been sought from a range of state sports associations (or equivalent) for the last three consecutive years or seasons (across 2019, 2020, 2021 and 2022).

It is important to acknowledge the impact that COVID-19 had on participation during 2020 and 2021. As participation numbers were significantly affected and the impacts were not felt equally by all sports, this context needs to be acknowledged when analysing participation trends.

Notes regarding participation data analysis:

- Participation in competitions and programs that are not affiliated with State Sporting Associations are generally not represented in the data analysis.
- COVID-19 restrictions impacted most sports, with decreased participation numbers during 2020 and 2021. Indoor sports generally experienced the most significant impacts from COVID-19 restrictions.
- A number of state sports associations (or their national equivalent) have either recently migrated to new membership/participation data platforms or are in the process of migration.
- Where possible, duplicate participant records have been removed where a single participant has played across multiple clubs or grades.

In addition to the participation data, strategic context and regional needs provided by each sport, an overview of the collated Ausplay data for the seven councils in the Melbourne East region and table of previous participation data has been included as a reference.











Image: Waverley Netball Centre, Jells Park

# KEY ISSUES AND OPPORTUNITIES FOR REGIONAL SPORT

Sport & Recreation Trends

The seventeen State Sporting Associations and peak sporting bodies that were engaged during the review of the Melbourne East Regional Sport and Recreation Strategy identified a range of issues and opportunities facing the growth and development of their respective sports. Many of the themes highlighted mirrored those identified by council and government stakeholders, creating opportunities for collaboration to create solutions.

## Common Issues and Opportunities Across Sports

 <p><b>Pressure on facility capacity</b></p> <p>Growth of participation in sport is creating the need for increased facility capacity and upgrades to existing infrastructure.</p>	 <p><b>Growth in female participation</b></p> <p>Female participation growth is a priority for the majority of sports, creating the need for more infrastructure. Increasing female participation has created capacity issues at some venues.</p>	 <p><b>Talent pathway and event venues</b></p> <p>Regional venues play a vital role in developing talent and hosting events. Gaps in regional provision limit pathways and event delivery. Roles of LGAs and SSAs require clarification.</p>	 <p><b>Planning for growth</b></p> <p>Planning for the facility and servicing needs of growing communities is vital for the sustainability of sport.</p>
 <p><b>COVID-19</b></p> <p>COVID-19 restrictions impacted the ability of sports to operate. Sports require support to rebound from reduced participation and operation.</p>	 <p><b>Changing Participation Trends</b></p> <p>Increased demand for flexible, social and informal participation at community level. Increased professionalism within the talent pathway.</p>	 <p><b>Funding and resources</b></p> <p>Funding and resources for programming and facility projects are being stretched. Collaboration with LGAs and government is vital to understand capacity to support future priorities.</p>	 <p><b>Information and data</b></p> <p>Building cases for facility development on strong evidence is crucial to ensuring returns on stakeholder investment are maximised.</p>

## ACTIVE RECREATION

**Active recreation continues to emerge as a popular form of activity, with Ausplay data indicating that the forms of physical activity with the highest participation rates are non-competitive activities such as walking, running, cycling and swimming (see pages 59-62).**

Active recreation is generally defined as unorganised or non-competitive physical activity undertaken during leisure time. Active recreation activities generally have a high level of flexibility and low level of structure, creating activities that are highly accessible with few barriers to participation.

While active recreation activities have high participation rates in comparison to organised sport, active recreation participation is generally drawn from a local catchment rather than a regional level. Local parks, reserves and facilities generally provide the convenience and accessibility that participants are seeking from active recreation.

The primary exceptions are regional trail networks and mountain-biking facilities, which cater for multiple municipalities and can draw users from beyond the region. Regional trail and mountain-bike-specific strategies (see page 14) have been established to guide advocacy for these regionally significant projects.

Melbourne East Regional Sport and Recreation Strategy 2022-2032

Given the localised nature of active recreation participation, the planning, development and activation of active recreation facilities is generally delivered locally rather than regionally across multiple municipalities.

Planning for regional-level open space parks and reserves may be undertaken collaboratively, but is generally led by the by the relevant local government authority or land manager.

On this basis, the Melbourne East Regional Sport and Recreation Strategy focuses primarily on regional level facilities for organised sport due their broader geographic catchment and ability to host regionally significant events and competitions.

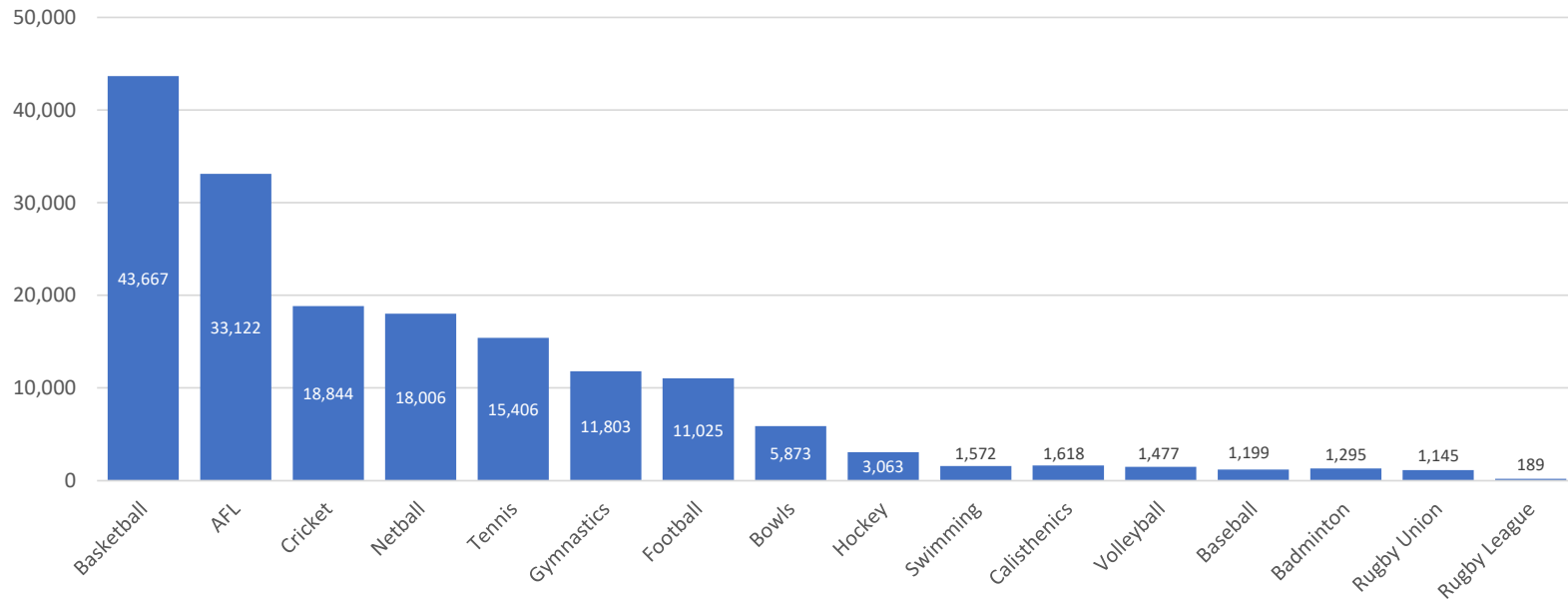
The seven local government authorities within the Melbourne East region should continue to examine opportunities to collaborate where an active recreation facility project or initiative may have benefits across multiple municipalities and draw participation from across the region..



# SPORT PARTICIPATION 2021

The Sport Participation 2021 analysis consists of resident participant data provided by State Sporting Associations. Participation that is not associated with affiliated competitions and programs is not included within the analysis. Analysis of each sport by Local Government Authority is provided as an appendix.

Sport & Recreation Trends



# AUSTRALIAN RULES FOOTBALL

**Australian Rules Football is one of the highest participation sports in the Melbourne East Region, with growth across male and female cohorts.**

Australian Rules Football is generally well provisioned from a facility perspective, although facility capacity is coming under pressure due to the significant growth of female football.

## State & Melbourne East AFL Facilities Development Strategies

AFL Victoria have developed both State level (2017) and Melbourne East Regional (2019) Facilities Development Strategies, providing clear strategic direction for the Australia football needs in the region.

The State-level strategy includes the development of administration centres/regional hubs and provide venues that support talent pathways and competitions.

The Strategy also focuses on the quality and carrying capacity of facilities, planning for new facilities in growth areas, catering for diversity (particularly growth in female participation) and enhancing relationships with local government.

The Melbourne East Football Facilities Strategy identified a range of priorities specific to Melbourne East, focused on increasing the facility capacity and responding to regional needs.

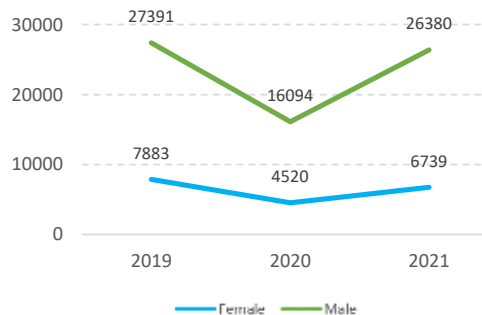
Melbourne East Regional Sport and Recreation Strategy 2022-2032

Priority two within the Melbourne East Football Facilities Strategy establishes the key state level, regional and talent pathway venues as priorities for investment.

Box Hill City Oval is identified as the state level investment priority, with a \$5 million improvement program planned for the venue. Other facility priorities to the value of over \$154 million are outlined within the Strategy.

## Participation

Australian Rules Football Participation was impacted by COVID-19, but rebounded in 2021 to similar levels as 2019. Notably, female participation makes up approximately 20% of total participation (based on 2021).



## Key Regional Facilities

- Box Hill City Oval – Box Hill Hawks
- Kilsyth Centre of Excellence – Eastern Ranges

## Regional Needs

- The existing regional venues service AFL regional facility needs, but further upgrades and development is required.
- Investment in Box Hill City Oval is a key regional priority, with an approximate \$19 million improvement program planned for the site.
- Increasing facility capacity to cater for growth and meeting the facility needs of women and girls.

# BADMINTON

Sport & Recreation Trends

**Badminton is ideally seeking the establishment of purpose-built facilities to cater for regional participation and development needs in Melbourne East.**

Badminton has traditionally shared court space with other sports in multi-purpose facilities, but the absence of a purpose-built facility limits talent pathways and development in the region.

### Badminton Victoria Strategic Plan

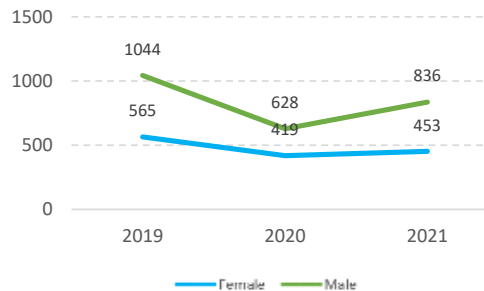
The Badminton Victoria Strategic Plan 2021-2025 provides high level direction for growing the sport and supporting its members.

The plan focuses on engagement of participants and volunteers, supporting the talent pathway, ensure sustainability, inclusion and events.

### Participation

Like many indoor sports, badminton participation has been affected by COVID-19 restrictions. Participation in badminton is likely to continue to rely on access to multi-purpose courts, but purpose built facilities should be considered should the number of participants grow in the medium-to-long term.

Participation in badminton is highest in the City of Manningham, comprising approximately 35% of participants (based on 2021). Monash, Whitehorse and Boroondara also have relatively strong participation in badminton (note: Monash demand is primarily met by private centres)



### Key Regional Facilities

- Sportlink, Vermont South
- Kilsyth Sports Centre
- Maroondah Nets, Heathmont
- Doncaster Badminton Centre
- Melbourne Unique Badminton Centre
- Glen Waverley Badminton Centre

### Regional Needs

- The opportunity to develop a badminton-specific facility that caters to regional needs is a priority for Badminton Victoria. Badminton often shares court space with other sports and is a lower priority due to the demands of larger sports. Participation rates in badminton should be monitored in key locations such as Manningham, Whitehorse, Monash and Boroondara to determine the need for a stand-alone regional centre in the medium-to-long term.

# BASEBALL

## Baseball is currently serviced by two sub-regional level facilities in Gilbert Park and Napier Park.

While Baseball needs to continue to evolve its venues, the primary purpose of facility upgrades will be focused on increasing participation opportunities and flexibility.

The majority of the talent pathway is delivered from the State Baseball Centre in Altona, with baseball competitions and programs focused on local participation rather than regional development opportunities.

Baseball Victoria also indicated that they were seeking to reform competition and participation structures, and that the development of regional facilities and initiatives would be a longer-term goal.

## Baseball Victoria Strategic Plan 2016-2019

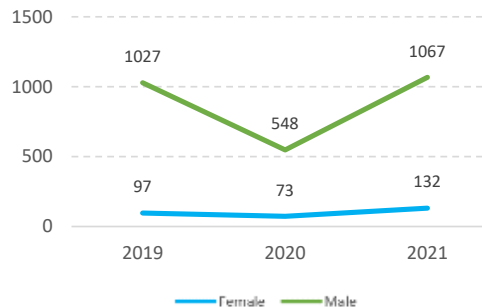
The Baseball Victoria Strategic Plan is due for renewal, with the existing plan running through until 2019. While the Strategic Plan notes the need to improve facilities, it is primarily focused on growing participation, supporting the talent pathway, increasing sustainability and strong governance.

Baseball Victoria indicated that they were currently developing a new strategic plan when engaged in late 2021.

## Participation

Participation in baseball has held relatively steady in 2019 and 2021, with the dip in participation during 2020 due to COVID-19 restrictions.

The participation base of baseball in Melbourne East is largely male-centric with approximately 12% of participation in baseball comprised of women and girls (based on 2021).



## Key Regional Facilities

- Gilbert Park, Knoxfield
- Napier Park, Glen Waverley

## Regional Needs

- The existing sub-regional level facilities at Gilbert Park and Napier Park serve the current needs of baseball.
- The installation of sportslighting at Napier Park would increase capacity to provide additional participation and talent development opportunities.

# BASKETBALL

Sport & Recreation Trends

## Basketball is one of the strongest participation sports in Melbourne East, with high participation at all levels.

The establishment of the State Basketball Centre at Knox Regional Sports Park is the key basketball facility project in the region, but further consideration of court capacity and partnerships with schools should be considered.

### Basketball Victoria Facility Master Plan 2017

The Basketball Victoria Facility Master Plan identified the key requirements for basketball within the region, with the development of the State Basketball Centre at the Knox Regional Sports Park providing a central priority for the region.

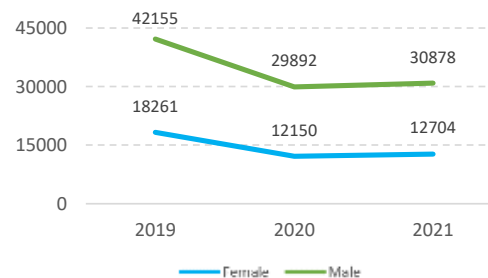
The 2017 Master Plan recommendations included (a number of which have been completed):

- Boroondara: An additional two courts are required by 2021 to cater for growth. A high number of school courts are used decreasing the capacity per court.
- Knox: Existing provision caters for demand, with the development of the State Basketball Centre to provide further capacity.
- Manningham: Bulleen Stadium requires an additional 4-5 courts, with another four courts required in the Doncaster area by 2025.

- Maroondah: An additional two courts are required by 2021 to meet needs for basketball.
- Monash: Additional courts were recently developed at Oakleigh Recreation Centre, although Monash still requires a further two courts by 2021.
- Whitehorse: An additional two courts are needed at Nunawading Stadium, as well as an additional 2-3 courts in the Box Hill / Burwood East area.
- Yarra Ranges: Development of facilities at Upwey High School and Melba College to create additional capacity to meet short-to-medium term needs.

### Participation

Basketball is the highest participation sport in Melbourne East, although participation was impacted during 2020/21.



### Key Regional Facilities

- State Basketball Centre – Knox Regional Sports Park
- Boroondara Sports Complex, Balwyn North
- Mullum Mullum Stadium, Donvale
- Nunawading Basketball Centre, East Burwood
- Kilsyth Sports Centre
- Oakleigh Recreation Centre
- Maroondah Rings, Ringwood
- Waverley Basketball Centre, Chadstone
- Monash University Stadium, Clayton

### Regional Needs

- Delivery of the State Basketball Centre
- Potential to partner with schools and education institutions to develop regional / sub-regional level stadiums (3-4 courts)
- Fritsch Holzer Indoor Stadium two-court stadium feasibility and design implementation



# BOWLS

Sport & Recreation Trends

**While participation in bowls continues to hold steady in Melbourne East, the establishment of a regional facility capable of hosting events and high-level competitions is a priority for Bowls Victoria.**

The upgrade of an existing facility to incorporate a minimum of one covered green is a key priority for bowls in Melbourne East.

### Bowls Victoria Strategic Facilities Plan 2020-2030

The Bowls Victoria Strategic Facilities Plan identifies the need for regional lawn bowls facilities, with a core requirement of having two or more greens (with at least one undercover green) and facilities to cater for major events such as state/national championships.

The Melbourne East region consists of parts of the Eastern Ranges, Yarra and Sandbelt bowls regions, with no regional level bowls facilities provided within the seven Melbourne East LGAs.

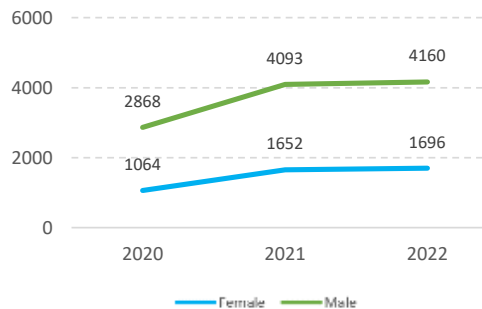
Regional level bowls facilities within these three bowls regions are provided at Darebin City Bowls Club (now non-operational), Brighton Bowls Club and Dandenong Bowls Club, with an undercover green to be established at Berwick Bowls Club in the near future.

Through consultation, Bowls Victoria noted the potential for a “major” level bowls facility within the region to be elevated to regional status, with consideration given to the location of existing regional level facilities to the north, west, south and south-east (future development).

### Participation

Participation in bowls skews significantly towards older age cohorts with approximately 10-15% of participants each year below the age of 50.

*Note: 1,480 participants had no gender listed in 2021. The proportion of gender split in 2022 was assigned to the 1,480 participants with no gender from 2021.*



### Key Regional Facilities

- No facilities currently meet Bowls Victoria regional facility criteria

### Regional Needs

- Establishment of an agreed regional bowls venue, incorporating a minimum of one covered green and associated supporting infrastructure to facilitate regional and state level competitions and events.

# CALISTHENICS

**Calisthenics is seeking to create a home for the sport, with the state administration and performance facility to be based in the Melbourne East region.**

Calisthenics Victoria has been seeking to partner with Maroondah City Council to move its state-level operations to the Karralyka Centre in Ringwood.

### Calisthenics Victoria Strategic Plan 2019-2022

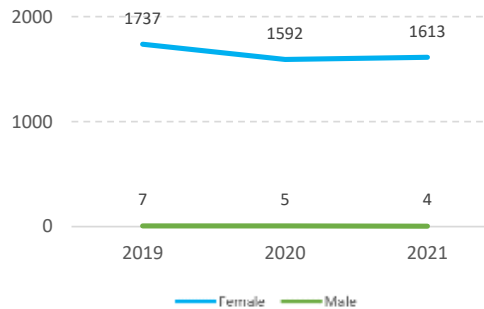
The Calisthenics Victoria Strategic Plan 2019-2022 establishes four key pillars for delivery, with the 'creation of a home for calisthenics' the first pillar of the strategy.

The creation of a home for calisthenics is particularly relevant for the Melbourne East region, as the proposed new home of calisthenics is the Karralyka Centre in Ringwood.

Calisthenics Victoria will centre its administration and operations from the Karralyka Centre, and will use studio and performance space for programs, competitions and events.

### Participation

Participation in calisthenics is almost entirely comprised on women and girls, as well as skewing highly towards younger participants, with approximately three-quarters of participants 19 years-old or younger.



### Key Regional Facilities

- Karralyka Centre, Ringwood (proposed)

### Regional Needs

- The creation of a home for calisthenics at the Karralyka Centre is the key regional (and state level) facility need for the sport.

# CRICKET

Sport & Recreation Trends

**The Victorian Cricket Infrastructure Strategy establishes clear priorities for the development of Cricket and Community Centres across Greater Melbourne, with Jubilee Park (Ringwood) fulfilling this role for Melbourne East.**

The recent announcement of funding for the development of an indoor training facility at Jubilee Park will complete the required facilities to service the regional facility needs for Melbourne East.

**Victorian Cricket Infrastructure Strategy**

The Victorian Cricket Infrastructure Strategy 2018-2028 was developed based on the results of the statewide cricket facility audit and consultation with LGAs and stakeholders.

The Melbourne East region consist of the Inner South East Metro, Inner East Metro and Outer East Metro cricket regions.

The key recommendation relating to regional level facilities for cricket is the delivery and activation of a regional level Cricket and Community Centre within the Outer East Metro region (Maroondah, Knox, Yarra Ranges).

This recommendation has been partially delivered at Jubilee Park, Ringwood (City of Maroondah), with the further development of an indoor training facility recently announced.

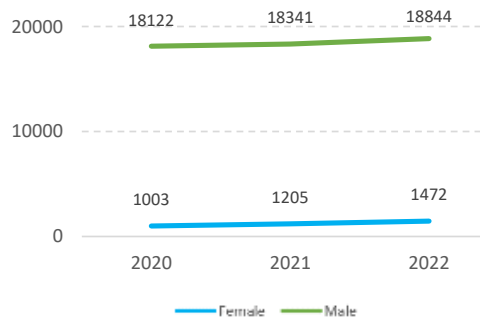
The Cricket and Community Centres act as regional hubs for cricket programs, talent pathways and regional content, with the Centre at Jubilee Park servicing the Melbourne East region.

Jubilee Park is one of four confirmed metropolitan Cricket and Community Centres, in addition to the State Cricket and Community Centre at Junction Oval, St Kilda.

**Participation**

Cricket participation has held stable over the last three seasons, with relatively limited impacts during the COVID-19 restrictions in comparison to other sports.

Cricket participation remains highly male-centric, although female participation has grown by 47% between 2020 and 2022.



**Key Regional Facilities**

- Jubilee Park Cricket Centre, Ringwood
- Central Reserve, Glen Waverley

**Regional Needs**

- Delivery of the indoor training facility at Jubilee Park (Ringwood) to complete the Cricket and Community Centre.

# CYCLING

**While cycling is one of the highest participation recreation activities, engagement in competitive cycling remains comparatively low.**

The opportunity to establish a regional cycling facility that provides multi-disciplinary participation and development opportunities should be a key priority for Melbourne East.

## Cycling Victoria State Facilities Strategy 2016-2026

The Cycling Victoria State Facilities Strategy outlines facility recommendations across the range of cycling disciplines, with the aim of improving the provision of facilities for cycling across the board.

While the Strategy identifies the need for a number of road, track, BMX, MTB and cyclo-cross facilities across the metropolitan area, there are limited recommendations specific to the Melbourne East region.

Recommendations relevant to the Melbourne East region include:

- Support the Warburton Mountain Bike Trail development
- Development of partnerships with sporting and community clubs to provide club rooms for cycling clubs, *including Hawthorn*

It should be noted that cycling has undergone significant governance reform since the establishment of this strategy, with AusCycling now replacing the former state and individual discipline peak bodies.

AusCycling are currently undertaking a facility auditing and planning process to identify future priorities for across the various cycling disciplines which may impact their regional priorities for Melbourne East.

## Participation

Club participation data was not available for cycling at the time of developing the strategy, but an estimated recreational cycling participation figure for Melbourne East for 2021 of 157,333 was provided by AusCycling based on participation survey data collated from the Kinetic Aura platform.

## Key Regional Facilities

- Warburton Mountain Bike Destination (proposed and under development)
- Lysterfield Mountain Bike Facility
- Silvan Reserve Mountain Bike Facility

## Regional Needs

- Potential for the establishment of a multi-disciplinary cycling facility, incorporating components such as a criterium track, velodrome, pump track and/or BMX track at a green-field site in Yarra Ranges Council.
- Renewal of mountain bike trails at the Lysterfield State Mountain Bike Facility to cater for increasing participation demand and talent pathways.
- Policy direction and needs analysis relating to informal tracks and dirt jumps.

# FOOTBALL

**Football has a strong presence in the region, with strong participation and two NPL clubs providing talent development opportunities.**

Football Victoria has identified facility capacity as their key issue for Melbourne East, with the development of multi-pitch participation hub being a key priority to begin to address this limitation.

### Football Victoria Facilities Strategy to 2026

The Football Victoria Facilities Strategy to 2026 (2016) outlines the need for increased quality and quantity of football facilities to cater for the growth in football by 2026.

Based on the current participation rate of 1.1% and preferred provision ratio for football, the Melbourne East region was estimated as requiring an additional 40 full size pitches by 2026.

In addition to the need for additional playing field provision, the Strategy provides region-specific recommendations for consideration, including:

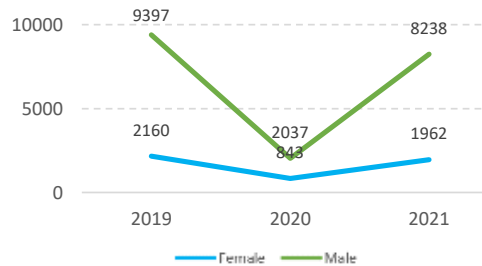
- Develop two artificial pitches in Whitehorse and Boroondara
- Consider facility development at Knox Regional Football Centre to establish as a key regional facility

- Consider facility development at Bulleen Park (*note: football is moving from Bulleen Park as part of the North-East Link Project*)

At the time of publishing this document, Football Victoria have indicated that the release of an updated State Facility Strategy is imminent, with a focus on the establishment of regional hubs to impact the requirement for increased pitch provision.

### Participation

Similar to most high participation sports, football was impacted by COVID-19 in 2020, but bounced back in 2021 to levels slightly below the pre-pandemic rate of 2019. Football participation remains predominantly male, although approximately 19% of participants are women and girls (based on 2021). *Note: 825 participant records did not have a gender provided in 2021 and are not shown below.*



### Key Regional Facilities

- Knox Regional Sports Park, Wantirna South
- Jack Edwards Reserve, Oakleigh
- Wembley Park, Box Hill South
- Pettys Reserve, Templestowe
- Esther Park, Mooroolbark
- Dorset Reserve, Croydon

### Regional Needs

- The establishment of a regional participation hub with the aim of creating additional capacity in the region is a key focus for Football Victoria.
- Continue to provide support to existing NPL clubs and the role they play in the football talent pathway.

# GYMNASTICS

Sport & Recreation Trends

**Gymnastics plays an important role in motor-skill development of children and young people, and well as providing opportunities for competitive participation.**

Gymnastics is provided by a mix of private and public facilities, with Gymnastics Victoria seeking to create more gymnastics floorspace in public facilities.

### Gymnastics State Facilities Strategy 2021 - 2030

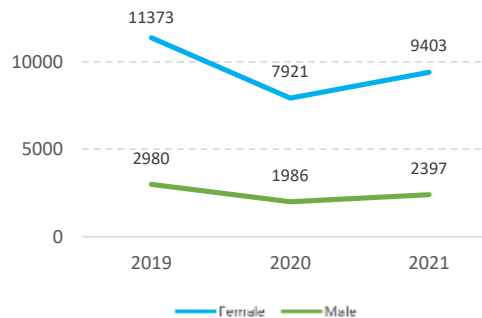
The Gymnastics State Facilities Strategy outlines the priorities for gymnastics provision across Victoria, with a focus on the additional floor space needed in each LGA. The additional floorspace required is calculated based on the projected population increase for 0-14 years olds and the Gymnastics Victoria participation target of 10% of the 0-14 year-old population (current participation in Melbourne East is 7.3%).

Based on this assessment, Gymnastics Victoria is aiming to increase participation from 14,809 to 20,673 by between 2021 and 2030, requiring an increase in gymnastics floorspace from 26,878 square metres to 35,440 square metres.

Based on the recommended floorspace for a regional level gymnastics facility (1,200 – 1,600 square metres floorspace), the equivalent of an additional five regional level facilities will be required in the Melbourne East region.

### Participation

Participation in gymnastics is primarily comprised of children, with the majority of participants under 10 years of age. Gymnastics has higher participation rates in girls, but male participation numbers are healthy, making up approximately 20% of total participation (based on 2021).



### Key Regional Facilities

- Oakleigh Recreation Centre
- Donvale Indoor Sports Centre
- Aqualink, Nunawading
- Aquahub, Croydon
- Knox Gymnastics Facility,

### Regional Needs

- The development of the Oakleigh Recreation Centre and inclusion of gymnastics within the centre was a primary recommendation of the 2016 Melbourne East Regional Sport and Recreation Strategy.
- Based on the Gymnastics Victoria State Facility Strategy, a significant amount of additional floorspace (8,562 m<sup>2</sup>) is required to cater for existing and future demand. Floorspace needs for gymnastics should be monitored, with consideration given to filling gaps in provision to meet demand in the medium term.

# HOCKEY

Sport & Recreation Trends

**While hockey participation in Melbourne East is supported by network of club venues, the creation of twin-pitch regional venue remains a priority for Hockey Victoria.**

Expanding an existing venue to incorporate a second pitch would increase the ability of the region to host competitions and events, as well as improving flexibility for scheduling of training and talent programs.

### Hockey Victoria Strategic Facilities Master Plan 2015

The Hockey Victoria Strategic Facilities Master Plan identified a series of recommendations to service the growth of Hockey across Victoria.

A key priority relating to facility provision is the adoption of a provision ratio benchmark of one club facility for every 100,000 residents, with a pitch to player ratio of one full-size synthetic hockey pitch for every 300 players.

Specifically relating to Melbourne East includes the development of one additional pitch in either the East or North-East Metropolitan Zone (support the proposed new pitch at Auburn High School and the development of a second pitch at Elgar Park).

Further planning has been undertaken in the Melbourne Outer East regional hockey feasibility study.

Melbourne East Regional Sport and Recreation Strategy 2022-2032

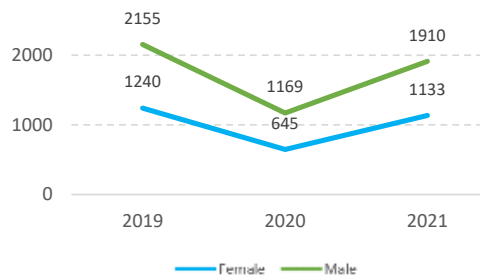
### Melbourne Outer East Hockey Feasibility Study

Further planning was undertaken for the development of facilities in the Outer East (Monash, Knox, Maroondah and Yarra Ranges).

The priorities for the Outer East include the development of a second pitch at Ashwood Reserve, development of a pitch at Wantirna Reserve, support the development of a pitch at Heathmont Secondary College, develop facilities at Yarra Valley Grammar, investigate opportunities for facilities at Yarra Hills Secondary College, and investigate opportunities for new sites within Knox and the Lilydale/Coldstream area.

### Participation

Participation in hockey was impacted by COVID-19 during 2020, but has recovered in 2021 and is expected to continue to grow in the next 2-3 years.



### Key Regional Facilities

- Ashwood Reserve (subject to second pitch development)
- Hawthorn – Malvern Hockey Centre

### Regional Needs

- The installation of a second pitch at Ashwood Reserve to create a regional venue for Melbourne East.
- Construction of a synthetic hockey pitch at Wantirna Reserve (new home for Knox Hockey Club)
- Consideration of the need for additional hockey provision in the outer east as population continue to grow.

# NETBALL

Sport & Recreation Trends

## Melbourne East has a range of netball facilities that meet the regional requirements designated by Netball Victoria.

Increasing the capacity of facilities to host regional events and competitions, and improving the compliance of courts are key priorities for the Melbourne East Region.

### Netball Victoria Statewide Facilities Strategy (2016)

The Netball Victoria Statewide Facilities Strategy outlines planning and recommendations for indoor and outdoor netball facility needs across Victoria.

The Strategy highlights the Eastern region as having the highest total members (19,597), and membership rates (1.8% of population) based on 2015 data.

The Eastern Region also has the lowest population per court (3,970), lowest population per indoor court (9,798) and second lowest population per outdoor court (6,675) of the five netball regions in Greater Melbourne.

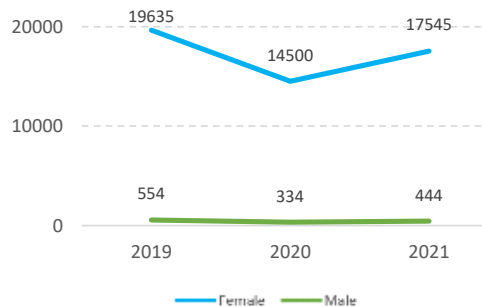
The Strategy outlines the region as having a total of 76 netball facilities, with eight deemed as being regional venues (8+ courts) (Oakleigh Recreation Centre developed since publication). Of the regional venues, four have 8-11 courts and four have 12+ courts.

At an Eastern Region level, the region was determined to have a surplus of 50 dedicated outdoor courts, deficit of 35 outdoor multi-lined courts and deficit of 18 indoor courts.

The deficits in court numbers were not found to be even across the region, with Monash, Boroondara and Whitehorse all having significant deficits across indoor and outdoor court numbers, while Knox and Yarra Ranges had relatively high numbers of surplus indoor and outdoor

### Participation

Netball participation is comprised almost entirely of women and girls, and represents the highest female participation activity in the region.



### Key Regional Facilities

- Waverley Netball Centre & Waverley Women’s Sports Centre, Jells Park, Wheelers Hill
- Knox Regional Netball Centre, Ferntree Gully
- Kilsyth Sports Centre, Pinks Reserve, Kilsyth
- Maroondah Nets, Heathmont
- Oakleigh Recreation Centre
- Sportlink, Vermont South
- Manningham Templestowe Leisure Centre
- Boroondara Netball Centre, Macleay Park
- Ashwood College, Ashwood

### Regional Needs

- An ongoing need for additional access to indoor courts should be considered in future indoor stadium planning and development.
- The region has a number of facilities that meet the regional classification for netball, as well as an overall surplus of courts, but opportunities to increase provision for netball in areas of significant deficit (including Monash, Boroondara and Whitehorse) at a local level should be monitored.



# RUGBY LEAGUE

Sport & Recreation Trends

## Rugby League participation in Melbourne East is relatively limited, with only two clubs operating from the region.

While the number of venues providing opportunities for rugby leagues participation ultimately limits broader uptake of the sport, NRL Victoria confirmed that existing provision is meeting current demand in the region.

NRL Victoria are focused on growing participation in key population growth areas Melbourne’s west, north and south-east. These communities generally have a higher proportion of residents that traditionally participate in rugby league.

### Strategic Direction

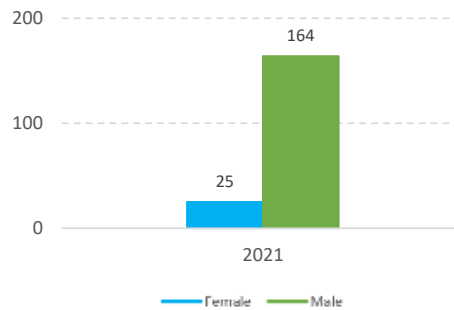
While NRL Victoria does not have an endorsed state facility strategy, they are currently focused on the development of the State Rugby League Facility at Seabrook Reserve, Broadmeadows and growing capacity in growth areas.

Facility development requirements for the Melbourne East region are localised to the periodic upgrade and renewal of existing facilities.

### Participation

Participation in Rugby League within the region is relatively low, with only two clubs and a total of 189 participants across the region.

Participation information was only provided for 2021 by NRL Victoria.



### Key Regional Facilities

There are no regional rugby league venues in the Melbourne East region. Two local venues are used for rugby league (Colchester Reserve, Boronia and Fregon Reserve, Clayton).

### Regional Needs

- There are no regional facility needs for rugby league

# RUGBY UNION

Sport & Recreation Trends

## Rugby union has two priority venues in Melbourne East that serve regional purposes in Ashwood Reserve and RHL Sparks Reserve.

While RHL Sparks Reserve plays an important role in hosting finals, Ashwood Reserve provides an opportunity for Melbourne East to host elite content such as Melbourne Rebels practice games and development programs.

## Victorian Rugby Facilities Development Plan 2017

The Victorian Rugby Facilities Development Plan outlines the strategic priorities for facility development, including the development of a suite of regional level facilities across metropolitan and regional areas.

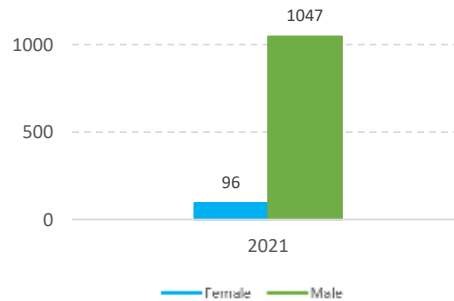
The Plan identifies RHL Sparks Reserve (Whitehorse) and Ashwood Reserve (Monash) as the recommended regional hub venues for the Melbourne East Region.

The Plan identified a total of five public venues used for rugby union within the Melbourne East region, providing a total of nine playing fields.

Rugby Victoria are also currently focused on the development of the Victorian Rugby Centre of Excellence at Latrobe University, Bundoora.

## Participation

Participation in rugby union is healthy in the Melbourne East Region, with 1,143 participants in 2021 (data provided for 2021 only). Participation in rugby union is largely male-centric, with 8% of participants being female.



## Key Regional Facilities

- Holmesglen Reserve, Ashwood
- RHL Sparks Reserve, Box Hill

## Regional Needs

- Upgrades to the off-field facilities at Ashwood Reserve and RHL Sparks Reserve to service regional needs and support use by all ages, genders and abilities.
- Consider providing gym and strength training facilities at Ashwood and/or RHL Sparks Reserve to service talent pathway development programs.

# SWIMMING

Sport & Recreation Trends

## Swimming remains a popular activity for residents of Melbourne East, both recreationally and as part of club training and competition.

Competitive club swimming was impacted by COVID-19, with numbers decreasing in both 2020 and 2021, but there is an expectation that numbers will rebound following the removal of restricted use of indoor pools.

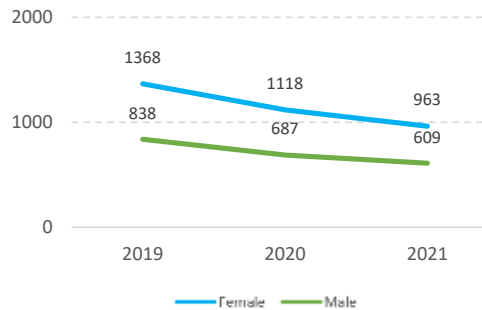
## Swimming Victoria do not have a current facility strategy to guide their facility development needs, but are engaged in aquatic facility planning with Councils.

Councils in the Melbourne East region have completed a significant amount of planning for relating to aquatics needs. The needs of swimming clubs should be considered in future aquatics facility planning to ensure that clubs will have adequate access to lanes at priority training and event times.

## Participation

Participation in swimming within clubs and competitions decreased in both 2020 and 2021, with the impact of COVID-19 restrictions within aquatic facilities the most significant factor.

Swimming Victoria competition structure is focused on local and state level activities.



## Key Regional Facilities

- Knox Leisureworks
- Aquanation, Ringwood
- Aqualink, Box Hill
- Aquarena, Templestowe Lower
- Aquahub, Croydon
- Kilsyth Centenary Swimming Centre
- Monbulk Aquatic Centre
- Monash Aquatic and Recreation Centre
- Oakleigh Recreation Centre
- Yarra Centre, Yarra Junction

## Regional Needs

- The structure of swimming competition does not require a designated regional facility, with aquatic facilities across the region providing adequate lanes for club requirements.
- Although the provision of lane is sufficient for club needs, swimming clubs require access to lanes at priority training times at affordable rates to support participation growth and club viability.
- New aquatic facility in Lilydale to cater for population growth in Yarra Ranges Council.

# TENNIS

Sport & Recreation Trends

**The relocation of the regional tennis centre from the City of Boroondara to the City of Monash is a key regional priority brought about by the construction of the North-East Link.**

The new 18-court regional tennis centre will be located at the Glen Waverley Sports Hub, creating both local and regional participation opportunities.

The move of the tennis centre out of Boroondara creates a gap in local tennis provision, reducing access to tennis for Boroondara and Manningham residents. While the Boroondara Tennis Centre will close in 2022, new centre at Glen Waverley will take approximately 1-2 years to deliver.

### Tennis Victoria Facilities Framework 2024

The Facilities Framework outlines how Tennis will work with stakeholders (including councils and clubs) to develop facilities that respond to community needs, are sustainable and grow participation.

The four strategic imperatives established in the framework are: 1) Grow venue capacity, 2) build management capability, 3) invest and advocate, and 4) share resources and research

The facility framework does not outline facility-specific priorities for delivery, but does outline a range of targets in its commitment to servicing facility partnerships.

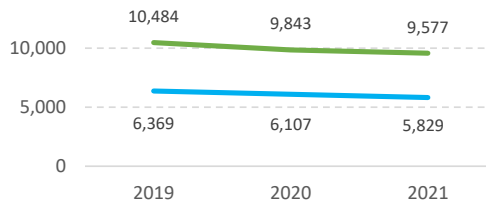
Melbourne East Regional Sport and Recreation Strategy 2022-2032

### Tennis Governance Review

In 2021/22 Boroondara, Knox, Manningham, Maroondah, Whitehorse and Yarra Ranges all partnered in a review of the governance of community tennis clubs. The review entailed comprehensive interviews with 18 clubs across the Eastern Region to gather a snapshot of governance methods, approaches, and capabilities applicable to the tennis club setting. The purpose for the review was for Council's to better recognise and understand the circumstances that could arise relative to Council owned and club managed tennis club facilities and to help guide future site management decisions.

### Participation

Participation in tennis remained relatively stable between 2019 and 2021, with total participant numbers declining by 1,447 during this period (8.6% decrease).



### Key Regional Facilities

- Glen Waverley Sports Hub (18 courts) (to be moved from Boroondara Tennis Centre)
- Nottinghill Pinewood Tennis Club (12 courts)

### Regional Needs

- Construction of the regional tennis facility at the Glen Waverley Sports Hub.
- Consideration of options to create additional court capacity within Boroondara and Manningham to offset the loss of the regional tennis facility.
- Development of a regional approach to address sustainability and governance issues in local tennis clubs



Image: Glen Waverley Tennis Centre Concept Design

# VOLLEYBALL

Sport & Recreation Trends

**Volleyball traditionally shares facilities with other indoor sports such as basketball and netball. In order to grow the sport and support development, gaining access to court space is a priority.**

Volleyball is often the ‘smaller’ sport sharing use of multi-purpose facilities, which can create challenges around access to courts and priority scheduling.

### State Volleyball Facilities Strategy (2018)

The State Facilities Strategy establishes three key strategic directions for facility development in Victoria: 1) partner in new indoor sports facilities development, 2) broaden the participation base, and 3) adopt a regional approach.

The development of a regional approach (strategy three) identifies the development of regional hubs as the primary action, with Croydon Aquahub and Oakleigh Recreation Centre identified as the regional hubs for the Metropolitan Eastern Region.

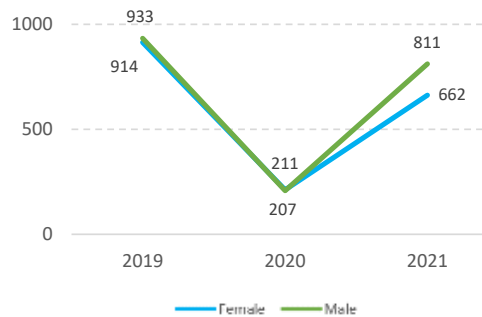
Partnering in new facility development within the strategy is generally focused on growth areas and areas of low facility supply. The strategy calls out the development of the State Basketball Centre (under development) and Oakleigh Recreation Centre as the key opportunities to meet demand for additional courts.

### Participation

Participation in volleyball took a significant decline during 2020, with almost all competition shut down while under COVID-19 restrictions.

Participation bounced back to over 1,400 participants in 2021. Volleyball Victoria is confident that they will gain back lost participants during future seasons.

Note participation does not include competitions that are not affiliated with Volleyball Victoria.



### Key Regional Facilities

- Oakleigh Recreation Centre
- Maroondah Nets, Heathmont

### Regional Needs

- Volleyball is currently serviced by multi-purpose indoor stadiums, with the addition of the Oakleigh Recreation Centre creating additional capacity.
- Planning for additional indoor multipurpose courts should allow for volleyball use and future growth.

# AUSPLAY ANALYSIS: MELBOURNE EAST

Sport & Recreation Trends

Sport Australia has conducted the AusPlay participation survey annually since 2015, collating data about the sport and recreation participation trends across Australia.

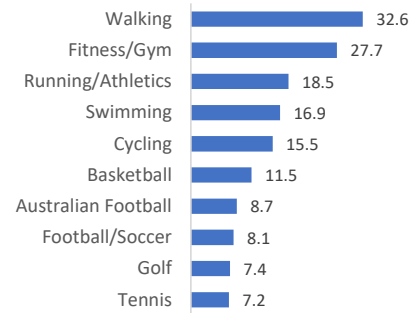
The collated data for all AusPlay surveys completed since 2015 is available for analysis via online dashboards, providing valuable insights into the community participation.

The responses are collated into a total dataset across the 2015-2021 collection period and not as a year-on-year comparison, so analysis of trends over time is not available at lower than state levels. On this basis, participation rates are indicative and represent general participation trends.

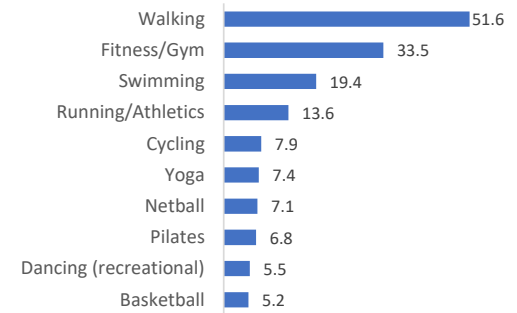
The threshold for participation in an activity is whether the survey respondent has participated in that activity at least once in the previous 12 months.

LGA	Surveys: Child	Surveys: Adult
Boroondara	179	947
Knox	135	709
Manningham	83	530
Maroondah	81	496
Monash	149	810
Whitehorse	143	837
Yarra Ranges	126	785
<b>TOTAL</b>	<b>896</b>	<b>5,114</b>

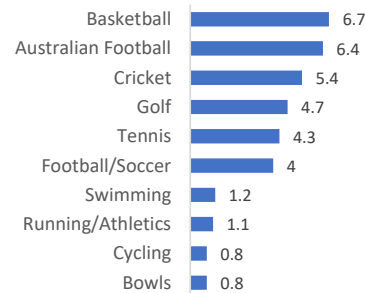
Top Participation Activities: Male (%)



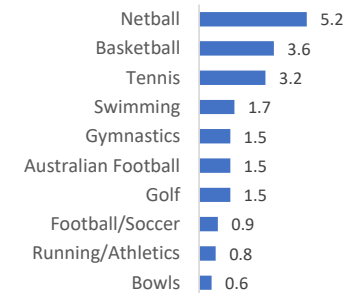
Top Participation Activities: Female (%)



Top Sport Club Participation: Male (%)



Top Sport Club Participation: Female (%)



# AUSPLAY ANALYSIS : MELBOURNE EAST

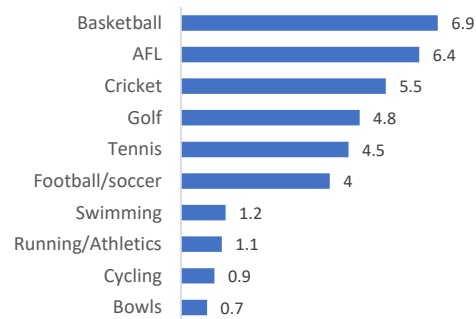
Sport & Recreation Trends

The analysis of AusPlay data for participation in formal club sport shows clear trends relating to participation differences between male / female and junior (0-14 years) / senior (15+ years) cohorts.

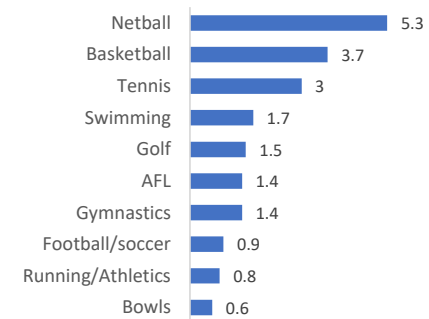
**Key trends:**

- Basketball is highly popular across all cohorts, as the most popular for male and junior cohorts, second most popular for the female cohort and third most popular for the adult cohort.
- Sports with historically high participation that factor across all cohorts include basketball, AFL, tennis, swimming, football, running/athletics.
- Key differences between male and female participation include netball as the highest participation sport for women and girls, as well as the inclusion of gymnastics in the top 10 activities for female participants. Cricket is the clear difference for male participants, coming in as the third highest participation activity for males but not featuring in the top 10 for females.
- The primary differences between the junior and senior cohorts is the inclusion of lower intensity sports of golf and bowls as preferences for senior participants, whereas the junior cohort also includes gymnastics within the top 10 club activities.

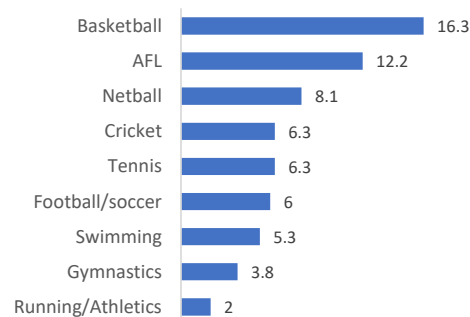
**Top Sport Club Participation (%): Male**



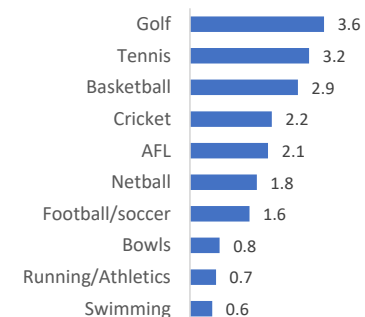
**Top Sport Club Participation (%): Female**



**Top Sport Club Participation (%): Junior**



**Top Sport Club Participation (%): Senior**



## AUSPLAY ANALYSIS: VICTORIA 2016/17 – 2020/21

To provide further context to the AusPlay analysis for Melbourne East (pages 59 and 60), participation rates for the for Victoria are provided between 2016/17 and 2020/21 to establishment benchmark participation trends over time.

As per the analysis undertaken for the Melbourne East Region, active recreation activities generally have higher reported participation rates in comparison to organised sporting activities.

Participation rates for active recreation activities have generally increased over the 5-year period, while most organised sporting activities generally have stable participation rates with annual variances and fluctuations.

Active recreation activities are participated in across a range of settings, including parks, reserves, trails, footpaths, roads, commercial facilities and other spaces, providing greater access and flexibility to participate at the local level.

Participation rates for the top organised activities for children and adult participation at a sports club or association venue are provided on page 62. it should be noted that the Victorian annual summaries and collated data for local government authorities for participation by children differ in structure.

Participation in organised sporting activities in the Melbourne East region and Victoria are generally comparable, although it should be noted that annual variances in reported participation rates across the 5-year period at the state level cannot be examined in the collated 2016/17-2020/21 dataset at a regional level.

*AusPlay 2016/17-2020/21: Adult participation rates in Victoria*

Sport/Activity	2016/17	2017/18	2018/19	2019/20	2020/21
Walking (Recreational)	45.9%	45.0%	45.0%	47.4%	51.3%
Fitness/Gym	33.6%	35.3%	37.5%	38.4%	37.4%
Athletics (inc. running)	15.9%	15.5%	16.4%	18.5%	25.2%
Swimming	14.4%	14.0%	14.5%	14.9%	14.8%
Cycling	12.8%	12.4%	13.2%	14.4%	18.0%
Bush walking	5.4%	5.2%	5.1%	7.5%	8.7%
Golf	5.3%	5.5%	5.2%	5.0%	5.9%
Tennis	5.2%	4.6%	4.6%	4.9%	6.3%
Basketball	5.2%	4.5%	5.9%	5.8%	6.0%
Football/soccer	5.2%	3.7%	4.5%	4.6%	4.6%
Pilates	4.4%	3.9%	4.1%	5.1%	5.0%
Yoga	4.3%	5.4%	5.4%	7.1%	7.3%
Australian football	4.2%	3.9%	4.7%	4.0%	4.5%
Cricket	3.6%	3.0%	3.2%	3.2%	3.6%
Netball	3.4%	2.9%	3.0%	2.6%	3.2%



## AUSPLAY ANALYSIS: VICTORIA 2016/17 – 2020/21

*AusPlay 2016/17-2020/21: Organised participation rates by children in Victoria*

Sport/Activity	2016/17	2017/18	2018/19	2019/20	2020/21
Swimming	38.9%	34.1%	42.0%	33.3%	30.6%
Australian football	15.6%	15.8%	16.0%	12.8%	11.1%
Basketball	12.1%	12.4%	11.8%	13.7%	13.3%
Cricket	9.0%	6.3%	6.5%	5.8%	5.1%
Dancing (recreational)	8.5%	8.6%	11.3%	10.4%	7.1%
Netball	8.4%	7.4%	5.9%	6.0%	6.2%
Football/soccer	8.3%	8.4%	11.2%	9.3%	7.6%
Tennis	7.9%	7.3%	8.1%	5.6%	7.5%
Gymnastics	7.8%	8.5%	11.9%	11.4%	9.1%
Athletics (inc. running)	3.9%	4.7%	-	5.1%	-
Karate	-	-	4.2%	-	4.3%

*AusPlay 2016/17-2020/21: Adult participation rates at a sports club or venue in Victoria*

Sport/Activity	2016/17	2017/18	2018/19	2019/20	2020/21
Golf	4.1%	3.8%	3.9%	3.1%	3.7%
Basketball	2.8%	2.5%	3.0%	2.5%	1.7%
Tennis	2.8%	3.0%	2.6%	2.6%	3.2%
Australian football	2.7%	2.6%	3.2%	2.7%	2.5%
Cricket	2.3%	1.8%	2.0%	1.5%	2.3%
Netball	2.2%	1.9%	2.2%	2.0%	1.9%
Football/soccer	1.9%	1.7%	2.1%	1.9%	1.5%
Athletics (inc. running)	0.7%	0.4%	0.7%	0.5%	0.7%
Bowls	0.7%	0.9%	1.3%	1.2%	1.0%
Hockey	0.6%	0.8%	0.5%	0.4%	0.6%
Swimming	0.5%	0.5%	0.3%	0.3%	0.4%
Cycling	0.4%	0.7%	0.5%	0.6%	0.3%

## SPORT PARTICIPATION: 2015 - 2021

Participation was collated as part of the development of the Melbourne East Regional Sport and Recreation Strategy in 2016. A participation data update was completed in 2019, with data for further seasons incorporated into the data model.

A series of participation analysis dashboards were produced to allow for ongoing analysis by the seven Melbourne East LGAs.

*Note: Participant data for 2019-2021 has been analysed based on participant resident location. Data analysed using this method has been indicated in italics.*

Sport	2015	2016	2017	2018	2019*	2020*	2021*
AFL	23,981	24,285	33,858	36,507	35,326	20,615	33,122
Athletics	966	1,041	1,018	1,081	1,080	-	-
Badminton	-	1,269	1,477	1,566	1,613	1,049	1,295
Baseball	-	-	-	221	1,304	621	1,189
Basketball	-	-	-	-	60,436	42,082	43,667
Bowls	-	5,522	5,104	5,163	5,061	3,941	5,757
Calisthenics	-	-	1,872	1,898	1,744	1,598	1,618
Cricket	-	-	-	-	-	18,341	18,844
Cycling	-	-	-	-	894	-	-
Football	-	-	10,183	10,164	11,559	3,880	11,025
Gymnastics	10,796	13,567	14,889	15,749	14,353	9,907	11,803
Hockey	-	-	-	-	3,396	1,822	3,063
Netball	23,529	27,013	30,031	31,220	20,201	14,845	18,006
Rugby League	143	113	100	136	191	-	186
Rugby Union	-	-	790	852	724	-	1,145
Softball	-	629	621	619	-	-	-
Swimming	-	1,788	1,830	2,260	2,209	1,806	1,572
Tennis	-	-	-	18,903	16,853	15,950	15,406
Volleyball	1,307	1,224	40	1,013	1,852	418	1,477

# APPENDICES



# APPENDICES

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1. **Progress on 2016 strategic recommendations**
2. **Melbourne East Regional Sport and Recreation Strategy 2016**
  - A. **Governance Structure**
  - B. **Melbourne East Regional Planning Framework**
  - C. **Stages of Regional Facility Development**
3. **Sport participation 2021 by LGA**

## APPENDIX 1: PROGRESS ON 2016 STRATEGIC RECOMMENDATIONS

Recommendation	Status	Comments
<b>Governance and Partnerships</b>		
1.1 Eastern Region Councils to endorse the strategy and planning framework to ensure a collaborative approach to future regional planning.	Complete	All Eastern Region Councils endorsed the Strategy
1.2 Councils recognise the need for improved collaboration and allocate appropriate resources to ensure a commitment to ongoing participation in regional planning processes and working groups to support regional project planning and delivery.	Complete	Regular meetings have been held to progress the Strategy and to share and collaborate on planning and projects. Regional planning projects that have recently been undertaken relate to projects for hockey, AFL, tennis and assessing demand for outdoor sporting facilities.
1.3 Review the Terms of Reference for the Melbourne East Region Project Steering Group to ensure it continues to operate effectively and provides leadership in the development of regional level sport and recreation projects.	Ongoing	Draft Terms of Reference have been developed. Recommended for review by the Steering Group as an action within this Strategy.
1.4 Ensure the Melbourne East Region Group of Councils includes sport and recreation as a key strategic pillar and that it acts as the governing body to support and endorse regional project proposals. Individual Councils will be the final decision-making authority for projects within their municipality	Complete	Sport and recreation has continued to be a key strategic pillar within the Eastern Region Group of Councils (ERG), supporting this review of the Strategy.
1.5 Strengthen relationships with the Department of Education and Training to enable opportunities for community access to existing and future sport and recreation facilities on Department of Education and Training land.	Ongoing	There has been limited success with this action. Improving partnerships and collaboration with the Department of Education and Training remains an action within this Strategy.
1.6 Establish partnerships with key organisations including Parks Victoria, Melbourne Water, Vic Roads, Bicycle Network Victoria, the Victorian Trails Committee, Bushwalking Victoria and Cycling Victoria to identify high priority recommendations for the development of the regional shared trail network.	Ongoing	As an outcome of the 2016 Strategy, a Regional Trails Strategy was developed. The Strategy was developed in collaboration with key stakeholders and includes partnership opportunities.

## APPENDIX 1: PROGRESS ON 2016 STRATEGIC RECOMMENDATIONS

Recommendation	Status	Comments
<b>Governance and Partnerships (Continued)</b>		
1.7 Improve collaboration and the sharing of participation and facility information with State Sporting Associations to ensure sport development priorities and needs are considered in all future regional projects.	Ongoing	There have been a range of examples of collaboration and information sharing, with a key example being the development of the Jubilee Park Indoor Cricket Training Centre.
1.8 Through the active operation of the Melbourne East Region Project Steering Group, ensure ongoing collaboration across all seven Councils on future regional opportunities for sport and recreation. Integrate and share regional mapping information to ensure facilities are well planned into the future.	Ongoing	As per 1.7 there have been numerous examples of Councils collaborating on future regional opportunities for sport and recreation via the ongoing operation of the Melbourne East Region Project Steering Group.
1.9 Continue to partner with Regional Development Australia (East Region) on the implementation of this strategy and advocate for federal and state government funding support to deliver regional projects.	Ongoing	The RDA are a key partner with the eastern councils and have been briefed on regional sport and recreation priorities.
<b>Knowing and Understanding the Region</b>		
2.1 All participating Councils to allocate appropriate levels of co-funding to service the below initiatives, including the proposed regional sports forum and SSA data collection.	Ongoing	All Councils set aside funding to enable the updating of SSA data and support other initiatives. It was determined not to proceed with a regional sports forum.
2.2 Commit to quarterly meetings of the Melbourne East Region Project Steering Group to enable Councils to discuss regional issues impacting the future provision of sport and recreation facilities. Review and develop regional priorities using the agreed project assessment processes and regional planning framework.	Ongoing	Quarterly meetings of the Group have been scheduled over the past 5 years. The project assessment processes and regional planning framework has not been used to develop regional priorities. The ERG have endorsed prioritisation criteria.
2.3 Through enhanced relationships with State Sporting Associations, develop a process of surveying and collecting participation and facility data for the region to monitor demand and analyse participation trends every three years. Maintaining current participation information will support future regional funding applications.	Ongoing	Participation and facility data for the region has been collected every three years.

## APPENDIX 1: PROGRESS ON 2016 STRATEGIC RECOMMENDATIONS

Recommendation	Status	Comments
<b>Knowing and Understanding the Region (Continued)</b>		
2.4	Ongoing	As an outcome of the 2016 Strategy, a Regional Trails Strategy was developed which included engagement with Vic Roads and Bicycle Network Victoria on the prioritisation of on and off-road trail projects in Melbourne's East.
2.5	Ongoing	Participation data available from SSAs and Ausplay has been incorporated into planning for regional sport and recreation priorities.
2.6	Complete	Sport participation data has been collected and the mapping program updated. Further work has been identified and included as an action within this Strategy.
2.7	Incomplete	The Steering Group decided not to proceed with this action.
2.8	Ongoing	Steve Kozlowski (Maroondah City Council CEO) provides updates on regional sport and recreation priorities to the RDA Melbourne. Steve is the current chair and has been leading RDA committees since 2015.

# APPENDIX 1: PROGRESS ON 2016 STRATEGIC RECOMMENDATIONS

Recommendation	Status	Comments	
<b>Facility and Trail Development</b>			
3.1	Develop a multi use regional level gymnastics facility in Monash that caters for a broad range of participants from introductory programs to regional level events and competitions. A number of satellite gymnastic facilities will also be required across the region to meet current and future demand for the sport.	Complete	<p>A multi-use regional level gymnastics facility has been built (opened early 2021) at the Oakleigh Recreation Centre in Monash. The Waverley Gymnastics Centre now has over 2,000 members and offers a range of programs including Junior Gymnastics (2-5 year old's), Educational Gymnastics (5-16 year old's), Competitive Gymnastics, and Holiday Programs.</p> <p>Waverley Gymnastics also operates out of satellite facilities at Glen Waverley (Wesley College), and Toorak (St Catherine's School).</p> <p>In addition, Development Victoria are also constructing a Regional Gymnastics facility at the State Basketball Centre in Wantirna.</p>
3.2	Develop additional indoor sports courts to meet the current and future demand for basketball and indoor netball across the region. The development of indoor sports courts at Mullum Mullum Reserve in Manningham should be supported, and proposed facilities in Boroondara and Yarra Ranges assessed using the regional framework.	Complete	<p>Manningham Council completed the Mullum Mullum Stadium development in 2018. The stadium provides 5 multiline courts along with social meeting points, multipurpose rooms and offices.</p> <p>In addition, 12 additional courts are under construction at the State Basketball Centre in Knox.</p>
3.3	Upgrade Gilbert Park in Knox to a regional level baseball / softball facility that includes multiple floodlit diamonds and caters for regional and state level events and competitions.	Complete	Knox is currently delivering a new modular pavilion, fencing and lighting improvements at Gilbert Park.
3.4	Upgrade Kilsyth Reserve to provide a regional Australian Rules Football Hub in the east that caters for male and female participation programs, events and competition, and to support the AFL's athlete development pathway.	Complete	Kilsyth Reserve has been developed to provide a regional Australian Rules Football Hub and is currently providing pathway and development opportunities for the Eastern Region.



## APPENDIX 1: PROGRESS ON 2016 STRATEGIC RECOMMENDATIONS

Recommendation	Status	Comments	
<b>Facility and Trail Development (Continued)</b>			
3.5	Develop a destination for mountain biking in Warburton that meets the recreational and competition needs of mountain bikers.	Ongoing	Planning has progressed for the development of the Warburton Mountain Bike Destination, with the Environmental Effects Statement (EES) currently being considered by the Victorian Government.
3.6	Further investigate the needs of recreation trail users through consultation with Bicycle Network Victoria, Vic Roads, Cycling Victoria, Victorian Trails Committee, Bushwalking Victoria, local cycling groups and land-owners. Following this additional consultation, update the online trail maps and develop a customised project assessment tool to help confirm priority trail projects for the region that consider individual Council's Walking and Cycling Strategies and Integrated Transport Plans.	Ongoing	As an outcome of the 2016 Strategy, a Regional Trails Strategy was developed.
3.7	Conduct further investigation into the future demand for a purpose-built badminton and table tennis facility. Further detailed planning will be required as well as consideration of the findings from the City of Dandenong Table Tennis Strategy.	Ongoing	A new priority within the new Strategy has been developed. "In conjunction with State Sporting Associations, monitor the growth of badminton and table tennis to determine the need for a purpose-built regional facility in the medium-to-long term.
3.8	In partnership with Canoeing Victoria (CV), investigate the demand for a Regional Paddle Sports Centre at Westerfolds Park to provide a venue for slalom training, competition and paddler skill development, and an education and administration hub for the sport.	Complete	The Westerfolds Paddle Sports Centre Feasibility Plan was completed in 2018. Since the completion of the plan, a number of actions have been implemented including the provision of spectator seating, a judge's viewing area and a new river access point under the Fitzsimons Lane bridge.

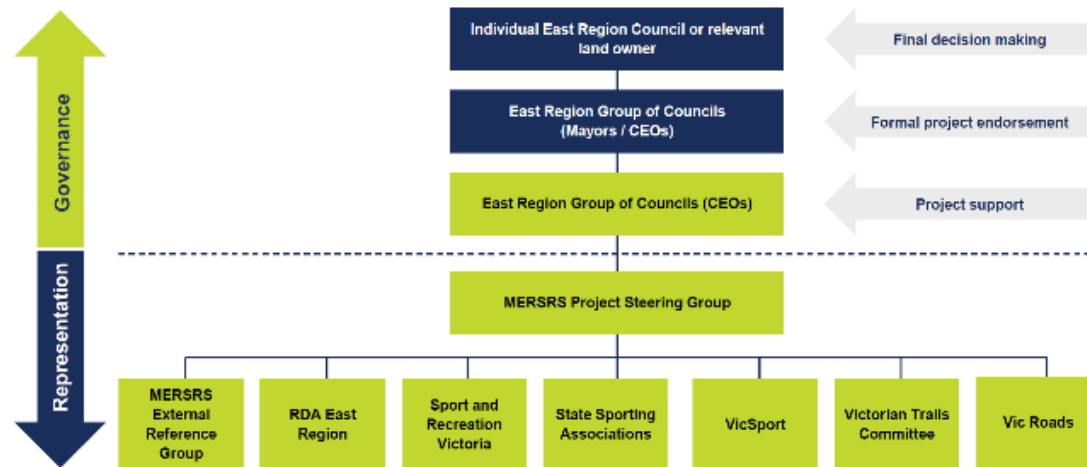
# APPENDIX 2: GOVERNANCE

Appendices

The governance model proposed in the 2016 Melbourne East Regional Sport and Recreation Strategy utilises the collaborative endorsement process for priorities of the Eastern Regional Group of Councils, while recognising the final decision-making authority of individual councils in the delivery of projects.

The Eastern Region Group of Councils' role as the regional advocacy body plays a pivotal role in the endorsement and allocation of resources for regional sport and recreation priorities.

*Proposed Governance Structure and Key Stakeholder Framework (2016)*



# APPENDIX 2: MELBOURNE EAST REGIONAL PLANNING FRAMEWORK

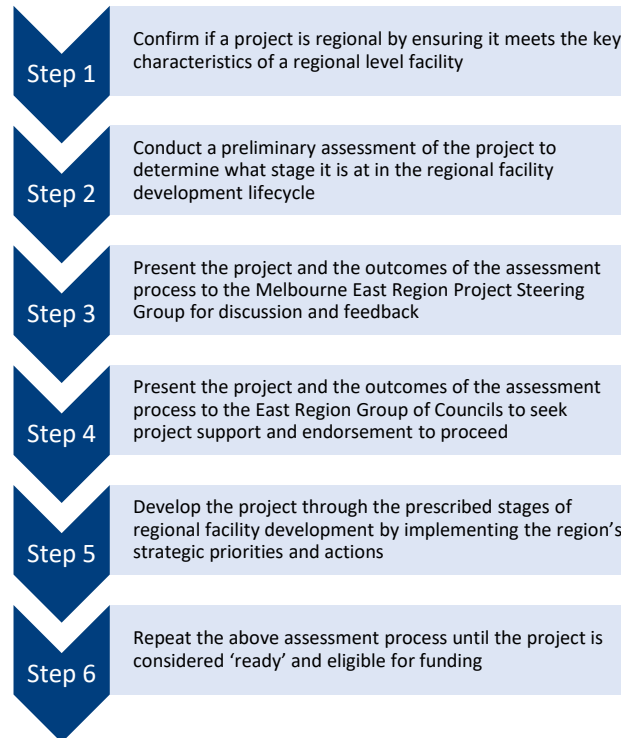
Appendices

**In addition to defining regional facilities, the 2016 Strategy established a regional planning framework to drive the strategic priorities of the Melbourne East region.**

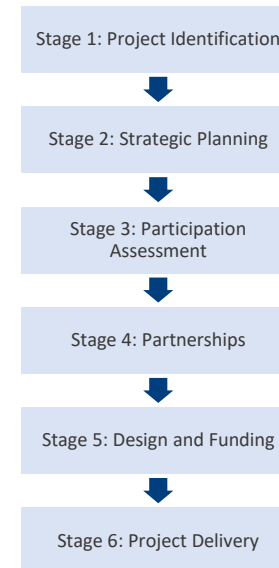
The planning framework acknowledges that the Melbourne East Region has its own unique characteristics, needs, pressures and opportunities.

The planning framework aims to create a shared approach and understanding of the assessment process for projects to be deemed as regional priorities.

Step two of the framework consists of a preliminary assessment of a project relative to the regional facility development stages.



Stages of Regional Facility Development



# APPENDIX 2: STAGES OF REGIONAL FACILITY DEVELOPMENT

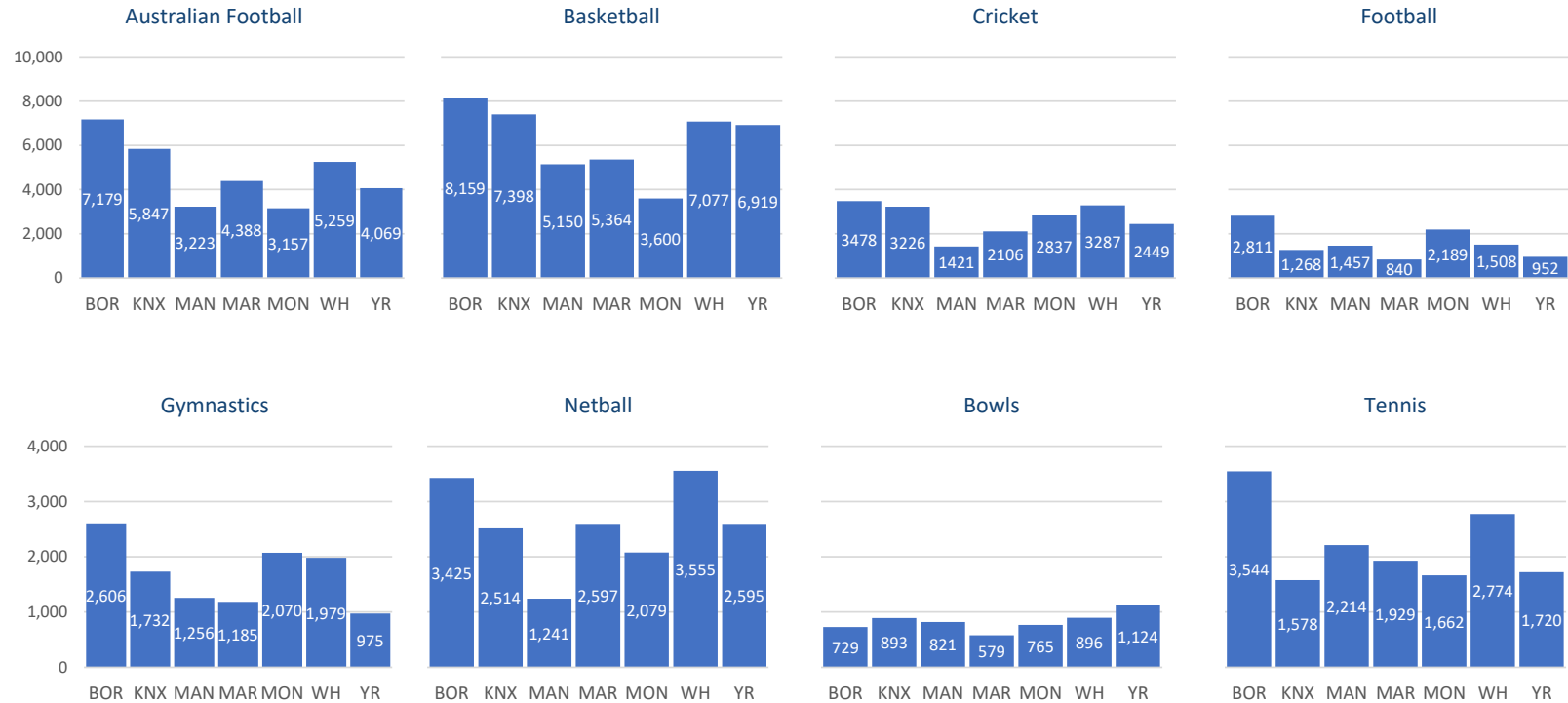
Appendices

STAGE 1: CONFIRMING A REGIONAL PROJECT	STAGE 2: STRATEGIC PLANNING	STAGE 3: PARTICIPATION ASSESSMENT	STAGE 4: PARTNERSHIP OPPORTUNITIES	STAGE 5: DESIGN & FUNDING
<p>NEW OR EXISTING FACILITIES THAT:</p> <ul style="list-style-type: none"> <li>• Provide a range of participation outcomes which benefit the community, allow for a range of competitions (local, state and/or national), and have the ability to host medium to large scale events.</li> <li>• Cater for a broad catchment across multiple municipal boundaries.</li> <li>• Offer flexibility of use by one or more sports / activities.</li> <li>• Deliver high quality management and service levels and are maintained to a high level.</li> <li>• Consider the defined regional facility standards of local governments and state sporting associations for training and competition.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of demand for a regional level facility identified by at least one LGA and supported by other LGAs and included in a corporate plan or strategy.</li> <li>• Will the project provide health and wellbeing, as well as social and community benefits to the region?</li> <li>• Evidence of demand for a regional level facility from NSOs, SSAs or relevant peak bodies and is consistent with current development guidelines.</li> <li>• Has SRV or other relevant government agencies acknowledged the need for a regional level facility and does the project meet potential funding criteria?</li> <li>• Will the project create ongoing job opportunities and deliver economic benefits to the region?</li> <li>• Does the project demonstrate best practice and a commitment to ESD and Universal Design?</li> <li>• Have the infrastructure, construction and ongoing maintenance responsibilities of the asset been agreed?</li> </ul>	<ul style="list-style-type: none"> <li>• Has there been an increase in local and regional participation in the relevant sport or activity over the past five years by one or more LGA?</li> <li>• Do current and future sport and recreation participation projections for the region warrant a regional level facility?</li> <li>• Will the project provide opportunities for multiuse and offer broad participation outcomes for both sport and the community?</li> <li>• Do population and demographic projections for the region provide a strong participation market and support the development of a regional level facility?</li> <li>• Will the project provide a participation pathway from beginner to elite level?</li> </ul>	<ul style="list-style-type: none"> <li>• Have local sporting clubs, associations or relevant community groups been consulted and any impacts identified, and have these groups provided in principle support for the project?</li> <li>• Has dialogue commenced and in principle support received for the project from relevant SSA and NSO?</li> <li>• Are SRV or other relevant state or federal government agencies engaged in the process and given in principle support for a regional level project?</li> <li>• Will the project increase partnership opportunities due to its proposed location, land ownership and community and commercial interests?</li> <li>• Have likely future management arrangements been identified and will this provide enhanced stakeholder support for the project ?</li> </ul>	<ul style="list-style-type: none"> <li>• Are the overall financial costs for the project known and has funding for the project been secured?</li> <li>• Does the project provide opportunities to seek external funding from a range of sources including government, commercial and the private sector?</li> <li>• Is the proposed site for future development available (and supported by in principle agreements or MOUs), and have schematic designs been endorsed by all stakeholders, including SRV?</li> <li>• Has business and management planning with operational / programming and ongoing infrastructure maintenance obligations for the project been completed?</li> <li>• Have all project design components been completed and approved by key stakeholders and funding providers and is the project ready for tender?</li> </ul>

# APPENDIX 3: SPORT PARTICIPATION 2021 BY LGA

*Note: Participation data provided by SSAs is based on registered participants by resident location and may not incorporate all participation within each local government area*

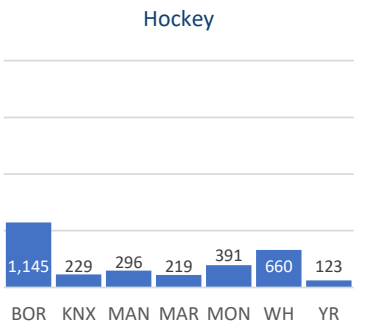
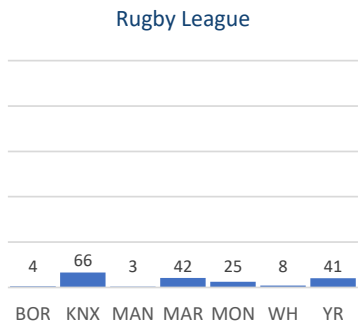
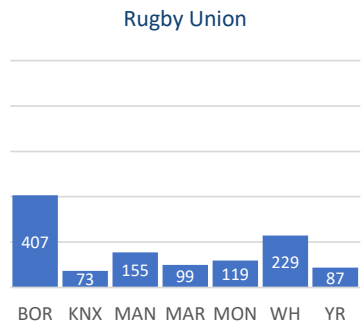
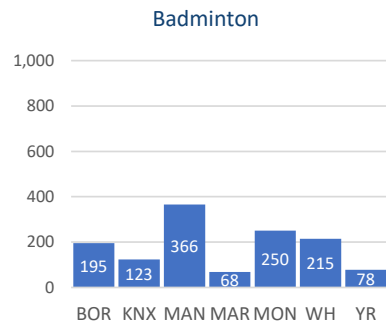
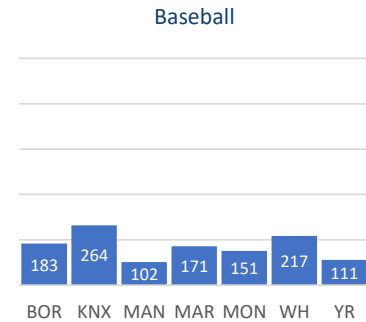
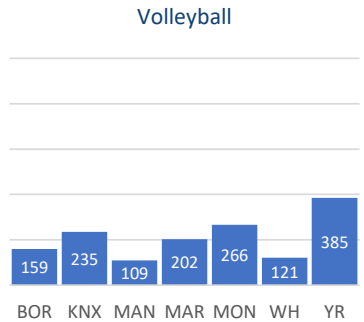
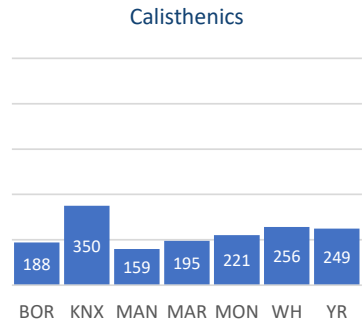
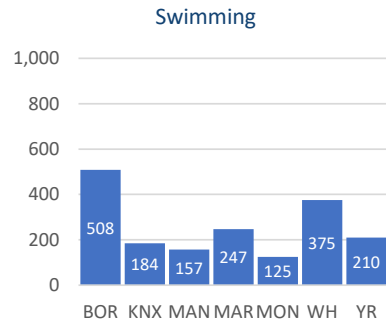
Appendices



# APPENDIX 3: SPORT PARTICIPATION 2021 BY LGA

*Note: Participation data provided by SSAs is based on registered participants by resident location and may not incorporate all participation within each local government area*

Appendices





Prepared by *insideEDGE* Sport & Leisure Planning for the Eastern Region Group of Councils and associated local government authorities

## 8.12 Knox Disability Advisory Committee Terms of Reference Update

**SUMMARY: Team Leader Disability Inclusion, Alison Treeby**

**The Knox Disability Advisory Committee provides advice to promote disability awareness within Council and the wider community and assists Council in the development of policy and planning about issues of access and inclusion. In August 2022 Council noted the achievements of the committee and appointed 6 applicants to the committee. This report is seeking endorsement of the updated Knox Disability Advisory Committee Terms of Reference.**

### **RECOMMENDATION**

**That Council:**

- 1. Approve the Knox Disability Advisory Committee to remain in operation until Council resolves otherwise.**
- 2. Endorse the updated Terms of Reference as per Attachment 2.**

### **1. INTRODUCTION**

The Knox Disability Advisory Committee (KDAC) was established in 1999. The primary function of KDAC is to advise Council on strategic issues regarding Knox residents with disabilities and their carers. KDAC also works to provide valuable information to support the decision making of Council in relation to access and inclusion and assist with the monitoring and implementation of the Knox Connection, Access, Respect, Equality and Safety Strategy 2022-2027. The Committee's role also includes advocacy and ensuring services and programs are accessible and inclusive for people with a disability in Knox.

The objectives of the Committee are to:

- Report to Council on its work and advise Council of strategic issues regarding Knox residents with disabilities, their families and carers;
- Assist Council in the development of policy and action planning about issues of access and inclusion;
- Work with Council officers to ensure that all of Council's policies, programs and protocols reflect the needs and rights of residents with disabilities, their families and carers;
- To provide a central point for Council and the Knox community for the identification of issues relevant to people with disabilities, their families and carers; and
- To promote disability awareness within Council and the wider Knox community.

The last KDAC Membership Recruitment and Annual Report was presented to Council in August 2022.

### **2. DISCUSSION**

The KDAC Terms of Reference were last reviewed and endorsed by Council in August 2018. Over the last four years, KDAC has continued to meet and provide Council with advice on access and inclusion related issues. In September 2022 Council adopted the updated Council Committees



Policy. In line with the updated Policy and feedback from KDAC members amendments have been made to the KDAC Terms of Reference (Attachment 1). The changes include:

- Updates to ensure compliance with the Local Government Act;
- Updated review clause to ensure that the committee doesn't prematurely sunset;
- Updated definition of disability to adopt the Australian Disability Strategy 2021–2031 definition;
- Updated selection and recruitment outline;
- Updated clarification on eligibility to continuous membership longer than four years "in special circumstances";
- Updated agenda and minutes timelines; and
- Updated conflict and interest provisions.

This report recommends that Council affirm the continued operation of the KDAC and the updated Terms of Reference. The proposed Terms of Reference changes incorporate a four yearly review.

### **3. CONSULTATION**

Consultation was undertaken with Knox Council Governance and the current KDAC members.

### **4. CLIMATE CHANGE CONSIDERATIONS**

The subject of this report has been considered in the context of climate change and its relevance to the Knox Climate Response Plan 2021–2031. Implementation of the recommendation will enable KDAC to continue to provide advice to Council on access and inclusion issues including climate change.

### **5. ENVIRONMENTAL/AMENITY CONSIDERATIONS**

The Disability Advisory Committee provides input and advice to Council on matters relating to environmental and amenity issues as applicable.

### **6. FINANCIAL & ECONOMIC IMPLICATIONS**

The resources required to service the Committee is within the Community Access and Support Department annual budget. Council officers provide administrative support to this Committee.

### **7. SOCIAL IMPLICATIONS**

The Committee provides advice to Council on matters relating to people with a disability, policies and programs to reflect the needs of residents with disabilities and their carers. The Committee also provides a central point for Council and the Knox community to identify issues relevant to people with disabilities and their carers. The Committee considers social implications when providing advice to Council, aligned to goals and objectives within the Knox Council Plan 2021–2025.

## **8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025**

### **Connection, Resilience & Wellbeing**

Strategy 4.2 - Foster inclusivity, equality, belonging and safety within the community.

Strategy 4.4 - Support the community to identify and lead community strengthening initiatives.

### **Civic Engagement & Integrity**

Strategy 5.1 - Provide opportunities for all people in Knox to have their say.

## **9. 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.

## **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:** Team Leader Disability Inclusion, Alison Treeby

**Report Authorised By:** Acting Director Connected Communities, Judy Chalkley

### **Attachments**

1. Attachment 1 Terms of Reference - Knox Disability Advisory Committee - 2018-2022 marked up copy [8.12.1 - 8 pages]
2. Attachment 2 Terms of Reference - Knox Disability Advisory Committee - 2022-2026 clean copy [8.12.2 - 6 pages]



## Knox Disability Advisory Committee

Directorate: Community Services Connected Communities

Approval by: Council

Responsible Officer: Municipal Disability Program Team Leader Team Leader Disability Inclusion

Approval Date: 24 September 2018

Version Number: 12

Review Date: December 2026 October 2022

### 1. Purpose

The purpose of this Advisory Committee is to promote disability awareness within Council and the wider community and assist Council in the development of policy and planning about issues of access and inclusion.

### 2. Objectives

The objectives of the Knox Disability Advisory Committee are:

- To report to Council on its work and advise Council of strategic issues regarding Knox residents with disabilities<sup>1</sup>, their families and carers;
- To assist Council in the development of policy and action planning about issues of access and inclusion;
- To work with Council officers to ensure that all of Council's policies, programs and protocols reflect the needs and rights of residents with disabilities, their families and carers;
- To provide a central point for Council and the Knox community for the identification of issues relevant to people with disabilities, their families and carers; and
- To promote disability awareness within Council and the wider Knox community.

~~The Committee will be aligned to the Inclusive, Active and Creative Communities Group of Council Advisory Committees, as outlined in the Council Committees Policy. The other groups are the Life Stages Group, the Sustainable Development Group, and the Grants Evaluation Group.~~

~~Whilst the individual Committee will meet at the designated times within its Terms of Reference each 'group' will meet once annually, this will generally be between October to December each year. A designated Directorate will be responsible for coordinating group meetings. The purpose of these meetings will be to:~~

1

~~KDAC adopts Australia's Disability Strategy 2021–2031 definition of disability which states people with disability include, but are not restricted to, those who have long-term physical, mental, cognitive, intellectual or sensory impairments. People with disability have specific needs, priorities and perspectives based on their individual identities including their gender, age, sexuality, race and cultural background, and can face additional barriers and inequities.~~

~~KDAC adopts the Disability Discrimination Act (1992) definition of disability which encompasses physical, intellectual, psychiatric, neurological, sensory and learning disabilities and also include people with mental illness.~~



- Provide feedback to group on priorities for individual committees;
- Update group of progress of key issues; and
- Identify synergies between groups and links to progressing the Community and Council Plan.

In addition to group meetings, all committees will be provided with an opportunity to meet together annually. The “Annual Advisory Committee” sessions will generally be held between April and May each year and will be coordinated by the Governance team. The purpose of these meetings will be to:

- Report on progress by Council against Community and Council Plan;
- Provide overview of industry trends and Council priorities for the upcoming year;
- Consider synergies and opportunities for sharing information and collaboration; and
- Deliver training to support to committees.

### 3. Membership, Period of Membership and Method of Appointment

The Knox Disability Advisory Committee shall comprise the following:

- A maximum of ~~seven 7 positions for~~ community members with a disability;
- A maximum of ~~four 4 positions available for an~~ unpaid carer~~s~~ of a person with a disability;
- ~~A maximum of four 4 Industry or professional representatives; and positions for a representative of a service provider for people with a disability<sup>2</sup>. Each service provider may nominate a primary and secondary representative. The secondary representative will be properly inducted and attend meetings if the primary representative is unable to attend;~~
- ~~All community representatives must live, work, study or recreate in the city of Knox; and~~
- 1-2 Councillors

#### 3.1 Selection and Recruitment of Community and Professional Industry Representative Members

The process to appoint community ~~and Industry or professional representatives will~~ members will be advertised ~~in local newspapers,~~ on Council’s website, digital platforms and internet site ~~and~~ through local networks. Applicants must make application via an expression of interest process.

Submissions will be assessed alongside the following selection criteria:

- Have a lived experience of disability and/or interest in and good working knowledge of the disability sector
- Offer insight into the social, cultural, environmental and economic factors that impact Knox residents with a disability
- Live, work or study in Knox

~~Eligible community members will have an interest in and good working knowledge of the disability sector.~~

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

<sup>2</sup> ~~At the Ordinary meeting of Council on 27/7/2020, Council voted to allow the appointment of five industry representatives to the KDAC for the period of July 2020 to July 2022.~~



- Community and ~~Industry or professional~~ ~~professional/industry~~ members will be selected by a panel comprising a Councillor and 2 Council Officers from the relevant service unit;
- The method of appointment will be via an expression of interest process;
- Members will be appointed for a two year term;
- All members will be eligible to re-apply for appointment, however continuous membership for longer than four years will not be considered; except in special circumstances;
- Council will be responsible for appointing all Councillor, community and professional/industry representative members; and
- Casual vacancies which occur due to community members being unable to complete the full term of their appointments may be filled by co-opting suitable candidates from a previous selection process for the remainder of the previous incumbents' terms. The selection panel will make a recommendation to the CEO, who will have the authority to appoint the recommended candidate to the Committee for the remainder of the previous incumbent's term.
- Industry or professional/~~industry~~ representatives unable to attend a Committee meeting are able to nominate a proxy or alternate member from the organisation they represent. Any proxy attendance should be notified to Council's nominated officer at least 24 hours prior to the meeting. It is expected the appointed ~~industry or professional~~ ~~industry~~ representative will provide an appropriate briefing of the Committee purpose and objectives and relevant meeting notes to enable active participation and contribution of the proxy representation to the meeting.
- The Committee may invite observers to meetings from time to time. This is at the discretion of the Committee.
- Guests may also be invited to attend and participate at meetings, this would generally be for a specific purpose and/or specified period of time. This is at the discretion of the Committee.

### 3.2 Councillors

Council will appoint Councillor representation annually.

Unless otherwise appointed to the Committee by Council, the Mayor is, by virtue of the Office, an ex officio 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 role of Councillors is to participate in the meetings, listen to community and stakeholder views and keep the Council informed, through reports on committees by Councillors at Council meetings, on issues of community interest being considered at meetings.

### 3.3 Council Officers

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

## 4. Delegated Authority and Decision Making

The Committee acts in an advisory capacity only and has no delegated authority to make decisions on behalf of Council. The Committee provides advice or makes recommendations to Council and staff to assist them in their decision making.



## 5. Meeting Procedures

The Committee will meet on a bi-monthly basis and an annual schedule of meetings will be agreed upon at the first meeting of the Committee in each year. ~~The Committee will also participate in the 6 monthly Group Meetings and the Annual Advisory Committee Forum.~~

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

~~At the commencement of each financial year, the Committee will develop a work plan for the upcoming year. This will generally be aligned with the Community and Council Plan. The Committee may also highlight any emerging issues which will also be documented. For efficiency purposes the business of the Committee throughout the ensuing year should align with the work plan and list of emerging issues.~~

Meetings will follow standard meeting procedure protocols, which are in summary:

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

From time to time, the Committee may decide that a joint meeting of two or more Council Committees will be beneficial for progressing the work of the Committee or for sharing ideas and providing updates on key issues of relevance in progressing the work of the Council Plan. Such committee meetings will only occur where requested and agreed by two or more Council Committees.

## 6. Chair

The position of Chairperson shall be held by a Councillor and shall be reviewed annually immediately following Councillor appointments to committees. The position of Chairperson is to be agreed upon between Councillors. When this cannot be achieved, the Mayor of the day shall determine the Chair.

If the Chairperson is not present at a meeting, any other Councillor who has been appointed to the Committee shall be appointed Chairperson. In the absence of any other Councillor representative/s, a staff member appointed by the relevant Director may Chair the meeting.

## 7. Agendas and Minutes

Agendas and meeting notes must be prepared for each meeting.

The Agenda must be provided to members of the Committee not less than ~~four (4)~~seven (7) days before the time fixed for the holding of the meeting.

Officer reports that fail to meet the timelines as detailed above, will then be considered supplementary reports and will only be permitted to be included in the relevant agenda with the approval of the Chair of the Committee.



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

The meeting notes of a Council Committee must:

- (a) contain details of the proceedings and recommendations made;
- (b) be clearly expressed;
- (c) be self-explanatory; and
- (d) incorporate relevant reports or a summary of the relevant reports considered by the Committee.

~~Draft m~~Meeting notes must be:

- (a) ~~submitted to the Committee Chairperson for confirmation within 7 days of the meeting;~~



~~(b)~~ distributed to all Committee Members ~~following confirmation from the Chairperson and~~ within 14 days of the meeting; and

~~(e)~~ submitted to the next meeting of the Committee for information.

~~Agendas and notes from meetings are not required to be made available to the public.~~

## 8. Voting

As this is an Advisory Committee, voting on issues is not required. Any recommendations will generally be developed through consensus. Where a matter cannot be agreed the differing opinions should be clearly expressed in the notes of the meeting.

## 9. Conflict and Interest Provisions

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

- Act with integrity;
- Impartially exercise ~~his or her~~their 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 the Advisory Committee will typically constitute a Meeting Conducted under the Auspices of Council pursuant to Council's Governance Rules and Councillors are consequently required to comply with the conflict of interest provisions as set down in the Local Government Act 2020 and Chapter 5 of the Council's Governance Rules. ~~may potentially form an Assembly of Councillors. Councillors and officers are required to comply with the conflict of interest provisions as set down in the Act.~~~~

~~Where a meeting is identified as an Assembly of Councillors, staff must follow the designated procedure. Councillors must:~~

- ~~• Disclose that conflict of interest by explaining the nature of the conflict of interest to those present immediately before the matter is considered;~~
- ~~• Absent themselves from any discussion of the matter; and~~
- ~~• As soon as practicable, provide the CEO with a written notice recording the nature of the conflict.~~

~~Typically, where a member of staff or a community member has a conflict of interest or perceived conflict of interest in relation to a matter before the Advisory Committee, they must disclose the matter to the Advisory Committee before the matter is considered or discussed. Disclosure must include the nature of the interest and be recorded in the meeting notes. It will be at the discretion of the Chairperson if the staff and/or community member remains or leaves the room whilst the matter is discussed, and this must also be recorded in the notes of the meeting.~~

~~All members of the Advisory Committee must agree to participate in training on the Conflict and Interest provisions. Training shall be provided in consultation with Council's Governance team.~~

## 10. Planning and Reporting





The Committee will formulate an annual work plan that aligns with Council's Community Plan and Council Plan and The Committee may also highlight any emerging issues which will also be documented. For efficiency purposes t  
The business of the Committee throughout the ensuing year should align with the work plan and list of emerging issues.

From time to time the Committee may be requested to include training or other business in their agendas such as occupational health and safety, emergency management and First Nations matters.

The Committee will prepare a formal report on an annual basis in line with their stated objectives. The report must be adopted by the Committee and should directly reflect the objectives and the performance measures of the Committee as set out in the Terms of Reference. Once adopted by the Committee the report will be presented to Council.

## 11. Administration Support

Administration support will be provided by the Connected Communities Community Services Directorate.



## 12. Personal Support

The provision of resources for the personal support of Committee members to attend KDAC meetings is provided by Council as required.

## 13. Contact with the Media

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

## 14. Review Date

~~The Committee will sunset after 4 years. If the Committee must be reviewed on a regular basis, with a review date generally not exceeding a 4 year period. If the Committee continues to have a relevant function at the end of the standard review period, a report must be presented to Council prior to this date that includes a review of the Committee's Terms of Reference and seeking endorsement from Council to continue act for a further period in an advisory capacity.~~

## 15. Meals

~~Council will provide reasonable meals for the Committee meetings at times that immediately precede, follow or extend through normal meal times. The provision of meals will be determined by the CEO or delegate, and be within the capacity of the relevant department's budget. 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.~~

## 16. Administrative Updates

~~From time to time, circumstances may change leading to the need for minor administrative changes to this terms of reference. Where an update does not materially alter this terms of reference, such a change may be made administratively and approved by the Chief Executive Officer. Examples of minor administrative changes include changes to names of Council departments or positions, changes to Federal or State Government department names or legislation; or other minor amendments that do not have material impact on the provisions or intent of the terms of reference. Where any change or update is considered to be a material change, it must be considered by Council or a relevant Delegated Committee.~~

## Knox Disability Advisory Committee

Directorate:	Connected Communities		
Approval by:	Council	Responsible Officer:	Team Leader Disability Inclusion
Approval Date:		Version Number:	1
Review Date:	December 2026		

### 1. Purpose

The purpose of this Advisory Committee is to promote disability awareness within Council and the wider community and assist Council in the development of policy and planning about issues of access and inclusion.

### 2. Objectives

The objectives of the Knox Disability Advisory Committee are:

- To report to Council on its work and advise Council of strategic issues regarding Knox residents with disabilities<sup>1</sup>, their families and carers;
- To assist Council in the development of policy and action planning about issues of access and inclusion;
- To work with Council officers to ensure that all of Council's policies, programs and protocols reflect the needs and rights of residents with disabilities, their families and carers;
- To provide a central point for Council and the Knox community for the identification of issues relevant to people with disabilities, their families and carers; and
- To promote disability awareness within Council and the wider Knox community.

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KDAC adopts *Australia's Disability Strategy 2021–2031 definition of disability* which states people with disability include, but are not restricted to, those who have long-term physical, mental, cognitive, intellectual or sensory impairments. People with disability have specific needs, priorities and perspectives based on their individual identities including their gender, age, sexuality, race and cultural background, and can face additional barriers and inequities.



### 3. Membership, Period of Membership and Method of Appointment

The Knox Disability Advisory Committee shall comprise the following:

- A maximum of 7 community members with a disability;
- A maximum of 4 unpaid carers of a person with a disability;
- A maximum of 4 Industry or professional representatives; and
- 1-2 Councillors

#### 3.1 Selection and Recruitment of Community and Professional Industry Representative Members

The process to appoint community and Industry or professional representatives will be advertised on Council's website, digital platforms and through local networks. Applicants must make application via an expression of interest process.

Submissions will be assessed alongside the following selection criteria:

- Have a lived experience of disability and/or interest in and good working knowledge of the disability sector
- Offer insight into the social, cultural, environmental and economic factors that impact Knox residents with a disability
- Live, work or study in Knox

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

- Community and Industry or professional members will be selected by a panel comprising a Councillor and 2 Council Officers from the relevant service unit;
- The method of appointment will be via an expression of interest process;
- Members will be appointed for a two year term;
- All members will be eligible to re-apply for appointment, however continuous membership for longer than four years will not be considered; except in special circumstances;
- Council will be responsible for appointing all Councillor, community and professional/industry representative members; and
- Casual vacancies which occur due to community members being unable to complete the full term of their appointments may be filled by co-opting suitable candidates from a previous selection process for the remainder of the previous incumbents' terms. The selection panel will make a recommendation to the CEO, who will have the authority to appoint the recommended candidate to the Committee for the remainder of the previous incumbent's term.
- Industry or professional representatives unable to attend a Committee meeting are able to nominate a proxy or alternate member from the organisation they represent. Any proxy attendance should be notified to Council's nominated officer at least 24 hours prior to the meeting. It is expected the appointed industry or professional representative will provide an appropriate briefing of the Committee purpose and objectives and relevant meeting notes to enable active participation and contribution of the proxy representation to the meeting.
- The Committee may invite observers to meetings from time to time. This is at the discretion of the Committee.



- Guests may also be invited to attend and participate at meetings, this would generally be for a specific purpose and/or specified period of time. This is at the discretion of the Committee.

### **3.2 Councillors**

Council will appoint Councillor representation annually.

Unless otherwise appointed to the Committee by Council, the Mayor is, by virtue of the Office, an ex officio 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 role of Councillors is to participate in the meetings, listen to community and stakeholder views and keep the Council informed, through reports on committees by Councillors at Council meetings, on issues of community interest being considered at meetings.

### **3.3 Council Officers**

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

## **4. Delegated Authority and Decision Making**

The Committee acts in an advisory capacity only and has no delegated authority to make decisions on behalf of Council. The Committee provides advice or makes recommendations to Council and staff to assist them in their decision making.

## **5. Meeting Procedures**

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

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

Meetings will follow standard meeting procedure protocols, which are in summary:

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

From time to time, the Committee may decide that a joint meeting of two or more Council Committees will be beneficial for progressing the work of the Committee or for sharing ideas and providing updates on key issues of relevance in progressing the work of the Council Plan. Such committee meetings will only occur where requested and agreed by two or more Council Committees.



## 6. Chair

The position of Chairperson shall be held by a Councillor and shall be reviewed annually immediately following Councillor appointments to committees. The position of Chairperson is to be agreed upon between Councillors. When this cannot be achieved, the Mayor of the day shall determine the Chair.

If the Chairperson is not present at a meeting, any other Councillor who has been appointed to the Committee shall be appointed Chairperson. In the absence of any other Councillor representative/s, a staff member appointed by the relevant Director may Chair the meeting.

## 7. Agendas and Minutes

Agendas and meeting notes must be prepared for each meeting.

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

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- (d) incorporate relevant reports or a summary of the relevant reports considered by the Committee.

Meeting notes must be:

- (a) distributed to all Committee Members within 14 days of the meeting; and
- (b) submitted to the next meeting of the Committee for information.

## 8. Voting

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

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- 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 the Advisory Committee will typically constitute a Meeting Conducted under the Auspices of Council pursuant to Council's Governance Rules and Councillors are consequently required to comply with the conflict of interest provisions as set down in the Local Government Act 2020 and Chapter 5 of the Council's Governance Rules.

Councillors must:

- Disclose that conflict of interest by explaining the nature of the conflict of interest to those present immediately before the matter is considered;
- Absent themselves from any discussion of the matter; and
- As soon as practicable, provide the CEO with a written notice recording the nature of the conflict.

Typically, where a member of staff or a community member has a conflict of interest or perceived conflict of interest in relation to a matter before the Advisory Committee, they must disclose the matter to the Advisory Committee before the matter is considered or discussed. Disclosure must include the nature of the interest and be recorded in the meeting notes. It will be at the discretion of the Chairperson if the staff and/or community member remains or leaves the room whilst the matter is discussed, and this must also be recorded in the notes of the meeting.

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#### 16. Administrative Updates

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9 Supplementary Items

10 Notices of Motion

11 Urgent Business

12 Questions Without Notice

13 Confidential Items

**13.1 Waterford Valley Golf Course - Reserve 2**

A confidential report is circulated under separate cover.

**13.2 CEO Performance Review**

A confidential report is circulated under separate cover.