

KNOX

your city



Council Plan

2021 – 2025

Year 1 Quarterly Progress Report

Q3 2021-2022 (1 January to 31 March 2022)

Introduction

On 25 October 2021, Council formally adopted the Community Plan 2021-2031 and Council Plan 2021-2025 (incorporating the Municipal Public Health and wellbeing Plan). These plans are our commitment to making Knox a great place now and into the future.

Community Plan 2021-2031

This plan was developed with and for our community. It includes our Community Vision statement, and describes what we, as a collective, will focus on to achieve that vision.

Knox: where we connect with our people and our environment, ensuring they are safe, supported and have every opportunity to thrive.

Council Plan 2021-2025

This plan provides direction to the organisation and describes how we're going to contribute to the achievement of the Community Vision. It also demonstrates our commitment to the health and wellbeing of the community by incorporating Knox's Municipal Public Health & Wellbeing Plan (MPHWP). We have flagged the initiatives that will contribute to the health and wellbeing of our community with a ♦ symbol.

Our Key Directions

Both plans contain five Key Directions which describe in further detail what we as a community are going to focus on to achieve our Community Vision. These Key Directions drive the work of Council and ensure we are working towards achieving the Community Vision.



Opportunity and innovation

Knox strives to be a city of opportunity, embracing innovation and change, and providing local learning and employment opportunities for all. It's a place where people and business can thrive.



Neighbourhoods, housing and infrastructure

Building on what's great about our city, Knox's housing and infrastructure will meet the changing needs of our community



Natural environment and sustainability

Knox's natural environment is protected and enhanced to ensure sustainability for future generations.



Connection, resilience and wellbeing

Knox is a place to call home. Our community is strong, healthy and we support and respect each other.



Civic engagement and integrity

Knox Council is a trusted and respected leader in our community, acting appropriately and ensuring all voices are heard.

Quarterly progress report

This report provides an overview of the progress against the Council Plan initiatives under each Key Direction and how we're making a difference (the indicators).

Initiatives

The initiatives reported are those that will be delivered or have significant work completed in the given financial year and includes detailed reporting on the work done during each quarter.

Each Key Direction also has a major initiative. The major initiatives are those identified by Council as priorities to be undertaken during the financial year and are highlighted in grey.

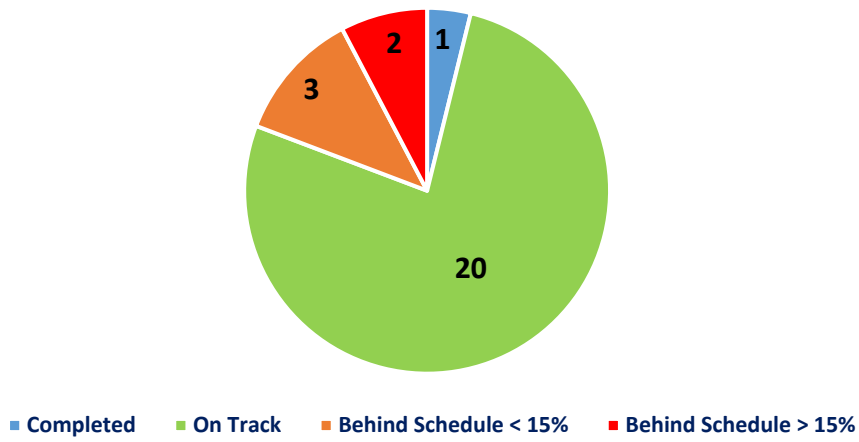
Progress targets are set against each initiative by quarter based on when work will be completed. Progress status is reported based on the following colour coding:

Complete	On Schedule	Behind Schedule (<15% behind schedule)	Behind Schedule (>15% behind schedule)
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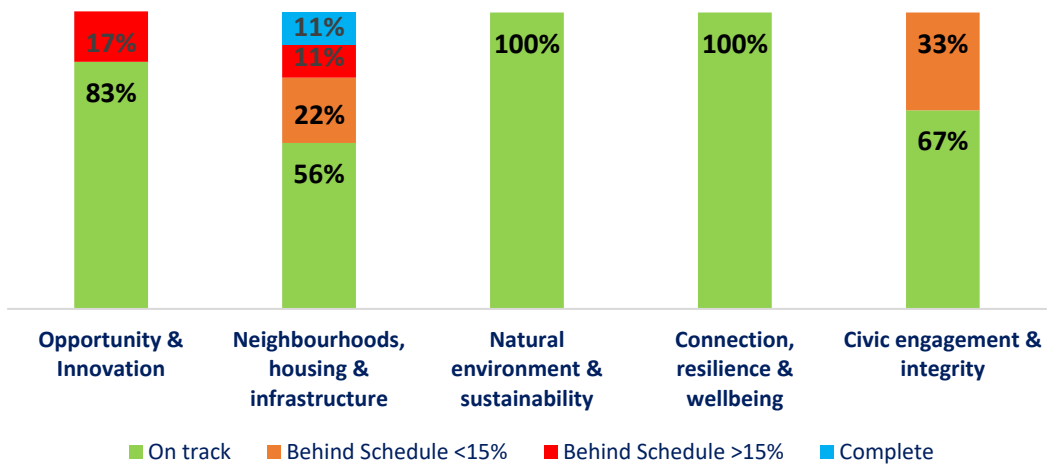
Year 1 Progress Summary

As at Quarter Three (March 2022)

Major Initiatives and Initiatives



Progress by Key Direction



Opportunity and Innovation

Strategies we are undertaking to achieve success in this area:

- Maximise the local economy by supporting existing businesses and attracting new investment.
- Encourage and support opportunities for skills development and lifelong learning for all people in Knox.
- Support organisations in Knox to navigate recovery and new ways of working.

Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
Implement business recovery programs identified through Knox recovery planning and continue to monitor the impacts of COVID to inform future programs.	75%	<p>A dashboard of information is currently being developed in Power Business Intelligence (BI) to monitor the impact of COVID-19 on the Knox economy.</p> <p>Preparation of a second round of eCommerce grants and a Digital Upskills program for small businesses was undertaken during this reporting period. This involved the development of program scopes and engagement of consultants. Both programs are on track to be launched in May 2022.</p>
Initiative	Progress	Progress Comment
Coordinate the implementation of the Retail Activation Strategy.	75%	The outcomes of the community engagement that was undertaken in February 2022 will be reported to Council for consideration prior to seeking Council's endorsement of the final Retail Activation Strategy in May 2022.
Support, connect and strengthen the creative industry sector through arts, cultural and economic development programs.	80%	<p>The Boronia Revitalisation and the Covid Recovery Outdoor Activation funding has enabled many programs, projects and events to be delivered beyond usual Council services. This has resulted in direct cultural and economic development in the local arts sector well beyond previous years, and has seen direct investment in the local arts sector to co-deliver funded programs.</p> <p>Community tenancies in Cultural and Heritage buildings has also returned and expanded, with many local groups now using Council facilities for their own arts practice, through casual hire and licence agreement tenancy arrangements.</p>
Support the implementation of the State Government Reform for the roll out of 3-year-old kindergarten in the Knox municipality.	75%	<p>Twenty sessions of 3-year-old kindergarten have commenced for 5 hours per week across 19 kindergarten sites. Positive feedback has been received from both the kindergarten staff and the families. Ongoing support is provided to these educators through a working group that meets each term.</p> <p>The number of enrolments continues to fluctuate weekly. The current number of children attending is 348 and planning for 2023 has commenced.</p>

Initiative	Progress	Progress Comment
<p>Work alongside the State Government on the implementation of the Wantirna Health Precinct Masterplan. ♦</p>	<p>20%</p>	<p>Work is still progressing on the Planning Scheme Amendments (PSA) that are required to be in place prior to commencing the implementation process of the Wantirna Health Precinct Masterplan. Ongoing discussions have been held with the Department of Transport (DoT) regarding the proposed planning scheme amendment. DoT are currently awaiting the Department of Environment, Land, Water and Planning's authorisation to commence public exhibition of the amendment. No timeframes for the commencement of exhibition have been provided. A submission will be made on behalf of Council during the exhibition period.</p>
<p>Work with Maroondah and Yarra Ranges Councils to deliver key initiatives of the Bayswater Business Precinct Transformation Strategy.</p>	<p>60%</p>	<p>The final Bayswater Business Precinct Transformation Strategy has been provided by the consultants engaged by Regional Development Australia (RDA). The Project Coordinator and Project Control Group are drafting an action plan to help deliver the strategy, with a view to promoting it and seeking Council feedback and endorsement of the action plan from May 2022 onwards. Adoption of the Bayswater Business Precinct Transformation Strategy is expected by December 2022.</p>



Neighbourhoods, housing and infrastructure

Strategies we are undertaking to achieve success in this area:

- Plan for and support diverse housing to meet changing community needs.
- Create, enhance and maintain places and spaces for people to live, work, play and connect.
- Provide, maintain and advocate for accessible and sustainable ways to move around Knox.

Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
Facilitate and support the implementation of actions of the Boronia Renewal program.	50%	<p>The amendment to the Knox Planning Scheme to reflect the land use and built form objectives for the activity centre is still pending authorisation from the Minister for Planning, with no statutory timelines attached. However, officer level discussions suggest that the Department of Environment, Land, Water and Planning (DELWP) is in the process of formulating conditions of authorisation.</p> <p>A number of other projects linked to the Renewal Strategy have continued to progress. Of note, the Lupton Way and Green Spine projects are currently open for public consultation, and a location on Erica Avenue is being considered for the Lupton Way Public Art Lighting.</p>
Initiative	Progress	Progress Comment
Develop and implement a Social and Affordable Housing Strategy and Action Plan to increase the supply of social housing and address homelessness in Knox. ♦	70%	<p>An extensive needs analysis has been undertaken to understand the demand for social and affordable housing in Knox, as well as market trends and the supply and diversity of new housing stock. Following this analysis, an extensive stakeholder engagement process was conducted to test the data. External stakeholders have included six community housing organisations, three homelessness services and five real estate agents in Knox. Consultation has also occurred with Knox Councillors and key Council departments.</p> <p>The draft Social and Affordable Housing Strategy is expected to be prepared by early April 2022 and be presented at the June 2022 Council meeting for endorsement.</p>

Initiative	Progress	Progress Comment
<p>In response to the Victorian Government's Kindergarten Expansion Reform, continue to work with the State Government to plan for early years infrastructure in the municipality. ♦</p>	<p>50%</p>	<p>Advocacy letters were sent to the Minister for Early Childhood and the Minister for Education in January 2022, for Victorian Government investment in Council's five key infrastructure projects that together could create places for an additional 326 children to access two years of funded kindergarten in the future.</p> <p>Discussions with the Department of Education and Training (DET) and the Victorian School Building Authority (VSBA) on the Building Blocks Partnership agreement are taking place. In February 2022, a discussion with VSBA regarding modular kindergarten buildings' suitability for Knox kindergarten sites was undertaken. A sighting assessment has been received from the VSBA, with a further discussion scheduled for the end of May 2022.</p>
<p>Advocate to State and Federal Governments for funding to implement Stage 2 of the Lewis Park Master Plan.</p>	<p>70%</p>	<p>Council is awaiting outcomes of the Department of Environment, Land, Water and Planning (DELWP) \$2.5M grant funding application between Knox City Council & Melbourne Water towards the delivery of the project. The outcome was expected to be announced in February 2022, but this timeline has changed to the end of May 2022.</p>
<p>Update Council's flood modelling across Knox.</p>	<p>50%</p>	<p>Finalisation of the flood extent, which supports the designation of flood impacted properties under Section 153 of <i>Building Regulations</i>, has been delayed. This is due to errors found within one of the models. Rectification of the model (and its outputs) is currently underway. Finalisation of the flood extent is predicted to be completed and ready for designation by June 2022.</p> <p>Council have also sought an update from Melbourne Water (MW) regarding the status of their proposed amendments to the Land Subject to Inundation Overlay (LSIO) and Special Building Overlay (SBO). Specifically, Council are seeking confirmation from MW on proposed delivery dates and expected timelines to commence the planning overlay amendment process.</p>
<p>Advocate to State Government for improved public transport and arterial road connectivity in Knox.</p>	<p>85%</p>	<p>The Mayor of Knox City Council and the Mayor of Monash City Council have met with the Chief of Staff of the Department of Infrastructure and Regional Development to advocate for key public transport priorities in Melbourne's East on behalf of the Eastern Transport Coalition.</p> <p>Council is currently planning to participate in a Community Forum to promote the Trackless Tram proposal, alongside representatives from Monash City Council and Vicinity Centres. The Forum will be held in the last quarter of 2021-22.</p>
<p>Implement Knox's Parking Strategy.</p>	<p>75%</p>	<p>Further implementation items have been scheduled for 2022, including going out to tender in 2022-23 for the in ground parking sensors contract and the development of Compliance and Enforcement Policy and Guidelines.</p> <p>A draft procurement plan for the in ground parking sensors contract has been developed with Council's City Strategy and Health manager. The procurement plan is the first step for going</p>

Initiative	Progress	Progress Comment
		<p>out to tender and outlines the tender process, the proposed tender panel, and identifies any issues. Once the procurement plan is finalised and signed off, the tender specifications will be developed.</p> <p>The Compliance and Enforcement Policy and Guidelines will be developed in the second half of 2022.</p> <p>An additional permanent parking resource officer commenced in January 2022.</p>
<p>Review and develop the Knox Domestic Animal Management Plan.</p>	<p>100%</p>	<p>Knox's new Domestic Animal Management Plan (DAMP) was adopted by Council on 28 February 2022, and is in effect through to 2025.</p>
<p>Progress implementation of the Knox Central program.</p>	<p>90%</p>	<p>The Knox Express temporary library opened during this reporting period. Negotiation and agreement of a premises for a 20-year leased library at Westfield Knox has occurred. The lease is expected to be finalised by the end of May 2022.</p> <p>The acquisition of two strategic land parcels in line with the <i>Knox Central Structure Plan</i> has been completed.</p> <p>Project planning for the Knox Central Masterplan implementation is underway and is on track to be in place by the end of the 2021-22 financial year.</p>



Natural environment and sustainability

Strategies we are undertaking to achieve success in this area:

- Preserve our biodiversity and waterways, and enhance our urban landscape.
- Prepare for, mitigate and adapt to the effects of climate change.
- Lead by example and encourage our community to reduce waste.

Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
Undertake vegetation mapping analysis and habitat corridor planning to manage our urban biodiversity.	75%	<p>Modelling and development of the draft Habitat Corridor Plan is currently in progress and it is expected to be delivered by the end of the financial year. To inform connectivity modelling, a desktop analysis has been executed of native fauna species recorded in Knox. The development of a focal species list for connectivity modelling has now been completed.</p> <p>Community engagement has also been undertaken on this project via the <i>Knox: Have Your Say</i> platform, community workshops and an internal workshop. The information gathered from this engagement is being used to inform the development of the plan.</p>

Initiative	Progress	Progress Comment
Commence implementation of the high priority Year 1 actions of the Climate Response Plan including the development of a landfill solar farm business case. ◆	75%	<p>The implementation plan of the adopted Climate Response Plan is on track to be completed by December 2022.</p> <p>The input of climate change and other sustainability factors are currently being considered in the review of Council's internal Vehicle Policy and Procurement Policy. Additionally, climate risk consideration responsibilities have been added into the position description templates for leadership roles within Council.</p> <p>Procurement activities around the Electric Vehicle charging stations initiative are being finalised and the Boronia Dorset Square LED streetlight replacement program has been implemented.</p>

Initiative	Progress	Progress Comment
<p>Enhance Knox’s Waste and Recycling Education programs to focus on reducing waste to landfill and increasing recycling. ♦</p>	<p>75%</p>	<p>Council has continued to send contamination letters to residents when contamination is detected by kerbside collection drivers and have continued to review website content to ensure items are updated as information changes. Knox’s first Residential Bin Inspection Program is on track to commence in April 2022 and will run for three months. Over 3000 Knox household’s bins will be inspected. Council’s Waste team also attended the Summer Sunset Festival and the Knox Festival. Activities undertaken included a waste education marquee set-up, games, flyers and surveys to engage with the public.</p> <p>Knox’s annual Detox Your Home event is scheduled to occur in May 2022, with over 100 people having signed up already. Two neighbourhood house education talks have been hosted in this reporting period and two more are planned for the next reporting period. Additionally, communications are being developed to advise businesses of the upcoming Single Use Plastics Ban.</p> <p>Council has continued to deliver the compost rebate and is currently reviewing responses to the most recent Request for Quotation for a new contract starting in the next financial year. Eleven workshops have been planned for the next reporting period, with focuses including reducing household waste, reducing food waste, composting and clothing repairs.</p> <p>A recycling station has been set up at the Knox Civic Centre, where employees can recycle items such as headphones, pens and batteries. This station is run by Waste Warrior volunteers.</p> <p>Research is almost complete for a best practice reusable nappy program and the next step will be the completion of an application for a grant to implement this.</p>



Connection, resilience and wellbeing

Strategies we are undertaking to achieve success in this area:

- Support our community to improve their physical, mental and social health and wellbeing.
- Foster inclusivity, equality, belonging and safety within our community.
- Support the community to identify and lead community strengthening initiatives.
- Honour and integrate First Nations culture into actions and environments.

Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
Respond to emerging social and health issues caused by the COVID-19 pandemic. ◆	80%	<p>A report was presented at the March 2022 Council meeting, detailing the final outcomes of the <i>Supporting Local Services</i> and <i>Hot Meals for Vulnerable Families</i> programs. Unexpended funds of \$79,000 have been directed to an additional grant stream to respond to ongoing food relief supplies and/or pandemic emergency relief requests. This funding stream is currently open for applications.</p> <p>Council has also engaged ASDF Research to conduct an audit of emergency food relief providers in Knox. The audit will identify potential gaps, duplication, and provide greater understanding of the level of demand for emergency food relief following the easing of pandemic restrictions. The audit will be completed by June 2022, at which time a Taskforce of emergency relief providers will be established to promote greater collaboration and reduce competition.</p> <p>The <i>Move Your Way</i> program was delivered in March 2022, with more than 180 activities offered to the community. Over 700 participants registered for the program, with their ages ranging from 4 to 75 years. The program has been extended with three of the most popular activities offered for an additional four weeks at a subsidised rate. This program was funded through a VicHealth Reimagining Health grant.</p>
Initiative	Progress	Progress Comment
Prioritise mental health and wellbeing initiatives by focusing on community partnerships and collective impact. ◆	85%	<p>A Mental Health First Aid Program was delivered for disability carers in February 2022, and due to strong demand will be delivered again in May 2022.</p> <p>Council continues to facilitate the Mental Health Roundtable, and has been advocating for improved mental health services in Knox</p> <p>Planning is now underway for the delivery of Mental Health Prevention 101 training, in partnership with Prevention United, during May 2022. Planning is also underway for further mental health awareness events in partnership with Hungry, Angry, Lonely, Tired (HALT) and Toyota Ferntree Gully, as well as at Council staff based events at our Operations Centre.</p> <p>Council have commissioned a further survey to understand community needs and perceptions of mental health. This project will</p>

Initiative	Progress	Progress Comment
		ultimately identify further opportunities for Council to lead and facilitate preventative work to support positive mental health.
<p>Work in partnership with local First Nations people, relevant services and key networks to progress Reconciliation.</p>	75%	<p>A proposal to construct a Yarning Circle at the Knox Civic Centre has been approved. A concept design is in the final stages of approval and is estimated to be completed in April 2022, ahead of Sorry Day in May 2022. A smoking ceremony with Traditional Owners and Council staff will be organised for the launch.</p> <p>Cultural heritage work is underway to inform the Lewis Park Master Plan and to include cultural walks with Traditional Owners to identify significant sites and preservation of a scar tree. Council is also exploring opportunities at the Stamford Park wetlands site.</p> <p>Cultural walks and first nations art projects have commenced across many sites, including Wicks Reserve, and Move Your Way activities have commenced at Wally Tew Reserve.</p> <p><i>Caring for Country</i> skill development has commenced with Council's Biodiversity Team, including learning about cool burns and working with the Fire Sticks Alliance, bush tucker, and caring for water ways.</p> <p>The first meeting for the Reconciliation Plan Governance Group is scheduled for early May 2022. A timetable for consultation and development of the draft plan is expected to be developed at this meeting. Consultation with community and Council staff will take place between June - November 2022. The draft plan will be developed early 2023.</p>
<p>Develop a Resilience Plan to support the community to cope with stresses, emergencies and disasters.</p>	30%	<p>A Project Steering Group Inception meeting was held in February 2022 to endorse the Project Scope, with an associated twenty-four-month timeline. A Stakeholder and Network mapping sub-committee was convened and a draft proposed process is to be reviewed, refined, adopted and populated.</p> <p>Presentations to four of Council's Advisory Committees have been completed, and engagement with key groups and people is ongoing. Research is also underway to develop the details of community resilience characteristics.</p> <p>Timelines have had to be extended due to staff and advisory committee availability and scheduling. However, this should not affect the overall timeline.</p>
<p>Contribute to the collective efforts in preventing and responding to family violence. ♦</p>	75%	<p>An internal scan has been undertaken to understand the level of work that is currently being done to address family violence within Council. This has also identified gaps and needs within the organisation and community. Based on this work, a funding application was submitted to the State Government for funding of family violence prevention activities.</p> <p>Work has been undertaken to develop high level direction and actions within the Access and Equity Plan to address family violence. A separate work plan will be developed to direct the organisation's work in family violence prevention. Work has also commenced on updating Council's family violence data profile.</p>

Initiative	Progress	Progress Comment
		A perpetrator poster is being developed and will be finalised and distributed within Knox in next reporting period in partnership with <i>No to Violence and Relationships Australia</i> .

Civic engagement and integrity

Strategies we are undertaking to achieve success in this area:

- Provide opportunities for all people in Knox to have their say.
- Manage our resources effectively to ensure financial sustainability and improved customer experience.
- Ensure our processes are transparent and our decisions are accountable.

Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
Develop and implement a Customer Experience Strategy and Action Plan.	75%	Customer surveying has been completed and customer journey maps are complete for three out of four processes, including workshops with staff and customer interviews. Internal consultation will occur in the next reporting period, with nominees from Council's senior management team. This will contribute to a co-design approach in developing the Customer Experience Strategy.
Initiative	Progress	Progress Comment
Implement priority actions of the Community Engagement Framework and Action Plan.	75%	<p>Implementation of the Community Engagement Framework and Action Plan is progressing well. In March 2022, a Staff Community Engagement Hub was established to support staff to undertake fit for purpose community engagement.</p> <p>The International Association of Public Participation (IAP2) staff training program continued with over 100 staff completing at least one course, and the <i>Knox: Have Your Say</i> platform has hosted 46 projects with 98,000 views and 7,000 contributions to date.</p> <p>The Community Engagement Advocates Group continues to meet bi-monthly to discuss key aspects of engagement at Knox.</p>
Develop a procurement policy to ensure commercial and best practice outcomes.	90%	The adoption of the procurement policy has been rescheduled to May 2022.