

AGENDA



Meeting of Council

To be held at the

Civic Centre

511 Burwood Highway

Wantirna South

On

Monday 26 May 2025 at 7:00 PM

This meeting will be conducted as a hybrid meeting

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Bruce Dobson

Chief Executive Officer

1 Apologies And Requests For Leaves Of Absence

2 Declarations Of Conflict Of Interest

3 Confirmation Of Minutes

Confirmation of Minutes of Meeting of Council held on Monday 28 April 2025

4 Presentations, Petitions And Memorials

5 Reports By Councillors

6 Planning Matters

6.1 Report of Planning Applications Decided Under Delegation 1 April 2025 to 30 April 2025

Final Report Destination: Council
Paper Type: For Noting
Author: Manager City Planning & Building, Paul Dickie
Manager: Manager City Planning & Building, Paul Dickie
Executive: Director, City Liveability, Matt Kelleher

SUMMARY

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

RECOMMENDATION

That Council note the planning applications decided under delegation 1 April 2025 to 30 April 2025 as set out in the officers' report.

1. REPORT

Details of planning applications decided under delegation from 1 April 2025 to 30 April 2025 are attached. The applications are summarised as follows:

Application Type	No.
Building & Works: Residential	6
Other	4
Subdivision	8
Units	9
Tree Removal / Pruning	15
Single Dwelling	2
Child Care Centre	1
TOTAL	45

2. CONFIDENTIALITY

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

ATTACHMENTS

Nil

Knox City Council

Planning Applications Decided Under Delegation

1 April 2025 and 30 April 2025

Ward	No/ Type	Address	Description	Decision
Baird	2025/6178	16/52 Corporate Boulevard BAYSWATER VIC 3153	Buildings and works (internal mezzanine)	28/04/2025 Approved
Baird	2025/9035	50 Rowson Street BORONIA VIC 3155	Two lot subdivision (approved development site)	1/04/2025 Approved
Baird	2024/6220	7 Whithers Road BAYSWATER VIC 3153	Construction of a single storey dwelling to the rear of the existing dwelling and alterations to existing dwelling	16/04/2025 Approved
Baird	2025/6084	1/59 Western Road BORONIA VIC 3155	Pruning of T1: one (1) Eucalyptus spathulata (Swamp Mallet), T2: one (1) Eucalyptus gonicalyx (Long Leaved Box), T3: one (1) Eucalyptus radiata (Narrow Leaved Peppermint), T4: one (1) Corymbia maculata (Spotted Gum) and T5: one (1) Eucalyptus scoparia (Wallangara white gum)	16/04/2025 Approved
Baird	2024/6430	1 Percival Street BAYSWATER VIC 3153	Use and development of the land for a childcare centre	7/04/2025 Notice of Decision
Baird	2025/6094	22 Gregory Road BORONIA VIC 3155	Removal of one (1) dead Eucalyptus sideroxylon (Red Ironbark)	16/04/2025 Approved
Chandler	2025/6148	21 Garden Avenue BORONIA VIC 3155	The removal of one (1) Eucalyptus obliqua (Messmate)	10/04/2025 Approved
Chandler	2025/9034	22 Hillside Avenue BORONIA VIC 3155	The lopping of one (1) Eucalyptus gonicalyx (Long Leaved Box)	9/04/2025 Approved
Chandler	2025/6149	1 Paisley Avenue BORONIA VIC 3155	Removal of one (1) Melaleuca styphelioides (Prickly-Leaved Paperbark)	10/04/2025 Approved
Chandler	2025/9043	21 Underwood Road BORONIA VIC 3155	Construction of a small second dwelling	10/04/2025 Approved

Ward	No/ Type	Address	Description	Decision
Chandler	2025/6100	18 Flinders Crescent BORONIA VIC 3155	Removal of one (1) Lagunaria patersonia (Norfolk Island hibiscus)	17/04/2025 Approved
Chandler	2025/6157	4 Deborah Avenue BORONIA VIC 3155	Removal of one (1) Cupressus sempervirens (Italian Pencil Pine)	17/04/2025 Approved
Chandler	2025/9038	2/37 Timewell Crescent BORONIA VIC 3155	Buildings and Works (construction of a 2m high front fence)	3/04/2025 Approved
Chandler	2025/6169	19 Renown Street FERNTREE GULLY VIC 3156	Buildings and works (construction of a double storey dwelling)	29/04/2025 Approved
Chandler	2025/6075	83 Arcadia Avenue THE BASIN VIC 3154	Removal of one (1) Liquidambar styraciflua (Sweetgum)	16/04/2025 Approved
Chandler	2025/9020	71 Stewart Street BORONIA VIC 3155	Small Second Dwelling	22/04/2025 Approved
Chandler	2025/9040	300 Forest Road THE BASIN VIC 3154	New garage & carport	11/04/2025 Approved
Chandler	2025/6080	19 New Street BORONIA VIC 3155	Removal of one (1) Eucalyptus botryoides (Southern Mahogany)	9/04/2025 Approved
Chandler	2025/6063	32 Marie Street BORONIA VIC 3155	Removal of one (1) Dead Eucalyptus sp and one (1) Eucalyptus radiata (Narrow Leaved Peppermint)	9/04/2025 Approved
Chandler	2025/6074	1451-1457 Mountain Highway THE BASIN VIC 3154	Pruning of one (1) Eucalyptus macrorhyncha (Red Stringybark)	8/04/2025 Approved
Collier	2024/6495	277 Wantirna Road WANTIRNA VIC 3152	Construction of six (6) dwellings (five (5) triple storey and one (1) double storey) and access to a road in a Transport 2 Zone	14/04/2025 Approved
Collier	2024/6494	279 Wantirna Road WANTIRNA VIC 3152	Construction of six (6) dwellings (five (5) triple storey and one (1) double storey) and access to a road in a Transport 2 Zone	14/04/2025 Approved

Ward	No/ Type	Address	Description	Decision
Dinsdale	2024/6513	19 Rathmullen Road BORONIA VIC 3155	Construction of two (2) dwellings on a lot	9/04/2025 Approved
Dinsdale	2024/6550	26 Myrtle Street BAYSWATER VIC 3153	Buildings and works (construction of a single dwelling)	2/04/2025 Approved
Dinsdale	2025/6079	26 Keeler Avenue BAYSWATER VIC 3153	Four lot subdivision (approved development site)	17/04/2025 Approved
Dinsdale	2024/6337	378 Boronia Road BORONIA VIC 3155	Construction of a double storey dwelling to the rear of the existing dwelling, two (2) lot subdivision, access to a road in a Transport 2 Zone and variation of restrictive covenant D425109	3/04/2025 Approved
Dinsdale	2024/6350	2 Annette Grove BORONIA VIC 3155	Construction of a single storey dwelling to the rear of an existing dwelling, including a reduction in the car parking requirements associated with the existing dwelling	15/04/2025 Approved
Dinsdale	2024/6578	74 Begonia Avenue BAYSWATER VIC 3153	Construction of two (2) single storey dwellings on the land	11/04/2025 Approved
Dinsdale	2025/6146	14 Arbroath Road WANTIRNA SOUTH VIC 3152	Two Lot Subdivision (approved development site)	8/04/2025 Approved
Dinsdale	2024/6195	387 Boronia Road BAYSWATER VIC 3153	Development of the land for two (2) double storey dwellings and the creation and alteration of access to a road in the Transport Zone 2	30/04/2025 Approved
Dobson	2025/9042	6 Opie Street FERNTREE GULLY VIC 3156	Buildings and Works (construction of a garage)	14/04/2025 Approved
Dobson	2022/6618	75 Acacia Road FERNTREE GULLY VIC 3156	The use and development of twenty- one (21) warehouses with offices and associated car parking and removal of native vegetation	11/04/2025 Notice of Decision
Dobson	2025/6098	109 Forest Road FERNTREE GULLY VIC 3156	Removal of one (1) Eucalyptus saligna (Sydney Blue Gum)	16/04/2025 Approved

Ward	No/ Type	Address	Description	Decision
Dobson	2025/6071	1/28 Lording Street FERNTREE GULLY VIC 3156	Removal of one (1) Cedrus deodara (Himalayan Cedar)	8/04/2025 Approved
Dobson	2025/6089	6 Victoria Street FERNTREE GULLY VIC 3156	Removal of one (1) Syncarpia glomulifera (Turpentine Tree) and one (1) Liquidambar styraciflua (Sweetgum)	16/04/2025 Approved
Friberg	2025/9041	48 Frudal Crescent KNOXFIELD VIC 3180	Two Lot Subdivision (approved development site)	11/04/2025 Approved
Friberg	2023/6340	748-750 Burwood Highway FERNTREE GULLY VIC 3156	Buildings and Works - construction of additional car parking spaces	11/04/2025 Approved
Friberg	2025/9046	34 Lloyd Street KNOXFIELD VIC 3180	Two Lot Subdivision (approved development site)	16/04/2025 Approved
Friberg	2025/9039	70 Harley Street North KNOXFIELD VIC 3180	Two (2) lot subdivision (approved development site)	3/04/2025 Approved
Scott	2025/6070	109 Kathryn Road KNOXFIELD VIC 3180	The removal of T1 – one (1) Corymbia citriodora (Lemon Scented Gum), T3 - one (1) Eucalyptus botryoides (Southern Mahogany) and the lopping of T2 - one (1) Corymbia citriodora (Lemon Scented Gum)	17/04/2025 Approved
Taylor	2025/9045	4 Willow Avenue ROWVILLE VIC 3178	Two lot Subdivision (approved development site)	14/04/2025 Approved
Tirhatuan	2024/6433	1A/1464 Ferntree Gully Road KNOXFIELD VIC 3180	Buildings and works for a warehouse building to be used as a self-storage facility and display of business identification signage	11/04/2025 Approved
Tirhatuan	2025/9029	PEPPERTREE HILL 158/15 Fulham Road ROWVILLE VIC 3178	Buildings and Works (verandah)	2/04/2025 Approved
Tirhatuan	2025/9044	48 Deschamp Crescent ROWVILLE VIC 3178	Two Lot Subdivision (approved development site)	15/04/2025 Approved
Tirhatuan	2024/6533	7 Denham Court SCORESBY VIC 3179	Construction of a double storey dwelling to the rear of an existing dwelling, including associated subdivision	9/04/2025 Approved

7 Public Question Time

8 Officer Reports

8.1 Draft Suite of Corporate Planning and Budget Documents 2025-2035

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Manager Strategy Transformation, Liesl Westberry and Chief Financial Officer, Navec Lorkin
Manager:	Manager Strategy Transformation, Liesl Westberry
Executive:	Chief Executive Officer, Bruce Dobson

SUMMARY

This report presents Council's draft suite of corporate planning and budget documents. Under the Local Government Act 2020, Council is required to develop the key suite of corporate planning documents to address the priorities of our community, drive Council performance and ensure transparency and sound financial management.

This suite of Corporate Planning documents includes:

- Council and Health and Wellbeing Plan 2025-29, incorporating the Community Vision 2035, Council Plan, and Municipal Public Health and Wellbeing Plan
- Annual Budget 2025-26
- Financial Plan 2025-29
- Revenue and Rating Plan 2025-29

These documents have now been prepared in draft and are proposed for release to the community for questions and feedback, prior to their finalisation and adoption.

RECOMMENDATION

That Council:

1. Notes the Draft Council and Health and Wellbeing Plan 2025-2029 (undesignated) included in Attachment 1 and make it available to the community.
2. Notes the Draft 2025-26 Budget (including proposed fees and charges) included in Attachment 2 and make it available to the community.
3. Notes the Draft 2025 – 2035 Financial Plan included in Attachment 3 and make it available to the community.
4. Notes the Draft 2025-2029 Revenue and Rating Plan included in Attachment 4 and make it available to the community.
5. Notes that the Council and Health and Wellbeing Plan 2025-2029, Budget 2025-26, 2025 – 2035 Financial Plan and 2025 – 2029 Revenue and Rating Plan will be presented to Council for consideration at its meeting on 23 June 2025.
6. Release the suite of documents for public questions and feedback.

1. DISCUSSION

1.1 Council and Health and Wellbeing Plan 2025-29

This report presents the draft Knox Council and Health and Wellbeing Plan 2025-2029, our integrated Council Plan and Municipal Public Health and Wellbeing Plan for 2025-2029. This document represents Council's promise to the Knox community and delivers on the community's aspirations and needs. This plan is a vital commitment from Council to enhance the quality of life for all residents by addressing the key social, economic, and environmental challenges facing Knox. It sets the path for how the Knox Community Vision 2035 can be achieved.

This Plan was informed by extensive and deliberative community engagement, as detailed in Section 2 of this report. The development of this Plan commenced with a new State of Knox Report 2024, which provided updated data on local conditions. An analysis of more than 100 community engagement activities undertaken over the last three years was conducted to help identify recurring themes and community priorities. Then, over 1,000 community members were involved in one or more of the community engagement activities undertaken over several months in early 2024. A strong focus was placed on equity, with targeted efforts to include voices from multicultural communities, First Nations people, individuals with disabilities, and young people.

Nominations were sought from across Knox to form a representative community panel to interpret the broad community engagement and use this to draft the themes, strategic objectives, strategies, and priorities that define the Plan. This contribution was instrumental in ensuring that the community voice has been heard and has helped inform how Council plans for Knox and delivers on community priorities in the coming years. Over the next four years, the Plan will guide Council's efforts to build a more inclusive, connected, and resilient municipality where health and wellbeing are central to every initiative.

Importantly, the Plan serves as both a strategic roadmap and a promise to the community. It outlines how Council will allocate resources, improve services and infrastructure, and ensure that decision-making is guided by data, community feedback, and emerging needs. By focusing on wellbeing, social connection, and sustainable growth, the Plan aims to build a thriving future for all. It reinforces Council's commitment to gender equality, community resilience, and inclusive opportunities, and invites everyone in Knox to be part of the journey toward a healthier, stronger, and more vibrant community.

1.1.1 Knox Community Vision 2035

During the 2021-2025 planning process, nearly 4,500 community members shared their thoughts on shaping Knox's future. This engagement aimed to understand the community's aspirations and what the Knox community loves about Knox.

In 2020, the community told Council that they envision Knox as a vibrant business hub supported by local jobs, innovative industries, and strong educational opportunities for all ages. Priorities that were shared included protecting vulnerable community members through affordable housing, fostering sustainability through accessible developments, and preserving natural spaces with a focus on energy efficiency and waste reduction. There was also emphasis on the importance of health and wellbeing, cultural inclusion, community safety, and ensuring that every voice is heard in local decision-making.

In 2024, Council revisited the Community Vision through broad community engagement as well as with a representative community panel through a deliberative engagement process. The community were once again asked to imagine life in Knox 10 years from now and what it would look like if the vision was achieved. Responses closely aligned with those which contributed to the development of the Community Vision in 2020 and reaffirmed that the Community Vision is still relevant and reflects community sentiment. The community panel agreed, with the majority of members expressing support for retaining the Community Vision as it stands.

During this recent engagement, the community shared hopes for an inclusive and connected community where diversity is celebrated, safety is a priority, public spaces can be enjoyed by all without fear, better access to sustainable transport, housing, education, and local jobs, along with more transparent Council communication, financial accountability, and meaningful community involvement in decisions. There was also emphasis on the need to protect the environment, support local businesses, and ensure Knox is prepared for natural disasters while continuing to grow in a way that respects local character and community wellbeing.

In summary, the Knox community expressed pride in Knox as a place to live, work, and thrive, and hope for improved physical and mental wellbeing through accessible services, safe and secure housing, green spaces, and well-maintained streets. The community envisions a fulfilling life with easy access to jobs, services, and entertainment, and a connected, vibrant community celebrating diverse cultures.

Given the renewed connection, affirmation and support for the current Community Vision statement, evidenced through the 2024 community engagement activities which include the community panel recommendations, the Vision will be retained for this new Knox Council Plan and Health and Wellbeing Plan and extended to 2035.

1.1.2 Rescinding the Community Plan 2021-2031

Every four-years, Council has the opportunity to consider and refresh its key strategic documents – including its Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, and Integrated Planning and Reporting Framework. As part of this process, councillors and council officers reflected on previous learnings and undertook an analysis of the Community and Council Plan development process. Using the insights, Council reconnected with the community on the Community Vision, as outlined above.

Knox City Council is committed to ongoing improvement of and transparency in its strategic documents. As part of the development of the Council and Health and Wellbeing Plan 2025-29, councillors and council officers have considered the opportunity to simplify Council's strategic landscape and to consolidate these into one integrated and aligned document. As such, this draft Council and Health and Wellbeing Plan 2025-29 includes the Community Vision 2035, Council Plan, and Municipal Public Health and Wellbeing plan.

Rather than three standalone documents, the consolidation of these into a single, comprehensive plan eliminates duplication, reduces complexity, and ensures that our priorities and community objectives are clear and aligned. This consolidation enables easier access to relevant information for all stakeholders, supports better decision-making, and enhances transparency and accountability.

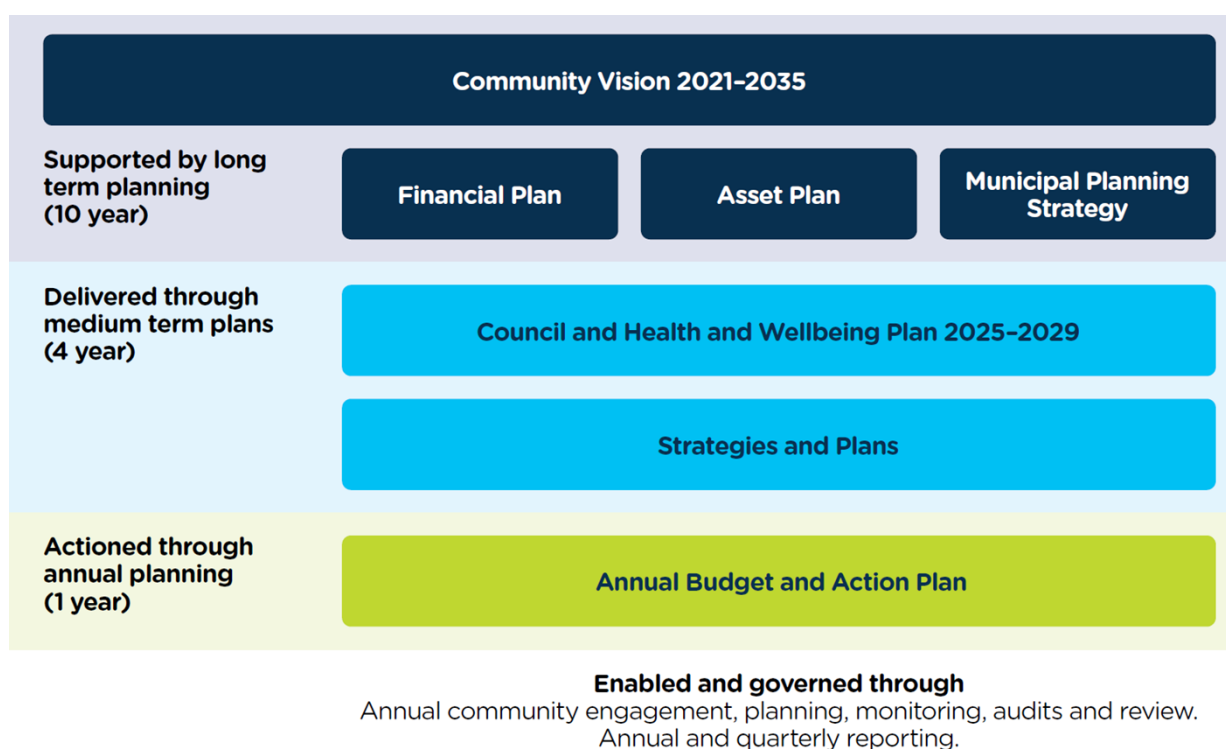
Given this, when the Council and Health and Wellbeing Plan 2025-29 is considered for adoption on 23 June 2025, Council will also consider formally rescinding the existing Community Plan 2021-2031. The Council and Health and Wellbeing Plan 2025-29 has been developed with this in mind and so contains greater focus on the Community Vision and context on what the vision means to the community. This was the only content that was not duplicated across the current Community Plan 2021-2031 and the current Council Plan 2021-25. This transition reflects our commitment to a more simplified and integrated approach to strategic planning.

A unified document ensures that community aspirations are directly embedded within the broader framework of Council governance and operational priorities. This not only streamlines reporting and evaluation processes but also strengthens the connection between community needs and council actions.

Overall, this change represents a more progressive, efficient, and user-friendly planning model.

1.1.3 Integrated Planning and Reporting at Knox

Knox's Integrated Planning and Reporting Framework guides Council in identifying and delivering on community needs and aspirations over the long term (Community Vision), medium term (Council and Health and Wellbeing Plan 2025-29) and short term (Annual Budget and Action Plan).



The key themes, strategic objectives and health and wellbeing priorities of the Council and Health and Wellbeing Plan will be integrated across Council's other key Strategies and Plans. This approach provides a line of sight through every service in Council to achieve and report back on our community's vision and our wellbeing commitment.

To ensure Council remains responsive to the community's evolving needs and priorities, each financial year actions will be published in the Annual Budget. The development of the Annual Budget and Action Plan will also include setting an annual target for each performance measure of

the Council and Health and Wellbeing Plan. In Council's Annual Report, we report back to the community on the actual result of each performance measure compared to the target, as well as on the achievement of the annual actions.

All parts of Council's integrated planning and reporting framework include opportunities for community and stakeholder input. This is important to ensure transparency and accountability. Council will monitor and regularly report back to the community on progress through different mechanisms to ensure greater openness and understanding.

1.2 Annual Budget 2025-26

The draft Budget has been prepared in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the *Local Government (Planning and Reporting Regulations) Regulations 2020*.

Council is required to produce a Budget for each financial year and to have that Budget adopted through Council by 30 June.

The key aim of the Budget is to support the medium-term goals of the Council and Health and Wellbeing Plan while planning for the longer-term financial sustainability of the organisation.

The draft 2025-26 Budget presented has been prepared to deliver against the first year of the Council and Health and Wellbeing Plan 2025-29. The budget seeks to prioritise services to align with the available budget, improve infrastructure and deliver Council and Health and Wellbeing Plan actions, while ensuring Council remains financially sustainable in the long-term to continue to invest in the future generations of our people and communities.

The Budget is a major component in ensuring the accountability of Council's operations and in line with good governance it forms part of the public accountability process and reporting that includes:

- The Council and Health and Wellbeing Plan
- The Financial Plan
- The Annual Budget
- Internal and External Audit
- Annual Report

The Draft 2025-26 Budget is included as Attachment 2 to this report.

1.2 Draft 2025-26 Budget Summary

To assist the community in analysing this Budget, the following commentary is provided:

- The Budget is prepared based on a 3.00% increase in overall rates and charges (excluding the waste charges) which is in line with the increase in rates permissible under the State Government determined rate cap.
- The Budget includes a \$100.00 Council-funded pensioner rebate reducing rates for eligible pensioners, representing a \$1.1 million budget investment.

- The Budget invests \$122.4 million in a wide range of services to the community to ensure Knox is a place where people and businesses can thrive.
- The 2025-26 capital works program, which incorporates nearly \$58 million in infrastructure investment (including nearly \$16 million worth of projects carried forward from 2024-25), includes the following:
 - \$10.7 million on renewing and improving local roads, bridges and associated road infrastructure
 - \$9.2 million to improve sporting pavilions, including Park Ridge Reserve, Wally Tew Reserve, Tormore Reserve and Carrington Park
 - \$4.8 million to improve footpaths and cycling paths
 - \$4.7 million to improve the condition of Council buildings, Early Years facilities and community halls
 - \$4.5 million to improve sports fields and training facilities, including Marie Wallace Bayswater Oval
 - \$3.6 million to renew critical drainage infrastructure throughout the municipality
 - \$1.5 million to implement masterplan and landscape plan initiatives at Wantirna Reserve, Carrington Park, Lewis Park, Kings Park, Gilbert Park and The Basin Triangle
 - \$1.4 million to improve car parks, including at Wantirna Reserve and Knox City Tennis Club
 - \$1.3 million to renew local playgrounds, including Bluett Reserve (Ferntree Gully) and Suffern Reserve (Bayswater)
- The Budget includes new borrowings in 2025-26 of \$6.000 million to fund capital works projects.

1.3 Financial Plan 2025 – 2035

Under the Local Government Act 2020 (the Act) Council must develop or review the Financial Plan in accordance with its deliberate engagement practices and adopt the Financial Plan by 31 October in the year following a general election. The Act also states that the scope of the Financial Plan is a period of at least 10-years.

The Financial Plan 2025-2035 (Attachment 3) comprises the Financial Statements and Financial Indicators across a 10-year period. The Financial Plan 2025-2035 has been updated in line with the 2025-26 Budget.

1.4 Revenue and Rating Plan 2025-2029

Council's Revenue and Rating plan (the plan) 2025-2029 (Attachment 4) outlines the principles and strategic framework that Council utilises in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue and rating differential amounts are determined in the annual Knox City Council budget. The plan also sets out guiding principles for generating revenue from sources other than rates.

The plan explains how Council applies rates and, where differential rating is used, outlines the objectives for each differential category (Appendix A, Attachment 4).

In line with the Local Government Act 2020, a Council must prepare and adopt a Revenue and Rating Plan by the next 30 June after a general election for a period of at least the next 4 financial

years. This was a new requirement in line with the 2020 Act, as such this is the second Revenue and Rating Plan for Knox.

Knox utilises a rating structure comprised of seven differential rates (residential, retirement village, commercial, industrial, recreational, vacant land or derelict). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Local Government Act 1989, and the Ministerial Guidelines for Differential Rating 2013.

2. ENGAGEMENT

The design of the community engagement program for the Community Vision 2035, Council and Health and Wellbeing Plan 2025-29, Financial Plan 2025-2035, and Annual Budget 2025-26 were informed by the Knox Community Engagement Policy 2021 and the Local Government Act 2020.

This design considered feedback from the Knox community, gathered through the review of the Community Engagement Policy in 2023-24, on what good engagement looks like to them:

- Engage only when there is genuine opportunity for influence
- Engage early when the community has the most influence
- Combining similar engagements to avoid over consultation and avoid asking the same questions over again
- Provide varied ways to participate, including considering the needs of diverse audiences and include opportunities to “go to the community”.

The community engagement process has included both broad community engagement and deliberative community engagement, planned and facilitated by an expert consultant. The expert consultants that were engaged for this work are Capire Consulting Group, who are a firm specialising in community engagement.

In early 2024, Capire developed a detailed scope for the community engagement. It considered learnings from the Council Plan 2021-25 community engagement activities, and opportunities to do things better. It included approaches to best engage with hard-to-reach communities to ensure we are hearing from a diverse audience by their preferred method.

To achieve the legislated deliberative engagement requirement, in addition to the broad community engagement, a representative community panel was convened. The panel was provided with a clear scope and mandate to ensure all participants were clear about how their feedback would be used and what it would inform.

As defined in the community engagement approach recommended by Capire, four key community engagement activities were undertaken:

- Activity 1: Existing Community Engagement Data Analysis (January to February 2024)
- Activity 2: Phase 1 - Broad Community Engagement (March 2024)
- Activity 3: Phase 2 - Deliberative community engagement panel (April 2024 – February 2025)
- Activity 4: Phase 2 - Deliberative community engagement panel (budget) (November 2024)

Activity 1: Existing Community Engagement Data Analysis

Activity 1, conducted between January and February 2024, focused on analysing existing community engagement data to understand the values, aspirations, and priorities of the community. This involved reviewing data collected by Knox City Council from more than 100 previous engagements, using tools like the Power BI dashboard and engagement reports. The aim was to establish a baseline for community insights and ensure that underrepresented voices would be heard in future engagement activities. Capire developed a Draft Foundation Report that thematically summarised these findings, which then informed the design of the Phase 1 engagement detailed in the report.

Activity 2: Broad Community Engagement (Phase 1)

The broad-based engagement activities were designed using insights from Activity 1, and sought to achieve the following objectives:

- Validate the previous themes heard from engagement activities, and check whether these still resonate, what is missing, what should change.
- Understand what challenges the Knox community are facing now and into the future.
- Understand the Knox community values in relation to Council's key directions, what is missing and what should change.
- Confirm what the key priorities should be for the next four years to work towards achieving the Vision.
- Understand how the community would like to perceive and experience the Community Vision.
- Recruit a diverse and representative panel for the Community Deliberative Panel.

The broad community engagement was undertaken via a survey (online and hard copy), pop-ups (Knox Festival, Knox Library, Leisureworks, Cultural Diversity Week), and targeted activities to engage hard-to-reach cohorts (Culturally and Linguistically Diverse Leaders Focus Group, Multi-Advisory Committee Focus Group, Youth Advisory Council, two high school visits, Scoresby Bunnings family night, carers mingle, First Nations Yarn, Family centre drawing activities). These activities were promoted through on-hold messages, community newspaper advertisements, Knox News, website news articles, social media posts (paid and unpaid), posters and flyers at Knox venues, digital screens, eNewsletters, email to all Knox ratepayers with a nominated email address, email to Have Your Say database.

Through these activities, we had 1,059 total participants:

- Survey – 403 surveys completed (401 online, 2 hardcopies).
- Pop-ups – 532 activity contributions.
- Targeted activities – 124 participants across the activities.

The survey was completed by participants from all Knox suburbs across various ages. Information was collected on gender, languages other than English spoken at home, disability and carer status, ancestral background, sexual orientation and household type.

Findings from the broad community engagement informed the design of the Deliberative Community Panel. A document was provided to all Community Panel participants summarising the insights from the Broad Community Engagement activities.

Activity 3: Deliberative Panel Community Engagement (Phase 2)

During May 2024, Capire on behalf of Knox City Council conducted a deliberative community panel process aimed to:

- Engage deliberatively with the community to determine what Council's areas of focus should be for the next four years.
- Provide the community panel with complex and detailed information relevant to the services Council provides.
- Provide time for the community panel to explore, discuss and debate the priorities of Council.
- Give the community panel the opportunity to develop and refine recommendations for Council on the key priorities for the next four years.

Engaging a representative sample of the community is a critical element of deliberative practice. The recruitment process was managed by Capire, with support from Council. The aim was to recruit 56 people who closely represented the demographic profile of the Knox community. Representation of community was balanced by gender, age, suburb, household type, identification as Aboriginal or Torres Strait Islander, languages other than English spoken at home, sexual orientation and disability and carer status.

The size of the group was recommended by Capire based on the deliberative recruitment objectives of having a large enough group to ensure diverse participation and acknowledging the level of influence and the need to match resources with influence. A deliberative panel is convened to be what's known as a 'mini-public', that is, a population-in-miniature that is a representative sample of the community.

The 56 participants were selected to match the demographic profile of Knox and achieve diverse representation and views. There were some limitations in matching the demographic profile, primarily due to last-minute drop-out which is not unusual for processes like this.

Recruitment was promoted through a public Expression of Interest (EOI) process. An invitation and EOI form were set-up and promoted throughout the broad community engagement activities. There were 467 expressions of interest to participate in the Deliberative Community Panel. Once the EOI period had closed, Capire reviewed the EOIs, and randomly selected Panel participants by de-identifying all applicants and then matching their demographic profile to the selection targets. The Community Panel spent 10.5 hours together across three sessions to deliver the following outcomes:

- Building informed participation – scene setting, introductions and exploring the challenges and opportunities facing Knox City Council.
- Crafting the draft themes and strategic objectives.
- Drafting recommendations for strategies and initiatives.
- Confirming health and wellbeing priorities and aligning them with the recommended strategies and initiatives.
- Review of the Community Vision.

The Community Panel developed recommendations which were used as input into the development of the Council and Health and Wellbeing Plan 2025-29. These included:

- Feedback on the Community Vision
- Draft Health Priorities.
- Draft Themes and Strategic Objectives.
- Draft Strategies.

These recommendations were then reviewed internally to ensure they were clearly and consistently articulated, deliverable, comprehensive and accurately reflect Council's role. It was anticipated and communicated to the Panel that the draft wording of Themes, Strategic Objectives and Strategies informed by the Panel's recommendations would shift during the Plan development process as a result of both internal review and Councillor input, but the aim is to ensure Council still captures and reflects the Community Panel's input and original intent.

Several sessions with Councillors were dedicated to the development of the Plan. One of these sessions included members of the Community Panel attending, to share their experience and the recommendations that they prepared for consideration.

Activity 4: Deliberative Panel Community Engagement (Budget)

The Annual Budget brings to life the first year of the new Council and Health and Wellbeing Plan. This has meant that community engagement to inform this budget has been able to utilise and build upon the extensive engagement undertaken to develop the Council and Health and Wellbeing Plan 2025-29. In addition to the above, the Community Panel was reconvened in November 2024 to build upon their Council and Health and Wellbeing Plan recommendations and consider budget implications and investment for the first year of the Plan.

The use of a deliberative community engagement technique is a more intensive form of engagement that allows for more informed and meaningful participation. The complexity of the budget process poses significant challenges to inform the community well enough so that they can meaningfully contribute to the process and outcomes. This technique specifically invests the time in a demographically representative group of citizens to educate participants about all the contributing factors to decision making before asking them to contribute their feedback.

The Community Panel spent an additional session together delivering the following objectives:

- Providing an update on the Council and Health and Wellbeing Plan progress. The Panel was presented with the Draft Council and Health and Wellbeing Plan Themes and Strategic Objectives and how their work was used to inform this.
- Increasing understanding about Council's budget, its components, and challenges.
- Presenting the current budget allocation for community-facing services and seeing what changes and trade-offs the community would consider.
- Seeking community feedback on a number of budget options to be discussed with Councillors for the 2025-26 Budget.

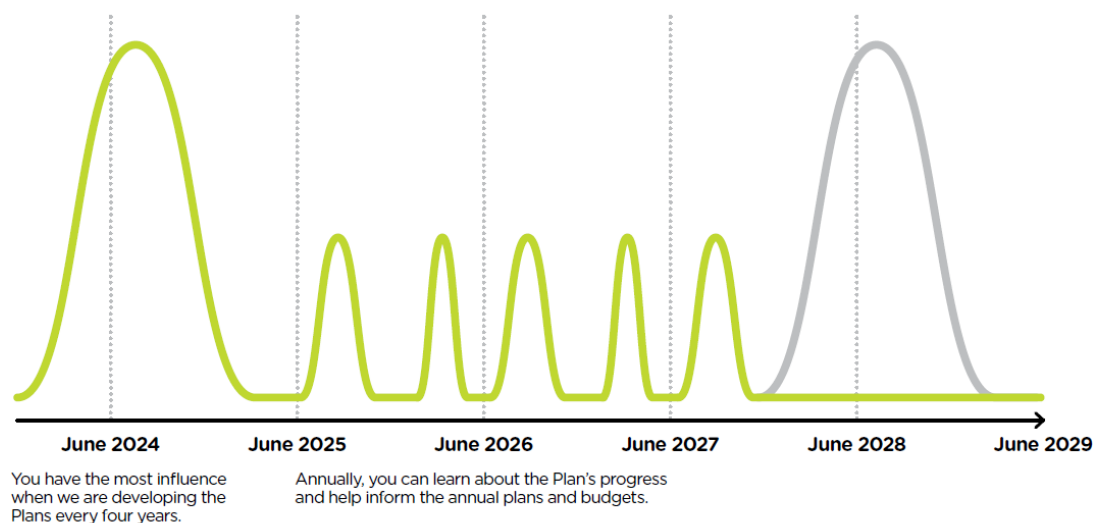
The outputs of this session, in addition to the community priorities shared as part of the development of the Council and Health and Wellbeing Plan 2025-29 and associated suite of documents, were used by Councillors in the development of the Annual Budget 2025-26.

Future Year's Engagement

Council's strategic planning operates on a four-yearly cycle. Every four years, Council has the opportunity to consider and refresh its strategic documents to respond to community needs and priorities. This requires extensive and deliberative community engagement to understand these priorities. For the subsequent three years of the cycle, Council engages with its community to understand if anything has changed, and what it needs to focus on for the coming year to deliver on these four-year commitments. This pattern of influence and engagement is displayed in the figure below.

When can you influence these plans

- Council and Health and Wellbeing Plan
- Annual Budget
- Financial Plan
- Asset Plan



With the upcoming adoption of this suite of documents in June 2025, Council's strategic direction will be established for the 2025-29 period. As a result, community engagement across the coming three years will shift from deliberative practice to a broad engagement approach. It will seek to understand what the community aspires to see delivered each year to progress the priorities of the Council and Health and Wellbeing Plan, the Annual Budget including the allocation of capital projects and annual actions for Service Plans within the available resources. This type of engagement reflects the level of influence community can have in Council's annual planning and budget decision making.

Engagement for 2026-27 will commence as early as July 2025 and will include a public submissions process. This means that community's input will be used to inform Council's annual planning and budget process for the coming year, in line with the strategic priorities set out in the Council and Health and Wellbeing Plan.

Proposed Approach

In line with the above, Council Officers recommend releasing the draft suite of strategic documents for public questions and feedback from Tuesday 27 May until Monday 9 June 2025. The suite of documents will be made available on Council's website, and the community notified

of its availability through a website news article, weekly e-news (published Wednesday 28 May), and through an update to the existing (Our Knox) Have Your Say page.

The community will be able to provide feedback and ask questions via:

- Submitting a form on the Have Your Say website
- Calling the Community Engagement team on (03) 9298 8000
- Emailing ourknox@knox.vic.gov.au, or
- Visiting the Customer Service Desk at the Knox Civic Centre.

All questions and feedback received will be provided to Councillors for consideration prior to the adoption of the suite of documents on Monday 23 June 2025.

This will be followed shortly by an opportunity for further engagement to inform the 2026-27 planning and budget process.

3. SOCIAL IMPLICATIONS

The Proposed 2025-26 Budget contains financial resourcing for a wide range of programs that deliver important community services to the Knox community.

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 funding activities identified in the Climate Response Plan.

5. ENVIRONMENTAL IMPLICATIONS

The Proposed 2025-26 Budget recognises the leadership role Council has within the community to actively address the impacts of sustainability and to facilitate other levels of government and the community to act in a similar vein.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The Draft 2025-26 Annual Budget closely accords with the financial framework established by Council in its Long-Term Financial Plan and Revenue and Rating Plan.

The budget seeks to prioritise services to align with the available budget, improve infrastructure and Council and Healthy and Wellbeing Plan actions, while ensuring Council remains financially sustainable in the long-term to continue to invest in the future generations of our people and communities.

7. RISKS

The development of the Proposed 2025-26 Budget prioritised the assessment of risk throughout the process.

8. KNOX COMMUNITY AND 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Knox Council and Health and Wellbeing Plan 2025-29 - Draft (Undesigned) [8.1.1 - 50 pages]
2. Attachment 2 - Draft Budget 2025-26 [8.1.2 - 161 pages]
3. Attachment 3 - Draft Financial Plan 2025-26 to 2034-2035 [8.1.3 - 36 pages]
4. Attachment 4 - Draft Revenue and Rating Plan 2025-26 [8.1.4 - 28 pages]

Knox Council Plan and Health and Wellbeing Plan 2025-29 (Draft)

Acknowledgement of traditional land owners

Yana djerring ba ngarrnga djerring* – Walking together and listening

Knox City Council acknowledges the Wurundjeri Woi-wurrung people and Bunurong people of the Kulin Nation as Traditional Custodians of the land in Knox. The Knox Aboriginal and Torres Strait Islander communities come from a variety of different nations within Australia including the Torres Strait, the Traditional Custodians and Stolen Generation. As such, we pay respect to all Aboriginal and Torres Strait Islander Elders, past and present, who have resided in the area and have been an integral part of the region's histories.

Located at the foot of the Dandenong Ranges, Knox has many places of historic significance to the Kulin Nation. Important cultural and historical sites within Knox hold both the traditional knowledge of First Nations peoples and the traumatic stories of colonisation. Reconciliation and truth telling are inseparable when healing and relationships are the goal. Deep listening to the stories of the Dreaming, cultures, histories and the impact of colonisation on First Peoples and Country is the first step in understanding, respect, relationships and healing.

The journey ahead for Knox involves the land, the Traditional Custodians, the local First Peoples communities, and the wider community. Walking together and listening together to create a culturally safe and culturally rich community for all.

*Woi-wurrung language used with permission of Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation

Message from our Councillors

On behalf of Knox City Council, we are proud to present the Knox Council and Health and Wellbeing Plan 2025-2029, our integrated Council Plan and Municipal Public Health and Wellbeing Plan for 2025-2029. This document represents our promise to the Knox community and delivers on your aspirations and needs. Our aspirations for our elected term are to maintain and protect our green spaces, work to keep everyone safe with a roof over their heads and nutritious food at their tables, responsibly and sustainably manage the finances and resources of the city and ensure our community is engaged in our big decisions.

To inform this plan, over 1,100 community members were involved in one or more of the community engagement activities undertaken over several months in 2024. Your contribution has been instrumental in ensuring that the community voice has been heard and has helped inform how we plan for Knox and deliver your priorities in the coming years. We thank all of those who participated and represented the voice of the community. We couldn't have done it without you.

Over the next four years, we are committed to addressing the key challenges and opportunities facing our community, fostering growth and development, and ensuring that the health and wellbeing of our residents are at the forefront of everything we do. This Council and Health and Wellbeing Plan reflects the values, aspirations, and needs of our diverse community and outlines the strategies we will take to improve the quality of life for all.

As your elected representatives, we are dedicated to working together to achieve our shared vision. By delivering this plan, we will continue to strengthen community connections, promote social and economic resilience, elevate our commitment to gender equality, and create opportunities for a healthier and happier future for everyone.

We invite you to read the plan and get involved in the exciting journey ahead. Together, we can continue to build a thriving community for generations to come.



Left to right: Cr Parisa Considine, Cr Robert Williams, Cr Peter Lockwood, Cr Chris Duncan, Mayor Lisa Cooper, Cr Paige Kennett, Deputy Mayor Glen Atwell, Cr Susan Pearce and Cr Meagan Baker.

Council and what we do

Council delivers 34 services to support our community at all stages of life. We are committed to continuously improving our services to best meet the needs of our diverse community now and into the future.

Enhancing community connection to vital services and resources	Embracing connection, inclusion and diversity	Caring for and enhancing our environment	Leading, listening and governing responsibly	Being a strong voice for safety	Planning our future city
Services					
Roads & Transport	Early Years	Open Space & Biodiversity	Governance	Community Laws	Statutory Planning
Health	Youth	Sustainability & Climate Response	Finance	Community Safety	Strategic Land Use Planning
Libraries	Arts & Culture	Waste	Data, Information & Technology	Emergency Management	Capital Works Planning
Economic Development	Festivals & Events	Water & Drainage	Strategy & Performance	Food Safety	Property & Facilities
Cemetery	Social Research, Policy & Planning	Fleet, Plant & Machinery	People	Statutory Building	
	Sport & Leisure		Procurement		
	Seniors		Risk Management		
			Customer Service		

Enhancing community connection to vital services and resources

We maintain:

- 729 km of Roads

In an average year, there are over:

- 5,500 community transport trips made
- 860,000 physical library items loaned & 560,000 digital library items loaned
- 1,000 cyclists on a typical day at a typical site on Knox's shared path networks.

In an average year, we provide:

- Immunisation for over 4,500 infants

Embracing connection, inclusion and diversity

We maintain:

- 64 Sportsgrounds & Reserves

In an average year, we provide:

- Maternal and Child Health services to 4,600 children.
- 31,000 meals through Meals on Wheels

In an average year, there are over:

- 337,000 visits to aquatic facilities

Caring for and enhancing our environment

We maintain:

- 39,547 Drainage Pits
- 1,100 kW of Solar across 50 buildings.
- 209 playgrounds

In an average year, there are over:

- 32,000 hard-waste bookings lodged
- 2,000 trees planted by Council

Leading, listening and governing responsibly

In an average year, we receive over:

- 125,000 online service requests
- 11,000 visits to Council's Customer Service Centre
- 99,000 phone calls

In an average year, we have:

- 45 engagements on Have Your Say to seek community feedback
- Over 6000 people have subscribed to the Have Your Say platform to participate in community engagement

Being a strong voice for safety

In an average year we:

- Receive over 1,100 Animal management requests
- Inspect over 1,150 food premises
- Inspect over 1,000 buildings
- Support 311 individuals with enquiries or required assistance around housing

Planning our future city

We maintain over:

- 280 Council-owned buildings

In an average year, there are:

- 660 to over 950 planning applications received
- Between 19,000 m² to over 22,500 m² of graffiti removed from Council's assets

Our Community Vision 2035

Our Community Vision describes our community's long-term hopes and aspirations for Knox. It helps us plan for the needs of our community now and into the future.

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

Crafting our Community Vision

During the 2021-2025 planning process, nearly 4,500 community members shared their thoughts on shaping Knox's future. This engagement aimed to understand the community's aspirations and what you love about Knox.

Throughout that engagement process, you, our Knox community, were very clear about what was important to you.

In 2020, you told us that:

- you envision Knox as a thriving business hub with new industries, start-ups and more local jobs.
- protecting those who are vulnerable in our community is crucial, with a focus on affordable and social housing.
- good education is a priority, with access to learning opportunities for all ages.
- you want to see sustainable developments suitable for all ages and abilities, with accessible neighbourhoods featuring good footpaths, reliable public transport, and safe roads.
- you value natural spaces and want a focus on energy conservation, recycling, and reducing waste and carbon emissions.
- Good health and wellbeing are essential, with access to healthy food, physical activities, and social connection, including celebrating First Nations culture.
- ensuring all voices are heard in decision-making, community safety and addressing family violence and elder abuse were also key priorities.

Reflecting on our Community Vision

In 2024, we revisited the Community Vision through broad community engagement as well as with a representative community panel through a deliberative engagement process. The community panel worked together over several sessions to develop recommendations for the plan and to review the Community Vision in light of the feedback from the broad engagement.

We asked you to once again to imagine life in Knox 10 years from now and what it would look like if the vision was achieved. Your responses closely aligned with those which contributed to the development of the Community Vision in 2020 and reaffirmed that the Community Vision is still relevant and reflects community sentiment. The community panel agreed, with the majority of members expressing support for retaining the Community Vision as it stands.

In 2024, you told us that you:

- hope for an inclusive, connected community where people have opportunities to come together, and celebrate and welcome diversity.
- want everyone to feel safe both at home and in the community, and can fully experience and enjoy the many parks, public places and open spaces across Knox without fear.
- want Council to prioritise the safety of children and those in our community who are experiencing family violence.
- want a variety of sustainable transport options to get you to work, school, appointments or to services. having access to quality education, housing and local employment remains a priority.
-
- desire more transparent and accessible communication from and with Council, and want to be confident that your thoughts and feedback are reflected in Council decisions.
- remain very interested in the allocation of council resources and want Council to be financially accountable.
- want Council to stay focused on enhancing the wellbeing of all community members in Knox to work with other agencies and levels of government to ensure equality and fairness for all.
- would like to see growth of the area that is respectful of the natural environment, maintains the local character and to ensure new infrastructure is safe, good quality and meets the evolving needs of the community.
- are keen for businesses to be supported to thrive and be attracted to establish in Knox, increasing local employment opportunities.

- want to take care of our environment by exploring sustainable waste options and protecting biodiversity and precious natural waterways.
- are concerned that natural disasters and emergencies are impacting the Knox community and that activities to prepare, respond and build resilience against threats will be increasingly essential.

Our young people in Knox told us that they care deeply about the future and want to be active in ensuring Knox remains inclusive and safe for all. They want to see facilities and services available to support mental health and reduce uncertainty for those in our community who experience challenge and disadvantage.

Our First Nations residents like seeing references to country in their local community as it supports them to feel culturally safe and proud of where they live. They appreciate it when Aboriginal voice is considered in the community and council.

Reaffirming our Community Vision

In summary you, our Knox community, expressed pride in Knox as a place to live, work, and thrive. You hope for improved physical and mental wellbeing through accessible services, safe and secure housing, green spaces, and well-maintained streets. You envisioned a fulfilling life with easy access to jobs, services, and entertainment, and a connected, vibrant community celebrating diverse cultures.

Given the renewed connection, affirmation and support for the current Community Vision statement, evidenced through the 2024 community engagement activities which include the community panel recommendations, the Vision will be retained for this new Knox Council Plan and Health and Wellbeing Plan.

“Knox would be a safe place for all, with little to no crime. It would be a community environment that offers support and help to all those who need it.” – 2024 Survey Respondent

“Seamless connection between people and environment. Green infrastructure.” – 2024 Pop-Up engagement Participant

“Residents would regularly participate in local events, workshops, and community driven projects, fostering a strong sense of belonging and cooperation.” – 2024 Survey Respondent

Our Community

Total population of **161,770** in 2023.

21% of residents aged 0-17 years.

24% of residents aged 60 years and over.

40 is the median age.

48% of households are families with one or more children.

21% of households accommodate a lone person.

11% are **older** couples **without children**.

The median weekly household income of \$1,866 is the same as the Greater Melbourne average.

8 in 10 households in Knox have at least one spare bedroom in 2021.

33% of residents were born overseas.

Of those born overseas the top countries of birth are China, UK, India, Malaysia, Sri Lanka and New Zealand.

29% of people speak **a language other than English** at home.

Five most common languages other than English spoken at home: Mandarin, Cantonese, Sinhalese, Greek, Hindi.

In 2021, 1,022 Aboriginal and Torres Strait Islander people live in Knox, representing the second largest population of First Nations people in Melbourne's eastern metropolitan region.

Young adults accounts for 21.3% of First Nations community in Knox.

6% of people require assistance in their day-to-day lives due to disability, long-term health condition or old age.

Almost 1 in 5 of Knox residents have a self-reported disability.

11.5% of Knox residents live in a low-income household.

57.3% of Knox adults living in low-income households **are women**.

12.3% is the number of households with mortgage or rent costs greater than 30% of their annual household income.

33% of residents born overseas, with the top two overseas countries of birth being China and United Kingdom.

In 2023, 11.2% percent of adults identify as LGBTIQA+.

Our Health and Wellbeing

In 2023, Knox has a higher rate of alcohol-related hospitalisations at 71.3 per 10,000 residents compared to 58.6 per 10,000 in Metropolitan Melbourne.

In 2023, 8.9% of residents reporting harmful drinking patterns.

In 2023-24, Knox residents lost \$76 million on Electronic Gaming Machines, averaging \$586.24 per person, which is higher than the Melbourne metropolitan average of \$548.12.

In 2023, 11.4% of Knox residents smoke or vape daily compared to 14.5% in Victoria

In 2023, 7.7% of adults ran out of food and could not afford to buy more.

In 2023, only 35% of Knox adults consume the recommended level of fruits and a mere 4% consume the recommended level of vegetables.

28% of adults worried about food insecurity in 2023.

In 2023, 64% of the Knox population agrees that multiculturalism makes life in Knox better.

In 2020, 80% of people in Knox rely on private vehicles as their main mode of travel on weekdays, with only 13% using active transport like walking or cycling.

In 2021, 47.1% of females earning below the minimum weekly wage compared to 31.0% of males.

In 2021, more women (60%) than men (40%) are unpaid carers for people with disabilities, long-term illnesses, or old age in Knox.

In 2020, only 34% of women feel safe in their neighbourhood at night compared to 71% of men.

In 2023, residents self-reporting fair or poor health at 22.7%, compared to 20.9% in Victoria.

In 2021, among residents that live alone, nearly 50% are aged 65 or over compared to 38% for greater Melbourne

About this plan

The Knox Council and Health and Wellbeing Plan 2025-2029 has been shaped by our community and reflects the vision, values, and aspirations of the people of Knox. It is the result of the invaluable input we received from you—our residents, local businesses, partners, community groups, staff and other stakeholders. Together, we’ve created a plan that will help us keep our community’s health and wellbeing at the forefront of everything we do and build a vibrant, inclusive, and sustainable future for Knox.

This plan progresses our Community Vision and guides Council’s strategic direction, planning, and resource allocation over the next four years, bringing the Community Vision to life in meaningful ways. It provides a roadmap for how we will improve services, infrastructure, and support for residents, while ensuring our decisions are informed by data, feedback, and emerging needs. It is Council’s promise to the Knox community, guiding where we put our focus and effort.

How we created this plan together

To ensure Knox’s Council and Health and Wellbeing Plan 2025-2029 reflects the voice of our community, a detailed research and engagement program was undertaken:

- The State of Knox Report 2024 enabled us to understand key demographics and changes in our community since 2020, including social, economic, and environmental conditions in Knox.
- Using over 100 previous engagement activities, we analysed the recurring themes and what matters most to you when it comes to your values, aspirations, and priorities.
- An equity impact assessment was undertaken to ensure the voices of our diverse community were incorporated through targeted and deliberative engagement. This enabled us to capture voices representative of our multicultural community, First Nations people, people with a disability, children and young people.
- We held many community engagement activities where more than 1,000 Knox community members shared insights, helping us to validate what we’ve learned, to identify current challenges and aspirations, and to shape priorities for the next four years.

- A representative Community Panel took part in deliberative engagement, helping us interpret the findings from the broader community, providing recommendations, and shaping the key elements of the Knox Council and Health and Wellbeing Plan 2025-2029, including themes, strategic objectives and strategies, along with confirming Health and Wellbeing Priorities.
- Councillors and staff were also engaged to ensure that the plan reflects the role of Council.

Our Themes

Based on research and engagement, six key themes were developed that highlight, what we, as a community are going to focus on to achieve our Community Vision.

Theme 1 Enhancing community connection to vital services and resources

Our community can access important local services and resources through Council's delivery, advocacy, and partnerships

Theme 2 Embracing connection, inclusion and diversity

Our diverse and connected community is strengthened by creating opportunities to actively participate, connect and learn.

Theme 3 Caring for and enhancing our environment

Our environment is greener, healthier and sustainable through Council's environmental protection and enhancement, working in collaboration with our community.

Theme 4 Leading, listening and governing responsibly

Our community feels empowered, heard, and has trust in Council through responsible governance, proactive communication and engagement, and transparent decision making

Theme 5 Being a strong voice for safety

Our community feels safe, respected and supported in public spaces and at home through Council's delivery, advocacy and partnerships

Theme 6 Planning our future city

Our neighbourhoods, housing and infrastructure meet the needs of our changing community through effective planning, delivery and advocacy.

Integrated Strategic Planning and Reporting Framework

Council takes an integrated approach to planning and reporting, with the 10-year Community Vision directly informing short, medium and long-term planning.

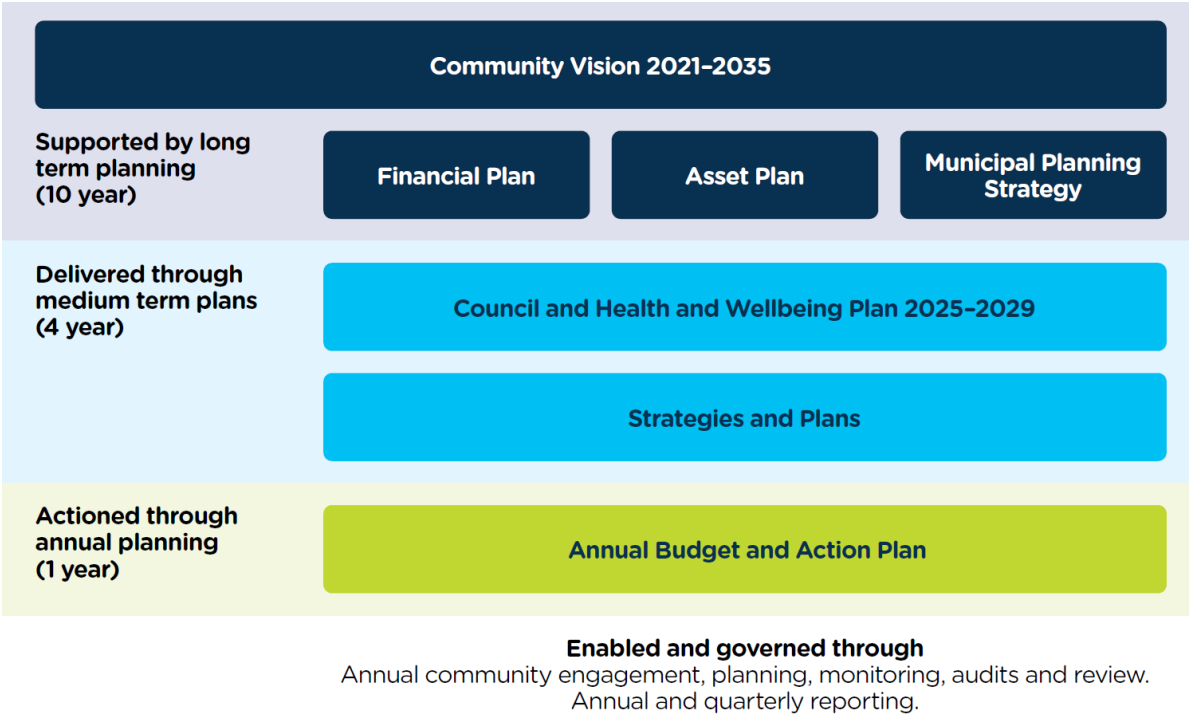
Knox's Integrated Planning and Reporting Framework guides Council in identifying and delivering on community needs and aspirations over the long term (Community Vision), medium term (Council and Health and Wellbeing Plan 2025-29) and short term (Annual Budget and Action Plan).

A number of other plans also guide our long-term and medium-term planning. They include plans about how we're going to manage our financial resources (the Financial Plan), manage and maintain our assets (the Asset Plan), plan for our future city (Municipal Planning Statement) and plan and prioritise our service delivery (strategies and plans).

The key themes, strategic objectives and health and wellbeing priorities of the Council and Health and Wellbeing Plan are also integrated across our other key Strategies and Plans. This approach provides a line of sight through every service in Council to achieve and report back on our community's vision and our wellbeing commitment.

To ensure that Council remains responsive to the community's evolving needs and priorities, each financial year actions are published in the Annual Budget. The development of the Annual Budget and Action Plan also includes setting an annual target for each performance measure of the Council and Health and Wellbeing Plan. In Council's Annual Report, we report back to the community on the actual result of each performance measure compared to the target, as well as on the achievement of the annual actions.

All parts of the integrated planning and reporting framework include opportunities for community and stakeholder input. This is important to ensure transparency and accountability. We monitor and regularly report back to the community on our progress through different mechanisms to ensure greater openness and understanding.



Our commitment to health and wellbeing

At Knox City Council, we recognise that health and wellbeing are the cornerstones of a strong, cohesive, and resilient community.

Knox's Council and Health and Wellbeing Plan 2025-2029 integrates the Municipal Public Health and Wellbeing Plan with the Council Plan, ensuring that our priorities for supporting, protecting, and improving the health and wellbeing of our community are at the forefront of everything we do. These priorities are embedded in the plan's themes, strategic objectives, strategies and measures, reflecting our commitment to a holistic approach to community health.

Knox commits to develop actions annually to respond to the health and wellbeing priorities that the community and research has told us are important to address. Progress against these actions will be monitored and reported annually alongside the review of the health and wellbeing components of the integrated plan.

The widely accepted social determinants of health encompass a range of factors such as income, education, employment, social support networks, and access to healthcare. Addressing these determinants, and focusing on planning and prevention, is crucial for improving health outcomes and promoting equity. Additionally, the physical environment is a critical determinant of health. Access to public open spaces, quality and affordable housing, ability to connect with each other and our community, nutritious food, and efficient and reliable transport systems can significantly influence our individual choices and overall wellbeing.

Knox's Council and Health and Wellbeing Plan 2025-2029 focuses on addressing these determinants through our 8 health and wellbeing priorities.

To influence health and wellbeing outcomes we undertake a multi-faceted approach including working with key stakeholders, advocating, educating and providing services.

Some Knox residents face more challenges than others in their daily lives, which can lead to poorer health outcomes and lower life satisfaction. The following groups are considered priority populations and Council acknowledges the need to apply additional considerations to these groups so that all people can feel welcome and participate fully in life in Knox.

- Aboriginal and Torres Strait Islander Community
- Culturally and Linguistically Diverse (CALD), including Migrant and Refugee Community
- Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual, Plus (LGBTQIA+) Community
- Older people
- People from low socio-economic background People who experience homelessness People with a disability
- Women who experience family violence
- Young People

Our health and wellbeing priorities



Knox City Council understands that the health and wellbeing of our community is essential for our collective prosperity and quality of life. By measuring and addressing wellbeing, we can identify areas of need, track progress, and implement targeted interventions to create a healthier, more resilient community.

The Council and Health and Wellbeing Plan 2025 – 2029 meets the requirements of the *Victorian Public Health and Wellbeing Act 2008* to develop a Municipal Public Health and Wellbeing Plan every four years. Eight priority areas have been identified for Council to work on to improve the health, wellbeing, and quality of life for the local community.

The priorities are informed by local health and social data, community needs, the Victorian Public Health and Wellbeing Plan priorities, feedback from key community stakeholders and feedback from the broad community engagement that was undertaken in 2024. The

deliberative Community Panel undertook activities to confirm the proposed Health and Wellbeing priorities and to ensure they reflect the diverse voices and experiences of the community.

NOTE: *These priorities are numbered in this draft document for ease of reference internally. The numbering does not reflect a priority order and will not appear in the designed version of this plan. Icons for each priority will be used instead.*

1. Reduce harm from alcohol, smoking, vaping, and gambling

Gambling losses can lead to financial problems, stress, anxiety, and depression. They can also result in increased use of tobacco, alcohol, and other drugs as coping mechanisms, exacerbating mental health issues and affecting work or study performance. Relationship problems and family violence are common consequences, as financial strain and gambling behaviour create tension within families. Addressing these issues through community education, support groups, and regulations is vital for promoting safer, healthier lifestyles.

Smoking and vaping have significant health impacts. Smoking is a leading cause of preventable diseases and deaths, causing various cancers, respiratory diseases, and cardiovascular issues. Vaping, while often considered less harmful, still poses risks such as nicotine addiction, lung injuries, and exposure to harmful substances. Both smoking and vaping contribute to high healthcare costs and productivity loss. Quitting smoking and vaping can lead to substantial health benefits and reduce the risk of many diseases.

2. Promote equal participation opportunities and celebrate our diverse community

Ensuring equal participation opportunities for all community members fosters inclusivity and strengthens social cohesion. Initiatives like multicultural festivals, support services, and inclusive community programs can help achieve this goal. Celebrating our multicultural community enhances social capital and contributes to a more inclusive society.

In 2021, people with a disability in Knox aged between 20-59 years account for 24% of all people with a disability, 61% of people with a disability are aged 60 years and over, of which 20% of those are aged 85 years and older. This is important to consider when planning health and wellbeing services.

3. Support access to affordable and nutritious food

By improving access to affordable and nutritious food, we can enhance overall health and wellbeing, particularly for those experiencing greater disadvantage and hardship. Nutritious food and healthy eating habits ensure that there are enough essential nutrients to support the body and prevent chronic diseases. Additionally, maintaining a balanced diet can improve mental clarity and emotional stability, contributing to a more productive and fulfilling life.

Knox City Council collaborates with local welfare agencies and community groups, allocating grants to support emergency food relief programs. Each week Knox food relief providers are:

- Serving or distributing more than 2,000 cooked meals – a 167% increase in less than two years.
- Assisting with over 2,200 grocery packs or pantry visits – a 550% increase in less than two years.

Initiatives such as these aim to reduce food insecurity, foster community engagement, and ensure that all residents have access to nutritious food to support their physical health and reduce the risk of diet-related diseases.

4. Create opportunities for active living

Encouraging physical activity is essential for maintaining good health, and Knox is well-positioned to promote active living. With 80% of Knox dwellings within 400 meters of open space, residents have ample opportunities to enjoy parks and recreational facilities.

However, 48.5% of Knox residents do not undertake the recommended 150 minutes of physical activity each week. Additionally, 43.6% of Knox residents aged 18+ spend six or more hours sitting still each day. Increasing physical activity is crucial for preventing chronic diseases, improving mental health, and enhancing overall wellbeing. By providing accessible spaces and programs, we can encourage residents to engage in regular exercise.

When last surveyed in 2019 the percentage of women in Knox who met the Australian Physical Activity Guidelines was 48.7%, lower than the 53.0% of men who met the guidelines. Factors contributing to this disparity include barriers such as caring responsibilities, fear of judgment, and perceptions of safety. Knox aims to address barriers to active living by promoting the benefits and options for active

recreation, welcoming community participation through supportive programming, adapting infrastructure to meet changing needs, and partnering with community groups to sustain activities and services.

5. Advocacy for equity across our community

Advocating for equity ensures that all residents have access to the resources and opportunities they need to thrive. Addressing health inequities involves identifying and removing barriers to health and wellbeing.

Despite a 34% increase in median household income over the past decade, housing affordability remains a challenge in Knox, with 11.5% of residents living below the poverty line alongside an unemployment rate of 4%. Knox City Council advocates for more industry investment to boost job growth and improve transport options so people can access health services and employment. It's also crucial to ensure that the mix and depth of services available in Knox matches the community's needs.

For our First Nations population, 49.6% rent, compared to 21.3% for the non-Indigenous population in Knox. For the health and wellbeing of the Knox Aboriginal and Torres Strait Islander communities to flourish, initiatives must include a holistic, whole of life cycle view of health that includes physical, cultural, spiritual, emotional, economic (including housing) and mental health and wellbeing.

6. Support prevention of all forms of violence by promoting safety and respect

Safety is a top priority for Knox residents, with 77% of households expressing concerns about crime. Promoting safety and respect helps prevent violence and creates a secure environment for everyone.

Gender inequality significantly impacts family violence by creating power imbalances and reinforcing harmful norms. When women and girls are viewed as less valuable or secondary, it can lead to environments where violence against them is tolerated or even justified. This inequality is both a cause and consequence of family violence, perpetuating a cycle of abuse. Discriminatory laws, exclusionary social norms, and limited access to resources and opportunities for women further exacerbate the issue. Addressing gender inequality in Knox is crucial in preventing family violence and promoting a safer, more equitable society.

Family violence rates in Knox were higher than the Metropolitan Melbourne rate in 2022 and 2023. Knox has experienced an upward trend in reported family violence incidents (4.6% increase since 2019) and has had the highest rate of reported family violence in Melbourne's outer east for more than 20 years. In 2023-24 1,131 people in Knox sought assistance with housing due to family violence

issues in the home. Knox City Council has endorsed a Statement of Commitment to the Prevention of Family Violence and has developed a Gender Equality Action Plan.

The rate of drug-related crime in Knox is also higher than the metropolitan Melbourne rate, with 655 incidents per 100,000 population compared to the Melbourne average of 424 in 2023. Violence of all forms undermines community health and safety. Promoting respect and safety through education and support services will help prevent violence and foster a secure and safe environment for all.

7. Build resilience to emergencies and threats, including climate change.

In recent years, our Knox community has faced numerous challenges from natural disasters such as floods, storms, bushfires, and heat health emergencies. These events have highlighted the need for comprehensive support for residents, not only in preparation and during the events, but also throughout the recovery phase.

The impacts of climate change demand our urgent attention. Significantly in 2024, 67% of the Victorian population is concerned about climate change and believes that immediate action is necessary.

Mitigating and adapting to climate change can bring numerous health benefits, including improved mental health, lower cancer rates, fewer deaths from extreme heat, increased food security, and decreased cardiovascular and respiratory diseases. Building resilience to both emergencies and climate change is crucial for protecting our community and ensuring long-term sustainability. As climate change and emergencies continue to pose significant health risks, our collective efforts in resilience and adaptation will be vital. Knox City Council has endorsed the Climate response Plan 2021 to 3031 and aims to protect our community from the effects of climate change and reduce both Council and community greenhouse emissions.

8. Improve social connection and mental wellbeing

Social connection is a cornerstone of positive mental health. Programs and initiatives that increase social connection, such as community events, support and interest groups, learning opportunities, social and sporting groups can help residents build meaningful connections, reduce feelings of isolation and loneliness, and increase mental wellbeing.

In Knox, 21% of households are single person households, which can exacerbate feelings of loneliness and impact mental health.

When it comes to diagnosed mental health conditions, women are nearly twice as likely as men to suffer from a mental illness. Females in Knox have a higher rate at 1,057 per 10,000 compared to 665 for males. Hospital admission numbers for self-harm in 2021 also reflect this disparity, with 70 admissions for females and 37 for males. For Knox's First Nations population, 15.1% of residents disclose that they live with mental health conditions.

By prioritising social connection and mental wellbeing, we can create a more supportive and resilient community.

By addressing these 8 health and wellbeing priorities, Knox City Council is committed to creating a healthier, more equitable, and resilient community.

How to read this plan and how it will be delivered:

- Themes: Broad focus areas reflecting community priorities and aspirations.
- Strategic Objectives: High level outcomes the community wants to achieve for each theme.
- What's most important: What the community say is most important.
- Strategies: How we will achieve the strategic objectives, what success looks like and what Council's role will be.
- Health and Wellbeing Priorities: How delivery of the strategies will improve the health and wellbeing of the community.
- Our services: The services Council provides to support the Strategic Objectives.
- How we know if we are making a difference: The performance measures we'll monitor to demonstrate progress towards achieving each Strategic Objective.
- How we will deliver the community priorities: Annual actions that deliver on each strategic objective, represented in each Annual Budget.
- Tracking our progress: Annual targets for each performance measure, represented in each Annual Budget.

How this plan will be delivered

There are various roles that we play in leading, guiding and managing our city and community.

- Advocate: we raise awareness at state and federal government levels and with other stakeholders about the issues and needs of the Knox community, as well as initiating or supporting campaigns for positive change.
- Partner: we develop trusting formal and informal relationships and alliances, working with others to achieve common goals.
- Provide: we offer a range of services and support, preventative interventions, infrastructure and facilities to individuals and groups.
- Fund: we provide grants, funding and subsidies to local groups and agencies to progress and develop services and infrastructure for individuals and groups.
- Educate: we share information, raise awareness, and develop knowledge and skills to empower individuals and groups.
- Plan: we proactively plan for services and infrastructure that respond to current and future community needs.
- Regulate: we provide governance and regulatory controls such as local laws and health and building controls.
- Research – we collect and analyse data to inform planning, priority setting, decision-making and evaluation.

Our Partnerships

Knox City Council acknowledges that outcomes for the community will be achieved and amplified through the strength of strategic partnerships. This is particularly so regarding health and wellbeing where multiple government, non-government and community agencies can play an important collaboration role to deliver the right services to the right people at the right time. Two key partnerships are with other council groups who work together to achieve joint outcomes for our communities – the Eastern Region Group of Councils (ERG) and Greater South East Melbourne (GSEM). The ERG is committed to work together to develop opportunities for shared services, joint procurement and the shared use of community infrastructure. As a member of the ERG Knox can amplify Council's voice and impact, be more efficient and effective, and improve community access to infrastructure and services across the municipality. GSEM advocates for jobs, infrastructure, investment, liveability, sustainability and wellbeing for the southeast and everyone who works and lives in the region.

Working together with partners ensures that our community can access the services it needs most. Council has established the Community Safety and Health and Wellbeing Advisory Committee to contribute to the development and implementation of actions to address the Health and Wellbeing Priorities, participate in the annual review, provide advice and join together for advocacy efforts. This Advisory Committee includes up to 13 representatives from safety, health and wellbeing organisations, alongside the Department of Families, Fairness and Housing and Victoria Police. We thank them for their enduring support of our Knox community.

Themes, Strategic Objectives & Strategies

Theme 1 - Enhancing community connection to vital services and resources

Theme 1	Enhancing community connection to vital services and resources	
Strategic Objective 1.1	Our community can access important local services and resources through Council's delivery, advocacy, and partnerships	
Services	<ul style="list-style-type: none"> • Roads & Transport • Health • Libraries 	<ul style="list-style-type: none"> • Economic Development • Cemetery
<i>What our community says is most important</i>	<ul style="list-style-type: none"> • Improve access to services through better public and active transport options that enable people to get to work, education and health services easily • Make community-based education opportunities more accessible to support people participating in lifelong learning experiences that connect them and provide personal growth and improved wellbeing • Local employment opportunities for all people, including those from diverse backgrounds and circumstances • Access to affordable food for those in need so that everyone has equal opportunity to access sufficient nutrition to stay healthy <p>"Opportunities for meaningful employment and volunteering for vulnerable community groups." – Survey Respondent</p>	

What we will do (the strategies we will use)		Health and Wellbeing Priority
Strategy 1.1.1	A variety of transport options are available through the effective planning, advocacy and management of efficient, active, sustainable and accessible transport modes, particularly in growth locations.	4
Strategy 1.1.2	Our community can access diverse training and life-long learning opportunities through delivery, promotion and partnerships with relevant organisations.	2, 8
Strategy 1.1.3	Local businesses and our economy are strong and resilient and there are increased employment opportunities through development, attracting investment, embracing technology and innovation, and advocacy.	5
Strategy 1.1.4	Access to affordable and nutritious food is enhanced through advocacy and working in partnership with relevant organisations to raise awareness and promote available community programs.	3
Strategy 1.1.5	Our community's health and wellbeing is improved through proactive planning, delivery, partnerships and advocacy that enable access to services, education and programs.	1, 4, 5, 8

How we'll know if we're making a difference – Performance Measures		Health and Wellbeing Priority
Measure 1.1	Kilometres of new active transport in Knox aligned with the Cycling Action Plan and other active transport plans.	4
Measure 1.2	Community satisfaction with bike and shared paths (both on road and off-road and including shared paths).	4
Measure 1.3	Community satisfaction with the maintenance and repair of sealed and local roads.	N/A
Measure 1.4	Number of visits to libraries in the Knox municipality.	2,8
Measure 1.5	Community satisfaction with local library services.	2,8
Measure 1.6	Number of planning permits issued for commercial, office or retail use and development.	N/A
Measure 1.7	Value of grants provided to emergency relief organisations.	3
Measure 1.8	Self-reported health status of Knox residents.	All
Measure 1.9	Amount of gross regional product (GRP) (\$) generated by businesses in Knox.	N/A
Measure 1.10	Community satisfaction with Council services and facilities.	All

Delivering on our health and wellbeing commitment:
<i>Our Knox community will feel better supported and more informed. They will be able to access the jobs, services, and the nutrition they need to sustain a healthy, and satisfying lifestyle.</i>

Theme 2 - Embracing connection, inclusion and diversity

Theme 2	Embracing connection, inclusion and diversity	
Strategic Objective 2.1	Our diverse and connected community is strengthened by creating opportunities to actively participate, connect and learn.	
Leading Council Services	<ul style="list-style-type: none"> • Early Years • Youth • Arts & Culture • Festivals & Events 	<ul style="list-style-type: none"> • Social Research, Planning & Policy • Sports & Leisure • Seniors
<i>What our community says is most important</i>	<ul style="list-style-type: none"> • A community that respects, supports and values all people so that everyone in Knox feels welcome and an important part of the fabric of local community life • More opportunities to celebrate diversity by promoting and delivering local community events and interest groups that bring people together from across Knox • Knox residents know how to access the local businesses, programs and services that are available for them to get the support they need. • Enhanced and accessible public spaces so that everyone can participate. <p>"Opportunities to share, interact, enjoy and create a sense of community and belonging." – Survey Participant</p>	
What we will do (the strategies we will use)		Health and Wellbeing Priority

Strategy 2.1.1	Our community's diverse needs are addressed by ensuring equity and inclusion are considered in decision making and strategic planning.	2, 5
Strategy 2.1.2	Cultural diversity is celebrated through assisting, participating in, facilitating and delivering accessible programs, initiatives and events in partnership with our community, community groups and service providers.	2
Strategy 2.1.3	Our community is supported to thrive during all stages of life through the promotion and provision of services, advocacy and partnerships with local service providers.	1, 5, 7, 8
Strategy 2.1.4	There are opportunities for social connection and active living through planning, provision of facilities, program delivery and support for local groups.	4, 8

How we'll know if we're making a difference – Performance Measures		Health and Wellbeing Priority
Measure 2.1	Participation of young people in Youth Services programs.	2, 4, 8
Measure 2.2	Participation in social inclusion programs and intergenerational initiatives.	2, 8
Measure 2.3	Community satisfaction with community and cultural activities, festivals, and events.	2
Measure 2.4	Number of health promotion initiatives targeted at reducing alcohol-related harm.	1

Measure 2.5	Number of volunteers that attend volunteer training and education.	2, 5, 8
Measure 2.6	Participation of people living with disability and their carers in targeted events, programs and professional development opportunities.	2, 5, 8
Measure 2.7	Number of residents accessing the Knox community transport bus outings.	2, 8
Measure 2.8	Number of upgrades that provide for gender inclusion in Council owned pavilions.	2, 4, 5, 8
Measure 2.9	Community satisfaction with services for youth.	4, 8
Measure 2.10	Community satisfaction with sports ovals and other outdoor sporting facilities.	4, 8

Delivering on our health and wellbeing commitment:
<i>Our Knox community will feel valued, connected and included.</i>

Theme 3 - Caring for and enhancing our environment

Theme 3	Caring for and enhancing our environment	
Strategic Objective 3.1	Our environment is greener, healthier and sustainable through Council's environmental protection and enhancement, working in collaboration with our community.	
Leading Council Services	<ul style="list-style-type: none"> • Open Space & Biodiversity • Sustainability & Climate Response • Waste 	<ul style="list-style-type: none"> • Water & Drainage • Fleet, Plant & Machinery
<i>What our community says is most important</i>	<ul style="list-style-type: none"> • Better waste management and waste education so that everyone understands the individual contribution they can make to protecting the environment for future generations • Encouraging people to use their cars less and use alternative forms of transport • Community awareness of renewable energy options so that businesses and households can be proactive in reducing energy consumption • Maintaining and improving green spaces and biodiversity for enjoyment and protection of our natural environment <p>"Make sure that all new developments are encouraged to provide a greener aspect to properties." – Survey Respondent</p>	
What we will do (the strategies we will use)		Health and Wellbeing Priority

Strategy 3.1.1	Our environment is healthy and sustainable by considering environmental factors when planning for and making decisions.	3, 7
Strategy 3.1.2	Green spaces and waterways are protected, enhanced and enjoyed through planning, promotion and maintenance of our built and natural environment.	4, 7, 8
Strategy 3.1.3	Minimise waste to landfill through access to a suite of waste services and education.	7
Strategy 3.1.4	Energy consumption and the use of renewable energy resources are positively impacted through investment in assets, education, planning and advocacy.	7

How we'll know if we're making a difference – Performance Measures		Health and Wellbeing Priority
Measure 3.1	Community satisfaction with the provision and maintenance of parks and gardens.	4, 8
Measure 3.2	Net change in Council trees (planted vs removed).	7
Measure 3.3	Waste diverted from landfill.	N/A
Measure 3.4	Council's greenhouse emissions (CO2 equivalent).	7
Measure 3.5	Electrification of Council Buildings (removal of gas connection and/or solar installation and/or battery connection).	7

Delivering on our health and wellbeing commitment:

Our Knox community will be able to enjoy the benefits of a well maintained and sustainable environment to support their mental health and vitality.

Theme 4 - Leading, listening and governing responsibly

Theme 4	Leading, listening and governing responsibly	
Strategic Objective 4.1	Our community feels empowered, heard, and has trust in Council through responsible governance, proactive communication and engagement, and transparent decision-making	
Leading Council Services	<ul style="list-style-type: none"> • Governance • Finance • Data, Information & Technology • Strategy & Performance 	<ul style="list-style-type: none"> • People • Procurement • Risk Management • Customer Service
<i>What our community says is most important</i>	<ul style="list-style-type: none"> • Issues are responded to promptly to keep everyone safe • Genuinely listening to the voices of our diverse community and consider what is heard when planning and making decisions • Communication is accessible to all so that no one misses out on the opportunity to contribute • Spend money sensibly so that Council can afford to continue the delivery of essential services for the community • Accountability, honesty and transparency in order to build trust and understanding of local governance <p>“Stronger community representation in Council decisions.” – Survey Respondent</p>	
What we will do (the strategies we will use)		Health and Wellbeing Priority

Strategy 4.1.1	Council demonstrates its accountability through transparent and responsible decision-making and working together productively.	N/A
Strategy 4.1.2	Our diverse community is informed and has opportunities to participate and provide feedback through clear and meaningful communication and engagement.	2
Strategy 4.1.3	Council services are efficient and optimised through ongoing improvement, and focused investment in innovation, technology and capability.	N/A
Strategy 4.1.4	The changing needs of our community are met through informed policy and strategy that maximises value, collaboration and partnerships with other councils and local organisations.	2, 5, 6, 7, 8
Strategy 4.1.5	Council is financially sustainable through long-term strategic, financial and asset planning, and the responsible prioritisation, allocation and use of resources.	N/A

How we'll know if we're making a difference – Performance Measures		Health and Wellbeing Priority
Measure 4.1	Community satisfaction with Council's community consultation and engagement.	2, 5, 8
Measure 4.2	Adjusted underlying surplus.	N/A

Measure 4.3	Community satisfaction with Council having a sound direction for the future.	5
Measure 4.4	Community satisfaction with Council's representation, lobbying, and advocacy on behalf of the community.	5
Measure 4.5	Community satisfaction with Customer Service.	8
Measure 4.6	Community satisfaction with Council's overall performance.	N/A
Measure 4.7	Council decisions made at meetings closed to the public.	N/A

Delivering on our health and wellbeing commitment:
<i>Our Knox community will feel heard and considered which will enhance community cohesion and a sense of belonging.</i>

Theme 5 - Being a strong voice for safety

Theme 5	Being a strong voice for safety	
Strategic Objective 5.1	Our community feels safe, respected and supported in public spaces and at home through Council's delivery, advocacy and partnerships	
Leading Council Services	<ul style="list-style-type: none"> • Community Laws • Community Safety • Emergency Management 	<ul style="list-style-type: none"> • Food Safety • Statutory Building
What our community says is most important	<ul style="list-style-type: none"> • People feel safe at home and out and about in the community • Public facilities and spaces are designed and maintained to deliver safer environments for people to enjoy • Education programs and services relating to both personal and community safety are accessible to build individual and group resilience when emergencies happen • Increase cultural safety and pride so that everyone feels welcome and there is no discrimination <p>"Knox would be a safe place for all, with little to no crime. It would be a community environment that offers support and help to all those who need it." – Survey Respondent</p>	
What we will do (the strategies we will use)		Health and Wellbeing Priority
Strategy 5.1.1	Our community feels safer in public spaces and facilities through planning, maintenance, education, design and proactive program	5, 6, 8

	delivery for Council-owned or -managed spaces and via advocacy for others.	
Strategy 5.1.2	Safety and liveability are prioritised through the planning, delivery and enforcement of local laws and regulatory services.	6
Strategy 5.1.3	Our community is more secure, connected and feel less isolated through planning, partnerships, advocacy and targeted support for our most vulnerable.	6, 8
Strategy 5.1.4	People feel safe in their homes and in the community through the development of partnerships, planning and promotion of programs, services and education that focus on connection, safety and respect.	6, 8
Strategy 5.1.5	Our community is resilient in the face of emergencies through planning, education, emergency response and support.	7

How we'll know if we're making a difference – Performance Measures		Health and Wellbeing Priority
Measure 5.1	Perception of community safety in public areas of Knox.	6, 8
Measure 5.2	Perception of community safety at home.	6, 8
Measure 5.3	Number of days taken to follow up a major or critical food notification or outbreak.	N/A

Measure 5.4	Percentage of high-risk buildings (large public buildings such as shopping centres, aged care facilities, hospitals or entertainment venues) audited annually, for compliance with safety requirements.	6, 7
Measure 5.5	Animal Management Prosecutions.	N/A

Delivering on our health and wellbeing commitment:

Our Knox community will feel safer and more resilient, knowing that the Council is working together with community and agencies to create safe places and spaces and promote respect.

Theme 6 - Planning our future city

Theme 6	Planning our future city	
Strategic Objective 6.1	Our neighbourhoods, housing and infrastructure meet the needs of our changing community through effective planning, delivery and advocacy.	
Leading Council Services	<ul style="list-style-type: none"> • Statutory Planning • Strategic Land Use Planning 	<ul style="list-style-type: none"> • Capital Works Planning • Property & Facilities
<i>What our community says is most important</i>	<ul style="list-style-type: none"> • Advocate for affordable, social and community housing options so that people of all ages and stages can live comfortably in Knox • Develop and grow in a way that respects the character of Knox, is sustainable and maintains our beautiful and plentiful green spaces • Be able to feel proud of where we live because of the great local amenities and public places we have • Social and community infrastructure that facilitates access to local services, provides places to meet, learn and celebrate <p>“Knox's housing and infrastructure will meet the changing needs of the community and natural environment in which it resides.” – Survey Respondent</p>	
What we will do (the strategies we will use)		Health and Wellbeing Priority

Strategy 6.1.1	There is improved access to a diverse range of housing options through effective planning, advocacy, and identifying opportunities for social and affordable housing supply.	5
Strategy 6.1.2	High quality, integrated community services and facilities are available through the planning, design and maintenance of multifunctional places that promote connection and utilisation.	4, 5, 8
Strategy 6.1.3	Our evolving neighbourhoods are liveable and sustainable through planning and design that responds to population growth and our community's changing needs.	4, 7
Strategy 6.1.4	Our community's expectations and aspirations for housing development and land use are considered through planning, advocacy, partnerships and decision-making.	5

How we'll know if we're making a difference – Performance Measures		Health and Wellbeing Priority
Measure 6.1	Community satisfaction with planning for population growth.	5, 8
Measure 6.2	Number of one- and two-bedroom dwellings approved in planning permits.	5, 6, 8
Measure 6.3	Extent of housing development that is consistent with housing strategy expectations.	5, 8

Measure 6.4	Percentage and proportion housing defined as affordable for very low- and low-income earners – sales.	5
Measure 6.5	Percentage and proportion housing defined as affordable for very low- and low-income earners – rentals.	5
Measure 6.6	Percentage of Asset Renewal Program completed.	N/A

Delivering on our health and wellbeing commitment:

Our Knox community will be able to fully enjoy their local area, knowing that what they need now and into the future has been considered and planned. They will feel proud of where they live.

Equity Impact Assessment

An Equity Impact Assessment (EIA) was completed to ensure the elevation of the needs of priority populations through the delivery of Knox's Council and Health and Wellbeing Plan 2025-2029. The following recommendations will be implemented over the life of the Plan:

- Ensure communications such as language, visuals and messaging from leadership and as an organisation, reflect and reinforce intersectional gender equality and inclusion
- Strengthen relationships with diverse stakeholders and community agencies who work towards improving community safety, health, gender equality and wellbeing in Knox.
- Strengthen use of gender disaggregated data to understand community need and inform planning and delivery of programs, initiatives and services.

Monitoring our progress

To ensure we stay on track toward our shared Community Vision and meet the legislative requirements of the Council and Plan and Health and Wellbeing Plan, ongoing monitoring and evaluation are essential. Knox City Council plays a key role, but we know that success depends on the collaboration of community members, businesses, agencies, and other levels of government. By working together, we will continuously assess our progress and adapt to the evolving needs of our community, while keeping our long-term goals at the forefront.

Our Integrated Planning and Reporting Framework will help guide the delivery of strategies and track progress, providing transparency for everyone involved. Performance measures and annual targets will be used to assess how effectively we're meeting our objectives, and quarterly reports will provide regular updates to ensure we're on course. An Annual Report will provide a more detailed review of our achievements, challenges, and areas for improvement, ensuring we remain accountable to our community. Every two years, a report will be submitted to the State Government highlighting progress against the health and wellbeing priorities and actions.

Engagement with partners and stakeholders will be ongoing, with regular feedback from community surveys and consultations helping us refine our approach. A mid-term review will also assess overall progress, allowing us to make adjustments as needed to ensure we stay on track to achieve the Community Vision. By working collaboratively and staying responsive, we can ensure Knox remains a great place to live, work, and play.

Keeping in touch and opportunities to have your say

Knox City Council is committed to seeking feedback, making sure you are aware of issues that affect you and providing opportunities to have your say. There are a number of ways you can do this.

Visit our Have Your Say website to see how you can contribute to projects and tell us what you think of our draft plans and strategies - www.knox.vic.gov.au/haveyoursay

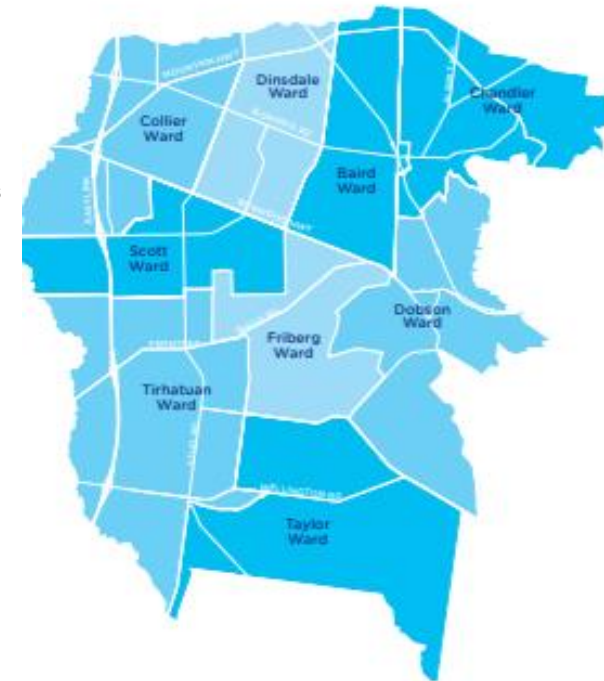
Knox City Council has several Advisory Committees that provide advice on the development, implementation, monitoring, and review of programs or activities. These committees are made up of community members, staff and current Councillors. Find out if there are opportunities available in your area of interest on our website: www.knox.vic.gov.au/our-council/about-council/council-committees

Sign up to receive Knox eNews, our weekly email newsletter which will keep you informed about the latest news, events and activities across the community: www.knox.vic.gov.au/email-newsletter

Our Councillors

The municipality of Knox is made up of 11 suburbs, approximately 25 kilometres from the Melbourne central business district. Knox will be governed for the next four years by the nine Councillors who were elected by our community in October 2024.

Our Councillors work together to set and guide strategic direction and make decisions as representatives of our community. Every decision they make is guided by the needs of the people of Knox, and they work closely with the Chief Executive Officer and the organisation to do this.



Cr Peter Lockwood

Baird Ward

Current term: November 2024 – current
t. 0499 111 639
e. Cr.Peter.Lockwood@knox.vic.gov.au

Cr Paige Kennett

Chandler Ward

Current term: November 2024 – current
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Cr Chris Duncan

Collier Ward

Current term: November 2024 – current
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Cr Meagan Baker

Dobson Ward

Current term: November 2020 – current
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Cr Lisa Cooper

Scott Ward

Current term: March 2015 – current
Mayoral term: November 2024 - current
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Cr Glen Atwell

Tirhatuan Ward

Current term: November 2024 – current
Deputy Mayoral term: November 2024 - current
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Cr Robert Williams

Dinsdale Ward

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Cr Parisa Considine

Friberg Ward

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Cr Susan Pearce

Taylor Ward

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Draft Annual Budget

2025-26



knox





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Mayor and CEO's Introduction

On behalf of Knox City Council, we are pleased to present our annual budget for 2025-26.

Council continues to deliver services for the community at all stages of life. We are there for new parents and infants through our maternal and child health centres. Our school crossing supervisors are helping children to get to school safely. We are supporting the mental, physical and social wellbeing of our young people through youth programs and services. We're improving our parks and reserves, sporting facilities, local roads, footpaths and shared paths to enable active living and social connection. We are creating an accessible and inclusive city for those living with disability, and assisting older residents to stay connected, active and engaged.

This budget is significant for Knox, as we launch our new Council and Health and Wellbeing Plan 2025-29. It brings to life the first year of this new Council and Health and Wellbeing Plan. It sets out the year one actions we will take to respond to the changing needs of our community, shaped by our community's aspirations, needs, values and priorities, and taking into account our long-term financial position.

Consultation to inform this budget has built upon the extensive community engagement undertaken to develop the Council and Health and Wellbeing Plan 2025-29. Some of the things we heard are important include access to services and jobs, feeling safe, being heard and looking after our environment. These themes have guided the actions that Council can take to achieve the community's aspirations for Knox.

This budget invests \$122.4 million in services and facilities, focusing on our community's priorities. These include community safety, sustainability, climate response, economic development and improving your experience with Council.

Highlights of the 2025-26 capital works program, totalling nearly \$58 million (including nearly \$16 million worth of projects carried forward from 2024-25), include:

- \$10.7 million on renewing and improving local roads, bridges and associated road infrastructure
- \$9.2 million to improve sporting pavilions, including Park Ridge Reserve, Wally Tew Reserve, Tormore Reserve and Carrington Park
- \$4.8 million to improve footpaths and cycling paths
- \$4.7 million to improve the condition of Council buildings, Early Years facilities and community halls
- \$4.5 million to improve sports fields and training facilities, including Marie Wallace Bayswater Oval
- \$3.6 million to renew critical drainage infrastructure throughout the municipality
- \$1.5 million to implement masterplan and landscape plan initiatives at Wantirna Reserve, Carrington Park, Lewis Park, Kings Park, Gilbert Park and The Basin Triangle
- \$1.4 million to improve car parks, including at Wantirna Reserve and Knox City Tennis Club
- \$1.3 million to renew local playgrounds, including Bluett Reserve (Ferntree Gully) and Suffern Reserve (Bayswater)



Rates make up over 70% of Council's revenue and help us to deliver vital community services and infrastructure projects for our community. Average residential rates in Knox continue to be among the lowest in metropolitan Melbourne. Overall rates revenue will increase by an average of 3% in line with the Victorian Government's rate cap. Rates will vary across individual properties and rating categories depending on valuations conducted independently.

The cumulative effects of 10 years of rate capping place Council's budget under real pressure. Rising inflation has increased the cost of construction materials and many other essentials necessary to provide services to benefit the community. This has been further exacerbated by instances of cost shifting, whereby government funding has not kept pace with the increasing cost of Council services.

This budget has been developed with a focus on our financial sustainability and a particular focus on reducing our forecast borrowings by \$18 million over the next 10 years. In a financially constrained environment, we have sought to direct spending to the areas our community has told us are important. We have worked hard to achieve operational savings over several years, with a further \$2 million in savings identified for 2025-26. This has been achieved by identifying more efficient ways of working, reviewing user-pay fees and updating service levels.

Council has also retained the rate rebate of up to \$100 for all eligible pensioners, representing a \$1.1m budget investment. This is on top of the Victorian Government's pensioner rebate. In addition, Council continues to offer rate relief through payment assistance options for people who are in financial difficulty.

We look forward to delivering on our first Budget in addressing the needs of our community and responding to the new Council and Health and Wellbeing Plan 2025-29.

Cr Lisa Cooper

Mayor

Bruce Dobson

Chief Executive Officer



Executive Summary

Council has prepared a Budget for 2025-26 which is aligned to the Council and Health and Wellbeing Plan 2025-2029. The budget seeks to prioritise services to align with the available budget, improve infrastructure and deliver Council Plan actions, while ensuring Council remains financially sustainable in the long-term to continue to invest in the future generations of our people and communities.

Remaining financially sustainable is a key focus and is more challenging within a rate capped environment. This means Council continues to prioritise which services it can afford to deliver alongside phasing the capital program to align with available funds.

The Rate Rise

The Minister for Local Government has set the rate cap for the 2025-26 financial year at 3.00%. Council has elected not to apply to the Essential Services Commission (ESC) for a variation.

It is important to note, the actual rate increases experienced by individual ratepayers may differ from the 3.00% increase due to revaluations. Rate increases are impacted by the average rate increase (3.00%) and the property valuation increases (or decreases) of individual properties relative to the average across the municipality. If your property increased in value by more than the average for the Council (the average was a decrease of less than 1%), your rates will increase by more than 3.00%. If your property value increased by less than the average, your rates will increase by less than 3.00% and may in fact reduce from the previous year. While total rates will increase in the 2025-26 financial year, average residential rates in Knox remain among the lowest in metropolitan Melbourne.

Refer to section 4.1.1 Rates and Charges for more information.

Operating Result

Planning for a surplus is fiscally responsible to maintain uninterrupted service delivery to our community and to provide essential funding for capital works including the redevelopment of community facilities. The expected operating result for the 2025-26 year is a surplus of \$21.764 million, with the budgeted surplus to be in excess of \$15 million in subsequent years. Operating surpluses enable Council to fund capital works such as upgrades or redevelopment of community facilities, and fund Council's repayment of loans.

Financial Sustainability

This budget has been developed through a rigorous process. More detailed budget information is available throughout this document.

The introduction of rate capping in the 2016-17 rating year by the State Government was a major change to the way that councils were able to raise rate revenue. For Knox City Council rate revenue represents approximately 72% of our total revenue. The State Government rate cap has a compounding impact on Council's rate revenue annually.

A major challenge Council faces is the need to renew existing and ageing infrastructure and at the same time invest in new infrastructure assets such as road improvements, drainage upgrades, better parks and recreational and community assets and establishing footpaths in areas where none currently exist. Council's capital works plan allocates money to these activities on a prioritised basis.



For Council finances to remain sustainable and our services to remain affordable for the community, Council will need to continually assess the performance and future for current services to understand whether they are relevant and whether Council needs to continue to deliver them or whether there is a role for an alternative delivery model.

A further financial challenge comes from increased demand (and change in the service mix) arising from a growing and more diverse population. A growing population leads to increased service demand, placing a greater load on existing services and assets, resulting in more wear and tear and adding to the cost of service provision.

The rising costs of getting our work done and cumulative effects of rate capping continue to put pressure on our budget. Knox Council's average residential rates continue to be among the lowest in metropolitan Melbourne.

In summary, from a financial perspective Council has the same dilemma as most individuals - it has a limited budget yet many and competing demands on where to allocate its scarce resources.

Funding in 2025-26

Delivery of ongoing services:

Council has allocated \$122.494 million towards the wide-ranging delivery of services to the Knox community. These services are summarised from page 9 with Council's initiatives and service performance indicators.

Capital works program:

Council is budgeting to undertake an extensive Capital works program of \$57.845 million (including \$15.723 million worth of projects carried forward from 2024-25). Of this, \$39.318 million is allocated for renewing community assets and \$18.527 for new, upgraded and expanded community assets.



Key Financial Statistics

	Budget 2025-26 \$'000	Budget 2024-25 \$'000
Total revenue	222,308	222,059
Total expenditure	193,154	202,428
Account result - surplus/(deficit) <i>(Refer Income Statement in Section 3.1)</i>	29,154	19,631
Underlying operating result - surplus/(deficit) <i>(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses.)</i>	19,454	8,113
Total Capital Works Program funded from	57,845	76,563
<i>Council operations (rates funded)</i>	37,806	28,833
<i>External grants and contributions</i>	10,383	11,713
<i>Borrowings</i>	6,000	21,800
<i>Asset sales</i>	3,656	14,217



Budget Influences

This section sets out the key budget influences arising from the internal and external environment within which Council operates. The four years represented within the Budget are 2025-26 through to 2028-29. In preparing the 2025-26 budget, a number of these influences have been taken into consideration which are outlined below:

- **Rate Capping** – The Victorian State Government continues with a cap on rate increases. The cap for 2025-26 has been set at 3.00%. This follows the 2023-24 rate cap of 2.75% versus inflation of over 4%.
- **Pensioner \$100 rate rebate** – the State Government provides a pensioner rate rebate to which Council provides an additional \$100 to reduce the overall general rates bill for pensioners. This equates to an annual cost of \$1.1 million.
- **Cost shifting** - this occurs where Local Government provides a service to the community on behalf of the State and/or Federal Government. Over time, the funds received by Local Governments do not increase in line with real cost increases, such as school crossing and library services, resulting in a further reliance on rate revenue to meet service delivery expectations.
- **Employee costs** - largely driven by Council's Enterprise Agreements. In 2025-26 the compulsory Superannuation Guarantee Scheme (SGC) will increase from 11.50% to 12.00%.
- **Superannuation** – Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Scheme. The last call on Local Government was in the 2011-12 financial year where Council was required to pay \$11.6 million to top up its share of the Defined Benefits Scheme. The amount and timing of any liability is dependent on the global investment market. The timing of a call is unknown, the fund is presently performing above 100%. Council is planning for a call to be made within the next 5-10 years.
- **Borrowing costs** - Interest rates are subject to fluctuations and may change over time.
- **Capital Grant Funding** – capital grant opportunities if they arise, may re-prioritise projects in order to maximise funding opportunities.
- **Supplementary Rates** – Supplementary rates are additional rates received after the budget is adopted each year, for the part of the year when a property value increases in value (e.g. due to improvements made or change in land class), or new residents become assessable. Supplementary rates income is based on historical and forecast data and is set at anticipated levels.
- **Waste Disposal Costs** – The Environment Protection Agency (EPA) regulation has a sustained impact on Council with regards to compliance with existing and past landfills sites. Waste disposal costs are also impacted by industry changes such as increasing EPA landfill levies and negotiation of contracts e.g. recycling, sorting and acceptance.



- **Development Contributions** – The rate of growth and flow of development contributions income depends on land sales and the desire of developers to construct new developments within the municipality. With the current economic environment we are expecting to continue to experience decreased development contributions.
- **Levy Collected on behalf of State Government** - Effective from 1 July 2025, the Victorian State Government is proposing to replace the Fire Services Property Levy (FSPL) with the Emergency Services and Volunteers Fund (ESVF), expanding funding to include other emergency services beyond fire, with CFA and VICSES volunteers exempt from the levy on their principal place of residence. Councils are required to collect this levy on behalf of the State Government, rebates for those eligible will be provided by the State Government, should the legislation be passed.
- **Natural disasters** – the timing and impact of these events are unknown and unfortunately the regularity is increasing because of climate change. Whilst Council undertakes prevention measures, these events have a significant impact on the community, businesses, and the economy, as well as Council's human and financial resources.
- **Public infrastructure maintenance** – councils across Australia raise approximately 3% of the total taxation collected by all levels of government in Australia. In addition, councils are entrusted with the maintenance of more than 30% of all public assets, including roads, bridges, parks, footpaths, and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets to ensure the quality of public infrastructure is maintained at satisfactory levels.

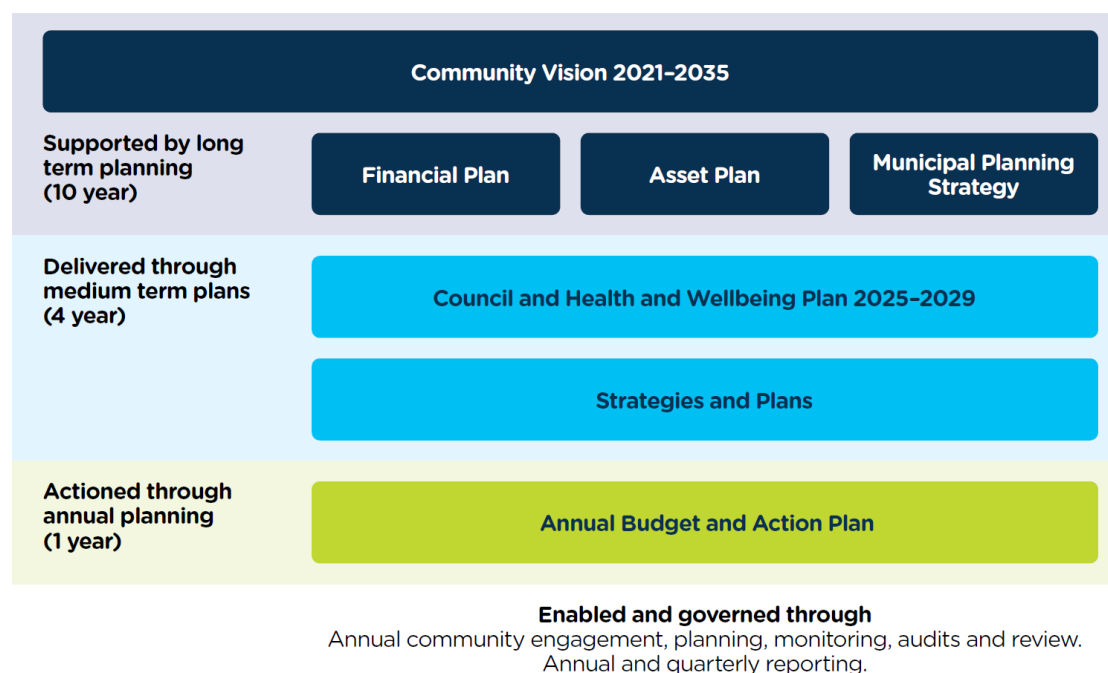


Link to the Community Vision and the Council and Health and Wellbeing Plan 2025-2029

This section describes how the Budget links to the achievement of the integrated Council and Health and Wellbeing Plan 2025-2029 within an overall integrated planning and reporting framework. This framework guides Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council and Health and Wellbeing Plan 2025-2029) and short term (Annual Budget and Action Plan) and then holding itself accountable (Annual Report).

Planning and Accountability Framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the key Themes described in the Council and Health and Wellbeing Plan 2025-2029. The diagram below depicts Knox's integrated planning and reporting framework. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability.



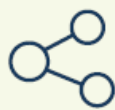


Our Community Vision

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

Themes and Strategic Objectives

Together with the community, Council identified six key themes and strategic objectives, with associated strategies, to ensure we progress towards achievement of the vision.



Enhancing community connection to vital services and resources

Our community can access important local services and resources through Council's delivery, advocacy, and partnerships.



Leading, listening and governing responsibly

Our community feels empowered, heard, and has trust in Council through responsible governance, proactive communication and engagement, and transparent decision making.



Embracing connection, inclusion and diversity

Our diverse and connected community is strengthened by creating opportunities to actively participate, connect and learn.



Being a strong voice for safety

Our community feels safe, respected and supported in public spaces and at home through Council's delivery, advocacy and partnerships.



Caring for and enhancing our environment

Our environment is greener, healthier and sustainable through Council's environmental protection and enhancement, working in collaboration with our community.



Planning our future city

Our neighborhoods, housing and infrastructure meet the needs of our changing community through effective planning, delivery and advocacy.



Health and wellbeing priorities

Knox City Council understands that the health and wellbeing of our community is essential for our collective prosperity and quality of life. By measuring and addressing wellbeing, we can identify areas of need, track progress, and implement targeted interventions to create a healthier, more resilient community. Eight priority areas have been identified in our Council and Health and Wellbeing Plan 2025-29 for Council to work on to improve the health, wellbeing, and quality of life for the local community.



The health and wellbeing priorities were at the forefront of decision making when developing the strategies, performance measures and actions for the Council and Health and Wellbeing Plan 2025-29. The relevant priority icons are displayed next to each of these to show how we will deliver on the health and wellbeing priorities.

Services, Annual Actions and Performance Measures

The Council and Health and Wellbeing Plan 2025-2029 was developed with the community and adopted by Council in June 2025. The plan identifies the strategic objectives that Council will deliver on over the four years to support the achievement of our Community Vision. It also demonstrates our commitment to the health and wellbeing of the community by integrating Knox's Council Plan with our Municipal Public Health and Wellbeing Plan. Progress against each of the health and wellbeing priorities is indicated by the relevant health and wellbeing icon.

The Annual Budget includes the following information that will support the delivery of the Council and Health and Wellbeing Plan 2025-2029:



Services: the services that Council provides to the Knox community are listed in the Budget document under the key theme where they make a significant contribution.

Annual Actions: the Council and Health and Wellbeing Plan 2025-2029 actions that will be funded in the current financial year are listed in the Budget. These are the major initiatives that will be delivered during this financial year.

Performance measures: the Council and Health and Wellbeing Plan 2025-2029 performance measures that we will monitor to demonstrate progress towards achieving each Strategic Objective. We have set a target result that we will endeavour to achieve for each performance measure.

Note: The performance measures will be included in the draft Annual Budget 2025-26. Targets will be published in the Adopted Budget.

Additionally, there are a number of prescribed measures that are listed in the Budget and will be audited and included in the Performance Statement. These measures form part of the Local Government Performance Reporting Framework (LGPRF). The LGPRF is a mandatory system of performance reporting for all Victorian councils. It ensures that all councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

For the 2025-26 financial year, Council is required to set targets for the current budgeted year and the next three future years for eight LGPRF measures as part of our budget.

The targeted performance measures are detailed in 5a) Targeted Performance Measures. Results against these measures and targets will be reported in Council's Performance Statement included in the Annual Report.

Council is required by legislation to identify the strategies, annual actions and performance measures in the Annual Budget and report against them in their Annual Report to support transparency and accountability.

This section provides a description of the services and the Council and Health and Wellbeing Plan 2025-29 initiatives to be funded in the 2025-26 Annual Budget.

Theme 1: Enhancing community connection to vital services and resources

Our community can access important local services and resources through Council's delivery, advocacy, and partnerships.

Strategies

Strategy	Health & Wellbeing Priority
Strategy 1.1 A variety of transport options are available through the effective planning, advocacy and management of efficient, active, sustainable and accessible transport modes, particularly in growth locations.	
Strategy 1.2 Our community can access diverse training and life-long learning opportunities through delivery, promotion and partnerships with relevant organisations.	 
Strategy 1.3 Local businesses and our economy are strong and resilient and there are increased employment opportunities through development, attracting investment, embracing technology and innovation, and advocacy.	
Strategy 1.4 Access to affordable and nutritious food is enhanced through advocacy and working in partnership with relevant organisations to raise awareness and promote available community programs.	
Strategy 1.5 Our community's health and wellbeing is improved through proactive planning, delivery, partnerships and advocacy that enable access to services, education and programs.	   



1.1 Services

		2023-24	2024-25	2025-26
Service		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Cemetery				
This service is responsible for the management and operation of the Ferntree Gully Cemetery, including grounds maintenance and care, administration, interment and memorialisation services, safety and security.	Income	178	185	193
	Expense	233	273	287
	Net	55	88	94
	Deficit			
Economic Development				
This service provides advice and support to help businesses grow and succeed. In addition, this service supports the development of the local economy by attracting businesses and investment in key areas. It includes but is not limited to providing an initial point of contact for business permit support, providing advice and information, managing and promoting business networking events.	Income	496	158	14
	Expense	1,218	952	851
	Net	722	794	837
	Deficit			
Health				
This service is responsible for health planning, promotion and education, as well as the prevention of adverse health outcomes through initiatives and enforcement. It includes, but is not limited to immunisation services, investigation of complaints, education and development of health facilities.	Income	403	521	490
	Expense	992	1,023	992
	Net	589	502	502
	Deficit			
Libraries				
This service includes 5 libraries that provide a range of services and programs, including access to books and resources, internet, photocopiers, school holiday activities, and book club events.	Income	0	0	0
	Expense	4,974	5,267	5,227
	Net	4,974	5,267	5,227
	Deficit			



Service	2023-24	2024-25	2025-26
	Actual	Forecast	Budget
	\$'000	\$'000	\$'000

Roads & Transport

This service supports the safe movement of people and vehicles throughout Knox, by planning for the renewal and maintenance of roads, footpaths, bike paths and street lighting. Other services include traffic control and parking management, behavioural change programs, and advocacy for improved state roads and transport infrastructure.

Income	467	601	631
Expense	7,682	7,702	7,900
Net Deficit	7,215	7,101	7,269

Total

Income	1,543	1,465	1,328
Expense	15,097	15,217	15,257
Net Deficit	13,554	13,752	13,929



1.2 Annual Actions

The Council and Health and Wellbeing Plan 2025-2029 actions that will be funded in the current financial year to progress towards achieving this Strategic Objective. The health and wellbeing priorities that align to each action are reflected by the applicable icon.

2025-26 Actions	Health and Wellbeing Priority
Implement Economic Development's 2025-26 events program to strengthen capacity building for local businesses.	
Promote Your Library activities, programs and events that focus on lifelong learning, increase social connection and improve access to technology.	
Lead and deliver the Knox Food Relief Taskforce and actively participate and contribute to the Knox Emergency Relief Network.	
Improve our shared path network through new and renewed upgrades including the Liverpool Road shared path.	
Advocate for enhanced bus service frequency and coverage across the Knox network and for release of the business case for transport options in the Caulfield-Rowville corridor.	
Finalise and commence implementation of a Cemetery Landscape Masterplan to guide development of new ashes interment areas that meet community needs while complementing the existing amenity of the cemetery.	
Collaborate with Yarra Ranges Shire and Maroondah City Council to develop the Bayswater Business Precinct Spatial Plan.	N/A

1.3 Performance Measures

Council and Health and Wellbeing Plan 2025-2029 Performance Measures

The Council and Health and Wellbeing Plan 2025-2029 performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. We have set a target range that we will endeavour to achieve for each performance measure. The health and wellbeing priorities that align to each performance measure are reflected by the applicable icon.



Performance Measure	Health and Wellbeing Priorities	Target Range 2025-26
Kilometres of new active transport network in Knox aligned with the Knox Cycling Action Plan and other active transport plans.		To be presented in the final version of the budget.
Community satisfaction with bike and shared paths (both on road and off-road and including shared paths).		To be presented in the final version of the budget.
Community satisfaction with the maintenance and repair of sealed and local roads.	N/A	To be presented in the final version of the budget.
Number of visits to libraries in the Knox municipality.		To be presented in the final version of the budget.
Community satisfaction with local library services.		To be presented in the final version of the budget.
Number of planning permits issued for commercial, office or retail use and development.	N/A	To be presented in the final version of the budget.
Value of grants provided to emergency relief organisations.		To be presented in the final version of the budget.
Self-reported health status of Knox residents.	 	To be presented in the final version of the budget.
Amount of gross regional product (GRP) (\$) generated by businesses in Knox.	N/A	To be presented in the final version of the budget.
Community satisfaction with Council services and facilities.	 	To be presented in the final version of the budget.



Local Government Performance Reporting Framework (LGPRF) service performance measures

The Local Government Performance Reporting Framework (LGPRF) service performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. The expected range is in line with that indicated by Local Government Victoria.

LGPRF Service Performance Measure	Computation	Expected Range
Recently purchased library collection	$\frac{\text{[Number of library collection items purchased in the last 5 years / Number of library collection items]} \times 100}{}$	40% to 90%
Cost of library service	$\frac{\text{Direct cost of the library service}}{\text{Population}}$	\$10 to \$90
Library loans per population	$\frac{\text{Number of collection item loans}}{\text{Population}}$	4 to 8
Library membership	$\frac{\text{[The number of registered library members / Population]} \times 100}{}$	20% to 40%
Library visits per population	$\frac{\text{Number of library visits}}{\text{Population}}$	2 to 6
Sealed local road requests	$\frac{\text{[Number of sealed local road requests / Kilometres of sealed local roads]} \times 100}{}$	10 to 120 requests
Sealed local roads maintained to condition standards	$\frac{\text{[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads]} \times 100}{}$	80% to 100%
Cost of sealed local road reconstruction	$\frac{\text{Direct cost of sealed local road reconstruction}}{\text{Square metres of sealed local roads reconstructed}}$	\$24 to \$240
Cost of sealed local road resealing	$\frac{\text{Direct cost of sealed local road resealing}}{\text{Square metres of sealed local roads resealed}}$	\$5 to \$40



LGPRF Service Performance Measure	Computation	Expected Range
Satisfaction with sealed local roads	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads	50 to 100

Theme 2:

Embracing connection, inclusion and diversity

Our diverse and connected community is strengthened by creating opportunities to actively participate, connect and learn.

Strategies

Strategy	Health & Wellbeing Priority
Strategy 2.1 Our community's diverse needs are addressed by ensuring equity and inclusion is considered in decision making and strategic planning.	 
Strategy 2.2 Cultural diversity is celebrated through assisting, participating, facilitating and delivering accessible programs, initiatives and events in partnership with our community, community groups and service providers.	
Strategy 2.3 Our community is supported to thrive during all stages of life through the promotion and provision of services, advocacy and partnerships with local service providers.	   
Strategy 2.4 There are opportunities for social connection and active living through planning, provision of facilities, program delivery and support for local groups.	 



2.1 Services

		2023-24	2024-25	2025-26
Service		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Arts & Culture				
This service focuses on arts and cultural programs to build community connections, contribute to community identity, and promote cultural diversity. It includes but is not limited to development and management of arts and cultural venues, identifying and managing community resources, and delivering public art projects and community functions.	Income	433	346	339
	Expense	2,093	1,880	1,955
	Net Deficit	1,660	1,534	1,616
Early Years				
These services are designed to support children’s development and family needs, including Maternal and Child Health (MCH), Early Childhood Education and Care, playgroups, and inclusion support services.	Income	17,212	15,900	12,005
	Expense	21,407	21,645	14,902
	Net Deficit	4,195	5,745	2,897
Festivals & Events				
This service provides free community events that are family friendly, promotes connectivity, and celebrates community life. It includes but is not limited to supporting community run events, delivering major festivals and pop-up programs, and coordinating citizenship events.	Income	23	38	23
	Expense	942	799	742
	Net Deficit	919	761	719
Seniors				
This service provides a range of programs to assist residents aged 65 years and over, to live independently and safely in their homes. Support includes food services, occupational therapy, home modifications and maintenance, and housing support. In addition, this service supports seniors’ clubs, social connections, active ageing programs, carers, people with disability, community transport, short term support, and planning for an ageing community.	Income	2,487	1,752	1,783
	Expense	5,324	4,365	4,573
	Net Deficit	2,837	2,613	2,790



		2023-24	2024-25	2025-26
Service		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Social Research, Policy & Planning				
This service conducts a range of in-depth research and planning for social policy, strategic and local area plans to enable Council and community partners to make informed decisions to improve community health and wellbeing. Areas include gender equity, community access and inclusion, reconciliation, social and affordable housing, community development and mental health.	Income	297	215	184
	Expense	3,723	3,505	3,687
	Net Deficit	3,426	3,290	3,503
Sport & Leisure				
This service supports community sporting and leisure clubs through planning, advocacy and consultation on facility and venue development. It provides training opportunities and funding support for minor projects. This service also manages sport and leisure facilities, either directly or through partnerships with other organisations.	Income	2,751	2,165	2,154
	Expense	6,803	6,954	6,910
	Net Deficit	4,052	4,789	4,756
Youth				
This service seeks to support physical, social and mental wellbeing of young people through programs and advocacy. It includes but is not limited to providing individual and group support programs, school focused youth care, and family support.	Income	232	394	277
	Expense	1,277	1,343	1,045
	Net Deficit	1,045	949	768
Total				
	Income	23,435	20,811	16,766
	Expense	41,571	40,491	33,815
	Net Deficit	18,136	19,680	17,049



Annual Actions

The Council and Health and Wellbeing Plan 2025-2029 actions that will be funded in the current financial year to progress towards achieving this Strategic Objective. The health and wellbeing priorities that align to each action are reflected by the applicable icon.














2025-26 Actions	Health and Wellbeing Priority
Consider the child perspective in service delivery, decision making and design through a Child Friendly Cities Education Campaign to build capability of our staff.	
Deliver the 2025-26 actions of the Alcohol Statement of Commitment implementation plan.	
Partner with our diverse and multicultural community, key services and networks to support and celebrate our diversity, including the coordination of the Knox Community Safety, Health and Wellbeing and Multicultural Advisory Committees.	
Review the Reconciliation Action Plan 2023-2025 and develop the next iteration of the plan.	
Deliver volunteer training sessions and promote opportunities to strengthen social and community networks and reduce loneliness.	
Undertake the Knox Aquatics Feasibility Study.	
Deliver targeted programs for priority population groups, including intergenerational initiatives, for example an annual fishing program, to strengthen community connections.	
Deliver the bi-annual Youth Summit to hear from the voices of young people on issues which are important to them.	
Strengthen the ongoing partnership with sessional kindergarten providers operating from Council facilities through enhancement of processes and partnership meetings.	
Deliver sporting club capacity-building sessions in partnership with key stakeholders.	 













2.2 Performance Measures

Council and Health and Wellbeing Plan 2025-2029 Performance Measures

The Council and Health and Wellbeing Plan 2025-2029 performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. We have set a target result that we will endeavour to achieve for each performance measure. The health and wellbeing priorities that align to each performance measure are reflected by the applicable icon.

Performance Measure	Health and Wellbeing Priorities	Target Range 2025-26
Participation of young people in Youth Services programs.	  	To be presented in the final version of the budget.
Participation in social inclusion programs and intergenerational initiatives.	 	To be presented in the final version of the budget.
Community satisfaction with community and cultural activities, festivals, and events.		To be presented in the final version of the budget.
Number of health promotion initiatives targeted at reducing alcohol-related harm.		To be presented in the final version of the budget.
Number of volunteers that attend volunteer training and education.	  	To be presented in the final version of the budget.
Participation of people living with disability and their carers in targeted events, programs and professional development opportunities.	  	To be presented in the final version of the budget.



Performance Measure	Health and Wellbeing Priorities	Target Range 2025-26
Number of residents accessing the Knox community transport bus outings.	 	To be presented in the final version of the budget.
Community Satisfaction with services for youth.	 	To be presented in the final version of the budget.
Community Satisfaction with sports ovals and other outdoor sporting facilities.	 	To be presented in the final version of the budget.
Number of upgrades that provide for gender inclusion in Council owned pavilions.	   	To be presented in the final version of the budget.

Local Government Performance Reporting Framework (LGPRF) service performance measures

The Local Government Performance Reporting Framework (LGPRF) service performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. The expected range is in line with that indicated by Local Government Victoria.

LGPRF Service Performance Measure	Computation	Expected Range
Infant enrolments in the MCH service	[Number of infants enrolled in the MCH service / Number of birth notifications received] x 100	90% to 110%
Participation in MCH service	[Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service] x100.	70% to 100%







LGPRF Service Performance Measure	Computation	Expected Range
Participation in MCH service by Aboriginal children	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100.	60% to 100%
Participation in 4-week Key Age and Stage visit	Number of 4-week key age and stage visits / Number of birth notifications received	90% to 110%
Cost of MCH service	Cost of the MCH service / Hours worked by MCH nurses	\$50 to \$200
Health inspections of aquatic facilities	Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities	1 to 4 inspections
Utilisation of aquatic facilities	[Number of visits to aquatic facilities / population].	1 to 10 visits
Cost of aquatic facilities	Direct cost of the aquatic facilities less income received / Number of visits to the aquatic facilities	\$0 to \$30

Theme 3:

Caring for and enhancing our environment

Our environment is greener, healthier and sustainable through Council's environmental protection and enhancement, working in collaboration with our community.

Strategies

Strategy	Health & Wellbeing Priority
Strategy 3.1 Our environment is healthy and sustainable by considering environmental factors when planning for and making decisions.	
Strategy 3.2 Green spaces and waterways are protected, enhanced and enjoyed through planning, promotion and maintenance of our built and natural environment.	
Strategy 3.3 Minimise waste to landfill through access to a suite of waste services and education.	
Strategy 3.4 Energy consumption and the use of renewable energy resources are positively impacted through investment in assets, education, planning and advocacy.	



3.1 Services

	2023-24	2024-25	2025-26	
Service	Actual	Forecast	Budget	
	\$'000	\$'000	\$'000	
Fleet, Plant & Machinery				
This service is designed to ensure that the Council's Fleet, Plant, and Machinery are effectively managed in a sustainable manner. It encompasses activities such as timely servicing, repair, and capital renewal for each resource, thereby promoting their longevity and operational efficiency.	Income	35	54	42
	Expense	-143	-241	-339
	Net Deficit	-178	-295	-381
Open Space & Biodiversity				
This service focuses on improving and managing an integrated network of public open spaces, including the protection and enhancement of a network of habitat corridors across Knox. The service utilises research and best practice to support the local flora, fauna and ecosystems that contribute to a healthy natural environment. In addition, it manages and preserves trees and vegetation in public areas.	Income	181	153	152
	Expense	13,942	14,559	15,408
	Net Deficit	13,761	14,405	15,256
Sustainability & Climate Response				
This service is responsible for guiding Council and the community's response to climate change, including energy efficiency and renewable energy initiatives, community education, and engagement programs on environmental sustainability and climate mitigation.	Income	0	197	133
	Expense	937	1,045	1,137
	Net Deficit	937	848	1,004
Waste				
This service is responsible for the collection and disposal of kerbside waste, recyclables, green organics and hard waste. Other services include clearing and maintenance of public litter and recycle bins, waste collection from Council venues,	Income	5,961	5,174	4,570
	Expense	27,472	31,637	30,193
	Net Deficit	21,511	26,463	25,623



Service	2023-24	2024-25	2025-26
	Actual	Forecast	Budget
	\$'000	\$'000	\$'000

landfill rehabilitation, waste management planning, waste education, and compliance with legislated waste reforms.

Water & Drainage

This service develops strategies to plan and manage stormwater drains and protect water quality in urban areas, including promotion of Water Sensitive Urban Design, flood mapping, supporting stormwater and wastewater management.

Income	115	96	165
Expense	2,801	2,825	3,113
Net Deficit	2,686	2,729	2,948

Total				
	Income	6,292	5,675	5,062
	Expense	45,009	49,825	49,513
	Net Deficit	38,717	44,150	44,451



3.2 Annual Actions

The Council and Health and Wellbeing Plan 2025-2029 actions that will be funded in the current financial year to progress towards achieving this Strategic Objective. The health and wellbeing priorities that align to each action are reflected by the applicable icon.






2025-26 Actions	Health and Wellbeing Priority
Finalise the first draft of the 10-year Open Space Strategy.	
Deliver the year two funded actions of the Biodiversity and Resilience Strategy 2024-2034 Action Plan.	
Deliver the annual Sustainability Initiatives of Council's Capital Works Program to reach net zero emissions by 2030.	
Conduct the mid-term review of Council's Climate Response Plan 2021-2031.	
Advocate to Federal and State Governments to reconsider the kerbside glass only service reform, in favour of an expanded Container Deposit Scheme (CDS) to enhance glass recycling and reduce cost to the Knox community.	N/A
Progressively replace fleet vehicles with zero/low emission vehicles.	N/A
Participate in the South East Metropolitan Advanced Waste Processes Project Oversight Group, to oversee facility construction and report back to Council.	N/A



3.3 Performance Measures

Council and Health and Wellbeing Plan 2025-2029 Performance Measures

The Council and Health and Wellbeing Plan 2025-2029 performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. We have set a target result that we will endeavour to achieve for each performance measure. The health and wellbeing priorities that align to each performance measure are reflected by the applicable icon.

Performance Measure	Health and Wellbeing Priorities	Target Range 2025-26
Community satisfaction with the provision and maintenance of parks and gardens.	 	To be presented in the final version of the budget.
Net change in Council trees (planted vs removed).		To be presented in the final version of the budget.
Waste diverted from landfill.	N/A	To be presented in the final version of the budget.
Council's greenhouse emissions (CO2 equivalent).		To be presented in the final version of the budget.
Electrification of Council Buildings (removal of gas connection and/or solar installation and/or battery connection).		To be presented in the final version of the budget.

Local Government Performance Reporting Framework (LGPRF) service performance measures

The Local Government Performance Reporting Framework (LGPRF) service performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. The expected range is in line with that indicated by Local Government Victoria.



LGPRF Service Performance Measure	Computation	Expected Range
Kerbside collection bins missed	[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	1 to 20 bins
Cost of kerbside garbage bin collection service	Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins	\$44 to \$164
Cost of kerbside recyclables bin collection service	Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins	\$11 to \$86
Kerbside collection waste diverted from landfill	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100.	20% to 60%

Theme 4: Leading, listening and governing responsibly

Our community feels empowered, heard, and has trust in Council through responsible governance, proactive communication and engagement, and transparent decision making.

Strategies

Strategy	Health & Wellbeing Priority
Strategy 4.1 Council demonstrates its accountability through transparent and responsible decision making and working together productively.	
Strategy 4.2 Our diverse community is informed and has opportunities to participate and provide feedback through clear and meaningful communication and engagement.	
Strategy 4.3 Council services are efficient and optimised through ongoing improvement, and focused investment on innovation, technology and capability.	
Strategy 4.4 The changing needs of our community are met through informed policy and strategy that maximises value, collaboration and partnerships with other councils and local organisations.	    
Strategy 4.5 Council is financially sustainable through long-term strategic, financial and asset planning, and the responsible prioritisation, allocation and use of resources.	



4.1 Services

	2023-24	2024-25	2025-26
Service	Actual	Forecast	Budget
	\$'000	\$'000	\$'000

Customer Service

The service supports the organisation in providing personalised, responsive customer service via all Council's contact channels. The team provides support for all customer interactions and exists to support information and connection between Council and the community.

Income	0	0	0
Expense	4,646	5,151	5,445
Net Deficit	4,646	5,151	5,445

Data, Information & Technology

The Information Technology service provides computer hardware, software, telecommunications, business information and systems analytics, project and business improvement services to support the organisation to deliver Council services in accordance with City and Council Plan.

Income	0	12	0
Expense	9,176	10,558	11,632
Net Deficit	9,176	10,546	11,632

Finance

The Finance Department provides the strategic thinking, leadership, service delivery and management of all matters relating to financial management, involving budgeting and forecasting, regular financial reporting, Annual Financial Accounts preparation, rating services and management of the creditors and debtors.

Income	388	394	404
Expense	2,703	2,738	2,969
Net Deficit	2,315	2,344	2,565

Governance

The Governance service works across the organisation to advise, educate and build the capacity of Councillors and staff to promote and achieve good governance in Council's operations and more broadly, engage with the community to encourage greater participation in local democracy.

Income	43	85	101
Expense	1,753	2,797	1,983
Net Deficit	1,710	2,712	1,882



		2023-24	2024-25	2025-26
Service		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
People				
This Service provides a range of strategic and operational functions that are aimed at ensuring that Council’s human resource (HR) activities, programs, and strategies enhance staff performance and realise Council’s Vision.	Income	258	175	30
	Expense	5,395	5,488	5,850
	Net	5,137	5,313	5,820
	Deficit			
Procurement				
To ensure procurement activity is conducted in a honest, competitive, fair and transparent manner, delivering best value for money outcomes with consideration of Council’s social, environmental, economic and governance objectives and legislations.	Income	11	0	0
	Expense	703	785	813
	Net	692	785	813
	Deficit			
Risk Management				
This service is responsible of the identification, assessment and management of potential risks that may impact the Council’s operations, providing a systematic and proactive approach to managing risks, with the ultimate goal of protecting the Council’s interests.	Income	5	42	42
	Expense	2,313	2,535	2,838
	Net	2,308	2,493	2,796
	Deficit			
Strategy & Performance				
Provides leadership, guidance and direction for the planned and measurable delivery of Council’s Vision. This is achieved through: strategic planning, corporate planning, service planning & review, portfolio and change management, performance monitoring, evaluation and reporting, and business improvement projects.	Income	0	0	0
	Expense	2,065	2,385	2,465
	Net	2,065	2,385	2,465
	Deficit			
Total				
	Income	706	709	577
	Expense	28,755	32,438	33,994
	Net	28,049	31,729	33,417
	Deficit			



Service	2023-24	2024-25	2025-26
	Actual	Forecast	Budget
	\$'000	\$'000	\$'000

4.2 Annual Actions

The Council and Health and Wellbeing Plan 2025-2029 actions that will be funded in the current financial year to progress towards achieving this Strategic Objective. The health and wellbeing priorities that align to each action are reflected by the applicable icon.

2025-26 Actions	Health and Wellbeing Priority
Optimise Council's key communication channels to ensure our customers have easy access to relevant and timely information.	
Deliver the year one actions of Council's Organisation Strategy 2025-29.	N/A
Complete a community engagement program to inform Council's Annual Budget 2026-27.	
Develop and endorse Council's Asset Plan 2025-2035.	N/A
Develop and endorse Council's Annual Budget 2026-27.	N/A
Finalise the platform tender process for Core Business Systems to integrate technology systems into a single source of truth, optimising efficiency, cybersecurity and productivity.	N/A
Develop and launch a Continuous Improvement Framework and Year 1 program of initiatives to improve customer experience, staff experience, and operational efficiency.	N/A
Actively pursue and participate in collaborative procurement opportunities to maximise contract outcomes.	N/A



4.3 Performance Measures

Council and Health and Wellbeing Plan 2025-2029 Performance Measures

The Council and Health and Wellbeing Plan 2025-2029 performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. We have set a target result that we will endeavour to achieve for each performance measure. The health and wellbeing priorities that align to each performance measure are reflected by the applicable icon.

Performance Measure	Health and Wellbeing Priorities	Target Range 2025-26
Community satisfaction with Council's community consultation and engagement.	  	To be presented in the final version of the budget.
Adjusted underlying Surplus.	N/A	To be presented in the final version of the budget.
Community satisfaction with Council having a sound direction for the future.		To be presented in the final version of the budget.
Community satisfaction with Council's representation, lobbying, and advocacy on behalf of the community.		To be presented in the final version of the budget.
Community satisfaction with Customer Service.		To be presented in the final version of the budget.
Community satisfaction with Council's overall performance.	N/A	To be presented in the final version of the budget.



Performance Measure	Health and Wellbeing Priorities	Target Range 2025-26
Council decisions made at meetings closed to the public.	N/A	<i>To be presented in the final version of the budget.</i>



Local Government Performance Reporting Framework (LGPRF) service performance measures

The Local Government Performance Reporting Framework (LGPRF) service performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. The expected range is in line with that indicated by Local Government Victoria.

LGPRF Service Performance Measure	Computation	Expected Range
Council decisions made at meetings closed to the public	[Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x 100	0% to 30%
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with how council has performed on community consultation and engagement.	40 to 70
Councillor attendance at Council meetings	The sum of the number of councillors who attended each council meeting / (Number of council meetings) x (Number of councillors elected at the last Council general election)	80% to 100%
Cost of elected representation	Direct cost of the governance service / Number of councillors elected at the last council general election	\$30,000 to \$80,000
Satisfaction with Council decisions	Community satisfaction rating out of 100 with the performance of council in making decisions in the best interests of the community	40 to 70

Theme 5:

Being a strong voice for safety

Our community feels safe, respected and supported in public spaces and at home through Council's delivery, advocacy and partnerships.

Strategies

Strategy	Health & Wellbeing Priority
Strategy 5.1 Our community feels safer in public spaces and facilities; through planning, maintenance, education, design and proactive program delivery for Council owned or managed spaces and via advocacy for others.	  
Strategy 5.2 Safety and liveability is prioritised through the planning, delivery and enforcement of local laws and regulatory services.	
Strategy 5.3 Our community is more secure, connected and feels less isolated through planning, partnerships, advocacy and targeted support for our most vulnerable.	 
Strategy 5.4 People feel safe in their homes and in the community through the development of partnerships, planning and promotion of programs, services and education that focus on connection, safety and respect.	 
Strategy 5.5 Our community is resilient in the face of emergencies through planning, education, emergency response and support.	



5.1 Services

		2023-24	2024-25	2025-26
Service		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Community Laws				
The service contributes to our community’s safety and liveability by managing local laws, including nuisance complaints, parking compliance and animal management.	Income	3,230	4,192	4,259
	Expense	4,288	4,633	4,668
	Net Deficit	1,058	441	409
Community Safety				
This service contributes to the safety and well-being of the community. These services include, but are not limited to funding community safety initiatives, promoting safe driving, coordinating safety, resourcing of school crossings, initiatives to reduce alcohol and gambling related harm, and support services for people experiencing or at risk of experiencing homelessness.	Income	1,206	835	833
	Expense	2,505	2,311	2,465
	Net Deficit	1,299	1,476	1,632
Emergency Management				
This service is responsible for emergency preparedness, response and recovery in Knox, by working closely with emergency state agencies. In addition, this service inspects properties at risk of bushfires and helps property owners mitigate bushfire risk.	Income	9	5	12
	Expense	355	400	364
	Net Deficit	346	395	352
Food Safety				
This service manages food safety standards in the business industry, ensuring businesses are compliant to food safety regulations and tobacco compliance program. It also includes, but is not limited to, inspections and enforcement.	Income	652	706	679
	Expense	1,075	1,114	1,139
	Net Deficit	423	408	460



Service	2023-24	2024-25	2025-26
	Actual	Forecast	Budget
	\$'000	\$'000	\$'000

Statutory Building

This service is responsible for managing building assessment and building compliance for property development. It includes, but is not limited to providing advice, assessing applications, issuing permits, enforcement, and protection of adjoining properties.







Income	792	1,040	1,250
Expense	1,937	1,998	2,005
Net Deficit	1,145	958	755

Total				
	Income	5,888	6,777	7,033
	Expense	10,159	10,456	10,641
	Net Deficit	4,271	3,678	3,608



5.2 Annual Actions

The Council and Health and Wellbeing Plan 2025-2029 actions that will be funded in the current financial year to progress towards achieving this Strategic Objective. The health and wellbeing priorities that align to each action are reflected by the applicable icon.







2025-26 Actions	Health and Wellbeing Priority
Partner with key stakeholders to deliver community safety programs and initiatives that improve perceptions of safety and neighbourhood connection.	 
Deliver year two of the Free From Violence project.	
Celebrate the achievements of women and progress towards gender equality through the delivery of International Women's Day event and 16 days of Activism Against Gender-Based Violence in partnership with our community.	
Complete the Domestic Animal Management Plan 2025-29.	N/A
Develop a first draft of a Public Lighting Policy for Knox to extend usable hours and improve perceptions of safety in public spaces.	
Participate in the Eastern Metropolitan Council's Emergency Management Partnership in order to deliver a collaborative approach to regional emergency preparation and preparedness.	



5.3 Performance Measures

Council and Health and Wellbeing Plan 2025-2029 Performance Measures

The Council and Health and Wellbeing Plan 2025-2029 performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. We have set a target result that we will endeavour to achieve for each performance measure. The health and wellbeing priorities that align to each performance measure are reflected by the applicable icon.

Performance Measure	Health and Wellbeing Priorities	Target Range 2025-26
Perception of community safety in public areas of Knox.	 	To be presented in the final version of the budget.
Perception of community safety at home.	 	To be presented in the final version of the budget.
Number of days taken to follow up a major or critical food notification or outbreak.	N/A	To be presented in the final version of the budget.
Percentage of high-risk buildings (large public buildings such as shopping centres, aged care facilities, hospitals or entertainment venues) audited annually, for compliance with safety requirements.	 	To be presented in the final version of the budget.
Animal Management Prosecutions.	N/A	To be presented in the final version of the budget.

Local Government Performance Reporting Framework (LGPRF) service performance measures

The Local Government Performance Reporting Framework (LGPRF) service performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. The expected range is in line with that indicated by Local Government Victoria.



LGPRF Service Performance Measure	Computation	Expected Range
Time taken to action food complaints	Number of days between receipt and first response action for all food complaints / Number of food complaints	1 to 10 days
Food safety assessments	[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100	50% to 100%
Cost of food safety service	Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984	\$300 to \$1,200
Critical and major non-compliance outcome notifications	[Number of critical and non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x 100	60% to 100%
Food safety samples	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x 100	50% to 100%










LGPRF Service Performance Measure	Computation	Expected Range
Time taken to action animal management requests	Number of days between receipt and first response action for all animal management requests / Number of animal management requests	1 to 10 days
Animals reclaimed	$\frac{\text{[Number of animals reclaimed / Number of animals collected]}}{100}$	30% to 90%
Animals rehomed	$\frac{\text{[Number of unclaimed collected animals rehomed / Number of unclaimed collected animals]}}{100}$	20% to 80%
Cost of animal management service	Direct cost of the animal management service / Population	\$3 to \$40
Animal management prosecutions	$\frac{\text{[Number of successful animal management prosecutions / Total number of animal management prosecutions]}}{100}$	0% to 200%

Theme 6: Planning our future city

Our neighbourhoods, housing and infrastructure meet the needs of our changing community through effective planning, delivery and advocacy.

Strategies

Strategy	Health & Wellbeing Priority
Strategy 6.1 There is improved access to a diverse range of housing options through effective planning, advocacy, and identifying opportunities for social and affordable housing supply.	
Strategy 6.2 High quality, integrated community services and facilities are available through the planning, design and maintenance of multifunctional places that promote connection and utilisation	  
Strategy 6.3 Our evolving neighbourhoods are liveable and sustainable through planning and design that responds to population growth and our community's changing needs.	 
Strategy 6.4 Our community's expectations and aspirations for housing development and land use are considered through planning, advocacy, partnerships and decision making.	



6.1 Services

Service		2023-24	2024-25	2025-26
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Capital Works Planning				
This Service aims to manage the Council's capital works and support the delivery of services to the community.	Income	0	0	0
	Expense	1,002	1,197	1,304
	Net Deficit	1,002	1,197	1,304
Property & Facilities				
This service manages Council's properties, including usage, renewal and maintenance, land management, and removal of graffiti vandalism.	Income	245	340	306
	Expense	5,204	5,369	5,465
	Net Deficit	4,959	5,029	5,159
Statutory Planning				
This service is responsible for providing planning advice and assessment of planning permit applications, including community engagement and planning enforcement.	Income	1,686	1,996	2,561
	Expense	4,140	4,117	4,379
	Net Deficit	2,454	2,121	1,818
Strategic Land Use Planning				
This service provides strategic and land use planning services, including development of planning controls within the Knox Planning Scheme, to guide land use and development that responds to Knox's housing, economic and environmental needs.	Income	90	8	17
	Expense	1,551	2,135	1,930
	Net Deficit	1,461	2,127	1,913










Service		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Total				
	Income	2,021	2,344	2,884
	Expense	11,897	12,818	13,077
	Net Deficit	9,876	10,474	10,193



6.2 Annual Actions

The Council and Health and Wellbeing Plan 2025-2029 actions that will be funded in the current financial year to progress towards achieving this Strategic Objective. The health and wellbeing priorities that align to each action are reflected by the applicable icon.










2025-26 Actions	Health and Wellbeing Priority
Deliver the year three actions of the Social and Affordable Housing Strategy 2023-2027.	
Commence preparation of the Knox Housing Strategy review following release of the new Plan for Victoria and State housing targets to ensure that Knox is well placed to respond to legislative change and market demands.	
Prepare the Bayswater Renewal Strategy Planning Scheme Amendment for implementation into the Knox Planning Scheme.	N/A
Advocate and provide support for eligible community members over 55 to access safe and affordable housing.	
Assess building condition audit data and create renewal programs to align with building hierarchy and the long-term financial plan.	N/A
Review the Public Toilet Policy and develop the next iteration of the Policy and Implementation Plan.	
New or upgraded Council facilities are designed to be Disability Discrimination Act compliant.	  



6.3 Performance Measures

Council and Health and Wellbeing Plan 2025-2029 Performance Measures

The Council and Health and Wellbeing Plan 2025-2029 performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. We have set a target result that we will endeavour to achieve for each performance measure. The health and wellbeing priorities that align to each performance measure are reflected by the applicable icon.

Performance Measure	Health and Wellbeing Priorities	Target Range 2025-26
Community satisfaction with planning for population growth.	 	To be presented in the final version of the budget.
The number of one- and two-bedroom dwellings approved in planning permits.	  	To be presented in the final version of the budget.
Extent of housing development that is consistent with housing strategy expectations.	 	To be presented in the final version of the budget.
Percentage and proportion housing defined as affordable for very low- and low-income earners – sales.		To be presented in the final version of the budget.
Percentage and proportion housing defined as affordable for very low- and low-income earners – rentals.		To be presented in the final version of the budget.
Percentage of Asset Renewal Program completed.	N/A	To be presented in the final version of the budget.



Local Government Performance Reporting Framework (LGPRF) service performance measures

The Local Government Performance Reporting Framework (LGPRF) service performance measures that we will monitor to demonstrate progress towards achieving this Strategic Objective. The expected range is in line with that indicated by Local Government Victoria.

LGPRF Service Performance Measure	Computation	Expected Range
Time taken to decide planning applications	The median number of days between receipt of a planning application and a decision on the application	30 to 110 days
Planning applications decided within required timeframes	$\frac{[\text{Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits} / \text{Number of planning application decisions made}] \times 100}{}$	40% to 100%
Cost of statutory planning service	Direct cost of the statutory planning service / Number of planning applications received	\$500 to \$4,000
Council planning decisions upheld at VCAT	$\frac{[\text{Number of VCAT decisions that did not set aside council's decision in relation to a planning application} / \text{Number of VCAT decisions in relation to planning applications}] \times 100}{}$	0% to 100%



Reconciliation with Budgeted Operating Result

Key Themes	Income \$'000	Expenditure \$'000	Net Cost \$'000
Enhancing community connection to vital services and resources	1,327	15,257	13,929
Embracing connection, inclusion and diversity	16,766	33,815	17,049
Caring for and enhancing our environment	5,062	49,513	44,451
Leading, listening and governing responsibly	576	33,994	33,417
Being a strong voice for safety	7,033	10,641	3,608
Planning our future city	2,884	13,077	10,193
Total Net Cost of Activities and Initiatives	33,648	156,297	122,648
Non Attributable Expenditure			
Effective corporate governance			199
Depreciation			25,329
Amortisation - intangible assets			903
Amortisation - right of use assets			1,176
Capital projects - operational expenses			5,200
Borrowing costs			3,599
Finance costs - leases			419
Total Non Attributable Expenditure			36,825
Deficit before Funding Sources			159,473
Funding Sources			
Rates and charges			126,640
Garbage charges			25,344
Victoria Grants Commission (VGC) - grants - operating - recurrent			7,799
Interest			950
Developers' contributions			5,000
Grants - capital			10,383
Contributions and donations - capital			0
Contributions - non monetary assets			2,000
Net gain on disposal of property, infrastructure, plant & equipment			10,506
Share of net profits of associates and joint ventures			4
Total Funding Sources			188,627
Surplus / (Deficit) for the Year			29,154

The Knox logo, featuring the word "knox" in a bold, lowercase, sans-serif font.

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2025-26 has been supplemented with projections to 2028-29.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources



3.1 Comprehensive Income Statement

For the four years ending 30 June 2029

	Notes	Forecast	Budget	Projections		
		2024-25	2025-26	2026-27	2027-28	2028-29
		\$'000	\$'000	\$'000	\$'000	\$'000
INCOME / REVENUE						
Rates and charges	4.1.1	150,482	153,826	165,163	163,587	167,716
User fees	4.1.2	13,310	13,677	13,931	14,475	15,065
Statutory fees and fines	4.1.3	4,691	5,458	5,551	5,746	5,887
Grants - operating	4.1.4	27,710	19,651	20,064	20,362	20,689
Grants - capital	4.1.4	6,670	10,383	2,918	3,006	3,021
Contributions - monetary	4.1.5	7,294	5,000	6,000	6,000	6,500
Contributions - non-monetary	4.1.5	2,000	2,000	2,000	2,000	2,000
Net gain (loss) on disposal of property, infrastructure, plant and equipment		1,242	10,506	1,417	1,917	1,917
Share of net profits (or loss) of associates and joint ventures		59	4	7	10	13
Other income	4.1.6	3,625	1,803	1,824	1,850	1,874
TOTAL INCOME / REVENUE		217,083	222,308	218,875	218,953	224,682
EXPENSES						
Employee costs	4.1.7	79,965	77,377	78,669	79,923	81,641
Materials and services	4.1.8	82,715	77,100	82,940	79,593	80,843
Contributions and donations	4.1.9	6,049	6,138	6,188	6,343	6,501
Depreciation	4.1.10	25,025	25,329	26,055	26,611	27,123
Amortisation - intangible assets	4.1.11	903	903	903	903	903
Depreciation - right of use assets	4.1.12	1,185	1,176	1,205	1,216	1,246
Borrowing costs		3,767	3,599	3,611	3,747	3,772
Finance costs - leases		343	419	402	369	342
Allowance for impairment losses		408	317	321	329	337
Other expense	4.1.13	720	796	824	838	851
TOTAL EXPENSES		201,080	193,154	201,118	199,872	203,559
SURPLUS / (DEFICIT) FOR THE YEAR						
		16,003	29,154	17,757	19,081	21,123
TOTAL COMPREHENSIVE RESULT						
		16,003	29,154	17,757	19,081	21,123
LESS						
Grants - capital - non recurrent		3,474	7,700	0	0	0
Contributions and donations - capital		1,544	0	0	0	0
Contributions - non-monetary		2,000	2,000	2,000	2,000	2,000
UNDERLYING SURPLUS (DEFICIT) FOR THE YEAR		8,985	19,454	15,757	17,081	19,123



3.2 Balance Sheet

For the four years ending 30 June 2029

	Notes	Forecast	Budget	Projections		
		2024-25	2025-26	2026-27	2027-28	2028-29
		\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS						
Cash and cash equivalents		42,932	37,123	33,004	33,384	40,391
Other financial assets		0	0	0	0	0
Trade and other receivables		21,339	21,898	23,368	23,336	23,976
Inventories		13	13	13	13	13
Prepayments		1,374	1,408	1,444	1,480	1,517
Other assets		2,400	2,460	2,522	2,585	2,649
TOTAL CURRENT ASSETS	4.2.1	68,058	62,902	60,351	60,798	68,546
NON CURRENT ASSETS						
Investments in associates		2,806	2,810	2,817	2,827	2,840
Property, infrastructure, plant and equipment		2,326,906	2,354,569	2,376,601	2,397,381	2,408,024
Right-of-use assets	4.2.4	4,762	5,987	5,575	4,732	4,466
Intangible assets		2,419	2,419	2,419	2,419	2,419
TOTAL NON CURRENT ASSETS	4.2.1	2,336,893	2,365,785	2,387,412	2,407,359	2,417,749
TOTAL ASSETS		2,404,951	2,428,687	2,447,763	2,468,157	2,486,295
CURRENT LIABILITIES						
Trade and other payables		13,169	13,465	13,778	14,094	14,417
Trust funds and deposits		2,624	2,690	2,757	2,826	2,896
Contract and other liabilities		3,915	0	0	0	0
Provisions		19,052	19,518	19,995	20,485	20,987
Interest-bearing liabilities	4.2.3	9,446	10,336	11,714	13,314	14,720
Lease liabilities	4.2.4	778	899	1,037	967	1,038
TOTAL CURRENT LIABILITIES	4.2.2	48,984	46,908	49,281	51,686	54,058
NON CURRENT LIABILITIES						
Provisions		2,896	2,923	2,951	2,980	3,010
Interest-bearing liabilities	4.2.3	74,360	69,790	69,126	68,688	63,578
Lease liabilities	4.2.4	4,164	5,365	4,947	4,264	3,987
TOTAL NON CURRENT LIABILITIES	4.2.2	81,420	78,078	77,024	75,932	70,575
TOTAL LIABILITIES		130,404	124,986	126,305	127,618	124,633
NET ASSETS		2,274,547	2,303,701	2,321,458	2,340,539	2,361,662
EQUITY						
Accumulated surplus		739,133	773,158	790,786	809,734	830,744
Reserves		1,535,414	1,530,543	1,530,672	1,530,805	1,530,918
TOTAL EQUITY		2,274,547	2,303,701	2,321,458	2,340,539	2,361,662



3.3 Statement of Changes in Equity

For the four years ending 30 June 2029

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025 FORECAST					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		2,258,544	723,126	1,516,301	19,117
Surplus/(deficit) for the year		16,003	16,003	0	0
Net asset revaluation gain (loss)		0	0	0	0
Transfer to other reserves		0	(10,729)	0	10,729
Transfer from other reserves		0	10,733	0	(10,733)
BALANCE AT END OF THE FINANCIAL YEAR		2,274,547	739,133	1,516,301	19,113
2026 BUDGET					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		2,274,547	739,133	1,516,301	19,113
Surplus/(deficit) for the year		29,154	29,154	0	0
Net asset revaluation gain (loss)		0	0	0	0
Transfer to other reserves	4.3.1	0	(9,778)	0	9,778
Transfer from other reserves	4.3.1	0	14,649	0	(14,649)
BALANCE AT END OF THE FINANCIAL YEAR	4.3.2	2,303,701	773,158	1,516,301	14,242
2027					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		2,303,701	773,158	1,516,301	14,242
Surplus/(deficit) for the year		17,757	17,757	0	0
Net asset revaluation gain (loss)		0	0	0	0
Transfer to other reserves		0	(10,825)	0	10,825
Transfer from other reserves		0	10,696	0	(10,696)
BALANCE AT END OF THE FINANCIAL YEAR		2,321,458	790,786	1,516,301	14,371
2028					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		2,321,458	790,786	1,516,301	14,371
Surplus/(deficit) for the year		19,081	19,081	0	0
Net asset revaluation gain (loss)		0	0	0	0
Transfer to other reserves		0	(10,875)	0	10,875
Transfer from other reserves		0	10,742	0	(10,742)
BALANCE AT END OF THE FINANCIAL YEAR		2,340,539	809,734	1,516,301	14,504
2029					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		2,340,539	809,734	1,516,301	14,504
Surplus/(deficit) for the year		21,123	21,123	0	0
Net asset revaluation gain (loss)		0	0	0	0
Transfer to other reserves		0	(11,403)	0	11,403
Transfer from other reserves		0	11,290	0	(11,290)
BALANCE AT END OF THE FINANCIAL YEAR		2,361,662	830,744	1,516,301	14,617



3.4 Statement of Cash Flows

For the four years ending 30 June 2029

	Notes	Forecast	Budget	Projections		
		2024-25	2025-26	2026-27	2027-28	2028-29
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES						
Rates and charges		150,059	153,411	163,842	163,773	167,236
User fees		13,214	13,576	13,827	14,367	14,954
Statutory fees and fines		4,650	5,415	5,506	5,700	5,839
Grants - operating		27,036	19,651	20,064	20,362	20,689
Grants - capital		9,211	6,468	2,918	3,006	3,021
Contributions - monetary		7,294	5,000	6,000	6,000	6,500
Interest received		2,000	950	950	950	950
Other receipts		1,625	853	874	900	924
Net movement in trust deposits		64	66	67	69	71
Employee costs		(79,407)	(76,884)	(78,163)	(79,405)	(81,110)
Materials and services		(82,871)	(77,237)	(83,026)	(79,681)	(80,934)
Contributions and donations		(6,049)	(6,138)	(6,188)	(6,343)	(6,501)
Short-term, low value and variable lease payments		(12)	(31)	(32)	(39)	(29)
Other payments		(708)	(765)	(792)	(799)	(822)
NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES	4.4.1	46,106	44,335	45,847	48,860	50,788
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from sale of property, infrastructure, plant and equipment		11,283	11,256	2,167	2,667	2,667
Payments for property, infrastructure, plant and equipment		(57,051)	(52,645)	(47,740)	(47,044)	(37,419)
Payments for investments		0	0	0	0	0
Proceeds from sale of investments		10,000	0	0	0	0
NET CASH PROVIDED BY / (USED IN) INVESTING ACTIVITIES	4.4.2	(35,768)	(41,389)	(45,573)	(44,377)	(34,752)
CASH FLOWS FROM FINANCING ACTIVITIES						
Finance costs		(3,755)	(3,625)	(3,633)	(3,770)	(3,797)
Proceeds from borrowings		10,000	6,000	11,500	13,400	10,000
Repayment of borrowings		(8,865)	(9,680)	(10,785)	(12,238)	(13,705)
Interest paid - lease liability		(343)	(419)	(402)	(369)	(342)
Repayment of lease liabilities		(1,059)	(1,031)	(1,073)	(1,126)	(1,185)
NET CASH PROVIDED BY / (USED IN) FINANCING ACTIVITIES	4.4.3	(4,022)	(8,755)	(4,393)	(4,103)	(9,029)
NET INCREASE (DECREASE) IN CASH HELD		6,316	(5,809)	(4,119)	380	7,007
Cash and cash equivalents at the beginning of the financial year		36,616	42,932	37,123	33,004	33,384
CASH AND CASH EQUIVALENTS AT END OF YEAR		42,932	37,123	33,004	33,384	40,391



3.5 Statement of Capital Works

For the four years ending 30 June 2029

	Notes	Forecast	Budget	Projections		
		2024-25	2025-26	2026-27	2027-28	2028-29
		\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY						
Land and Buildings		12,397	16,322	14,016	13,490	5,462
TOTAL PROPERTY		12,397	16,322	14,016	13,490	5,462
PLANT AND EQUIPMENT						
Plant, machinery and equipment		3,145	1,949	2,455	2,132	2,139
Computers and telecommunications		5,531	5,341	2,969	4,470	2,350
Artworks		325	210	498	250	253
TOTAL PLANT AND EQUIPMENT		9,001	7,500	5,922	6,852	4,742
INFRASTRUCTURE						
Roads		7,323	9,307	9,673	10,202	9,946
Bridges		993	973	996	944	962
Footpaths and cycleways		5,813	5,735	5,980	5,615	5,289
Drainage		6,893	4,868	4,893	4,750	4,344
Recreational, leisure and community facilities		15,595	10,721	8,339	7,298	7,266
Off street car parks		2,659	1,616	1,270	1,487	1,648
Other infrastructure		4,315	803	628	454	478
TOTAL INFRASTRUCTURE		43,591	34,023	31,779	30,750	29,933
TOTAL CAPITAL WORKS EXPENDITURE	4.5.1	64,989	57,845	51,717	51,092	40,137
REPRESENTED BY						
Asset renewal		40,114	39,318	36,011	37,432	34,786
Asset upgrade		19,240	17,270	12,147	11,930	4,374
Asset new		5,132	1,227	3,559	1,730	977
Asset expansion		503	30	0	0	0
TOTAL CAPITAL WORKS EXPENDITURE	4.5.1	64,989	57,845	51,717	51,092	40,137
CAPITAL WORKS FUNDING SOURCE						
EXTERNAL						
Loan proceeds		10,000	6,000	11,500	13,400	10,000
Grants - capital		6,670	10,383	2,918	3,006	3,021
Contributions - capital		1,544	0	0	0	0
TOTAL EXTERNAL FUNDING		18,214	16,383	14,418	16,406	13,021
INTERNAL						
Proceeds from sale of fixed assets		14,217	3,656	2,167	2,667	2,667
Movement in reserve funds		10,733	10,769	6,777	6,784	7,292
Rate funding		21,825	27,037	28,355	25,235	17,157
TOTAL INTERNAL FUNDING		46,775	41,462	37,299	34,686	27,116
TOTAL CAPITAL WORKS FUNDING SOURCES	4.5.1	64,989	57,845	51,717	51,092	40,137
LESS OPERATING PROJECTS EXPENDITURE						
Operating Projects Expenditure		7,938	5,200	3,977	4,048	2,718
NET CAPITAL WORKS (CAPITALISED EXPENDITURE EXCLUDING OPERATING PROJECTS EXPENDITURE)		57,051	52,645	47,740	47,044	37,419



3.6 Statement of Human Resources

For the four years ending 30 June 2029

	Forecast	Budget	Projections		
	2024-25	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000	\$'000
STAFF EXPENDITURE					
Employee costs - operating	79,965	77,377	78,669	79,923	81,641
Employee costs - capital	7,412	6,691	6,442	6,360	6,454
TOTAL STAFF EXPENDITURE	87,377	84,068	85,111	86,283	88,095

	Forecast	Budget	Projections		
	2024-25	2025-26	2026-27	2027-28	2028-29
	FTE	FTE	FTE	FTE	FTE
STAFF NUMBERS					
Full time equivalent (FTE) employees	672.94	650.05	641.85	635.43	632.23
TOTAL STAFF NUMBERS	672.94	650.05	641.85	635.43	632.23

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

	Budget 2025-26 \$'000	Comprises			
		Permanent		Casual \$'000	Temporary \$'000
		Full Time \$'000	Part Time \$'000		
DEPARTMENT					
CEO	4,591	3,740	851	0	0
City Liveability	16,618	12,611	3,344	237	426
Connected Communities	22,674	13,368	8,317	180	809
Customer and Performance	16,015	12,859	2,744	12	400
Infrastructure	17,479	16,772	223	11	473
TOTAL PERMANENT STAFF EXPENDITURE	77,377	59,350	15,479	440	2,108
Capitalised labour costs	6,691				
TOTAL EXPENDITURE	84,068				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

	Budget 2025-26 FTE	Comprises			
		Permanent		Casual FTE	Temporary FTE
		Full Time FTE	Part Time FTE		
DEPARTMENT					
CEO	27.78	21.00	6.78	0.00	0.00
City Liveability	126.74	88.00	34.50	2.04	2.20
Connected Communities	189.45	118.00	69.99	1.46	0.00
Customer and Performance	132.97	109.00	21.86	0.11	2.00
Infrastructure	173.11	168.00	2.27	0.11	2.73
TOTAL PERMANENT STAFF FTE	650.05	504.00	135.40	3.72	6.93



3.7 Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2029

	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
CEO				
Permanent - Full Time	3,740	3,828	3,926	4,024
Female	2,939	3,008	3,085	3,162
Male	801	820	841	862
Self-described gender	0	0	0	0
Permanent - Part Time	851	871	893	916
Female	851	871	893	916
Male	0	0	0	0
Self-described gender	0	0	0	0
Total CEO	4,591	4,699	4,819	4,940
City Liveability				
Permanent - Full Time	12,611	12,743	13,063	13,390
Female	6,135	6,199	6,355	6,514
Male	6,476	6,544	6,708	6,876
Self-described gender	0	0	0	0
Permanent - Part Time	3,344	3,379	3,464	3,550
Female	2,594	2,621	2,686	2,753
Male	732	740	759	778
Self-described gender	18	18	19	19
Total City Liveability	15,955	16,122	16,527	16,940
Connected Communities				
Permanent - Full Time	13,368	13,674	13,912	14,258
Female	11,371	11,631	11,833	12,128
Male	1,997	2,043	2,079	2,130
Self-described gender	0	0	0	0
Permanent - Part Time	8,317	8,508	8,655	8,870
Female	7,661	7,837	7,972	8,170
Male	656	671	683	700
Self-described gender	0	0	0	0
Total Connected Communities	21,685	22,182	22,567	23,128
Customer and Performance				
Permanent - Full Time	12,859	12,949	13,214	13,375
Female	8,341	8,399	8,571	8,675
Male	4,518	4,550	4,643	4,700
Self-described gender	0	0	0	0
Permanent - Part Time	2,744	2,764	2,822	2,854
Female	2,364	2,381	2,430	2,459
Male	380	383	392	395
Self-described gender	0	0	0	0
Total Customer and Performance	15,603	15,713	16,036	16,229
Infrastructure				
Permanent - Full Time	16,772	17,136	17,118	17,481
Female	3,925	4,010	4,006	4,091
Male	12,847	13,126	13,112	13,390
Self-described gender	0	0	0	0
Permanent - Part Time	223	227	227	232
Female	182	185	185	189
Male	41	42	42	43
Self-described gender	0	0	0	0
Total Infrastructure	16,995	17,363	17,345	17,713
Casuals, temporary and other expenditure	2,548	2,590	2,629	2,691
Capitalised labour costs	6,691	6,442	6,360	6,454
Total staff expenditure	84,068	85,111	86,283	88,095



	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE
CEO				
<i>Permanent - Full Time</i>	21.00	21.00	21.00	21.00
Female	17.00	17.00	17.00	17.00
Male	4.00	4.00	4.00	4.00
Self-described gender	0	0	0	0
<i>Permanent - Part Time</i>	6.78	6.78	6.78	6.78
Female	6.78	6.78	6.78	6.78
Male	0	0	0	0
Self-described gender	0	0	0	0
Total CEO	27.78	27.78	27.78	27.78
City Liveability				
<i>Permanent - Full Time</i>	88.00	87.00	87.00	87.00
Female	43.00	42.00	42.00	42.00
Male	45.00	45.00	45.00	45.00
Self-described gender	0	0	0	0
<i>Permanent - Part Time</i>	34.50	33.30	33.30	33.30
Female	26.75	26.15	26.15	26.15
Male	7.56	6.96	6.96	6.96
Self-described gender	0.19	0.19	0.19	0.19
Total City Liveability	122.50	120.30	120.30	120.30
Connected Communities				
<i>Permanent - Full Time</i>	118.00	117.00	117.00	117.00
Female	100.00	99.00	99.00	99.00
Male	18.00	18.00	18.00	18.00
Self-described gender	0	0	0	0
<i>Permanent - Part Time</i>	69.99	69.99	68.57	68.57
Female	64.47	64.47	63.05	63.05
Male	5.52	5.52	5.52	5.52
Self-described gender	0	0	0	0
Total Connected Communities	187.99	186.99	185.57	185.57
Customer and Performance				
<i>Permanent - Full Time</i>	109.00	105.00	103.00	101.00
Female	71.00	68.00	67.00	67.00
Male	38.00	37.00	36.00	34.00
Self-described gender	0	0	0	0
<i>Permanent - Part Time</i>	21.86	21.86	21.86	21.06
Female	18.83	18.83	18.83	18.03
Male	3.03	3.03	3.03	3.03
Self-described gender	0	0	0	0
Total Customer and Performance	130.86	126.86	124.86	122.06
Infrastructure				
<i>Permanent - Full Time</i>	168.00	167.00	164.00	164.00
Female	39.00	39.00	36.00	36.00
Male	129.00	128.00	128.00	128.00
Self-described gender	0	0	0	0
<i>Permanent - Part Time</i>	2.27	2.27	2.27	1.87
Female	1.85	1.85	1.85	1.45
Male	0.42	0.42	0.42	0.42
Self-described gender	0	0	0	0
Total Infrastructure	170.27	169.27	166.27	165.87
Casuals and temporary staff	10.65	10.65	10.65	10.65
Capitalised labour	0	0	0	0
Total staff numbers	650.05	641.85	635.43	632.23



4. Notes on the Financial Statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2025-26 the FGRS cap has been set at 3.00%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 3.00% in line with the rate cap.

Council's Residential Garbage Charge for the 2025-26 financial year has been set at an amount to ensure only full cost recovery inclusive of the State Government Landfill Levy. Council applies an additional rebate of \$100.00 for eligible pensioners. This is budgeted to cost \$1,150,000 million in 2025-26.

This will bring the total rates and charges for 2025-26 to \$153.826 million, including the residential garbage charge and the 120-litre bin surcharge, but excluding all other optional waste services and factoring in the reduction in rates revenue due to the pensioner rate rebate.

If you're having trouble paying your rates, please contact Council on 03 9298 8000 to discuss a payment arrangement that works for your circumstances.



4.1.1 (a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
General rates *	122,068	126,710	4,642	3.8%
Rate rebates	(1,144)	(1,175)	(31)	2.7%
Residential garbage charge	26,082	25,344	(738)	(2.8%)
Service rates and charges	2,004	1,843	(161)	(8.0%)
Supplementary rates and rate adjustments	652	500	(152)	(23.3%)
Interest on rates and charges	820	604	(216)	(26.3%)
Total rates and charges	150,482	153,826	3,344	2.2%

* General rates are subject to the rate cap established under the FGRS

4.1.1 (b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or Class of Land	Budget 2024-25 cents/\$CIV	Budget 2025-26 cents/\$CIV	Change %
Differential rate for Vacant Land	0.36626	0.37851	3.3%
Differential rate for Derelict Land	0.43951	0.45421	3.3%
Differential rate for Retirement Village Land properties	0.10988	0.11355	3.3%
Differential rate for Commercial Land properties	0.36626	0.37851	3.3%
Differential rate for Industrial Land properties	0.38824	0.40122	3.3%
Differential rate for Residential Land properties	0.14650	0.15140	3.3%
Differential rate for Recreational Land properties	0.14650	0.15140	3.3%

4.1.1 (c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or Class of Land	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Rates				
Vacant Land	1,582	1,475	(107)	(6.8%)
Derelict Land	41	18	(23)	(56.6%)
Retirement Village Land	1,087	1,213	126	11.6%
Commercial Land	15,017	15,401	384	2.6%
Industrial Land	23,965	25,303	1,338	5.6%
Residential Land	80,974	83,743	2,769	3.4%
Recreational Land	54	58	4	7.1%
Total amount to be raised by general rates	122,720	127,210	4,490	3.7%

Total rates to be raised in the 2025-26 Budget includes Supplementary Rates of \$500,000.



4.1.1 (d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or Class of Land	Budget 2024-25 Number	Budget 2025-26 Number	Change Number	%
Vacant Land	360	367	7	1.9%
Derelect Land	5	4	(1)	(20.0%)
Retirement Village Land	1,890	1,887	(3)	(0.2%)
Commercial Land	2,529	2,530	1	0.0%
Industrial Land	3,769	3,777	8	0.2%
Residential Land	61,018	61,604	586	1.0%
Recreational Land	7	7	0	0.0%
Total number of assessments	69,578	70,176	598	0.9%

4.1.1 (e) The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.1 (f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or Class of Land	Budget 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Vacant Land	386,168	389,616	3,448	0.9%
Derelect Land	5,325	3,915	(1,410)	(26.5%)
Retirement Village Land	990,485	1,068,505	78,020	7.9%
Commercial Land	4,076,946	4,068,901	(8,045)	(0.2%)
Industrial Land	6,127,920	6,306,430	178,510	2.9%
Residential Land	55,129,590	54,981,460	(148,130)	(0.3%)
Recreational Land	36,950	38,200	1,250	3.4%
Total value of land	66,753,384	66,857,027	103,643	0.2%

4.1.1 (g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year



Type of Charge	Per Rateable Property 2024-25	Per Rateable Property 2025-26	Change	
	\$	\$	\$	%
Residential Garbage Charge - Standard Service (80 Litre Waste Bin, 240 Litre Recycle Bin, 240 Litre FOGO Bin, Hard Waste, Bundled Green Waste)	428.20	415.15	(13.05)	(3.0%)
Residential Garbage Charge - Reduced Service (80 Litre Waste Bin, 240 Litre Recycle Bin, Hard Waste, Bundled Green Waste) ¹	285.90	265.60	(20.30)	(7.1%)
Residential Garbage Charge - Additional Bin Exempt (80 Litre and 120 Litre Waste Bin, 240 Litre Recycle Bin, 240 Litre FOGO Bin, Hard Waste, Bundled Green Waste) ²	428.20	415.15	(13.05)	(3.0%)
Garbage Surcharge – 120 Litre Bin	53.10	48.50	(4.60)	(8.7%)
Additional Household Bins - 120 Litre Bin	137.50	107.30	(30.20)	(22.0%)
Additional Food and Organics Bin (Previously Green Waste Bin)	142.30	149.55	7.25	5.1%
Additional Recycle Bin	72.65	62.00	(10.65)	(14.7%)
Additional Recycle Bin - Industrial / Commercial	203.90	197.95	(5.95)	(2.9%)
Optional Industrial / Commercial Garbage, Daily Service (Waste and Weekly Recycle)	2,457.55	2,763.70	306.15	12.5%
Optional Industrial / Commercial Garbage, Weekly Service (Waste and Weekly Recycle)	669.15	717.05	47.90	7.2%
Optional Industrial / Commercial Garbage, Daily Service (Waste Only)	2,253.65	2,565.70	312.05	13.8%
Optional Industrial / Commercial Garbage, Weekly Service (Waste Only)	465.25	519.05	53.80	11.6%
Waste Management and Recycling for Non Rateable Properties – Daily Service (240 Litre Bin)	2,325.80	2,473.45	147.65	6.3%
Waste Management and Recycling for Non Rateable Properties – Weekly Service (240 Litre Bin)	495.05	370.25	(124.80)	(25.2%)
Waste Management and Recycling for Non Rateable Properties – Weekly Service (120 Litre Bin)	389.00	252.15	(136.85)	(35.2%)
<i>Dorset Square</i>				
– Annual Waste Charge, office based premises	522.40	515.60	(6.80)	(1.3%)
– Annual Waste Charge, retail based premises	1,348.60	1,341.75	(6.85)	(0.5%)
– Annual Waste Charge, food based premises less than 200 square metres floor area.	3,834.15	3,827.30	(6.85)	(0.2%)
– Annual Waste Charge, food based premises greater than 200 square metres floor area.	8,801.70	8,794.85	(6.85)	(0.1%)
Additional Hard Waste Service	125.00	130.00	5.00	4.0%

Notes:

¹ To opt out of the FOGO service, you must show that you can compost all organic material at home, with no organic waste going to your household rubbish bin or collected in the bundled branch service.

² You can apply for a free extra 120 litre household rubbish bin if your household has extra waste needs. This includes households with extra medical waste needs, or two or more children in disposable nappies.



4.1.1 (h) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	Forecast	Budget	Change	
	2024-25 \$	2025-26 \$	\$	%
Residential Garbage Charge	26,081,974	25,344,492	(737,482)	(2.8%)
Garbage Surcharge – 120 Litre Bin	2,003,729	1,843,437	(160,292)	(8.0%)
Additional Household Bins	291,500	227,369	(64,131)	(22.0%)
Optional Household Green Waste Bin	148,003	149,700	1,697	1.1%
Additional Recycle Bin	94,818	75,888	(18,930)	(20.0%)
Optional Industrial / Commercial Garbage Service	2,013,402	1,993,746	(19,656)	(1.0%)
Non Rateable Properties	151,842	64,892	(86,950)	(57.3%)
<i>Dorset Square:</i>				
Office based premises	7,313	7,734	421	5.8%
Retail based premises	17,532	16,101	(1,431)	(8.2%)
Food based premises less than 200 square metres floor area	15,337	15,309	(28)	(0.2%)
Food based premises greater than 200 square metres floor area	17,603	17,590	(13)	(0.1%)
Total	30,843,053	29,756,258	(1,086,795)	(3.5%)

4.1.1 (i) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	Forecast	Budget	Change	
	2024-25 \$'000	2025-26 \$'000	\$'000	%
Total General Rates to be Raised				
- Refer item 4.1.1(c)	122,720	127,210	4,490	3.7%
Total Service Charges and Service Rates to be Raised				
- Refer item 4.1.1(h)	30,843	29,756	(1,087)	(3.5%)
Total rates and charges	153,563	156,967	3,404	2.2%

4.1.1 (j) Fair Go Rates System Compliance

Knox City Council is fully compliant with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2024-25	2025-26
Total Rates	\$ 118,803,324	\$ 123,019,876
Number of Rateable Properties	69,578	70,176
Base Average Rate	\$ 1,707.48	\$ 1,753.02
Maximum Rate Increase (set by the State Government)	2.75%	3.00%
Capped Average Rate	\$ 1,754.44	\$ 1,805.61
Maximum General Rates and Municipal Charges Revenue	\$ 122,070,415	\$ 126,710,472
Budgeted General Rates and Municipal Charges Revenue	\$ 122,070,415	\$ 126,710,472
Budgeted Supplementary Rates	\$ 500,000	\$ 500,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 122,570,415	\$ 127,210,472



4.1.1 (k) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2025-26: estimated \$500,000 and 2024-25: \$652,466)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1 (l) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.37851% (0.37851 cents in the dollar of capital improved value) for all rateable Vacant Land; and
- A general rate of 0.45421% (0.45421 cents in the dollar of capital improved value) for all rateable Derelict Land; and
- A general rate of 0.11355% (0.11355 cents in the dollar of capital improved value) for all rateable Retirement Village Land; and
- A general rate of 0.15140% (0.15140 cents in the dollar of capital improved value) for all rateable Recreational Land; and
- A general rate of 0.40122% for (0.40122 cents in the dollar of capital improved value) rateable Industrial Land; and
- A general rate of 0.37851% (0.37851 cents in the dollar of capital improved value) for all rateable Commercial Land; and
- A general rate of 0.15140% (0.15140 cents in the dollar of capital improved value) for all rateable Residential Land.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

Vacant Land

Definition/Characteristics:

Any land on which there is no building.

**Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Encouragement of development/and or improvement of land; and
2. Construction and maintenance of public infrastructure; and
3. Provision of community services; and
4. Provision of general support services; and
5. Requirement to ensure that Council has adequate funding to undertake it's strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Derelict Land**Definition/Characteristics:**

Any land that contains a building that is ordinarily adapted for occupation which is abandoned, unoccupied and in a very poor condition resulting from both disuse and neglect.

Land may become classified as derelict after previously being designated as Vacant land, Retirement Village land, Industrial land, Commercial land, or Cultural and Recreational land.

An owner or occupier of land must not cause or allow that land to be kept in a manner which is or is likely to constitute a danger to health or property.



An owner or occupier of land must not cause or allow that land to be kept in a manner which is unsightly or detrimental to the general amenity of the neighbourhood in which it is located.

An owner or occupier of land must not cause or allow that land to be used in a manner so as to be detrimental to the amenity of the immediate area.

Dilapidated buildings

An owner or occupier of land:

- a) must not allow a building located on that private land to:
 - i. become dilapidated; or
 - ii. become dilapidated further; and
- b) must not fail to maintain any building on that private land in a state of good repair.

The owner or occupier of land on which there is a vacant dilapidated building must take all reasonable steps to secure the land from authorised access.

For the purposes of sub-clause (a), a building is dilapidated if it is in a state of disrepair or has deteriorated or fallen into a state of partial ruin as a result of age, neglect, poor maintenance or misuse.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Promote the property be maintained in a manner that does not constitute a danger to health or property or is detrimental to the general amenity of the neighborhood or immediate area.
2. Construction and maintenance of public infrastructure; and
3. Provision of community services; and
4. Provision of general support services; and
5. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Retirement Village Land**Definitions/Characteristics:**

Any land which is used primarily for the purposes of a retirement village.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council on behalf of the retirement village sector.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Residential Land**Definitions/Characteristics:**

Any land which is not Vacant Land or Derelict Land, Retirement Village Land, Industrial Land, Commercial Land, or Cultural and Recreational Land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Commercial Land**Definitions/Characteristics:**

Commercial Land is any land that does not have the characteristics of Residential, Retirement Village, Industrial, Vacant, Derelict or Cultural and Recreational Land and which is used, designed or adapted to be used primarily for the sale of goods or services or other commercial purposes.

The commercial businesses benefit from ongoing investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which is not available to the residential sector, and the income generating capability of commercial based properties.

The Commercial differential rate is applied to recognise the additional demands placed on public infrastructure due to commerce attracting non-residents to the area, the higher demands of commercial properties on the natural environment.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
6. Encouragement and advocacy of employment opportunities; and
7. Promotion of economic development; and
8. Analysis, maintenance and construction of public drainage infrastructure; and
9. Infrastructure investment and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.



The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Industrial Land

Definitions/Characteristics:

Industrial Land is any land that does not have the characteristics of Residential, Retirement Village, Commercial, Vacant, Derelict or Cultural and Recreational Land and which is used, designed or adapted to be used primarily for the sale of goods or services or other industrial purposes.

The industrial businesses benefit from ongoing investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for industrial properties which is not available to the residential sector, and the income generating capability of commercial based properties.

The Industrial differential rate is applied to recognise the additional demands placed on public infrastructure due to commerce attracting non-residents to the area, the higher demands of commercial properties on the natural environment.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and



5. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
6. Encouragement and advocacy of employment opportunities; and
7. Promotion of economic development; and
8. Analysis, maintenance and construction of public drainage infrastructure; and
9. Infrastructure investment and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Recreational Land**Definitions/Characteristics:**

Any land upon which sporting, recreational or cultural activities are conducted, including buildings which may be ancillary to such activities, in accordance with the *Cultural and Recreational Lands Act 1963*.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:



1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council in cultural and recreational sporting programs and infrastructure.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.



4.1.2 User fees

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Registration and other permits	2,715	2,790	75	2.8%
Waste management services	3,170	2,727	(443)	(14.0%)
Child care/children's programs	2,263	2,690	427	18.9%
Leisure centre and recreation	2,245	2,283	38	1.7%
Building services	766	875	109	14.2%
Aged and health services	518	568	50	9.7%
Other fees and charges	1,633	1,744	111	6.8%
Total user fees	13,310	13,677	367	2.8%

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. The principal sources of fee income arise from services such as child care, garbage charges for optional services, and animal registration fees. User fees are budgeted to increase by 2.8% on the current year forecast.

The increase in childcare fees is based on an anticipated greater utilisation at the Early Years Hubs, while the decrease in user fees for waste management services is related to the decrease in income expected for optional waste services.

4.1.3 Statutory fees and fines

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Permits	1,744	2,566	822	47.1%
Infringements and costs	2,229	2,231	2	0.1%
Town planning fees	596	530	(66)	(11.1%)
Land information certificates	121	130	9	7.4%
Other statutory fees and fines	1	1	0	0.0%
Total statutory fees and fines	4,691	5,458	767	16.4%

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include statutory planning fees and parking fines. Increases in statutory fees and fines are made in accordance with legislative requirements. Statutory fees and fines are budgeted to increase by 16.4% on the current year forecast due to an expected increase in building and development services permits (partially offset by a decrease in town planning fees).

A detailed listing of fees and charges is included as Appendix A.



4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	23,286	24,192	906	3.9%
State funded grants	11,094	5,842	(5,252)	(47.3%)
Total grants received	34,380	30,034	(4,346)	(12.6%)
(a) Operating grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission	11,567	7,799	(3,768)	(32.6%)
Family and children - early years hubs	4,375	5,464	1,089	24.9%
General home care	1,114	1,105	(9)	(0.8%)
Aged care	101	104	3	3.0%
Recurrent - State Government				
Family and children - maternal and child health	1,964	1,833	(131)	(6.7%)
Family and children - early years hubs	856	1,002	146	17.1%
School crossing supervisors	815	833	18	2.2%
Family and children - kindergarten	4,126	391	(3,735)	(90.5%)
Family and children - youth services	394	277	(117)	(29.7%)
Community health	153	120	(33)	(21.6%)
Community safety	57	45	(12)	(21.1%)
Aged care	16	7	(9)	(56.3%)
Other	47	49	2	4.3%
Arts and cultural	23	0	(23)	(100.0%)
Total recurrent operating grants	25,608	19,029	(6,579)	(25.7%)
Non-recurrent - State Government				
Family and children - kindergarten	1,819	530	(1,289)	(70.9%)
Family and children - early years hubs	60	82	22	36.7%
Community safety	42	10	(32)	(76.2%)
Economic development	145	0	(145)	(100.0%)
Aged care	3	0	(3)	(100.0%)
Other	33	0	(33)	(100.0%)
Total non-recurrent operating grants	2,102	622	(1,480)	(70.4%)
Total operating grants	27,710	19,651	(8,059)	(29.1%)

Operating grants include all monies received from State and Federal Government sources which assists Council in funding the delivery of services to ratepayers. Overall, the level of operating grants is projected to decrease by 29.1% or \$8.059 million compared to the 2024-25 forecast.

The Victoria Grants Commission 2024-25 funding was all received in the 2024-25 financial year, while it is forecast that 50% of the 2025-26 funding will be received in advance. The reduction in kindergarten grant income is due to most kindergarten services from January 2025 now being delivered in Council facilities through not-for-profit providers.



	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
(b) Capital grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission - local roads	2,243	1,510	(733)	(32.7%)
Roads to recovery	953	1,173	220	23.1%
Total recurrent capital grants	3,196	2,683	(513)	(16.1%)
Non-recurrent - Commonwealth Government				
Buildings	1,439	7,037	5,598	389.0%
Recreational, leisure and community facilities	1,194	0	(1,194)	(100.0%)
Footpaths and cycleways	300	0	(300)	(100.0%)
Non-recurrent - State Government				
Recreational, leisure and community facilities	302	663	361	119.5%
Drainage	239	0	(239)	(100.0%)
Total non-recurrent capital grants	3,474	7,700	4,226	121.6%
Total capital grants	6,670	10,383	3,713	55.7%
Total grants	34,380	30,034	(4,346)	(12.6%)

Capital grants include all monies received from State and Federal Government and community sources which assists Council in funding the capital works program. Overall the level of capital grants is projected to increase by 55.7% or \$3.713 million compared to the 2024-25 forecast. The 2024-25 forecast includes \$1.374 million received in the previous financial year but treated as unearned income at year-end, while it is projected that capital grants totalling \$3.915 million will be received in 2024-25 but recognised as income in 2025-26. Capital grants are not budgeted for unless an agreement or commitment is in place at the time of preparation of the budget.

4.1.5 Contributions

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Monetary	7,294	5,000	(2,294)	(31.5%)
Non-monetary	2,000	2,000	0	0.0%
Total contributions	9,294	7,000	(2,294)	(24.7%)

Monetary contributions include charges paid by developers in regard to recreational lands, drainage and car parking in accordance with planning permits issued for property development. Monetary contributions are budgeted to decrease by 31.5% on the current year forecast. The 2024-25 forecast includes \$1.544 million for non-recurring capital project contributions.

Non-monetary contributions are assets which transfer to Council from property developers at the completion of subdivision work. The assets generally consist of land used for public open space or infrastructure assets. Council recognises these new assets at 'fair value'. No cash is transferred but the fair value of the assets is recorded as revenue in the year of the transfer.



4.1.6 Other income

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Interest	2,000	950	(1,050)	(52.5%)
Rent	728	633	(95)	(13.0%)
Reimbursements	666	127	(539)	(80.9%)
Other	231	93	(138)	(59.7%)
Total other income	3,625	1,803	(1,822)	(50.3%)

Other income relates to a range of items such as interest, rental income, cost recovery and other miscellaneous income items. Interest income is budgeted to reduce from the 2024-25 forecast due to lower cash balances and a reduction in interest rates.

4.1.7 Employee costs

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Wages and salaries	58,217	55,889	(2,328)	(4.0%)
Annual leave and long service leave	8,933	8,904	(29)	(0.3%)
Superannuation	7,662	7,632	(30)	(0.4%)
WorkCover	2,393	3,210	817	34.1%
Agency staff	2,447	1,429	(1,018)	(41.6%)
Fringe benefits tax	313	313	0	0.0%
Total employee costs	79,965	77,377	(2,588)	(3.2%)

Employee costs include all labour related expenditure such as wages and salaries, and on-costs including allowances, leave entitlements, employer superannuation and WorkCover. Employee costs are budgeted to decrease by 3.2% on the current year forecast. A primary driver of the decreased budget to forecast relates to the majority of kindergarten services from January 2025 being delivered by not-for-profit organisations.

In 2025-26 an increase has been allowed to cover the estimated Enterprise Agreement (EA) increment, together with an allowance for other periodic increments in employee banding structure provided for in Awards, and the increase in the superannuation guarantee rate from 11.50% to 12.00%.



4.1.8 Materials and services

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Contract payments				
Waste Management	27,776	27,308	(468)	(1.7%)
Operations Maintenance	9,534	9,532	(2)	(0.0%)
Operating Projects Expenditure	7,938	5,200	(2,738)	(34.5%)
Corporate Services	4,267	2,245	(2,022)	(47.4%)
Seniors	1,308	1,365	57	4.4%
People & Culture	482	492	10	2.1%
Community Law	559	550	(9)	(1.6%)
Arts & Cultural Services	579	516	(63)	(10.9%)
Other	2,546	1,758	(788)	(31.0%)
Administration costs	7,730	7,988	258	3.3%
Utilities	3,941	3,794	(147)	(3.7%)
Consumable materials and equipment	3,442	3,565	123	3.6%
Information technology	3,424	3,775	351	10.3%
Building maintenance	2,321	2,074	(247)	(10.6%)
Insurance	2,521	2,706	185	7.3%
Consultants	2,406	2,242	(164)	(6.8%)
Finance and legal costs	921	1,041	120	13.0%
General maintenance	1,020	949	(71)	(7.0%)
Total materials and services	82,715	77,100	(5,615)	(6.8%)

Materials and services include payments for the provision of services by external providers, materials and utility costs including electricity, water, gas and telephones. Materials and services are expected to decrease by 6.8% on the current year forecast.

Contract payments includes capital expenditure which is operational in nature. This is budgeted to decrease by \$2.738 million on the current year forecast due to the capital projects being undertaken (including capital works to be carried forward to 2025-26).

Corporate services expenditure is budgeted to decrease by 47.4% due to the costs involved in holding the Councillor elections during the 2024-25 financial year (elections are held every four years).

4.1.9 Contributions and donations

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Contribution to Your Library Limited	4,511	4,563	52	1.2%
Community support payments	1,538	1,575	37	2.4%
Total contributions and donations	6,049	6,138	89	1.5%

Contributions and donations relate predominately to Council's share of costs associated with Your Library Limited and funds for the Community Grants Scheme.



4.1.10 Depreciation

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Property	5,735	5,699	(36)	(0.6%)
Plant and equipment	1,583	1,598	15	0.9%
Infrastructure	17,707	18,032	325	1.8%
Total depreciation	25,025	25,329	304	1.2%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Depreciation is budgeted to increase by 1.2% on the current year forecast.

Refer to section 4.5 'Capital works program' for a more detailed analysis of Council's capital works program for the 2025-26 financial year.

4.1.11 Amortisation – Intangible assets

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Intangible assets	903	903	0	0.0%
Total amortisation - intangible assets	903	903	0	0.0%

Amortisation is an accounting measure which attempts to allocate the value of an intangible asset over its useful life. Council's intangible assets is software. Amortisation of intangible assets is budgeted to be consistent with the current year forecast.

4.1.12 Depreciation – Right of use assets

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Right of use assets	1,185	1,176	(9)	(0.8%)
Total depreciation - right of use assets	1,185	1,176	(9)	(0.8%)

Commencing for the 2019-20 financial year, the implementation of *AASB 16 Leases* requires most operating leases to be recognised on the balance sheet, including the creation of a right of use asset. Similar to intangible assets, right of use assets are amortised over the life of the lease.



4.1.13 Other expenses

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Councillors allowances	482	516	34	7.1%
Auditor's remuneration - internal	155	165	10	6.5%
Auditor's remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	68	84	16	23.5%
Operating lease rentals - short term, low value	15	31	16	106.7%
Total other expenses	720	796	76	10.6%

Other expenses relate to a range of unclassified items including Councillor allowances, internal audits and low value lease expenses. Other expenses are budgeted to increase by 10.6% on the current year forecast.



4.2 Balance Sheet

4.2.1 Assets

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
CURRENT ASSETS				
Cash and cash equivalents	42,932	37,123	(5,809)	(13.5%)
Other financial assets	0	0	0	0.0%
Trade and other receivables	21,339	21,898	559	2.6%
Inventories	13	13	0	0.0%
Prepayments	1,374	1,408	34	2.5%
Other assets	2,400	2,460	60	2.5%
TOTAL CURRENT ASSETS	68,058	62,902	(5,156)	(7.6%)
NON CURRENT ASSETS				
Investments in associates	2,806	2,810	4	0.1%
Property, infrastructure, plant and equipment	2,326,906	2,354,569	27,663	1.2%
Right-of-use assets	4,762	5,987	1,225	25.7%
Intangible assets	2,419	2,419	0	0.0%
TOTAL NON CURRENT ASSETS	2,336,893	2,365,785	28,892	1.2%
TOTAL ASSETS	2,404,951	2,428,687	23,736	1.0%

Cash and cash equivalents include cash held in the bank, petty cash, and the value of investments in term deposits or other highly liquid investments with short maturities of three months or less. Other financial assets include term deposits held with an original maturity of greater than 90 days. These balances are projected to decrease by \$5.809 million during 2025-26 mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are budgeted to increase by 2.6% on the current year forecast.

Prepayments are expenses that Council has paid in advance of service delivery.

Investments in associates is Council's 36.39% ownership interest in Your Library Limited.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment etc. which has been built up by Council over many years. The \$27.663 million increase in this balance is attributable to the anticipated capitalisation of the budgeted capital works program of \$57.845 million and the contribution of non-monetary assets of \$2.000 million. This is offset by \$26.232 million in depreciation and amortisation expense, \$5.200 million in capital expenditure deemed to be operational in nature, and the disposal of \$0.750 million of non-current assets through the sale of property, plant and equipment.

The implementation of *AASB 16 Leases* requires most operating leases to be recognised on the balance sheet as a right of use asset. Council's right of use assets primarily relate to property and information technology leases.



4.2.2 Liabilities

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
CURRENT LIABILITIES				
Trade and other payables	13,169	13,465	296	2.2%
Trust funds and deposits	2,624	2,690	66	2.5%
Contract and other liabilities	3,915	0	(3,915)	0.0%
Provisions	19,052	19,518	466	2.4%
Interest-bearing loans and borrowings	9,446	10,336	890	9.4%
Lease liabilities	778	899	121	15.6%
TOTAL CURRENT LIABILITIES	48,984	46,908	(2,076)	(4.2%)
NON CURRENT LIABILITIES				
Provisions	2,896	2,923	27	0.9%
Interest-bearing loans and borrowings	74,360	69,790	(4,570)	(6.1%)
Lease liabilities	4,164	5,365	1,201	28.8%
TOTAL NON CURRENT LIABILITIES	81,420	78,078	(3,342)	(4.1%)
TOTAL LIABILITIES	130,404	124,986	(5,418)	(4.2%)

Trade and other payables are those to whom Council owes money as at 30 June. Trade and other payables are budgeted to increase by 2.2% on the current year forecast.

Trust funds and deposits include refundable deposits, the fire services levy and retention amounts. Trust funds and deposits are budgeted to increase by 2.5% on the current year forecast.

Contract and other liabilities reflect consideration received in advance from customers in respect of operating and capital grants.

Provisions include accrued annual leave and long service leave owing to employees. These employee entitlements are split between those entitlements expected to be paid within twelve months and those expected to be paid beyond the next year.

Interest-bearing loans and borrowings are split between Council borrowings expected to be repaid within the next twelve months and those expected to be repaid beyond the next year. Refer to section 4.2.3 'Borrowings' for further information on Council's interest-bearing loans and borrowings.

The implementation of *AASB 16 Leases* requires most operating leases to be recognised on the balance sheet as a lease liability. The lease liability is split between lease liabilities expected to be repaid within the next twelve months and those expected to be repaid beyond the next year.



4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast	Budget	Projections		
	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Amount borrowed as at 30 June of the prior year	82,671	83,806	80,126	80,840	82,002
Amount proposed to be borrowed	10,000	6,000	11,500	13,400	10,000
Amount projected to be redeemed (repaid)	(8,865)	(9,680)	(10,786)	(12,238)	(13,704)
Amount of borrowings as at 30 June	83,806	80,126	80,840	82,002	78,298

Borrowings are generally utilised for the provision of major community assets that will provide community benefit over a number of years. This is considered sound practice and governments at all levels have regularly enacted this approach. The use of borrowings enables the cost of community assets to be spread inter-generationally and smooths the impact of the borrowings on the long-term financial structure for the Council.

4.2.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000
RIGHT-OF-USE ASSETS		
Property	4,043	5,072
Computers and telecommunications	719	915
Plant and Equipment	0	0
TOTAL RIGHT-OF-USE ASSETS	4,762	5,987
LEASE LIABILITIES		
Current lease liabilities		
Property	276	413
Computers and telecommunications	501	486
Plant and Equipment	1	0
Total current lease liabilities	778	899
Non-current lease liabilities		
Property	3,932	4,926
Computers and telecommunications	232	439
Plant and Equipment	0	0
Non-current lease liabilities	4,164	5,365
TOTAL LEASE LIABILITIES	4,942	6,264



4.3 Statement of Changes in Equity

4.3.1 Reserves

	Opening Balance \$'000's	Transfer to Reserve \$'000's	Transfer from Reserve \$'000's	Closing Balance \$'000's
Statutory Reserves				
Open Space	5,949	5,000	10,000	949
Total Statutory Reserves	5,949	5,000	10,000	949
Discretionary Reserves				
Aged Care Reserve	2,722	0	18	2,704
Defined Benefits Reserve	750	0	0	750
HACC Capital Grant	512	0	0	512
Library Reserve	1,505	0	0	1,505
Revegetation Net Gain	218	65	0	283
Scoresby Recreational Reserve	267	35	0	302
Social Housing Reserve	2,559	0	0	2,559
Unexpended Grants Reserve	4,631	4,678	4,631	4,678
Total Discretionary Reserves	13,164	4,778	4,649	13,293
Total Reserves	19,113	9,778	14,649	14,242

Statutory reserves must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. Whilst these funds can earn interest revenues for Council, they are not available for other purposes.

Discretionary reserves are funds set aside by Council for a specific purpose but are not protected by statute.

The nature and purpose of the reserves are as follows:

Open space reserve

The Open Space Reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developer's contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Aged care reserve

The purpose of this reserve is to set aside the proceeds from the divestment of the Amaroo Gardens Aged Care Facility by Council on 2 November 2011 for aged services and infrastructure within the Knox municipality.

Defined benefits reserve

The purpose of this reserve is to fund a defined benefits call should a call be made.



HACC capital grant reserve

The purpose of this reserve is to refurbish, upgrade and maintain minor capital within the Home and Community Care funded programs.

Library reserve

The purpose of this reserve is for major capital expenditure for acquiring, refurbishing or redeveloping library premises as standalone premises or as part of community hubs for Knox Library branches.

Revegetation net gain reserve

The purpose of this reserve is to ensure any loss of vegetation through development is re-established in a sustainable location.

Scoresby Recreation reserve

The purpose of this reserve is to invest the income derived from lease of this site into the Scoresby Recreation Reserve.

Social housing reserve

The purpose of this reserve is to provide funding for the planning, development, construction and/or purchase of social housing for the Knox Community.

Unexpended grants reserve

The purpose of this reserve is to quarantine early payment of Victoria Grants Commission General Purpose and Local Roads Federal Grant funding for use in the following year.



4.3.2 Equity

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
EQUITY				
Accumulated surplus	739,133	773,158	34,025	4.6%
Reserves	1,535,414	1,530,543	(4,871)	(0.3%)
TOTAL EQUITY	2,274,547	2,303,701	29,154	1.3%

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. \$29.154 million of the \$34.025 million increase in accumulated surplus results directly from the surplus for the year. An amount of \$4.871 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment cash reserves to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

The net increase in equity or net assets of \$29.154 million results directly from the 2025-26 financial year budgeted operating surplus.



4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Description	Forecast	Budget	Change	
	2024-25 \$'000	2025-26 \$'000	\$'000	%
Cash flow from operating activities				
Rates and charges	150,059	153,411	3,352	2.2%
User fees	13,214	13,576	362	2.7%
Statutory fees and fines	4,650	5,415	765	16.5%
Grants - operating	27,036	19,651	(7,385)	(27.3%)
Grants - capital	9,211	6,468	(2,743)	(29.8%)
Contributions - monetary	7,294	5,000	(2,294)	(31.5%)
Interest received	2,000	950	(1,050)	(52.5%)
Other receipts	1,625	853	(772)	(47.5%)
Net movement in trust deposits	64	66	2	3.1%
Employee costs	(79,407)	(76,884)	2,523	(3.2%)
Materials and services	(82,871)	(77,237)	5,634	(6.8%)
Contributions and donations	(6,049)	(6,138)	(89)	1.5%
Short-term, low value and variable lease payments	(12)	(31)	(19)	158.3%
Other payments	(708)	(765)	(57)	8.1%
Net cash provided by operating activities	46,106	44,335	(1,771)	(3.8%)

Operating activities refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

The 2025-26 operating grants income is budgeted to decrease by \$7.385 million on the 2024-25 forecast. This is largely due to a \$3.768 million decrease for the Victoria Grants Commission funding in 2025-26 due to the timing of payments, together with a reduction in kindergarten grant income due to the change in service delivery model for Kindergarten from January 2025.

The 2025-26 budgeted capital grants cash receipts is budgeted to decrease by \$2.743 million. Capital grants are not budgeted unless there is confirmation or a commitment that the funds will be received. Refer to section 4.5 'Capital works program' for a more detailed analysis of Council's capital works program for the 2024-25 financial year.

The 2024-25 forecast monetary contributions received includes \$1.544 million for non-recurring capital project contributions.

Employee costs are budgeted to decrease by \$2.523 million on the 2024-25 forecast. This decrease allows for the Enterprise Agreement (EA) increment, and the increase in the superannuation guarantee rate from 11.50% to 12.00%. A driver of the decreased budget to forecast is due to the change in service delivery model for Kindergartens from January 2025.

Materials and services are budgeted to decrease by \$5.634 million. Included in materials and services is capital expenditure which is operational in nature. This expenditure is budgeted to decrease by \$2.738 million on the current year forecast due to capital projects being undertaken (including capital works to be carried forward to 2025-26).



4.4.2 Net cash flows provided by/used in investing activities

Description	Forecast	Budget	Change	
	2024-25 \$'000	2025-26 \$'000	\$'000	%
Cash flow from investing activities				
Proceeds from sale of property, infrastructure, plant and equipment	11,283	11,256	(27)	(0.2%)
Payments for property, infrastructure, plant and equipment	(57,051)	(52,645)	4,406	(7.7%)
Payments for investments	0	0	0	0.0%
Proceeds from sale of investments	10,000	0	(10,000)	(100.0%)
Net cash used in investing activities	(35,768)	(41,389)	(5,621)	15.7%

Investing activities refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, plant and equipment.

The decrease in net cash outflows from investing activities is due to a \$0.027 million decrease in proceeds from the sale of property, infrastructure, plant and equipment, together with the redemption of \$10.000 million in term deposits that have an original maturity date greater than ninety days. This is partially offset by a \$4.406 million decrease in payments for property, infrastructure, plant and equipment.

4.4.3 Net cash flows provided by/used in financing activities

Description	Forecast	Budget	Change	
	2024-25 \$'000	2025-26 \$'000	\$'000	%
Cash flow from financing activities				
Finance costs	(3,755)	(3,625)	130	(3.5%)
Proceeds from borrowings	10,000	6,000	(4,000)	(40.0%)
Repayment of borrowings	(8,865)	(9,680)	(815)	9.2%
Interest paid - lease liability	(343)	(419)	(76)	22.2%
Repayment of lease liabilities	(1,059)	(1,031)	28	(2.6%)
Net cash used in financing activities	(4,022)	(8,755)	(4,733)	117.7%

Financing activities refers to the cash generated or used in the financing of Council functions and include proceeds from and repayment of borrowings from financial institutions.

The 2025-26 budget includes new borrowings of \$6.000 million. The new borrowings are budgeted to take place at the end of the calendar year. Refer to section 4.2.3 'Borrowings' for further information on Council borrowings.



4.5 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2025-26 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change \$'000	%
Property	12,397	16,322	3,925	31.7%
Plant and equipment	9,001	7,500	(1,501)	(16.7%)
Infrastructure	43,591	34,023	(9,568)	(21.9%)
Total contributions	64,989	57,845	(7,144)	(11.0%)

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expans'n	Grants	Contrib.	Council Cash*	Borrow- ings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	16,322	0	5,515	10,777	30	7,037	0	5,544	3,740
Plant and equipment	7,500	120	6,126	1,254	0	0	0	5,551	0
Infrastructure	34,023	1,107	27,677	5,239	0	3,346	0	28,199	2,260
Total	57,845	1,227	39,318	17,270	30	10,383	0	39,294	6,000

* Council cash represents council rates, reserves and proceeds from the sale of fixed assets.



4.5.2 2025-26 Capital Budget

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow- ings \$'000
Property Buildings	6,524	0	4,709	1,785	30	0	0	4,739	1,785
Replacements of components for all Council owned buildings based on Building Asset Management Systems	4,709	0	4,709	0	0				
Pavilion Upgrade (Design)	630	0	0	630	0				
Carrington Park Public Toilet	430	0	0	430	0				
HV Jones Community Hall - Bathroom Upgrade and New Accessible Toilet	220	0	0	220	0				
Solar panels in Community Facilities	100	0	0	100	0				
Ferntree Gully Community Centre Upgrades	80	0	0	80	0				
Scope and Concept Design of Future Pavilion Development	70	0	0	70	0				
Energy Retrofits in Community Buildings	60	0	0	60	0				
Indoor Leisure Sites Security Upgrades	60	0	0	60	0				
Knox Regional Netball Centre - Line Marking	60	0	0	60	0				
Boronia Radio Control Club - New Accessibility Ramp	30	0	0	30	0				
Early Years Hubs - Toilet Cubicle Doors	15	0	0	15	0				
Design of Future Projects at Scoresby Recreation Reserve	10	0	0	10	0				
Knox Regional Netball Centre - Air Handling (Design)	10	0	0	10	0				
Rosa Benedikt Community Centre - Backyard Revitalisation	10	0	0	10	0				
Wantirna Hub Long Day Care Expansion	30	0	0	0	30				
Total Property	6,524	0	4,709	1,785	30	0	0	4,739	1,785
Plant and Equipment	1,949	0	1,949	0	0	0	0	0	0
Plant and machinery replacement program	1,949	0	1,949	0	0				
Computers and telecommunications	3,589	0	2,340	1,249	0	0	0	3,589	0
Artworks	210	120	85	5	0	0	0	210	0
Community Led Public Art Projects	55	55	0	0	0				
Public Art Project	50	50	0	0	0				
Lupton Way Future Public Art Lighting	15	15	0	0	0				
Open Space Asset Artwork Renewal	85	0	85	0	0				
Laneway Activation Test Site	5	0	0	5	0				
Total Plant and Equipment	5,748	120	4,374	1,254	0	0	0	3,799	0
Infrastructure	9,307	0	9,087	220	0	2,683	0	6,624	0
Roads	9,307	0	9,087	220	0	2,683	0	6,624	0
Road Surface Renewal Program across multiple locations within Knox	5,110	0	5,110	0	0				
Templeton Rd, Wantirna	1,540	0	1,540	0	0				
Blackwood Park Road, Ferntree Gully	1,250	0	1,250	0	0				
Chandler Road, Boronia	440	0	440	0	0				
High Risk Road Failure Program	341	0	341	0	0				
Industrial Road Renewal Program across multiple locations within Knox	195	0	195	0	0				
Lewis Road, Wantirna South (Design)	100	0	100	0	0				
Cathies Lane, Wantirna South (Design)	40	0	40	0	0				
Shannon Avenue, Ferntree Gully (Design)	35	0	35	0	0				
Wallace Avenue, Bayswater (Design)	30	0	30	0	0				
Janine Street, Scoresby (Scoping)	2	0	2	0	0				
Keith Campbell Court, Scoresby (Scoping)	2	0	2	0	0				
Thaxted Parade, Wantirna (Scoping)	2	0	2	0	0				
Eildon Parade, Rowville - Local Area Traffic Management	154	0	0	154	0				
Barmah Drive East - On-Road Bicycle Lane	41	0	0	41	0				



Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Murrindal Drive, Rowville - Local Area Traffic Management (Design)	15	0	0	15	0				
Fonteyn Drive - Pedestrian Refuge (Design)	10	0	0	10	0				
Bridges	973	0	973	0	0	0	0	973	0
Bridge Renewal Program across multiple locations within Knox	973	0	973	0	0				
Footpaths and cycleways	5,070	772	4,042	256	0	0	0	4,070	1,000
Liverpool Road (Roundabout to Retarding Basin - Sharedpath	204	204	0	0	0				
Pleasant Road, Clematis Avenue to The Glen Parade - Footpath	185	185	0	0	0				
Llewellyn Park Drive, East side, Somes Street to George Street - Footpath	118	118	0	0	0				
Park Ridge Reserve - Footpath	118	118	0	0	0				
Underwood Road/Gerald Street Reserve - Foothpath	43	43	0	0	0				
Fitzgerald Street - Foothpath Design	35	35	0	0	0				
Railway Trail (Upper Ferntree Gully CFA to Dandenong Tourist Road Intersection) - Sharedpath Design	35	35	0	0	0				
Railway Trail (Underwood Road to Alpine Road) - Sharedpath Scoping	10	10	0	0	0				
Mountain Highway, Wantirna, South side, Grammar Parade to Melbourne School of Theology - Footpath Scoping	10	10	0	0	0				
Veronica Street, Ferntree Gully - Footpath Design, South side between Underwood Rd and 20 Veronica St	15	15	0	0	0				
Footpaths Renewal Program across multiple locations within Knox	3,264	0	3,264	0	0				
Shared Path Renewal Program across multiple locations within Knox	779	0	779	0	0				
Macaulay Place, Bayswater - Shared Path	256	0	0	256	0				
Drainage	3,968	85	3,598	285	0	0	0	3,968	0
Liberty Avenue Reserve - Wetland/Harvesting System	50	50	0	0	0				
Peregrine Reserve - Wetland (Design)	35	35	0	0	0				
Drainage Renewal Program across multiple locations within Knox	3,398	0	3,398	0	0				
Water Sensitive Urban Design System Renewal Program across multiple locations within Knox	200	0	200	0	0				
Flood Mitigation Reactive Upgrade Works	200	0	0	200	0				
Stormwater Catchment Master Planning	50	0	0	50	0				
Kevin Avenue Ferntree Gully - Flood Investigation (Scoping)	35	0	0	35	0				
Recreational, leisure and community facilities	8,333	0	6,379	1,954	0	663	0	6,670	1,000
Bayswater Oval - Sportsfield Renewal	3,278	0	3,278	0	0				
Playground Renewal Program	1,317	0	1,317	0	0				
Knox Gardens Reserve - Cricket Net Renewal	484	0	484	0	0				
Significant Passive Open Space Sites Renewal	180	0	180	0	0				
Public Tennis / Netball / Basketball Court Renewal	150	0	150	0	0				
Cricket Run Up and Goal Square Renewal Works	100	0	100	0	0				
Parkland Asset Renewal	100	0	100	0	0				
Park Furniture Renewal	95	0	95	0	0				
Reserve Paths Renewal	95	0	95	0	0				
Oversowing of Sportsfields	90	0	90	0	0				
Roadside Plantings Renewal	85	0	85	0	0				



Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Irrigation Infrastructure Renewal	80	0	80	0	0				
Knox Regional Netball Centre - Court renewal	80	0	80	0	0				
Sporting Oval Fencing Renewal	75	0	75	0	0				
Sportsfield Infrastructure Replacement Program	75	0	75	0	0				
Carrington Park, Knoxfield - Sportsfield Renewal Design	55	0	55	0	0				
Park Signage Renewal	20	0	20	0	0				
Lakesfield Reserve - Cricket Net Renewal (Design)	20	0	20	0	0				
Gilbert Park, Knoxfield - Masterplan Implementation (Skate & BMX Park Extension)	550	0	0	550	0				
Habitat Connectivity Paths at Lewis Park	339	0	0	339	0				
Rowville Recreation Reserve - Oval 1 Floodlighting Upgrade	250	0	0	250	0				
Eildon Park - Oval 1 Floodlighting Upgrade	250	0	0	250	0				
The Basin Triangle - Landscape Plan	150	0	0	150	0				
Carrington Park - Masterplan Implementation	150	0	0	150	0				
Kings Park Reserve - Masterplan Implementation	140	0	0	140	0				
Wantirna Reserve - Masterplan Implementation	125	0	0	125	0				
Off street car parks	1,397	0	765	632	0	0	0	1,397	0
Program for asphalt resurfacing, patching, linemarking and kerb and channel renewal	765	0	765	0	0				
Wantirna Reserve - Carpark Upgrade Stage 1	381	0	0	381	0				
Knox City Tennis Club - Carpark Upgrade	215	0	0	215	0				
Mens Shed/Rowville Recreation Reserve - Carpark Upgrade (Design)	35	0	0	35	0				
Other infrastructure	803	50	359	394	0	0	0	543	260
Immerse Biennial Winter Arts Program	40	40	0	0	0				
Albert Avenue - Speed limit LED Flashlights Design	10	10	0	0	0				
Street furniture renewal program	109	0	109	0	0				
Asbestos Removal Program	250	0	250	0	0				
Major Roads Streetlight Replacement	300	0	0	300	0				
Parking Management Plan Implementation	40	0	0	40	0				
Bayswater Placemaking Strategy	30	0	0	30	0				
Knox Park Directional Signage (Design)	24	0	0	24	0				
Total Infrastructure	29,850	907	25,203	3,741	0	3,346	0	24,244	2,260
Total Capital Works	42,122	1,027	34,286	6,779	30	3,346	0	32,782	4,045

* Council cash represents council rates, reserves and proceeds from the sale of fixed assets.



4.5.3 Works carried forward from 2024-25 year to 2025-26

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Property Buildings	9,798	0	806	8,992	0	7,037	0	806	1,955
Replacements of components for all Council owned buildings based on Building Asset Management Systems	806	0	806	0	0				
Carrington Park - Pavilion Upgrade	1,000	0	0	1,000	0				
Tormore Reserve - Facility Redevelopment	4,861	0	0	4,861	0				
Wally Tew Reserve - Pavilion Upgrade	1,863	0	0	1,863	0				
Park Ridge Reserve - Pavilion Refurbishment	1,268	0	0	1,268	0				
Total Property	9,798	0	806	8,992	0	7,037	0	806	1,955
Computers and telecommunications	1,752	0	1,752	0	0	0	0	1,752	0
Total Plant and Equipment	1,752	0	1,752	0	0	0	0	1,752	0
Infrastructure									
Footpaths and cycleways	666	200	466	0	0	0	0	666	0
Green Spine Corridor - Shared Path, Chandler Road, Boronia	200	200	0	0	0				
Footpaths Renewal Program across multiple locations within Knox	466	0	466	0	0				
Drainage	900	0	694	206	0	0	0	900	0
Drainage Renewal Program across multiple locations within Knox	694	0	694	0	0				
Forest Road to Koolunga Reserve, Ferntree Gully	206	0	0	206	0				
Off street car parks	219	0	219	0	0	0	0	0	0
Program for asphalt resurfacing, patching, linemarking and kerb and channel renewal	219	0	219	0	0				
Recreational, leisure and community facilities	2,389	0	1,096	1,293	0	0	0	2,389	0
Reserve/Court/Playground Renewal Programs	1,096	0	1,096	0	0				
Gilbert Park, Knoxfield - Masterplan Implementation	293	0	0	293	0				
Wantirna Reserve - Masterplan Implementation	1,000	0	0	1,000	0				
Total Infrastructure	4,173	200	2,475	1,498	0	0	0	3,954	0
Total Carried Forward Capital Works 2024/25	15,723	200	5,033	10,490	0	7,037	0	6,512	1,955

* Council cash represents council rates, reserves and proceeds from the sale of fixed assets.

4.5.4 Works carried forward from 2024-25 year to 2026-27

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Property Buildings	2,532	0	0	2,532	0	0	0	2,532	0
Carrington Park - Pavilion Upgrade	2,532	0	0	2,532	0				
Total Property	2,532	0	0	2,532	0	0	0	2,532	0
Total Carried Forward Capital Works 2024/25	2,532	0	0	2,532	0	0	0	2,532	0

* Council cash represents council rates, reserves and proceeds from the sale of fixed assets.



4.6 Summary of Planned Capital Works Expenditure

For the four years ended 30 June 2027, 2028 and 2029

2026/27	Total Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Property									
Buildings	14,016	430	5,134	8,452	0	0	0	8,016	6,000
Total Property	14,016	430	5,134	8,452	0	0	0	8,016	6,000
Plant and Equipment									
Plant, machinery and equipment	2,455	0	2,455	0	0	0	0	2,455	0
Computers and telecommunications	2,969	0	2,219	750	0	0	0	2,969	0
Artworks	498	380	88	30	0	0	0	498	0
Total Plant and Equipment	5,922	380	4,762	780	0	0	0	5,922	0
Infrastructure									
Roads	9,673	0	9,156	517	0	2,918	0	5,755	1,000
Bridges	996	0	996	0	0	0	0	996	0
Footpaths and cycleways	5,980	1,730	4,251	0	0	0	0	4,480	1,500
Drainage	4,893	864	3,709	320	0	0	0	3,893	1,000
Recreational, leisure and community facilities	8,339	0	6,824	1,515	0	0	0	6,839	1,500
Off street car parks	1,270	0	788	482	0	0	0	770	500
Other infrastructure	628	155	392	81	0	0	0	628	0
Total Infrastructure	31,779	2,749	26,115	2,915	0	2,918	0	23,361	5,500
Total Capital Works Expenditure	51,717	3,559	36,011	12,147	0	2,918	0	37,299	11,500

2027/28	Total Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Property									
Buildings	13,490	315	5,465	7,710	0	0	0	4,490	9,000
Total Property	13,490	315	5,465	7,710	0	0	0	4,490	9,000
Plant and Equipment									
Plant, machinery and equipment	2,132	0	2,132	0	0	0	0	2,132	0
Computers and telecommunications	4,470	0	3,220	1,250	0	0	0	4,470	0
Artworks	250	160	90	0	0	0	0	250	0
Total Plant and Equipment	6,852	160	5,442	1,250	0	0	0	6,852	0
Infrastructure									
Roads	10,202	0	9,642	560	0	3,006	0	5,796	1,400
Bridges	944	0	944	0	0	0	0	944	0
Footpaths and cycleways	5,615	1,215	4,400	0	0	0	0	4,615	1,000
Drainage	4,750	0	4,068	682	0	0	0	4,250	500
Recreational, leisure and community facilities	7,298	0	6,245	1,053	0	0	0	6,298	1,000
Off street car parks	1,487	0	812	675	0	0	0	987	500
Other infrastructure	454	40	414	0	0	0	0	454	0
Total Infrastructure	30,750	1,255	26,525	2,970	0	3,006	0	23,344	4,400
Total Capital Works Expenditure	51,091	1,730	37,432	11,930	0	3,006	0	34,685	13,400



2028/29	Total Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow- ings \$'000
Property									
Buildings	5,462	0	4,692	770	0	0	0	962	4,500
Total Property	5,462	0	4,692	770	0	0	0	962	4,500
Plant and Equipment									
Plant, machinery and equipment	2,139	75	2,064	0	0	0	0	2,139	0
Computers and telecommunications	2,350	0	850	1,500	0	0	0	2,350	0
Artworks	253	160	93	0	0	0	0	253	0
Total Plant and Equipment	4,742	235	3,007	1,500	0	0	0	4,742	0
Infrastructure									
Roads	9,946	0	9,360	586	0	3,021	0	3,925	3,000
Bridges	962	0	962	0	0	0	0	962	0
Footpaths and cycleways	5,289	692	4,597	0	0	0	0	4,789	500
Drainage	4,344	0	4,094	250	0	0	0	3,844	500
Recreational, leisure and community facilities	7,266	10	6,398	858	0	0	0	6,266	1,000
Off street car parks	1,648	0	1,238	410	0	0	0	1,148	500
Other infrastructure	478	40	438	0	0	0	0	478	0
Total Infrastructure	29,933	742	27,087	2,104	0	3,021	0	21,412	5,500
Total Capital Works Expenditure	40,137	977	34,786	4,374	0	3,021	0	27,116	10,000

* Council cash represents council rates, reserves and proceeds from the sale of fixed assets



5a. Targeted Performance Indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance measures contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators – Service

Indicator	Measure	Notes	Actual 2023-24	Forecast 2024-25	Target 2025-26	Target Projections			Trend + / o / -
Governance									
Consultation and engagement (Council decisions made and implemented with community input)	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	69	69	70	70	71	71	+
Roads									
Condition (sealed local roads are maintained at the adopted condition standard)	Sealed local roads below the intervention level Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	91.18%	91.00%	91.00%	91.00%	91.00%	91.00%	o
Statutory Planning									
Service standard (planning application processing and decisions are in accordance with legislative requirements)	Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	77.55%	76.00%	70.00%	70.00%	70.00%	70.00%	o
Waste Management									
Waste diversion (amount of waste diverted from landfill is maximised)	Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	72.87%	73.00%	72.00%	74.00%	76.00%	78.00%	+



Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual 2023-24	Forecast 2024-25	Target 2025-26	Target Projections			Trend + / o / -
Liquidity									
Working capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current Assets / Current Liabilities	5	167.33%	138.94%	134.10%	122.46%	117.63%	126.80%	-
Obligations									
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset Renewal and Upgrade Expenditure / Depreciation	6	165.68%	237.18%	223.41%	184.83%	185.49%	144.38%	-
Stability									
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate Revenue / Adjusted Underlying Revenue	7	75.47%	71.64%	72.35%	76.16%	75.40%	75.32%	o
Efficiency									
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total Expenditure / No. of Assessments	8	\$2,782	\$2,890	\$2,752	\$2,842	\$2,800	\$2,828	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator



5b. Financial Performances Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual 2023-24	Forecast 2024-25	Budget 2025-26	Projections 2026-27	2027-28	2028-29	Trend + / o / -
Operating Position									
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted Underlying Surplus (Deficit) / Adjusted Underlying Revenue	9	0.28%	4.28%	9.15%	7.27%	7.87%	8.59%	+
Liquidity									
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted Cash / Current Liabilities	10	45.73%	74.11%	75.72%	62.97%	60.60%	71.43%	+
Obligations									
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings compared to rates Interest Bearing Loans and Borrowings / Rate Revenue	11	56.42%	55.69%	52.09%	48.95%	50.13%	46.68%	+
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and Principal Repayments / Rate Revenue	11	6.61%	8.39%	8.65%	8.73%	9.79%	10.44%	-
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	Non-current liabilities compared to own-source revenue Non Current Liabilities / Own Source Revenue	12	49.91%	45.45%	41.03%	39.73%	39.22%	35.47%	+
Stability									
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate Revenue / Property Values (CIV)	13	0.23%	0.23%	0.23%	0.25%	0.24%	0.24%	o
Efficiency									
Revenue level (resources are used efficiently in the delivery of services)	Average rate per property assessment General Rates Revenue / No. of Property Assessments	14	\$1,684	\$1,754	\$1,806	\$1,848	\$1,890	\$1,933	+



5c. Financial Performances Indicators

The following table presents additional measures that are not prescribed measures in the *Local Government (Planning and Reporting) Regulations 2020*. These measures are used by the Department of Treasury and Finance to conduct credit assessments of councils under the Treasury Corporation of Victoria (TCV) loans framework. Subject to these financial covenants being satisfied over the prior three years to the budget year, the budget year, and subsequent three projected financial years, a borrowing limit will be determined under the framework.

Indicator	Measure	Notes	Actual 2023-24	Forecast 2024-25	Budget 2025-26	Projections			Trend + / o / -
						2026-27	2027-28	2028-29	
TCV loans framework indicators									
Interest bearing liabilities to own source revenue	Interest Bearing Liabilities / Own Source Revenue (excluding Open Space Contributions)	15	54.05%	56.72%	54.97%	52.35%	53.58%	50.92%	+
Interest cover ratio	EDITBA / Interest Expense	15	11.74	11.49	15.08	12.44	12.62	13.25	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator



Notes on measures

5a.1 Satisfaction with community consultation and engagement

During 2024-25, Council's Community Engagement Policy was adopted following a review of the community's expectations. The forecast for 2024-25 is based on the 2023-24 Actual. Targets are based on the results of this measure anticipated to gradually improve as Council commences a capability development program aimed at enhancing its ability to meet the community's expectations.

5a.2 Sealed local roads below the intervention level

Forecast for 2024-25 and targets for 2025-26 onwards indicate a steady target of 91%. Council re-evaluated its current road performance measures in July 2024, using whole-of-network condition data captured in a 2023 through a road surface condition audit, which noted that the current performance is 91.2%. Council's objective over coming years is to ensure that the road network condition does not drop below the 91% level.

5a.3 Planning applications decided within the relevant required time

Forecast actual for 2024-25 is based on the 2024-25 half year data available. Targets for 2025-26 onwards have been aligned to our service standard target of 70% of planning permit applications determined within 60 statutory days, as determined in the draft Statutory Planning Service Plan. This target is set based on anticipated work levels, factoring in both the complexity and volume of resourcing required to deliver the service. Actual demand may vary from expectations, resulting in performance fluctuations as circumstances evolve from year to year.

5a.4 Kerbside collection waste diverted from landfill

Forecast actual for 2024-25 is based on the 2024-25 half year data available (72.99%). The 2025-26 target is aligned to the Recycling Victoria (Department of Environment, Land, Water and Planning) interim target to divert 72% of waste from landfill by 2025. Targets for 2025-26 onwards are aligned to state targets and the current waste stream modelling, based on the assumption that frequency scheduling remains as current practice. These are also in line with Council's Waste and Resource Strategy.

5a.5 Working capital

Working capital (current assets / current liabilities) is the proportion of current liabilities represented by current assets. It is a general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due. The working capital percentage is anticipated to remain around 100% for the ten-year period. The decrease from 2023-24 is largely due to the carry-forward of capital works expenditure. These targets align to targets determined in our Long Term Financial Plan.



5a.6 Asset renewal

Asset renewal is calculated as asset renewal expenditure as a percentage of depreciation. This indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100% indicates Council is maintaining its existing assets, while a percentage less than 100% means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council's asset renewal indicator is greater than 100% through the ten year outlook. These targets align to targets determined in our Long Term Financial Plan.

5a.7 Rates concentration

Rates concentration is measured as rate revenue compared to the adjusted underlying revenue. Adjusted underlying revenue is defined as total income excluding non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than grants and non-monetary contributions. Rates concentration reflects the extent of reliance on rate revenues to fund all of Council's on-going services. The 2025-26 target shows an increase on the 2024-25 forecast followed by another increase the following year. These targets align to targets determined in our Long Term Financial Plan.

5a.8 Expenditure level

Expenditure level presents the average Council expenditure per property assessment. The 2025-26 target shows a decrease on the 2024-25 forecast followed by an increase the following year. These targets align to targets determined in our Long Term Financial Plan.

5b.9 Adjusted underlying result

Adjusted underlying result is the net surplus or deficit for the year (per Australian Accounting Standards) adjusted for non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure other than grants and non-monetary asset contributions. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is expected over the period. The 2025-26 budget shows a slight decrease from the 2024-25 forecast, followed by increases in the following three years.

5b.10 Unrestricted cash

Unrestricted cash means all cash and cash equivalents other than restricted cash, including cash that will be used to fund capital expenditure from the previous financial year. Restricted cash means cash and cash equivalents, within the meaning of Accounting Standard *AASB 107 Statement of Cash Flows*, that are not available for use other than for a purpose for which it is restricted. The decline from the current year forecast demonstrates a reduction of cash and cash equivalents together with the utilisation of Interest-bearing loans and borrowings to fund the Capital Works Program.

**5b.11 Debt compared to rates**

Loans and borrowings means interest bearing loans and borrowings compared to rates and charges revenue. The balance of interest bearing loans and borrowings is shown as a percentage of rates revenue. Loans and borrowings also refers to interest and principal repayments compared to rate revenue. The ratio describes Council's cash flow debt repayment capacity through the inclusion of interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue. The trend indicates a continued reliance on debt against annual rate revenue in 2025-26 due to borrowings to fund the Capital Works Program.

5b.12 Indebtedness

Indebtedness compares non-current liabilities to own source revenue. Own source revenue is defined as adjusted underlying revenue other than revenue that is not under the control of Council (including government grants). Non-current liabilities will decrease in 2025-26, and continue to gradually decrease over the following three years, with the ratio decreasing accordingly.

5b.13 Rates effort

Rates effort, which is intended to examine the community's capacity to pay, presents rate revenue as a percentage of the capital improved value of rateable properties in the municipality. The trend is relatively steady for rates effort.

5b.14 Revenue level

Revenue level presents the residential rate revenue per residential property assessment. The trend shows a small annual increase.

5c.15 Loan borrowing eligibility through the Government loans framework

The Victorian Government has approved the Treasury Corporation of Victoria (TCV) to become a direct lender to local councils. Victoria's strong credit rating means that the State can borrow and lend money at cheaper rates than are commercially available to councils. This new policy initiative enables Victorian councils to achieve interest cost savings by being able to access low-interest loans financed through TCV.

The following financial ratio criteria need to be satisfied to be eligible to borrow through TCV:

- Interest bearing loans and borrowings cannot exceed 60 percent of own source revenue
- The interest cover ratio cannot be less than 2:1



6. Financial Strategies

Long Term Financial Plan

The budget has been prepared for the four-year period ending 30 June 2029. The Budget is in turn set within the Long Term Financial Plan to assist Council to adopt a budget within a longer term financial framework. The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is to be adopted in June 2025 in line with the 2025-26 Budget. The Budget is supported by the following series of Financial Strategy Principles that guide the development of both the Annual Budget and the Financial Plan.

Financial Strategy Principles

Principles relating primarily to the operating budget:

Sustainable Budgeting Principle

Council will implement a sustainable budget and financial strategy that caters for short and long-term planning responsibilities.

Community expectations are a key driver of the strategy, as reflected in the Council Plan, and Council strives to adequately resource current and future need across the City. Council has limited financial and non-financial resources and faces wide-ranging and complex community needs.

Council is committed to delivering an annual operating surplus to provide funds for capital projects and infrastructure renewal, for both current and future generations. When identifying sources of revenue and determining expenditure needs, Council will ensure that these community needs can be adequately addressed in the future.

Rating Revenue Principle

Council comply with the Victorian Government's rate capping legislation which limits rate increased to an amount set by the relevant Minister.

A rating strategy included in the Revenue and Rating Plan that determines the allocation of rate contributions across the municipality will be considered by Council each term.

Council will comply with the rate capping legislation and will consider applying for a short term increase to the rate cap if deemed necessary during any budget or long term financial planning process.

Waste Management Principle

To not impact other services and capital renewal spending Council will fully recover the cost of waste services through a waste services charge.



Waste income is at full cost recovery and is not subject to the rate capping framework.

Intergovernmental Funding Principle

Council supports other levels of government to fully fund services delivered on their behalf. Council will maximise the level of grants and subsidies received from Commonwealth and State Governments to achieve a better share of government taxes for the Knox Community.

Funds received from other levels of government will normally be expected to meet the full direct and indirect costs of providing those services. Council opposes cost shifting from other levels of government and may not contribute funding or assets to services that are the responsibility of other levels of government. In circumstances where Council provides a subsidy to a service, a determination will be made ensuring the contribution does not outweigh the community benefit.

Where cost shifting from other levels of government is apparent, Council will communicate to its community the impacts of these cost impositions.

Operating Projects Expenditure Principle

Council will separately fund projects of a non-recurring operating nature in line with considering availability of revenue to fund existing services and infrastructure renewal.

Priority projects that are not started or completed within the budget year are subject to future budget and planning considerations. These projects will be reassessed against any revised Council priorities.

Amended Budget Principle

Council will amend the Budget for internal management reporting purposes to ensure prudent and transparent budgeting and financial planning.

Council will ensure a rigorous approach to budget management. The budget will be amended where necessary following finalisation of the annual accounts.

Amended budgets enable Council to review and approve variances to revenue and expenditure resulting primarily from external factors, ensuring accountability and optimal budget control for management reporting purposes. Amendments to the adopted budget will be considered under the following circumstances:

- Additional income has been received
- Reduction in income due to identified reasons
- Transactions required subsequent to finalisation of end of year accounts
- Expenditure increase matching additional income
- Additional non discretionary expenses
- Deferred expenditure
- Sound accounting processes to meet audit requirements.

In the circumstance where additional cash surplus is identified (after taking into account cash requirements in future years), this surplus will firstly be considered for transfer into a defined



benefits reserve and secondly for opportunities to reduce planned borrowing.

New expenditure identified (if any) should be considered within the overall priority listing of works across Knox. This may include bringing forward foreshadowed works in a staged approach. Existing commitments of staff and project management resources will be considered to ensure deliverability prior to endorsement of additional expenditure.

The Annual Report will detail performance against the original Budget as adopted by Council as the Budget.

Principles relating primarily to management of Council assets:

Asset Management Principle

This measures the renewal and upgrade expenditure that Council incurs on its existing asset base compared to depreciation expense. This assesses whether Council's assets are being renewed or upgraded as planned and compares the rate of spending on existing assets through renewing, restoring, replacing or upgrading existing assets with depreciation expense.

Council will provide well-maintained community assets that are fit for their purpose and provide best possible community benefit. Council's budget and long-term strategy will commit, with specific budget provision, an appropriate level of expenditure to ensure ongoing asset maintenance and renewal.

Council will plan and appropriately resource the necessary work on infrastructure to ensure that all assets are maintained fit for purpose. Accurate asset date and condition assessments will be drawn upon to inform the annual budgeting and works programs.

Asset management involves anticipating and managing risk and asset failures. Council is committed to increasing expenditure on asset renewal in order to sustainably manage its community infrastructure. Appropriate expenditure is allocated to ensure that compliance and safety regulations are addressed for all assets.

The separate asset renewal component of total capital works expenditure will be based on needs identified in that will include amounts sufficient to fund renewal of our assets to agreed standards as established in the asset management plans, based on the replacement cost and remaining useful life of the asset in order to meet minimum community standards.

Council will maintain a capital sustainability index of greater than one-to-one until assets have reached standards defined in the asset management plans. The sustainability index is defined as the ratio of renewal expenditure on infrastructure assets compared to the annual depreciation expense incurred by these assets.

Council will seek the most effective community outcome from the application of asset renewal funds, which may not necessarily result in the replication of existing facilities but could involve the adaptive re-use of an asset. In such circumstances, asset renewal funds will complement new and upgrade funding as appropriate.

**Capital Projects Budgeting Principle**

Budgets to be phased according to actual build cycle leading to more appropriate accountability for expenditure and more accurate performance measures

Council will prioritise capital works expenditure based on the capital investment hierarchy as adopted by Council.

Council will budget capital expenditure in the financial year it is estimated to occur based on the methodology of scope, design, delivery.

Council Statutory (restricted) Reserves Principle

Council will maintain, cash backed reserves for statutory (restricted) reserves, allowing maximum cash availability to reduce borrowing requirements.

Council will endeavor to maintain a minimum cash balance equivalent to the identified statutory (restricted) reserves plus sufficient cash to achieve a working capital ratio of above 1.

Due to the nature of these funds, and potential for immediate use, the cash will not be considered as parts of Council's internal budgeting and management reporting processes.

Property Holding Principle

Council will manage, acquire and dispose of property in the best interest of the Knox community. Council recognises the importance of property holdings over the long term to community wellbeing.

Assets will only be considered for disposal where there is no clear Council or community need for that asset in the foreseeable future. All property considered for disposal will undergo a thorough evaluation based on Council's Sale of Land and Buildings Policy Principles, which consider both financial and community benefit factors. Open space will not be sold unless it results in a net community benefit and addresses Council's Policy requirements, which includes consideration of the open space network, impact to habitat, flora and fauna, and proposed future infrastructure. Any proceeds derived from property realisation will be firstly directed towards debt reduction and secondly towards new/upgrade capital work. They will not be used to fund operating expenditure. Council will not necessarily hold property that has no current or future identified purpose, or if that purpose can be met more effectively in other ways.

Existing holdings or strategic acquisitions must meet existing needs, newly identified needs or adopted strategies. To enhance community benefit opportunities for the alternative use of property (including asset realisation) will be investigated. Regular reviews of asset holdings will be conducted to identify opportunities for asset realisation. Asset management plans, asset usage, land use planning documents, strategic asset investment framework and community benefit will be consideration in such reviews.

Regular reviews of asset holdings will be conducted to identify opportunities for asset realisation. Asset management plans, asset usage, land use planning documents, strategic asset investment framework and community benefit will be consideration in such reviews.



Principles relating primarily to management of Council financial position:

Financial Principle

Council will fund all operating and capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives.

Council will seek to maximise all external funding opportunities and seek alternative revenue sources to reduce reliance upon rates, including transfers from other levels of government and other financing opportunities where appropriate, and having regard to the financial impacts and outcomes for the community. Following the decision to proceed with a project, external funding commitments will be formalised.

While an external funding opportunity should be part of the overall project, its consideration should remain only one factor in the decision-making process. Accordingly, care should be taken to not inappropriately commit Council to the acceptance of funding opportunities before the project is determined as suitable and of immediate priority. This is necessary to avoid the unreasonable distortion of Council's priorities due to the availability of external funding.

Cash Management Principle

Working capital ratio is used to assess financial performance. Low working capital ratio values, near one or lower, can indicate serious financial problems. The working capital ratio indicates Councils short-term assets to pay off its short-term debt.

Council will monitor its Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.

The target ratio should remain at or above 1.

Council will maximise the return on cash funds invested and ensure investment placements remain within ethical and legislative constraints. Outstanding debtors will be converted to cash by adopting commercial practices and benchmarks.

Loan Borrowing Principle

Councils ability to fund services and capital renewal expenditure from own source revenue is a key measure of sustainability.

Council will consider the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit or funding capital projects that provide a financial return above annual loan funding costs.

Prior to undertaking any future borrowings, Council will model the implications of the proposed loan program on council's long-term financial position and determine the funding mechanism to meet annual debt servicing and redemption requirements, in line with the approved Loan Borrowing Policy.



To be eligible to access funds through the TCV loan framework, Council will remain within the stated financial ratios for the time period defined within the framework.

One of the key considerations for Council in the application of future loan borrowings is the annual operational and asset renewal needs can be met from annual funding sources. That is, Council will strive to not access funding from non-renewable sources such as loans, asset sales or reserves to meet its annual operational and renewal expenditure needs. With the exception of one off expenditure requirements such as a defined benefits call-up.



7. Schedule of Fees and Charges

This appendix presents the fees and charges which will be charged in respect to various goods and services during the financial year 2025-26. Note that this schedule only includes fees set by Council. There are other fees that are set by statute and charged by Council in addition to this listing. These are statutory fees and are made in accordance with legislative requirements. These fees are updated as of 1 July 2025 and will be reflected on Council's website.

Knox City Council

2025-26 Fees & Charges



Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
CEO - Chief Financial Office					
REVENUE & PROPERTY SERVICES					
<i>Land Information Certificates are a standard charge fixed by State Government (Statutory) legislation. Summons Costs recovered are fully recoverable from the outstanding rate debtors.</i>					
Summons Costs Recovered (Legal Costs)	Scale of Costs	Scale of Costs	Scale of Costs	N/A	N/A
Land Information Certificates - Urgent Requests Additional Fee	Per Certificate	\$45.00	\$47.00	\$2.00	4.44%
Reproduction of a Valuation and Rate Notice - Current rating year	Per Notice	\$16.00	\$17.00	\$1.00	6.25%
Reproduction of a Valuation and Rate Notice - Up to 7 prior rating years	Per Notice	\$21.00	\$22.00	\$1.00	4.76%
Reproduction of a Valuation and Rate Notice - Older than 7 prior rating years	Per Hour	\$96.00	\$100.00	\$4.00	4.17%
Recovery of cost incurred to undertake a Field Call	Per Field Call	\$96.00	\$100.00	\$4.00	4.17%
Recovery of Council's Agency's Professional Costs to prepare Field Call documentation	Per Field Call	\$84.00	\$88.00	\$4.00	4.76%
Supplementary Valuation Fee (Water Authorities)	Per Property	\$37.00	\$39.00	\$2.00	5.41%
PROPERTY RENTALS					
<i>This is a nominal fee paid annually by community groups subject to a licence agreement for the use of the facility. Occupancy arrangements are undertaken in accordance with the 'Leasing and Licensing' Policy.</i>					
Community Group Agreement Fee (Lease/Licence) - for current executed agreement	Per Annum	\$249.00	\$259.00	\$10.00	4.02%
Community Group Agreement Fee (Lease/Licence) - for new agreement entered from 1st July 2024	Per Annum	\$450.00	\$468.00	\$18.00	4.00%
Essential Safety Measures (for commercial properties)	Per Annum	\$425.00	Based on property size	N/A	N/A
Administration Fees for New Tenancy Application:					

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Telecommunication - Rooftop and Building site	Per Application	\$2,000.00	\$2,080.00	\$80.00	4.00%
Telecommunication - Macro base station sites (New application)	Per Application	\$4,000.00	\$4,160.00	\$160.00	4.00%
Telecommunication - Macro base station sites (Upgrade application)	Per Application	\$2,000.00	\$2,080.00	\$80.00	4.00%
Other Administration Fees:					
Commercial - Specific property request	Per Request	\$1,000.00	\$1,040.00	\$40.00	4.00%
Adjoining Owner - Examples include use of road reserves, or land historically encroached on, now to be managed under agreement	Per Request	\$500.00	\$520.00	\$20.00	4.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
City Liveability - City Planning and Building					
PLANNING SERVICES					
<i>The Planning and Subdivision fees indicated below are for the processing and administration of development applications. Most of these fees are prescribed by State Regulations. Only those that are at the discretion on Council are indicated below.</i>					
Secondary Consent & Extension of Time Requests					
Secondary Consent Requests	Per Request	\$460.00	\$600.00	\$140.00	30.43%
Extension of Time Request - For all permits other than Multi Dwelling Permits for more than two dwellings or tree removal on single dwelling sites	Per Request	\$315.00	\$328.00	\$13.00	4.13%
Extension of Time Request - For Tree Removal or Pruning (single dwelling sites only)	Per Request	\$100.00	\$104.00	\$4.00	4.00%
Extension of Time Request - For Multi Dwelling Permits of more than two dwellings	Per Request	\$800.00	\$832.00	\$32.00	4.00%
Bonds (Refundable)					
Works Bond	Per Request	150% of the estimated cost of works. Minimum bond amount - \$7,500 for incomplete works bond and \$3,500 for maintenance bond	150% of the estimated cost of works. Minimum bond amount - \$8,000 for incomplete works bond and \$4,000 for maintenance bond	N/A	N/A
Landscaping Bond	Per Request	\$7,600.00	\$8,100.00	\$500.00	6.58%
Fee to process Bonds for uncompleted works bonds, landscaping bonds and maintenance bonds	Per Request	\$460.00	\$479.00	\$19.00	4.13%
Fee to provide a quote for a Bond for uncompleted works bonds, landscaping bonds and maintenance bonds	Per Request	\$140.00	\$146.00	\$6.00	4.29%
Application Advertising					
- Public Notice sign for displaying on site	Per Site	\$73.00	\$76.00	\$3.00	4.11%
- Erection and Management of Public Notices	Per Site	\$260.00	\$271.00	\$11.00	4.23%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
- Mail notices up to 10 inclusively	Flat Rate	\$230.00	\$240.00	\$10.00	4.35%
- Each additional mail notices between 11 and 50 for mail notices up to 10 is to be added on plus each additional mail notice charge)	Per Additional Notice	\$18.00	\$19.00	\$1.00	5.56%
- Mail notices between 51 and 100 inclusively	Flat Rate	\$1,175.00	\$1,222.00	\$47.00	4.00%
- Mail notices between 101 and 200 inclusively	Flat Rate	\$2,560.00	\$2,663.00	\$103.00	4.02%
- Mail notices greater than 200	Flat Rate	\$3,225.00	\$3,354.00	\$129.00	4.00%
- Standard letter request for planning information	Flat Rate	\$105.00	\$150.00	\$45.00	42.86%
Planning (Miscellaneous)					
Planning Application - tree removal (Single dwelling sites only - Development sites fee is as specified in Clause 21 of the Planning and Environment (Fees) Regulations 2016)	Per Application	\$200.00	\$208.00	\$8.00	4.00%
Planning Application - tree pruning (Single dwelling sites only - Development sites fee is as specified in Clause 21 of the Planning and Environment (Fees) Regulations 2016)	Per Application	\$100.00	\$104.00	\$4.00	4.00%
Planning File Recall (Residential). Fee covers copies of permits and endorsed plans for a maximum of two permits	Per Request	\$230.00	\$240.00	\$10.00	4.35%
Planning File Recall (Industrial / Commercial). Fee covers copies of permits and endorsed plans for a maximum of two permits	Per Request	\$460.00	\$479.00	\$19.00	4.13%
Planning File Recall (Residential/Industrial & Commercial) Additional Permits or Plans not included in initial request (i.e. more than two permits and endorsed plans)	Per document	\$20.00	\$21.00	\$1.00	5.00%
Refund Request	Per Request	Cost of Service	Cost of Service	N/A	N/A
Planning Historical Searches Residential (Provision of Permit Details where there are 5 or more planning permits that apply to the site)	Per Request	\$95.00	\$99.00	\$4.00	4.21%
Planning Historical Searches Commercial (Provision of Permit Details where there are 5 or more planning permits that apply to the site)	Per Request	\$300.00	\$312.00	\$12.00	4.00%
Net Gain Fee	Per Plant	\$47.00	\$49.00	\$2.00	4.26%
Pre-Application Request	Per Request	\$325.00	\$400.00	\$75.00	23.08%
Dishonoured Cheque Fee	Per Cheque	\$44.00	\$46.00	\$2.00	4.55%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
BUILDING SERVICES					
<i>The Building Services fees provide for the assessment, administration and inspection works necessary for the issue of Building Permits and other miscellaneous site inspections. Most Building Surveying and Permit services are open to market competition (hence GST applies to these), and the fees should be varied on a commercial basis.</i>					
Domestic Permits					
Single Dwellings #	Per Permit	Value/90 or minimum fee of \$2,800.00	Value/90 or minimum fee of \$2,900.00	N/A	N/A
Multi Dwelling applications (Class 1) #	Per Permit	Value/90 or minimum fee of \$4,100.00	Value/90 or minimum fee of \$4,200.00	N/A	N/A
Dwellings Additions (including Dependant Relative Units) #	Per Permit	Value/95 or minimum fee of \$1,500.00	Value/95 or minimum fee of \$1,600.00	N/A	N/A
Variation Permits / Renewals #	Per Permit	\$360.00	\$375.00	\$15.00	4.17%
Signs, Aerials, Retaining Walls etc. #	Per Permit	\$900.00	\$936.00	\$36.00	4.00%
Sheds, Carports, Garages, Verandas, decks, etc. #	Per Permit	\$900.00	\$936.00	\$36.00	4.00%
Swimming Pools and Spas #	Per Permit	\$1,300.00	\$1,352.00	\$52.00	4.00%
Demolitions #	Per Permit	\$980.00	\$1,020.00	\$40.00	4.08%
Minor Variation to Report & Consent decisions #	Per Request	\$115.00	\$120.00	\$5.00	4.35%
Industrial / Commercial Permits					
Minor works up to \$15,000 #	Per Permit	\$1,020.00	\$1,061.00	\$41.00	4.02%
Minor works \$15,000 to \$50,000 #	Per Permit	\$2,800.00	\$2,912.00	\$112.00	4.00%
Fit out Permits	Per Permit	\$2,800.00	\$2,912.00	\$112.00	4.00%
Classes 2 - 9 (up to \$15,000) #	Per Permit	\$1,020.00	\$1,061.00	\$41.00	4.02%
Classes 2 - 9 (\$15,000 - \$50,000) #	Per Permit	\$2,800.00	\$2,912.00	\$112.00	4.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Classes 2 - 9 (above \$50,000) #	Per Permit	(Cost/2,000 + square root of cost) * 8 or minimum fee of \$3,650	(Cost/2,000 + square root of cost) * 8 or minimum fee of \$3,650	N/A	N/A
# Fees may be varied by up to 20% by either the Manager City Planning or Co-ordinator Building Services.					
Building (Miscellaneous)					
Building over easements. Building over public space (other than where the public space will be occupied for 6 months or more and the cost of the project exceeds \$5m), and other Council approvals. *	Per Request	\$355.00	\$370.00	\$15.00	4.23%
Building Over public space - where public land is occupied for 6 months or more or the cost of the project is \$5m or more	Per Week Occupied	\$2 per square metre per day (minimum fee of \$200 per week & maximum fee of \$520 per week)	\$2 per square metre per day (minimum fee of \$200 per week & maximum fee of \$520 per week)	N/A	N/A
Building Over public space (cost under \$5 million) - where public land is occupied for 2-4 months	Per Week Occupied	\$2 per square metre per day (minimum fee of \$100 per week & maximum fee of \$200 per week)	\$2 per square metre per day (minimum fee of \$100 per week & maximum fee of \$200 per week)	N/A	N/A

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Building Over public space (cost under \$5 million) - where public land is occupied for 4-6 months	Per Week Occupied	\$2 per square metre per day (minimum fee of \$120 per week & maximum fee of \$400 per week)	\$2 per square metre per day (minimum fee of \$120 per week & maximum fee of \$400 per week)	N/A	N/A
Council notification of Report and Consent applications	Per Request	\$340.00	\$354.00	\$14.00	4.12%
Extension of Time Request for existing Building Permit - 12 Months *	Per Request	\$220.00	\$229.00	\$9.00	4.09%
Sundry Additional Inspection (In Area) *	Per Inspection	\$245.00	\$255.00	\$10.00	4.08%
Afterhours Building Inspection (excluding emergency inspections)	Per Inspection	\$520.00	\$541.00	\$21.00	4.04%
Building File Recall Residential	Per Permit	\$230.00	\$240.00	\$10.00	4.35%
Building File Recall Industrial/Commercial	Per Permit	\$460.00	\$479.00	\$19.00	4.13%
Occupancy Permit - Public Entertainment (less than 5,000 patrons) *	Per Permit	\$780.00	\$812.00	\$32.00	4.10%
Occupancy Permit - Public Entertainment (5,000 patrons or more) *	Per Permit	\$1,560.00	\$1,623.00	\$63.00	4.04%
Occupancy Permit - Public Entertainment - 5 Year Permit (less than 5,000 patrons) *	Per Permit	\$1,560.00	\$1,623.00	\$63.00	4.04%
Occupancy Permit - Public Entertainment - 5 Year Permit (5,000 patrons or more) *	Per Permit	\$3,120.00	\$3,245.00	\$125.00	4.01%
Occupancy Permit - Public Entertainment - late lodgement (lodged within 2 weeks of event) less than 5,000 patrons	Per Permit	\$1,040.00	\$1,082.00	\$42.00	4.04%
Occupancy Permit - Public Entertainment - late lodgement (lodged within 2 weeks of event) 5,000 patrons or more	Per Permit	\$1,300.00	\$1,352.00	\$52.00	4.00%
Occupancy Permit - Public Entertainment - Amendment to 5 Year Permit - less than 5,000 patrons	Per Amendment	\$575.00	\$598.00	\$23.00	4.00%
Occupancy Permit - Public Entertainment - Amendment to 5 Year Permit - 5,000 patrons or more	Per Amendment	\$1,145.00	\$1,191.00	\$46.00	4.02%
Building Historical Searches Residential (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Information	\$95.00	\$99.00	\$4.00	4.21%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Building Historical Searches Commercial (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Information	\$300.00	\$312.00	\$12.00	4.00%
Essential Safety Measures determination - Type C Construction	Per Determination	\$895.00	\$931.00	\$36.00	4.02%
Essential Safety Measures determination - Type A or Type B Construction	Per Determination	\$1,790.00	\$1,862.00	\$72.00	4.02%
Performance Solution - Domestic	Per Solution	\$470.00	\$489.00	\$19.00	4.04%
Performance Solution - Commercial / Industrial	Per Solution	\$940.00	\$978.00	\$38.00	4.04%
Pre-Application Request (Building works on Council land) less than \$100,000	Per Request	\$470.00	\$489.00	\$19.00	4.04%
Pre-Application Request (Building works on Council land) \$100,000 or more	Per Request	\$900.00	\$936.00	\$36.00	4.00%
Swimming Pool or Spa Barrier Certificate of Compliance	Per Certificate	\$270.00	\$281.00	\$11.00	4.07%
Refund Request	Per Request	Variable	Variable	N/A	N/A
Consulting Fee	Per hour	New Fee	\$100.00	New Fee	New Fee
Dishonoured Cheque Fee	Flat Rate	\$44.00	\$46.00	\$2.00	4.55%
<i>* Non Statutory Fees may be varied by up to 20% by either the Manager City Planning or Co-ordinator Building Services.</i>					

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
City Liveability - City Futures					
Custom and/or Printed Maps					
<i>Quoted prices available upon request</i>					
Electronic Files and/or Printed Copies	Per Request	Variable	Variable	N/A	N/A
Electric Vehicle Charging					
Electric Vehicle Charging Station	per kWh	\$0.20	\$0.25	\$0.05	\$0.25
City Liveability - City Safety and Health					
TRAFFIC ENFORCEMENT, ANIMAL CONTROL & LOCAL LAWS					
<i>Fees relate to Council's Amenity Local Law, Domestic Animals Act and Road Rules Victoria. Infringement fines are set in legislation. Permit application, Annual Renewal & Registration fees are at Council's discretion and have been calculated based on cost recovery. For ease of use, administration fees have been rounded.</i>					
Permit Application Fees					
Application Fee (to be applied unless a separate application fee is specified below)	On Application	\$180.00	\$188.00	\$8.00	4.44%
Permit Fees					
Additional Animal Permit/ Renewal Fee	Annual	\$102.00	\$107.00	\$5.00	4.90%
Permit to keep a long or heavy vehicle on private land (in a residential area)	Annual	\$247.00	\$257.00	\$10.00	4.05%
Temporary Accommodation/Camping (on public or private land) Permit/ Renewal)	Per Permit	\$102.00	\$107.00	\$5.00	4.90%
Place a commercial waste bin on Council Land (Permit/ Renewal)	Annual	\$52.00	\$55.00	\$3.00	5.77%
Fireworks Council Land and Roads	Per Permit	\$102.00	\$107.00	\$5.00	4.90%
Shipping Container, Storage Container or Similar on Council Land	Per Week	New Fee	\$200.00	New Fee	New Fee
Permit (other) - i.e. any other permit triggered by the Local Law (Permit/ Renewal)	Per Permit	\$102.00	\$107.00	\$5.00	4.90%
Permit to display or sell goods or services on public land					
Permit fee for single day use	Charge	\$102.00	\$107.00	\$5.00	4.90%
Initial Permit/ Renewal fee for period up to 12 months	Per Permit	\$509.00	\$530.00	\$21.00	4.13%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Fitness Permit - Community Group / Not for profit (up to 10 sessions per week) - on public land not managed by Council's Leisure Services	6 Monthly	\$0.00	\$0.00	N/A	N/A
Fitness Permit - Commercial (up to 10 sessions per week) - on public land not managed by Council's Leisure Services	6 Monthly	\$1,734.00	\$1,804.00	\$70.00	4.04%
Permit to place tables and chairs on footpath (street furniture)					
Initial Permit/ Renewal Fee - Per seated person	Per Person	\$45.00	\$47.00	\$2.00	4.44%
Initial Permit/ Renewal Fee - Each Table	Per Table	\$37.00	\$39.00	\$2.00	5.41%
Roadside Trading Permit					
Permit for one day only	Per Location Application	\$251.00	\$262.00	\$11.00	4.38%
Permit for 2-7 days	Per Location Application	\$494.00	\$514.00	\$20.00	4.05%
Permit for up to one month	Per Location Application	\$1,384.00	\$1,440.00	\$56.00	4.05%
<i>Roadside trading fees do not apply to community groups undertaking special event fundraising such as the sale of Christmas trees just prior to Christmas.</i>					
Municipal-Wide Trading Permit (including shared bicycle/scooter operators or other business models)					
Application Fee	On Application	\$670.00	\$697.00	\$27.00	4.03%
Permit for up to one month	Per Application	\$1,888.00	\$1,964.00	\$76.00	4.03%
Permit to place a clothing recycling bin on public land					
Initial Permit/ Renewal Fee - directly operated by fundraising organisation under the Fundraising Act 1998	Per Bin	\$160.00	\$167.00	\$7.00	4.38%
Initial Permit/ Renewal Fee - Other	Per Bin	\$666.00	\$693.00	\$27.00	4.05%
Place a Rubbish Skip bin on public land					
Accredited provider Permit/ Renewal Fee (application fee does not apply)	Annual	\$520.00	\$541.00	\$21.00	4.04%
Accredited provider - bin placement (application fee does not apply)	Per Bin	\$52.00	\$55.00	\$3.00	5.77%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Non Accredited provider - one off bin placement (fee includes application cost)	Per Bin	\$180.00	\$188.00	\$8.00	4.44%
Fundraising Permit					
Application Fee	On Application	Not Applicable	Not Applicable	N/A	N/A
Permit Fee	Per Permit	\$0.00	\$0.00	N/A	N/A
Permit to place a sign on a road or Council Land					
Small "A" frame or other similar sign less than 600mm by 900mm in size (Permit/ Renewal Fee)	Annual	\$99.00	\$107.00	\$8.00	8.08%
Medium sign up to 1800mm by 900mm in size (Permit/ Renewal Fee)	Annual	\$166.00	\$173.00	\$7.00	4.22%
Large sign over 1800mm by 900mm in size (Permit/ Renewal Fee)	Annual	\$238.00	\$248.00	\$10.00	4.20%
Temporary sign (i.e. community event board) - up to 6 weeks	Per Permit sign	\$102.00	\$106.00	\$4.00	3.92%
Real Estate Open for Inspection/ Auction (i.e. a-frame) - Single Placement	Per Permit	\$102.00	\$106.00	\$4.00	3.92%
Real Estate Open for Inspection/ Auction (i.e. a-frame) - Annual Permit/ Renewal	Per Office Location	\$737.00	\$767.00	\$30.00	4.07%
Real Estate - Lease/ Sale Advertising Board (outside property) - up to 3 months	Per Permit	\$102.00	\$106.00	\$4.00	3.92%
Burning Off Permits					
Application Fee outside the bushfire management overlay area	On Application	\$80.00	\$84.00	\$4.00	5.00%
Application Fee inside the bushfire management overlay area	On Application	Not Applicable	Not Applicable	N/A	N/A
Permit to Burn	Per Permit	\$0.00	\$0.00	N/A	N/A
Parking Permits (Domestic/Residential)					
Application Fee	On Application	Not Applicable	Not Applicable	N/A	N/A
Single Dwelling (up to 2 permits for the dwelling) - Initial permit/renewal	Per Permit	\$0.00	\$0.00	N/A	N/A
Up to 4 Units (up to 1 permit per unit) - Initial permit/renewal	Per Permit	\$0.00	\$0.00	N/A	N/A

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Maximum of one additional permit	Per Permit	\$63.00	\$66.00	\$3.00	4.76%
Replacement (lost, stolen or changeover vehicle)	Per Permit	\$34.00	\$36.00	\$2.00	5.88%
Parking Permits (Commercial)					
Application Fee	On Application	Not Applicable	Not Applicable	N/A	N/A
Service provided by Council on behalf of private business (Sec 90D Road Safety Act) permit/renewal - optional service provided at request by private business	Per Permit	\$34.00	\$36.00	\$2.00	5.88%
Operated by Council initial permit/renewal (up to 4 permits)(Council land)	Per Permit	\$34.00	\$36.00	\$2.00	5.88%
Operated by Council (Fifth and subsequent permits/renewal)	Per Permit	\$63.00	\$66.00	\$3.00	4.76%
Replacement (lost, stolen or changeover vehicle)	Per Permit	\$32.00	\$36.00	\$4.00	12.50%
Private Parking Area Agreements (Sec 90D Road Safety Act)					
Application Fee	Per Permit	\$1,000.00	\$1,040.00	\$40.00	4.00%
Permit/ Renewal Fee	Per Permit	\$388.00	\$520.00	\$132.00	34.02%
Animal Registration and Fees					
<i>The fee structure for animal registration renewals includes Government fees associated with dog and cat animal registrations Domestic Animal Business. Fees in this section have been rounded up or down consistent with Councils strategic approach to animal registrations within the Domestic Animal Management Plan. All Animal Registration Fees below, unless otherwise noted, are effective from 10 April in accordance with the Domestic Animal Act. Prior to 10 April, previous year fees apply.</i>					
Category 1D - Dog that meets any one of the following: * Desexed; * over 10 years old; * registered and owner current member of an approved association; * kept for breeding at licensed premises; * kept for working stock; * undergone obedience training which complies with the regulations	Annual	\$60.00	\$63.00	\$3.00	5.00%
Category 1DP - Pensioner Concession Rebate for Category 1D (Dog Desexed - also over 10 years old, current member of an approved association, kept for breeding at licensed premises, kept for working stock)	Annual	\$30.00	\$32.00	\$2.00	6.67%
Category 2DH - Dog Unsterilized and Microchipped - Only applies to current registrations and not new registrations	Annual	\$104.00	\$108.00	\$4.00	3.85%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Category DLP - Pensioner Concession Rebate for Category 2DH (Dog Unsterilized and Microchipped) - Only applies to current registrations and not new registrations	Annual	\$39.00	\$41.00	\$2.00	5.13%
Category 1J - Dog or Cat meets 3 categories (i.e. desexed, microchipped, obedience trained, breeder etc.) (registered pre 10 April 2016)	Annual	\$42.00	\$44.00	\$2.00	4.76%
Category 1JP - Pensioner Concession Rebate for Dog or Cat meets 3 categories (i.e. desexed, microchipped, obedience trained, breeder etc.) (registered pre 10 April 2016)	Annual	\$21.00	\$22.00	\$1.00	4.76%
Category 2D - Dog Unsterilized	Annual	\$232.00	\$256.00	\$24.00	10.34%
Category 2DP - Pensioner Concession Rebate for Dog Unsterilized	Annual	\$116.00	\$128.00	\$12.00	10.34%
Category 2R Declared Menacing Dog, Restricted Breed Dog, Declared Dangerous Dog (no Pensioner Concession Rebate applies)	Annual	\$393.00	\$410.00	\$17.00	4.33%
Category 1DF - Dog that is kept in foster care by a registered foster carer	Annual	\$8.50	\$8.80	\$0.30	3.53%
Cat 1C - Cat that meets any one of the following: * desexed; * over 10 years old; * current member of an approved association; * kept for breeding at licensed premises	Annual	\$54.00	\$57.00	\$3.00	5.56%
Category 1CP - Pensioner Concession Rebate for Cat 1C - Cat Desexed (also over 10 years old, current member of an approved association)	Annual	\$27.00	\$29.00	\$2.00	7.41%
Category 2C - Cat Unsterilized (exempt under the Domestic Animal Act from requirement to be desexed)	Annual	\$232.00	\$256.00	\$24.00	10.34%
Category 2CP - Pensioner Concession Rebate for Cat 2C - Cat unsterilized (exempt under the Domestic Animal Act from requirement to be desexed)	Annual	\$116.00	\$128.00	\$12.00	10.34%
Category 1CF - Cat that is kept in foster care by a registered foster carer	Annual	\$8.50	\$8.80	\$0.30	3.53%
Registration incentive (dog) - first year of registration is free with evidence that the dog is purchased from a registered animal pound/shelter (i.e. Vic Animal Aid, RSPCA, Lost Dogs Home) - within 30 days of purchase	First Registration Per Animal	\$0.00	\$0.00	N/A	N/A
Registration incentive (cat) - first year of registration is free with evidence that the cat is purchased from a registered animal pound/shelter (i.e.. Vic Animal Aid, RSPCA, Lost Dogs Home) - within 30 days of purchase	First Registration Per Animal	\$0.00	\$0.00	N/A	N/A

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Unsterilized Puppy registration - discounted initial registration at the desexed registration rate for unsterilized puppies under 6 months of age	First Registration Per Animal	\$60.00	\$64.00	\$4.00	6.67%
Pet registration promotional fee	First Registration Per Animal	New Fee	50% of regular fee	New Fee	New Fee
Pet registration renewal late fee	First Registration Per Animal	New Fee	\$15.00	New Fee	New Fee
Accessing of Pet register information	Per Entry Inspected	\$15.00	\$16.00	\$1.00	6.67%
Desexing refunds will only be provided for dogs desexed prior to 30th June and were registered as an 'Unsterilized Puppy' in the previous registration year (a copy of the desexing certificate must be supplied)		Refund amount is the difference between the full fee and the discounted fee	Refund amount is the difference between the full fee and the discounted fee	N/A	N/A
Refund of Animal Registration: Eligible if animal dies within 1 month of new registration, or 1 month from 10 April for registration renewals		Refund of the applicable registration fee	Refund of the applicable registration fee	N/A	N/A
50% pro-rata of Animal Registration fees apply on 10 October.		50% of the applicable registration fee	50% of the applicable registration fee	N/A	N/A
Domestic Animal Business Registration					
Domestic Animal Business Registration Application Fee	On Application	New Fee	\$188.00	New Fee	New Fee
Animal Business Registration	Annual	\$312.00	\$370.00	\$58.00	18.59%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Domestic Animal Business Additional Inspection	Per Inspection	New Fee	\$150.00	New Fee	New Fee
Foster Carer Registration					
Foster Carer Registration	Annual	\$66.00	\$69.00	\$3.00	4.55%
Pound Release Fees					
Release of domestic dog from pound (reclaim within 1-2 days) - unregistered	Per Animal	\$315.00	\$328.00	\$13.00	4.13%
Release of domestic dog from pound (reclaim within 3-5 days) - unregistered	Per Animal	\$345.00	\$359.00	\$14.00	4.06%
Release of domestic dog from pound (reclaim within 6-8 days) - unregistered	Per Animal	\$385.00	\$401.00	\$16.00	4.16%
Release of domestic dog from pound (reclaim within 1-2 days) - registered	Per Animal	\$230.00	\$240.00	\$10.00	4.35%
Release of domestic dog from pound (reclaim within 3-5 days) - registered	Per Animal	\$260.00	\$271.00	\$11.00	4.23%
Release of domestic dog from pound (reclaim within 6-8 days) - registered	Per Animal	\$300.00	\$312.00	\$12.00	4.00%
Release of domestic cat from pound (reclaim within 1-2 days) - unregistered	Per Animal	\$180.00	\$328.00	\$148.00	82.22%
Release of domestic cat from pound (reclaim within 3-5 days) - unregistered	Per Animal	\$200.00	\$359.00	\$159.00	79.50%
Release of domestic cat from pound (reclaim within 6-8 days) - unregistered	Per Animal	\$220.00	\$401.00	\$181.00	82.27%
Release of domestic cat from pound (reclaim within 1-2 days) - registered	Per Animal	\$135.00	\$240.00	\$105.00	77.78%
Release of domestic cat from pound (reclaim within 3-5 days) - registered	Per Animal	\$155.00	\$271.00	\$116.00	74.84%
Release of domestic cat from pound (reclaim within 6-8 days) - registered	Per Animal	\$175.00	\$312.00	\$137.00	78.29%
Per day sustenance fee (if held beyond the 8 days impounding fee period)	Per Animal Per Day	\$43.00	\$45.00	\$2.00	4.65%
Livestock					
Impounding fees for large animal - horse, cow or similar	Per Animal	\$439.00	\$457.00	\$18.00	4.10%
Impounding fees for sheep, goat, pig or similar sized animal	Per Animal	\$294.00	\$306.00	\$12.00	4.08%
Posting formal notice	Per Notice	\$26.00	\$28.00	\$2.00	7.69%
Advertisement in newspaper (animal to be sold at auction after statutory 14 day impound period)	Per Advert	\$370.00	\$385.00	\$15.00	4.05%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25	Proposed 2025-26	Fee	Fee
		Fee GST Incl. (where applicable)	Fee GST Incl. (where applicable)	Increase / (Decrease) \$	Increase / (Decrease) %
Offences under the Amenity Local Laws					
Fines and penalties applied under legislation are not reported in this document.					
Other Fees					
Animal surrender	Per Animal	New Fee	\$140.00	New Fee	New Fee
Declared dog additional inspection	Per Inspection	New Fee	\$150.00	New Fee	New Fee
Cat trap deposit	Per Item	New Fee	\$80.00	New Fee	New Fee
Archived records retrieval fee	Per Request	\$37.00	\$39.00	\$2.00	5.41%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Works undertaken on private property					
Land management fee for works undertaken on private property (i.e. unsightly properties/fire hazard clearances or similar)	Charge	\$220.00 + Actual cost of works	\$229.00 + Actual cost of works	\$9.00	4.09%
Release of Impounded goods					
Large Sign (greater than 1800mm x 900mm) i.e. real estate board	Per Sign	\$306.00	\$319.00	\$13.00	4.25%
Medium sign (greater than 900mm or 600mm or less than 1800mm x 900mm) i.e. A-frame sign	Per Sign	\$206.00	\$215.00	\$9.00	4.37%
Small sign (less than 900mm in height or 600mm in width) i.e. pointer board	Per Sign	\$94.00	\$98.00	\$4.00	4.26%
Shopping trolley	Per Trolley	\$148.00	\$154.00	\$6.00	4.05%
Skip bin / Bulk waste container / Shipping container / Clothing recycling bin / or other large item	Per Item	\$748 + any additional cost to Council for impound and storage	\$780 + any additional cost to Council for impound and storage	\$32.00	4.28%
Other Items not mentioned above	Per Item	\$225.00	\$234.00	\$9.00	4.00%
Impounded Vehicle Release					
Impounded Vehicle Administration fee	Per Vehicle	\$344.00	\$358.00	\$14.00	4.07%
Towing fee for standard vehicle (car, trailer, caravan or similar)	Per Vehicle	\$358.00	\$373.00	\$15.00	4.19%
Difficult recovery of vehicle	Per Vehicle	\$204.00 + the actual cost	\$204.00 + the actual cost	N/A	N/A
Towing fee for Oversized and Non-standard vehicle (including truck, bus, large trailer, etc.)	Per Vehicle	\$204.00 + the actual cost	\$204.00 + the actual cost	N/A	N/A
Vehicle storage	Per Vehicle	Actual costs	Actual costs	N/A	N/A

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
HEALTH SERVICES					
Public Health & Wellbeing Act Registration Fee					
Medium Risk - Beauty Therapy (non skin penetration)	Per Annum	\$293.00	\$305.00	\$12.00	4.10%
High Risk - High Risk Treatments (e.g. tattooing & skin penetration)	Per Annum	\$366.00	\$370.00	\$4.00	1.09%
One-off registration for Low Risk Hairdressing business/ premise (unchanged proprietor)	One-off registration	\$320.00	\$330.00	\$10.00	3.13%
Aquatic Facilities Category 1 (high usage e.g. Leisure Works/Learn to Swim programmes)	Per Annum	\$360.00	\$375.00	\$15.00	4.17%
Aquatic Facilities Category 1 (low usage)	Per Annum	\$245.00	\$255.00	\$10.00	4.08%
Hotels and Motels					
Up to 100 Guest Capacity	Per Annum	\$850.00	\$885.00	\$35.00	4.12%
101 or more Guest Capacity	Per Annum	\$1,400.00	\$1,455.00	\$55.00	3.93%
Rooming Houses and Student Accommodation					
Up to 12 residents	Per Annum	\$850.00	\$885.00	\$35.00	4.12%
More than 12 residents	Per Annum	\$1,400.00	\$1,455.00	\$55.00	3.93%
Food Act Registration Fees -Includes Food Act Legislative amendments. Registration Fees include registration and first follow up inspection.					
Class 1A Hospitals	Per Annum	\$940.00	\$980.00	\$40.00	4.26%
Class 1A Additional Inspection Fee	Per Inspection	\$315.00	\$328.00	\$13.00	4.13%
Class 1B Aged Care Facilities, Child Care Centres, Meals on Wheels, Catering for Class 1 Premises, Supported Residential Services (SRS)	Per Annum	\$730.00	\$760.00	\$30.00	4.11%
Class 1B Additional Inspection Fee	Per Inspection	\$240.00	\$250.00	\$10.00	4.17%
Class 2A Large Supermarkets - 3 plus departments	Per Annum	\$2,410.00	\$2,505.00	\$95.00	3.94%
Class 2A Additional Inspection Fee	Per Inspection	\$350.00	\$364.00	\$14.00	4.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 2B Minimarts handling unpackaged potentially hazardous foods, Bakery (handling potentially hazardous foods), Food Manufacturer Small (less than 15 employees), Restaurant, Take Away Food Premises, Caterers, Mobile Food Premises& Temporary Premises, Delicatessen, Juice Bar & Bubble Tea, Bottling high risk drinks (e.g. kombucha), Businesses dehydrating food (atmospheric changing), Canteens selling high risk foods.	Per Annum	\$745.00	\$775.00	\$30.00	4.03%
Class 2B Additional Inspection Fee	Per Inspection	\$265.00	\$275.00	\$10.00	3.77%
Class 2CG Class 2 Community Group registration	Per Annum	\$190.00	\$198.00	\$8.00	4.21%
Class 2CG Class 2 Community Group registration - 3-month registration	Per Application	\$105.00	\$110.00	\$5.00	4.76%
Class 2 Commercial business - 3-month registration	Per Application	\$175.00	\$195.00	\$20.00	11.43%
Class 2 Food vending machines	Per Vending Machine	\$100.00	\$104.00	\$4.00	4.00%
Class 2HB Home Businesses	Per Annum	\$530.00	\$550.00	\$20.00	3.77%
Class 2HB Additional Inspection Fee	Per Inspection	\$158.00	\$165.00	\$7.00	4.43%
Class 2ES Supermarkets - 3 plus departments. That hold non standard FSP	Per Annum	\$2,550.00	\$2,650.00	\$100.00	3.92%
Class 2ES Additional Inspection Fee	Per Inspection	\$350.00	\$364.00	\$14.00	4.00%
Class 2FVS Mobile Food Vans (not fixed in place) - for the first 10 vans	Per Annum	\$489.00	\$510.00	\$21.00	4.29%
Class 2FVS Mobile Food Vans - for 11th van onwards (50% Class 2FV fee)	Per Annum	\$244.50	\$255.00	\$10.50	4.29%
Class 2FVS Mobile Food Vans Additional Inspection Fee	Per Inspection	New Fee	\$132.00	New Fee	New Fee
Class 2E Premises that hold non standard FSP's and are subject to independent audit	Per Annum	\$745.00	\$775.00	\$30.00	4.03%
Class 2E Additional Inspection Fee	Per Inspection	\$265.00	\$276.00	\$11.00	4.15%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 2M Large High Risk Food Manufacturer with 15 or more employees. Chocolate manufacturing, high risk bakery products, fermented beverage processing (kombucha), canned food processing, high risk condiments, extended shelf life food, fruit and vegetable processing, dehydrated or atmospheric change foods	Per Annum	\$1,645.00	\$1,710.00	\$65.00	3.95%
Class 2M Additional Inspection Fee	Per Inspection	New Fee	\$428.00	New Fee	New Fee
Class 3S Large Supermarkets that sell potentially hazardous pre-packed foods. e.g. ALDI	Per Annum	\$1,500.00	\$1,560.00	\$60.00	4.00%
Class 3S Additional Inspection Fee	Per Inspection	\$252.00	\$263.00	\$11.00	4.37%
Class 3 Home based businesses selling low risk foods, Bakery (handling bread, muffins, shelf stable cakes and cheese and bacon rolls) Bar, Convenience stores and kiosks (handling pre-packaged potentially hazardous foods), Fruit and Vegetable Premises, ice cream (retailing only), honey packaging, cafes handling coffee and low risk foods only, Low risk manufacturers and warehouses with less than 15 employees (Confectionary Packaging), Distributor, Importer, Warehouse, Winery Food Vehicles, Pre-Packaged Food Premises (High Risk)	Per Annum	\$420.00	\$435.00	\$15.00	3.57%
Class 3 Additional Inspection Fee	Per Inspection	\$160.00	\$167.00	\$7.00	4.38%
Class 3A Home based food business requiring an FFS. Accommodation Getaways handling simple foods (cook and serve bacon and eggs, continental breakfasts)Home based food businesses making chutneys, jams and relishes	Per Annum	\$489.00	\$510.00	\$21.00	4.29%
Class 3FV Mobile Food Vans (not fixed in place) - up to 10 vans (fee per van)	Per Annum	\$385.00	\$400.00	\$15.00	3.90%
Class 3FV Mobile Food Vans - for 11th van onwards (50% Class 3FV fee)	Per Annum	\$192.50	\$200.00	\$7.50	3.90%
Class 3FV Additional Inspection Fee	Per Inspection	New Fee	\$160.00	New Fee	New Fee
Class 3M Large low risk manufacturing with 15 or more employees - Low risk beverage processing, alcohol processing, low risk bakery product processing, low risk condiments, confectionary where no allergen claims are made	Per Annum	\$1,316.00	\$1,370.00	\$54.00	4.10%
Class 3M Additional inspection fee	Per Annum	\$350.00	\$364.00	\$14.00	4.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Class 3CG Class 3 Community Group - 3-month registration	Per Application	\$105.00	\$110.00	\$5.00	4.76%
Class 3CG Class 3 Community Group events - annual registration	Per Annum	\$190.00	\$198.00	\$8.00	4.21%
Class 3 Commercial business - 3-month registration	Per Application	\$175.00	\$150.00	(\$25.00)	(14.29%)
Class 3 Food vending machines	Per Vending Machine	\$100.00	\$104.00	\$4.00	4.00%
Class 3 Club - Seasonal Sporting Club	Per Annum	\$210.00	\$219.00	\$9.00	4.29%
Class 3 Club Additional Inspection Fee	Per Inspection	\$155.00	\$162.00	\$7.00	4.52%
Late Payment Fee for Food Registration Renewals	Per Annum	25% of Registration fee	25% of Registration fee	N/A	N/A
Other Fees					
Transfer of Health or Food Act registrations	Per Request	50% of Current Year registration fees	50% of Current Year registration fees	N/A	N/A
15 Month Registration - For applications submitted Oct, Nov and Dec	Per Request	New Fee	25% current registration fee + the full next years registration fee.	New Fee	New Fee
Property inquiry/ inspection of business on request (10 Working Day Turnaround)	Per Request	\$290.00	\$300.00	\$10.00	3.45%
Property inquiry/ inspection of business on request (4 Working Day turnaround)	Per Request	\$395.00	\$410.00	\$15.00	3.80%
Second and subsequent property inquiry/ inspection of business on request	Per Request	\$130.00	\$135.00	\$5.00	3.85%
Pro Rata Refund of Registration Fees	Per Request	\$56.00	\$59.00	\$3.00	5.36%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Fast tracked registration Fee (Under 5 Working Days)	Per Request	New Fee	\$160.00	New Fee	New Fee
Establishment Fee - Food Act Premises	Per Request	\$395.00	\$410.00	\$15.00	3.80%
Establishment Fee - Businesses Registrable under Public Health and Wellbeing Act	Per Request	\$185.00	\$193.00	\$8.00	4.32%
Establishment Fee - Food Act Home Based Businesses and Mobile businesses	Per Request	\$185.00	\$193.00	\$8.00	4.32%
Food laboratory sampling of second sample (failed)	Per Sample	Actual costs + \$190 reinspection fee	Actual costs + \$190 reinspection fee	N/A	N/A
Lodgement fee for new registration application	Per Request	\$80.00	\$80.00	\$0.00	0.00%
Archived records retrieval fee	Per Request	\$38.00	\$40.00	\$2.00	5.26%
Vaccines Provided at Public Sessions					
Boostrix (Adult Diphtheria, Tetanus & Pertussis)	Per Injection	\$55.00	Actual vaccine costs + administration fee	N/A	N/A
Chicken Pox	Per Injection	\$73.00	Actual vaccine costs + administration fee	N/A	N/A
Flu - Quad Valent	Per Injection	\$35.00	Actual vaccine costs + administration fee	N/A	N/A
Hepatitis A (Adult)	Per Injection	\$74.00	Actual vaccine costs + administration fee	N/A	N/A

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Hepatitis B (Adult)	Per Injection	\$45.00	Actual vaccine costs + administration fee	N/A	N/A
Twinrix (Hepatitis A & B) Adult	Per Injection	\$118.00	Actual vaccine costs + administration fee	N/A	N/A
Nimerix (Meningococcal ACWY)	Per Injection	\$96.00	Actual vaccine costs + administration fee	N/A	N/A
Administration of Unsubsidised Vaccine Supplied by Government Health Departments	Per Injection	\$23.00	Actual vaccine costs + administration fee	N/A	N/A
MMR	Per Injection	\$70.00	Actual vaccine costs + administration fee	N/A	N/A
BEXSERO (Meningococcal B)	Per Injection	\$130.00	Actual vaccine costs + administration fee	N/A	N/A
Service Provided at Clients Business					
Corporate Businesses Service - Two Nurses minimum charge	Per First Hour for 2 Nurses	\$446.00	\$200.00	(\$246.00)	(55.16%)
Corporate Businesses Service - Additional Hours	Per Nurse Per Hour	\$166.00	\$150.00	(\$16.00)	(9.64%)
Boostrix (Adult Diphtheria, Tetanus & Pertussis)	Per Injection	\$64.00	Actual vaccine costs + administration fee	N/A	N/A

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Hepatitis A (Adult)	Per Injection	\$74.00	Actual vaccine costs + administration fee	N/A	N/A
Hepatitis B (Adult)	Per Injection	\$45.00	Actual vaccine costs + administration fee	N/A	N/A
Twinrix (Hepatitis A & B) Adult	Per Injection	\$118.00	Actual vaccine costs + administration fee	N/A	N/A
Flu - Quad Valent	Per Injection	\$35.00	Actual vaccine costs + administration fee	N/A	N/A
MMR	Per Injection	\$70.00	Actual vaccine costs + administration fee	N/A	N/A

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Service provided to Clients					
Immunisation record charge	Per Client	\$7.00	\$8.00	\$1.00	14.29%
Administration Charge - Under 18 and School Students (Non funded vaccine)	Per Vaccine	New Fee	\$15.00	New Fee	New Fee
Administration Charge - Under 18 and School Students (Funded vaccine)	Per Vaccine	New Fee	\$0.00	New Fee	New Fee
Administration Charge - Influenza Council Session (Funded Vaccine)	Per Vaccine	New Fee	\$20.00	New Fee	New Fee
Administration Charge - Influenza Council Sessions (Non funded vaccine)	Per Vaccine	New Fee	\$0.00	New Fee	New Fee
Administration Charge - Corporate (Funded vaccine)	Per Vaccine	New Fee	\$15.00	New Fee	New Fee
Administration Charge - Corporate (Non funded vaccine)	Per Vaccine	New Fee	\$20.00	New Fee	New Fee
Administration Charge - Adult funded vaccine (non-influenza)	Per Vaccine	New Fee	\$20.00	New Fee	New Fee
Administration Charge - Adult non-funded vaccine (non-influenza)	Per Vaccine	New Fee	\$20.00	New Fee	New Fee
Overseas immunisation catch up schedule charge	Per Client	\$22.00	\$23.00	\$1.00	4.55%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Connected Communities - Early Years					
KINDERGARTEN SERVICES					
CHILD CARE					
Long Day Care					
Per Day (all centres)	Per Day	\$165.35	\$172.60	\$7.25	4.38%
Confirmation Bond (all centres) - based on number of days requested per week	Per Day Per Child	\$75.00	\$75.00	\$0.00	0.00%
INTEGRATED EARLY YEARS OPERATIONS					
Connected Communities - Community Access and Support					
HOME & COMMUNITY CARE SERVICES					
<p>Commonwealth Home Support Programme (CHSP) client fees are based on Community Health Income Ranges/Centrelink Income Test for pensioners. Clients are not disadvantaged by inability to pay, fee waiving is approved as assessed as appropriate by Service Provider Coordinator.</p> <p>The income ranges per annum, effective July 2019 are as follows:</p> <p>Individual Low fee < \$39,089 Medium fee \$39,089 - \$86,208 High fee > \$86,208</p> <p>Couple Low fee < \$59,802 Medium fee \$59,802 - \$115,245 High fee > \$115,245</p> <p>*Family (1 Child) Low fee < \$66,009 Medium fee \$66,009 - \$118,546 High fee > \$118,546</p> <p>*plus \$6,206 per additional child</p>					
HOME MAINTENANCE					
Clients pay for the cost of materials plus the hourly rate.					
Low:					
S - Single (Income Range less than \$39,089 pa) C - Couple (Income Range less than \$59,802 pa)	Per Hour	\$19.00	\$19.80	\$0.80	4.21%
Medium:					
S - Single (Income range \$39,089 - \$86,208 pa) C - Couple (Income range \$59,802 - \$115,245 pa)	Per Hour	\$24.40	\$25.50	\$1.10	4.51%
High:					

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
S - Single (Income range more than \$86,208 pa) C - Couple (Income range more than \$115,245 pa)	Per Hour	\$75.00	\$75.00	\$0.00	0.00%
Undisclosed income or compensation	Per Hour (& as per receipt for materials)	\$113.50	\$118.00	\$4.50	3.96%
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N/A	N/A
HOME MODIFICATIONS					
<i>Clients pay for the cost of materials plus the hourly rate.</i>					
Low:					
S - Single (Income Range less than \$39,089 pa) C - Couple (Income Range less than \$59,802 pa)	Per Hour	\$19.00	\$19.80	\$0.80	4.21%
Medium:					
S - Single (Income range \$39,089 - \$86,208 pa) C - Couple (Income range \$59,802 - \$115,245 pa)	Per Hour	\$24.40	\$25.50	\$1.10	4.51%
High:					
S - Single (Income range more than \$86,208 pa) C - Couple (Income range more than \$115,245 pa)	Per Hour	\$75.00	\$78.00	\$3.00	4.00%
Undisclosed income or compensation	Per Hour (& as per receipt for materials)	\$113.50	\$118.00	\$4.50	3.96%
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N/A	N/A

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
FOOD SERVICES					
Centre based & home delivered meals					
Three (3) Course Meal Financial Hardship or Vulnerable Person as assessed by Short Term Support Team	Per Meal	\$5.00	\$5.50	\$0.50	10.00%
Three (3) Course Meal Low Income/ Medium Income	Per Meal	\$12.00	\$12.00	\$0.00	0.00%
Three (3) Course Meal High Income	Per Meal	\$20.20	\$21.50	\$1.30	6.44%
Two (2) Course Meal (Entrée and Main, or Main and Dessert) Financial Hardship or Vulnerable Person as assessed by Short Term Support Team	Per Meal	\$4.00	\$4.50	\$0.50	12.50%
Two (2) Course Meal (Entrée and Main, or Main and Dessert) Low Income/Medium Income	Per Meal	\$9.60	\$10.00	\$0.40	4.17%
Two (2) Course Meal (Entree and Main, or Main and Dessert) High Income	Per Meal	\$16.20	\$17.00	\$0.80	4.94%
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N/A	N/A
ALLIED HEALTH - OCCUPATIONAL THERAPY					
Low Income	Per Consultation	\$13.50	\$14.00	\$0.50	3.70%
Medium Income	Per Consultation	\$20.25	\$21.00	\$0.75	3.70%
High Income	Per Consultation	\$133.00	\$138.00	\$5.00	3.76%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
COMMUNITY TRANSPORT					
Regular bus route passenger	Return Trip	\$7.50	\$8.00	\$0.50	6.67%
Regular bus route passenger	One Way Trip	\$3.75	\$4.00	\$0.25	6.67%
Community Outing	Per Outing	\$10.50	\$12.00	\$1.50	14.29%
Outing Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N/A	N/A
Casual Senior Community Group Usage, Emergency Services and Internal Charges					
Weekday (business hours) per use - maximum 8 hours - Small Bus (12-16 seats)	Per Use	\$150.00	\$160.00	\$10.00	6.67%
Weekday (business hours) per use - maximum 8 hours - Medium Bus (22-25 seats)	Per Use	\$190.00	\$200.00	\$10.00	5.26%
Weekday (business hours) per use - maximum 8 hours - Large Bus (33-37 seats)	Per Use	\$365.00	\$365.00	\$0.00	0.00%
Weekday business hours booking fee	Per Booking	New Fee	\$88.50	New Fee	New Fee
Outside business hours and weekend per use - Small Bus (12-16 seats)	Per Hour	\$85.00	\$85.00	\$0.00	0.00%
Outside business hours and weekend per use - Medium Bus (22-25 seats)	Per Hour	\$90.00	\$90.00	\$0.00	0.00%
Outside business hours and weekend per use - Large Bus (33-37 seats)	Per Hour	\$100.00	\$100.00	\$0.00	0.00%
Outside business hours booking fee	Per Booking	\$85.00	\$88.50	\$3.50	4.12%
Weekday business hours - Small Bus (12-16 seats)) - internal use	Per Booking	New Fee	\$200.00	New Fee	New Fee
Weekday business hours - Large Bus (33-37 seats) - internal use	Per Booking	\$365.00	\$365.00	\$0.00	0.00%
Outside business hours and weekend use - Small Bus (12-16 seats)) - internal use per booking	Per hour	New Fee	\$89.00	New Fee	New Fee
Outside business hours and weekend use - Large Bus (33-37 seats) - internal use per booking	Per hour	\$100.00	\$100.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
SENIOR'S EVENTS					
Events / Workshops - Seniors Festival Events etc.	Per Event	Up to \$15	Up to \$20	N/A	N/A
YOUTH EVENTS					
Events / Workshops	Per Ticket	Up to \$15	Up to \$15	N/A	N/A
Accredited training/skills development workshops	Per Ticket	New Fee	Up to 50% of supplier fee	New Fee	New Fee
Connected Communities - Active and Creative Communities					
RECREATIONAL RESERVES					
<i>Recreation and Sporting Grounds / Tennis and Netball Courts / Turf Wickets / Parks and Reserves</i>					
Tennis Courts					
Court Fees	Per Court Per Annum	\$148.00	\$148.00	\$0.00	0.00%
Tennis Pavilions					
Batterham Park	Per Annum	\$1,141.00	\$1,141.00	\$0.00	0.00%
Reta Matthews Reserve (Boronia)	Per Annum	\$1,098.00	\$1,098.00	\$0.00	0.00%
Eildon Park	Per Annum	\$1,214.00	\$1,214.00	\$0.00	0.00%
Glenfern Park (Ferntree Gully)	Per Annum	\$1,080.00	\$1,080.00	\$0.00	0.00%
Guy Turner Reserve (Guy Turner)	Per Annum	\$773.00	\$773.00	\$0.00	0.00%
Coleman Road Reserve (Knox City)	Per Annum	\$2,241.00	\$2,241.00	\$0.00	0.00%
Knox Gardens Reserve (Knox Gardens)	Per Annum	\$1,476.00	\$1,476.00	\$0.00	0.00%
Carrington Park (Knoxfield)	Per Annum	\$900.00	\$900.00	\$0.00	0.00%
Miller Park	Per Annum	\$1,141.00	\$1,141.00	\$0.00	0.00%
Seebeck Reserve (Rowville)	Per Annum	\$1,147.00	\$1,147.00	\$0.00	0.00%
Exner Reserve (Scoresby)	Per Annum	\$1,316.00	\$1,316.00	\$0.00	0.00%
Templeton Reserve (Templeton)	Per Annum	\$1,893.00	\$1,893.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Wantirna Reserve (Wantirna)	Per Annum	\$1,198.00	\$1,198.00	\$0.00	0.00%
Windermere Reserve	Per Annum	\$1,230.00	\$1,230.00	\$0.00	0.00%
Cricket					
Junior / Vets / Women's / All Abilities Teams	Per Team Per Season	\$101.00	\$101.00	\$0.00	0.00%
Senior Teams	Per Team Per Season	\$640.00	\$640.00	\$0.00	0.00%
Winter Senior Teams	Per Team Per Season	\$428.00	\$428.00	\$0.00	0.00%
Football					
Junior / Vets / Women's / All Abilities Teams	Per Team Per Season	\$395.00	\$395.00	\$0.00	0.00%
Senior Teams (includes U 19 and Reserves)	Per Team Per Season	\$2,836.00	\$2,836.00	\$0.00	0.00%
Soccer					
Junior / Vets / Women's / All Abilities Teams	Per Team Per Season	\$251.00	\$251.00	\$0.00	0.00%
Senior Teams	Per Team Per Season	\$1,713.00	\$1,713.00	\$0.00	0.00%
Baseball					
Junior / Vets / Women's / All Abilities Teams	Per Team Per Season	\$69.00	\$69.00	\$0.00	0.00%
Senior Teams	Per Team Per Season	\$490.00	\$490.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Netball / Court					
Training	Per Court Per Annum	\$104.00	\$104.00	\$0.00	0.00%
Facility Lease and License Agreements					
Fitness Permit - Community Group / Not for profit (up to 10 sessions per week)	6 months	\$0.00	\$0.00	N/A	N/A
Fitness Permit - Commercial (up to 10 sessions per week)	6 months	\$1,734.00	\$1,734.00	\$0.00	0.00%
Fitness Permit - Short Term Usage	Per Day	New Fee	\$289.00	New Fee	New Fee
Eastern Football Netball League - use of Tormore Reserve for the Senior Football Finals series	Per Annum	\$3,856.00	\$3,856.00	\$0.00	0.00%
Eastern Football Netball League - use of Marie Wallace Bayswater Oval for the Senior Football Finals series	Per Annum	\$3,856.00	\$3,856.00	\$0.00	0.00%
Preparation of Turf Wickets					
Tormore Reserve (1 oval)	Per Season	\$10,158.00	\$10,158.00	\$0.00	0.00%
Marie Wallace - Bayswater Oval & Bayswater Park (2 ovals)	Per Season	\$13,539.00	\$13,539.00	\$0.00	0.00%
Reserves / Ovals	Per Point Per Oval Per Season	\$267.00	\$267.00	\$0.00	0.00%
<i>Charges are seasonal and are based on Council's rating of 1 to 18 points per oval, at a fixed rate per point.</i>					
Casual Users - Sporting Reserves					
Knox Schools and School Sports Associations	No Charge	\$0.00	\$0.00	N/A	N/A
Knox Community / Non Profit Usage	No Charge	\$0.00	\$0.00	N/A	N/A
Non Knox Schools / Non Knox Community Usage	Per Day	\$118.00	\$118.00	\$0.00	0.00%
Commercial Usage (Corporate and Business Activities / Purposes)	Per Day	\$458.00	\$458.00	\$0.00	0.00%
Pavilions – Rental					
Batterham Reserve No. 1	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Batterham Reserve No. 2	Per annum	\$680.00	\$680.00	\$0.00	0.00%
Bayswater Oval	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Bayswater Park	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Benedikt Park	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Carrington Park	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Chandler Park	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Colchester Park	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Dobson Park	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Egan Lee Reserve	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Eildon Park	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Exner Reserve (Scoresby)	Per annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Fairpark Reserve	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Gilbert Park	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Guy Turner	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
HV Jones Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Kings Park Athletics	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Kings Park No. 1	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Kings Park B / Ball No. 1	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Knox Gardens Reserve No. 1	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Knox Gardens Reserve No. 2	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Knox Park Soccer	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Lakesfield Reserve	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Lewis Park	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Liberty Avenue Reserve	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Miller Park	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Milpera Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Park Ridge Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Pickett Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Rowville Recreation Reserve No. 1	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Rowville Recreation Reserve No. 2	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Sasses Avenue Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Schultz Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Stud Park	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Talaskia Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Templeton Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Tormore Reserve	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Walker Wantirna South Reserve	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Wally Tew Reserve No. 1 (Ferntree Gully)	Per Annum	\$1,352.00	\$1,352.00	\$0.00	0.00%
Wally Tew Reserve No. 2	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Wantirna Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Windermere Reserve	Per Annum	\$680.00	\$680.00	\$0.00	0.00%
Netball Pavilions					
HV Jones Reserve Netball Pavilion	Per Annum	\$194.00	\$194.00	\$0.00	0.00%
Fair Park Netball (part of the multipurpose Centre)	Per Annum	\$194.00	\$194.00	\$0.00	0.00%
Walker Reserve Netball Pavilion	Per Annum	\$194.00	\$194.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
FESTIVALS & EVENTS					
<i>All Council run events</i>					
Stall Holders (Commercial and Other)					
Commercial Food - Large	Per Day	\$530.00	\$650.00	\$120.00	22.64%
Commercial Food - Medium	Per Day	\$400.00	\$500.00	\$100.00	25.00%
Commercial Food - Small	Per Day	\$275.00	\$350.00	\$75.00	27.27%
Market Site - Large	Per Day	\$345.00	\$360.00	\$15.00	4.35%
Market Site - Medium	Per Day	\$260.00	\$270.00	\$10.00	3.85%
Market Site - Small	Per Day	\$175.00	\$175.00	\$0.00	0.00%
Stall Holders (Community)					
Community - Site only BYO Equipment	Per Day	\$0.00	\$0.00	N/A	N/A
Site Package - Small 3x3m (includes marquee 1x table, 2x chairs)	Per Day	\$100.00	\$200.00	\$100.00	100.00%
Community Stallholder Public Liability Insurance Cover	Per Day	\$39.00	\$40.00	\$1.00	2.56%
Commercial Filming					
Filming Permit - Commercial/High Impact	Per Permit	\$270.00	\$270.00	\$0.00	0.00%
Community Event Kit (Trailer)					
Small Community Event Kit and Trailer. (Giant outdoor games, basic event items & safety gear)	Per event	\$350.00	\$265.00	(\$85.00)	(24.29%)
Large Community Event Kit. (Any selection of event infrastructure items - marquees, staging, tables, chairs, umbrellas, fencing & safety gear, etc.)	Per event	\$550.00	\$370.00	(\$180.00)	(32.73%)
FERNTREE GULLY COMMUNITY ARTS CENTRE					
Not for Profit / Community Group Hire Rates:					
Regular Hire Groups (minimum 3 per term)	Per Hour	\$42.00	\$42.00	\$0.00	0.00%
Casual Hire / Room (includes art room and kitchen)	Per Hour	\$48.00	\$48.00	\$0.00	0.00%
Whole of venue (includes kitchen, excludes pottery room)	Per Hour	\$84.00	\$84.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Function Clean Up Fee (applied to bookings 3 hours or more, involving food/drink/arts.	Per Hour or Part Thereof	\$229.00	\$229.00	\$0.00	0.00%
Commercial Hire Rates					
Regular Hire / Room - minimum 3 per term (includes kitchen)	Per Hour	\$60.00	\$60.00	\$0.00	0.00%
Casual Hire / Room (includes kitchen)	Per Hour	\$68.00	\$68.00	\$0.00	0.00%
Whole of venue (includes kitchen, excludes Pottery Room)	Per Hour	\$136.00	\$136.00	\$0.00	0.00%
Function clean Up Fee	Per Hour or Part There of	\$229.00	\$229.00	\$0.00	0.00%
<i>Bonds (refundable) - Refer to the end of the Community Services Facilities section.</i>					
Activities					
Pottery Classes Fees - Adult	Per 3 Hour Class	\$30.00	\$30.00	\$0.00	0.00%
Arts/Cultural Class Fees - Adult	Per 2 Hour Class	\$23.00	\$23.00	\$0.00	0.00%
Pottery Firing Fees (Students Only)	Per Firing	\$8.00	\$8.00	\$0.00	0.00%
Pottery Firing Fees (Non-Students)	Per Firing	\$11.00	\$11.00	\$0.00	0.00%
Pottery Classes Fees - Children	Per 1.5 Hour Class	\$20.00	\$20.00	\$0.00	0.00%
Arts/Cultural Class Fees - Children	Per 1.5 Hour Class	\$20.00	\$20.00	\$0.00	0.00%
Pottery Birthday Party - 1.5 hours (for 10 children, includes tutor & materials)	Per 1.5 hour party	\$206.00	\$206.00	\$0.00	0.00%
PLACEMAKERS					
Regular Hire / Room, minimum 3 per term (includes art OR meeting room & kitchenette)	Per Hour	\$42.00	\$42.00	\$0.00	0.00%
Casual Hire / Room (includes art OR meeting room & kitchenette)	Per Hour	\$48.00	\$48.00	\$0.00	0.00%
Whole of venue (includes art room, meeting room and kitchenette)	Per Hour	\$84.00	\$84.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Function Clean Up Fee	Per Hour or Part Thereof	\$229.00	\$229.00	\$0.00	0.00%
ROWVILLE COMMUNITY CENTRE					
Hire Type					
Multi - purpose Hall - Outside Staffed Hours (min 3 Hours)	Per 2 Courts Per Hour	\$160.00	\$139.00	(\$21.00)	(13.13%)
Multi - purpose Hall -Peak (All other times outside of Off Peak Hours)*	Per Hour	\$48.00	\$48.00	\$0.00	0.00%
Multi purpose Hall - Off Peak (9am - 4pm Monday - Friday)*	Per Hour	New Fee	\$41.00	New Fee	New Fee
Multi - purpose Hall - Authorised User (Unstaffed)	Per Hour	New Fee	\$41.00	New Fee	New Fee
Meetings Room (One Room)*	Per Hour	\$22.50	\$23.00	\$0.50	2.22%
Meetings Room (2 Adjoining Rooms)*	Per Hour	\$36.00	\$36.00	\$0.00	0.00%
Meetings / Regular Hire - Interview Room 1	Per Hour	\$16.00	\$16.00	\$0.00	0.00%
Meetings / Regular Hire - Interview Room 2	Per Hour	\$26.00	\$24.00	(\$2.00)	(7.69%)
Tennis Pavilion - Regular Hirer*	Per Hour	\$37.00	\$38.00	\$1.00	2.70%
Tennis Pavilion - Casual Hirer*	Per Hour	New Fee	\$45.60	New Fee	New Fee
RCC Community Kitchen	Per Hour	\$35.00	\$35.00	\$0.00	0.00%
RCC Community Kitchen - Food Relief	Per session	New Fee	\$18.50	New Fee	New Fee
Badminton/ Pickleball Court Hire *	Per Hour	\$22.00	\$22.00	\$0.00	0.00%
Outdoor Court Hire	Per Hour	\$20.00	\$15.00	(\$5.00)	(25.00%)
KNOX REGIONAL NETBALL CENTRE (KRNC)					
Stadium Charges					
Court Hire Peak (All other times outside of Off Peak Hrs)	Per Court Per Hour	\$56.00	\$58.00	\$2.00	3.57%
Court Hire Off Peak (9am to 5pm Mon - Friday)	Per Court Per Hour	\$40.00	\$41.00	\$1.00	2.50%
Court Hire - Authorised User (unstaffed)	Per court per hour	New Fee	\$41.00	New Fee	New Fee

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Badminton/ Pickleball Court Hire	Per Court Per Hour	New Fee	\$22.00	New Fee	New Fee
Court Hire - Outside Staffed Hours (min 3 Hours)	Per 2 Courts Per Hour	New Fee	\$139.00	New Fee	New Fee
Room Hire					
Meeting Room - 50 People*	Per Hour	New Fee	\$36.00	New Fee	New Fee
Meeting Room - 10 People	Per Hour	New Fee	\$16.50	New Fee	New Fee
MDNA Administration Office	Per Annum	\$1,476.00	\$1,476.00	\$0.00	0.00%
Outdoor Courts					
Court Hire	Per Court Per Hour	\$26.00	\$15.00	(\$11.00)	(42.31%)
Court Hire - Tournaments - based on 7 courts	Per 7+ Courts Per Hour	\$594.00	\$84.00	(\$510.00)	(85.86%)
KRNC Competitions					
Competitions (KRNC)	Per Team Per Game	\$80.00	\$80.00	\$0.00	0.00%
Team Registration KCC Competition	Per Team Per Season	\$80.00	\$80.00	\$0.00	0.00%
CARRINGTON PARK LEISURE AND MULTIPURPOSE FACILITY					
LEISURE CENTRE					
Activity Room	Per Hour	\$25.00	\$25.00	\$0.00	0.00%
Gym	Per Hour	\$25.00	\$25.00	\$0.00	0.00%
Meeting Room - Regular Hirer	Per Hour	\$14.00	\$14.00	\$0.00	0.00%
Meeting Room - Casual Hirer (min 2 hours)*	Per Hour	New Fee	\$24.00	New Fee	New Fee
Office	Per Hour	\$14.00	\$16.50	\$2.50	17.86%
MULTIPURPOSE CENTRE					
Activity Space 1 - Regular Hirer*	Per Hour	New Fee	\$35.00	New Fee	New Fee

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Activity Space 1 - Casual Hirer (min 2 hours)*	Per Hour	New Fee	\$50.00	New Fee	New Fee
Activity Space 1 - Casual Hirer (Saturday/Sunday)*	Per Hour	New Fee	\$75.00	New Fee	New Fee
Activity Space (One Room)*	Per Hour	New Fee	\$24.00	New Fee	New Fee
Activity Space (Two Adjoining Rooms)*	Per Hour	New Fee	\$30.00	New Fee	New Fee
Woodwork Room*	Per Hour	New Fee	\$24.00	New Fee	New Fee
AIMEE SEEBECK HALL					
Hall - Day rate (before 5pm)	Per Hour	\$38.00	\$39.50	\$1.50	3.95%
Hall - Casual Hirer (min 2 hours)*	Per Hour	New Fee	\$47.40	New Fee	New Fee
Community Support rate	Per Session	New Fee	\$18.50	New Fee	New Fee
Indoor Leisure Centres - Activities					
<i>The Indoor Leisure Centre co-ordinates a range of leisure activities across all Centres. The determination of fees associated with these programs considers direct and indirect costs and fees charged by competitors.</i>					
Basketball/Netball Court Hire - Single Casual Entry "Drop In"	Per Person	\$5.00	\$5.00	\$0.00	0.00%
Community Round Robins (Pickle Ball, Table Tennis, Badminton etc.)	Per Person	\$15.00	\$15.50	\$0.50	3.33%
Yoga/Pilates	Per Session	\$17.00	\$17.00	\$0.00	0.00%
Term Fee Yoga/Pilates (Ten week Term)	Per Term	\$153.00	\$160.00	\$7.00	4.58%
Group Fitness Class	Per Session	\$13.00	\$13.00	\$0.00	0.00%
Term Fee Group Fitness Class (Ten week term)	Per Term	\$117.00	\$122.00	\$5.00	4.27%
Senior Exercise Class	Per Session	\$9.00	\$9.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Term Fee Senior Exercise Class (Ten week term)	Per Term	\$81.00	\$85.00	\$4.00	4.94%
Senior Sports - Session (per 2 hours)	Per Session	\$7.00	\$7.00	\$0.00	0.00%
Under 55yrs Sports - Session (per 2 hours)	Per Session	\$9.00	\$9.50	\$0.50	5.56%
Facilitated Program/Activity (per 2 hours)	Per Session	New Fee	\$17.00	New Fee	New Fee
Indoor Leisure Centres - Venue Hire					
<i>* Senior groups are eligible to received a 10% discount on hire charges specified above.</i>					
<i>Charity Groups are eligible to receive a 20% discount on facility hire for activities that deliver a service for public benefit.</i>					
Clean Up Fee	Per Hour or Part Thereof	\$232.00	\$232.00	\$0.00	0.00%
Holding fee (regular hirers) for cancellation of booking within 48hours	Per Regular Booking	50% total daily booking fee	50% total daily booking fee	N/A	N/A
Knox City Council Staff (min 3 hours)	Per Hour	\$87.00	\$87.00	\$0.00	0.00%
KNOX COMMUNITY ARTS CENTRE					
Not for Profit / Community Group Rates:					
Supper / Meeting Room (up to 6 hours)	Per Hour	\$46.00	\$46.00	\$0.00	0.00%
Supper / Meeting Room (6 hours plus)	Per Hour	\$42.00	\$42.00	\$0.00	0.00%
Theatre - No Biobox (house lights only). E.g.. rehearsals, meetings, seminars etc.	Per Hour	\$46.00	\$46.00	\$0.00	0.00%
Theatre - Bump in/rehearsal - minimum 4 hour booking. (Includes biobox , compulsory venue technician, kitchen, green room. Excludes Supper/Meeting Room)	Per Hour	\$121.00	\$121.00	\$0.00	0.00%
Entire Facility - Bump In/rehearsal - minimum 4 hour booking (Includes Theatre bump in/rehearsal plus use of supper/meeting room)	Per Hour	\$160.00	\$160.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Theatre - Production - Minimum 4 hour booking (Includes a bio box and compulsory venue technician, kitchen, green room and audience access to foyer. Excludes Supper/Meeting Room)	Per Hour	\$145.00	\$145.00	\$0.00	0.00%
Entire Facility - Production - Min 4 hour booking (Exclusive access to all areas. Includes bio box and one compulsory technician.)	Per Hour	\$180.00	\$180.00	\$0.00	0.00%
Commercial Hire Rates					
Supper / Meeting Room (up to 6 hours)	Per Hour	\$71.00	\$71.00	\$0.00	0.00%
Supper / Meeting Room (6 hours plus or regular hirers)	Per Hour	\$63.00	\$63.00	\$0.00	0.00%
Theatre - No Biobox (house lights only). E.g.. rehearsals, meetings, seminars etc.	Per Hour	\$76.00	\$79.00	\$3.00	3.95%
Theatre - Bump in/rehearsal - minimum 4 hour booking (Includes biobox, compulsory venue technician, kitchen, green room. Excludes Supper/Meeting Room)	Per Hour	\$152.00	\$152.00	\$0.00	0.00%
Entire Facility - Bump In/rehearsal -minimum 4 hour booking (Includes Theatre bump in/rehearsal plus use of supper/meeting room)	Per Hour	\$219.00	\$219.00	\$0.00	0.00%
Theatre - Production - Minimum 4 hour booking (Includes biobox, compulsory venue technician, kitchen, green room and audience access to foyer. Excludes Supper/Meeting Room)	Per Hour	\$235.00	\$235.00	\$0.00	0.00%
Entire Facility - Production - Min 4 hour booking (Exclusive access to all areas. Includes bio box and one compulsory technician.)	Per Hour	\$291.00	\$291.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
COMMUNITY SERVICES FACILITIES					
Internal Hire Charge (all Centres if available)	Per Hour	50% of community hire rates	50% off hire rates	N/A	N/A
<i>Community Services Facilities - Bonds (Refundable) This is a fee paid to managers of Council Community Facilities by casual hirers as security against damage and/or cleaning as a result of use of the facility. For more information about the applicable level of bond, please refer to Council's Casual Hire of Community Facilities Policy.</i>					
Level 3 Security Bond	Per Function	\$1,322.00	\$1,322.00	\$0.00	0.00%
Level 2 Security Bond	Per Function	\$789.00	\$789.00	\$0.00	0.00%
Level 1 Security Bond	Per Function	\$406.00	\$406.00	\$0.00	0.00%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Customer and Performance - Governance and Risk					
OFFICE ACCOMMODATION					
<i>The Civic Centre meeting rooms are available for business and community functions at a competitive fee. The fee includes specific number of venue support officer(s) and building costs to ensure cost recovery is achieved. Additional costs will be applied if additional venue support officer(s) is required to support a function. Discounts and concessions apply under the policy for community and charitable organisations. Amounts have been rounded up to the nearest dollar as a practical fee for quoting and administering room bookings.</i>					
Non Profit / Charitable					
<u>Meeting Rooms 1 or 2 (includes one venue support officer)</u>					
Monday to Friday 8.00am to 5.00pm	Per Hour	\$76.00	\$80.00	\$4.00	5.26%
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$127.00	\$133.00	\$6.00	4.72%
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$166.00	\$173.00	\$7.00	4.22%
Commercial					
<u>Meeting Rooms 1 or 2 (includes two venue support officers)</u>					
Monday to Friday 8.00am to 5.00pm	Per Day	\$779.00	\$811.00	\$32.00	4.11%
- Half Day Rate - 3 Hours or Less	Half Day	\$397.00	\$413.00	\$16.00	4.03%
Monday to Friday After 5.00pm	Per Day	\$1,385.00	\$1,441.00	\$56.00	4.04%
- Half Day Rate - 3 Hours or Less	Half Day	\$693.00	\$721.00	\$28.00	4.04%
Saturday or Sunday	Per Day	\$1,844.00	\$1,918.00	\$74.00	4.01%
- Half Day Rate - 3 Hours or Less	Half Day	\$928.00	\$966.00	\$38.00	4.09%
Non Profit / Charitable					
<u>Meeting Rooms 3 or 4 (includes one venue support officer)</u>					
Monday to Friday 8.00am to 5.00pm	Per Hour	\$111.00	\$116.00	\$5.00	4.50%
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$166.00	\$173.00	\$7.00	4.22%
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$225.00	\$234.00	\$9.00	4.00%
Commercial					
<u>Meeting Rooms 3 or 4 (includes two venue support officers)</u>					

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Monday to Friday 8.00am to 5.00pm	Per Day	\$1,226.00	\$1,276.00	\$50.00	4.08%
- Half Day Rate - 3 Hours or Less	Half Day	\$617.00	\$642.00	\$25.00	4.05%
Monday to Friday After 5.00pm	Per Day	\$1,844.00	\$1,918.00	\$74.00	4.01%
- Half Day Rate - 3 Hours or Less	Half Day	\$923.00	\$960.00	\$37.00	4.01%
Saturday or Sunday	Per Day	\$2,443.00	\$2,541.00	\$98.00	4.01%
- Half Day Rate - 3 Hours or Less	Half Day	\$1,227.00	\$1,277.00	\$50.00	4.07%
Non Profit / Charitable					
<u>Meeting Rooms - Full Function Area (includes two venue support officers)</u>					
Monday to Friday 8.00am to 5.00pm	Per Hour	\$220.00	\$229.00	\$9.00	4.09%
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$323.00	\$336.00	\$13.00	4.02%
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$386.00	\$402.00	\$16.00	4.15%
Commercial					
<u>Meeting Rooms – Full Function Area (includes two venue support officers)</u>					
Monday to Friday 8.00am to 5.00pm	Per Day	\$2,442.00	\$2,540.00	\$98.00	4.01%
- Half Day Rate - 3 Hours or Less	Half Day	\$1,226.00	\$1,276.00	\$50.00	4.08%
Monday to Friday After 5.00pm	Per Day	\$3,700.00	\$3,848.00	\$148.00	4.00%
- Half Day Rate - 3 Hours or Less	Half Day	\$1,851.00	\$1,926.00	\$75.00	4.05%
Saturday or Sunday	Per Day	\$4,299.00	\$4,471.00	\$172.00	4.00%
- Half Day Rate - 3 Hours or Less	Half Day	\$2,151.00	\$2,238.00	\$87.00	4.04%
Additional Staff					
Monday to Friday	Per Hour Per Staff	New Fee	\$52.00	New Fee	New Fee
Saturday - Minimum 3 hours	Per Hour Per Staff	New Fee	\$78.00	New Fee	New Fee

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Saturday - Additional hours after the first 3 hours	Per Hour Per Staff	New Fee	\$104.00	New Fee	New Fee
Sunday and Public Holiday - Minimum 3 hours	Per Hour Per Staff	New Fee	\$104.00	New Fee	New Fee
FREEDOM OF INFORMATION (FOI)					
<i>The Freedom of Information Act 1982 sets an application fee at two fee units under the Monetary Units Act 2004. For detailed and complex requests additional charges can be made based on a fee for service basis.</i>					
F.O.I. Request Charges	Per Application Per Request	Charge based on Service	Charge based on Service	N/A	N/A

Infrastructure - Engineering Services and Operations					
CHARGEABLE WORKS					
<i>Chargeable works are levied to provide reinstatement of damage to Council's assets, i.e. Road, nature strip openings and special works requests from residents. This work is charged on a total cost recovery plus a 50% administration charge.</i>					
Chargeable Works (Total direct costs + 50%)	Per Job	1.5 x (total direct cost)	1.5 x (total direct cost)	N/A	N/A
Road Opening Inspections:					
Nature strip opening	Per Opening	\$300.00	\$325.00	\$25.00	8.33%
Connection to Council Drain or Kerbing	Per Opening	\$300.00	\$325.00	\$25.00	8.33%
Road Opening	Per Opening	\$300.00	\$325.00	\$25.00	8.33%
Concrete Crossing	Per Opening	\$300.00	\$325.00	\$25.00	8.33%
General Concrete Works	Per Opening	\$300.00	\$325.00	\$25.00	8.33%
Weekend Supervision up to 3 hours	Per Hour	\$195.00	\$200.00	\$5.00	2.56%
Weekend Supervision greater than 3 hours	Per Hour	\$220.00	\$230.00	\$10.00	4.55%
Asset Protection Fees	Per Permit	\$325.00	\$350.00	\$25.00	7.69%
Information Request	Per Request	\$41.00	\$43.00	\$2.00	4.88%

Description of Fees and Charges	Unit of Measure	Adopted	Proposed	Fee	Fee
		2024-25 Fee GST Incl. (where applicable)	2025-26 Fee GST Incl. (where applicable)	Increase / (Decrease) \$	Increase / (Decrease) %
COUNCIL RESERVES					
Chargeable works are levied to provide reinstatement of damage to Council's assets, i. e. Road, nature strip openings and special works requests from residents. This work is charged on a total cost recovery plus a 50% administration charge.					
Bonds (refundable)					
All access permits	Per Application	\$1,745.00	\$1,815.00	\$70.00	4.01%
Temporary on - site storage material bonds	Per Application	\$873.00	\$910.00	\$37.00	4.24%

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Infrastructure - Green Spaces and Environment					
REFUSE DISPOSAL					
GARBAGE, WASTE & RECYCLE COLLECTION					
Residential:					
Residential Waste Charge - Standard Services (80L waste, 240L Recycle, 240L FOGO, Hard Waste, Bundled Green Waste)	Per Service	\$428.20	\$415.15	(\$13.05)	(3.05%)
Residential Waste Charge - Reduced Services (80L waste, 240L Recycle, Hard Waste, Bundled Green Waste)	Per Service	\$285.90	\$265.60	(\$20.30)	(7.10%)
Residential Waste Charge - Additional bin exempt (80L+120L waste, 240L Recycle, 240L FOGO, Hard Waste, Bundled Green Waste)	Per Service	\$428.20	\$415.15	(\$13.05)	(3.05%)
Additional Food and Organics Bin 240 litre (previously green waste only)	Per Bin	\$142.30	\$149.55	\$7.25	5.09%
Garbage Bin upgrade surcharge 120 litre	Per Bin	\$53.10	\$48.50	(\$4.60)	(8.66%)
Additional Recycle Bin 240 litre	Per Bin	\$72.65	\$62.00	(\$10.65)	(14.66%)
Additional Garbage Bin 120 litre	Per Bin	\$137.50	\$107.30	(\$30.20)	(21.96%)
Industrial / Commercial 240 litre bin:					
Garbage weekly service, includes recycle weekly	Per Service	\$669.15	\$717.05	\$47.90	7.16%
Garbage 5 weekday service, includes recycle weekly	Per Service	\$2,457.55	\$2,763.70	\$306.15	12.46%
Garbage weekly service, waste only	Per Service	\$465.25	\$519.05	\$53.80	11.56%
Garbage 5 weekday service, waste only	Per Service	\$2,253.65	\$2,565.70	\$312.05	13.85%
Additional 240 litre Recycle Bin	Per Bin	\$203.90	\$197.95	(\$5.95)	(2.92%)
Dorset Square Service:					
Office based premises	Annual	\$522.40	\$515.60	(\$6.80)	(1.30%)
Retail based premises	Annual	\$1,348.60	\$1,341.75	(\$6.85)	(0.51%)
Food based premises less than 200 square metres floor area	Annual	\$3,834.15	\$3,827.30	(\$6.85)	(0.18%)
Food based premises greater than 200 square metres floor area	Annual	\$8,801.70	\$8,794.85	(\$6.85)	(0.08%)
Non- Rateable Properties 240 litre bin with 240 litre recycle:					

Description of Fees and Charges	Unit of Measure	Adopted 2024-25 Fee GST Incl. (where applicable)	Proposed 2025-26 Fee GST Incl. (where applicable)	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %
Garbage weekly service, includes recycle fortnightly	Per Service	\$495.05	\$370.25	(\$124.80)	(25.21%)
Garbage 5 weekday service, includes recycle fortnightly	Per Service	\$2,325.80	\$2,473.45	\$147.65	6.35%
Additional 240 litre Recycle Bin	Per Bin	\$72.65	\$62.00	(\$10.65)	(14.66%)
Non- Rateable Properties 120 litre bin waste with 240 litre bin recycle:					
Garbage weekly service, includes recycle fortnightly	Per Service	\$389.00	\$252.15	(\$136.85)	(35.18%)
Additional 240 litre Recycle Bin	Per Bin	\$72.65	\$62.00	(\$10.65)	(14.66%)
MISCELLANEOUS WASTE CHARGES					
Hard Waste services					
Additional Hard Waste Service	Per Booked Service	\$125.00	\$130.00	\$5.00	4.00%
OPEN SPACE MANAGEMENT					
Tree Removal					
Removal of tree due to installation of new crossover	Per Request	Amenity value + Removal costs + Tree planting costs + 2 years maintenance	Amenity value + Removal costs + Tree planting costs + 2 years maintenance	N/A	N/A
Infrastructure - Strategic Infrastructure					
Integrated Stormwater Services					
Stormwater Information Report	Per Report	\$ 231.40	\$ 240.65	\$9.26	4.00%
Flood Information Report	Per Report	New Fee	\$ 240.65	New Fee	New Fee

Draft Financial Plan

2025-26 to 2034-35



knox



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1. Executive Summary

Purpose of the Long Term Financial Plan

Knox City Council's Long Term Financial Plan (LTFP) is the key financial planning document that is governed by a series of financial strategies and accompanying performance indicators that Council considers and adopts. It establishes the financial framework upon which sound financial decisions are made.

The LTFP covers a 10-year period from 2025-26 to 2034-35. The LTFP is a tool to assist in sound financial decision making and is not intended to be a document that specifically indicates what services/proposals or funds should be allocated to these services; rather it identifies Council's current and projected financial capacity to continue delivering services, maintaining facilities and renewing infrastructure, whilst living within our means.

This document outlines the key performance indicators, key assumptions and an overview of each key element of the Plan. Each year the 10-Year Financial is reviewed and updated to reflect the current circumstances of Council.

The Plan effectively takes the assumptions and budget parameters that have been applied to the 2025-26 budget (which covers a four-year period) and extends these out into years 5-10 to give a longer term view of Council's financial viability and outcomes.

Key Financial Challenges

Current challenges and expected future events likely to impacts the Financial Plan projections.

Rate Capping

The introduction of the State Government's rate cap in 2016–17 limited how councils raise revenue, the past several years this has been set below inflation. For Knox City Council, where rates account for over 72% of total revenue, this has had a compounding impact over time. The cap has not accounted for rising costs—particularly post-COVID—such as fuel and construction materials, which have increased well above standard inflation.

Interest Rates

Interest rates influence both the cost of new borrowings and the returns generated from cash investments.

A borrowing rate of 5.0% is currently used for planning purposes. However, the actual rate at the time funds are drawn will influence the cost of borrowing and impact future planning. As such, interest rate movements remain a key consideration in both short- and long-term planning.

Borrowings

As at 30 June 2025, Council is budgeting to hold \$83.8 million in borrowings, with an additional \$40.9 million in borrowings anticipated between 2025-26 and 2028-29. Borrowings have been undertaken since 2021/22 to support the delivery of major projects.

Council must comply with borrowing covenants, which limits the amount of debt that can be undertaken in the medium term. At the same time, careful consideration is required to balance the repayment of both existing and future borrowings.

Superannuation

Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Scheme. The last call on Local Government was in the 2011/12 financial year when Council was required to pay \$11.5M to top up its share of the Defined Benefits Scheme. The amount and timing of any liability is dependent on the global investment market. At present the actuarial ratios are at a level where additional calls from Local Government are not expected in the next 12 months.

Capital Grant Funding

Capital grant opportunities arise continually and budgeted in the year when the grant applications are successful for various capital projects.

Enterprise Agreement

Councils current Enterprise Agreement will expire on 30 June 2026. Assumptions have been used in the long-term financial plan on wage increases for 2026/27 onwards which align with the assumed rate cap of 2.5%.

Infrastructure

Council faces the dual challenge of renewing ageing infrastructure while investing in new assets such as roads, drainage, parks, community facilities, and footpaths in underserved areas. Funding is allocated through a prioritised capital works plan.

Natural disasters

The timing and impact of these events are unknown and unfortunately the regularity is increasing because of climate change. Whilst Council undertakes prevention measures, these events have a significant impact on the community, businesses, and the economy, as well as Council's human and financial resources.

Public infrastructure maintenance

Councils across Australia raise approximately 3% of the total taxation collected by all levels of government in Australia. In addition, councils are entrusted with the maintenance of more than 30% of all public assets, including roads, bridges, parks, footpaths, and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets to ensure the quality of public infrastructure is maintained at satisfactory levels.

Sustaining Financial Stability

For Council's finances to remain sustainable and our services to remain affordable for the community, Council will need to continually assess the performance and future for current services to understand whether they are relevant and whether Council needs to continue to deliver them or whether there is a role for an alternative delivery model.

In summary, from a financial perspective Council has the same dilemma as most individuals - it has a limited budget yet many and competing demands on where to allocate its scarce resources.

2. Legislative Requirements

Knox's integrated strategic planning and reporting framework (pictured below) illustrates the medium and long term plans that guide and manage our city.

Council takes an integrated approach to planning and reporting, with the 10-year Community Vision directly informing short, medium and long-term planning.

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

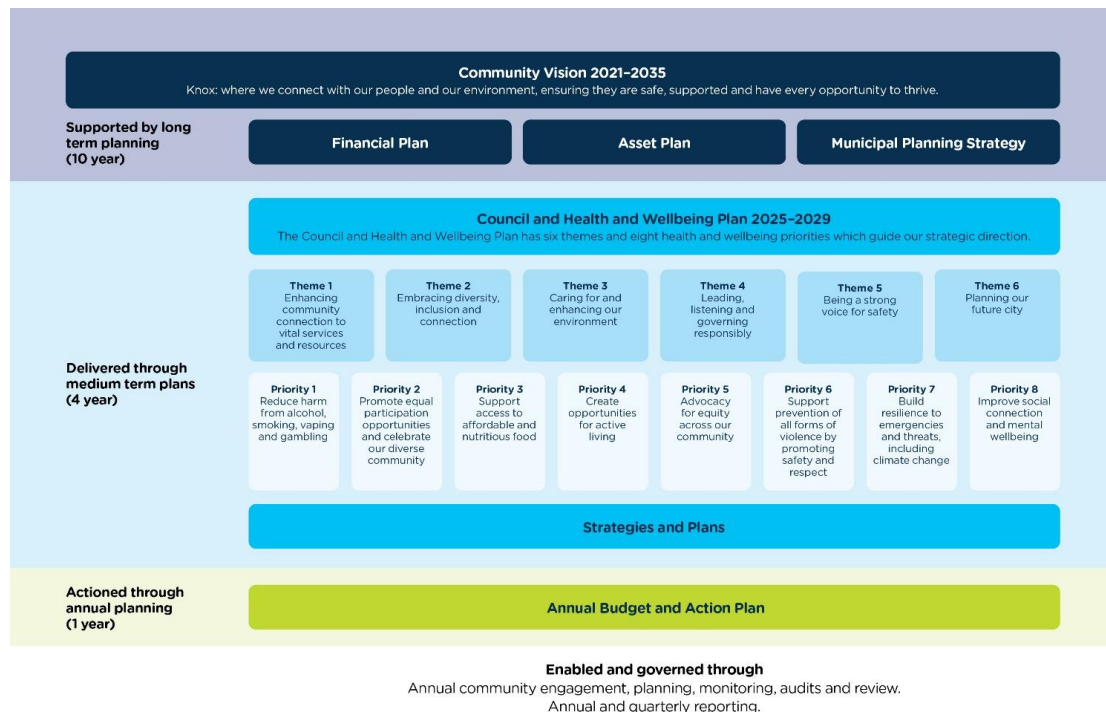
Knox's Integrated Planning and Reporting Framework guides Council in identifying and delivering on community needs and aspirations over the long term (Community Vision), medium term (Council and Health and Wellbeing Plan 2025-29) and short term (Annual Budget and Action Plan).

A number of other plans also guide our long-term and medium-term planning. They include plans about how we're going to manage our financial resources (the Financial Plan), manage and maintain our assets (the Asset Plan), plan for our future city (Municipal Planning Statement) and plan and prioritise our service delivery (strategies and plans).

The key themes, strategic objectives and health and wellbeing priorities of the Council and Health and Wellbeing Plan are also integrated across our other key Strategies and Plans. This approach provides a line of sight through every service in Council to achieve and report back on our community's vision and our wellbeing commitment.

To ensure that Council remains responsive to the community's evolving needs and priorities, each financial year actions are published in the Annual Budget. The development of the Annual Budget and Action Plan also includes setting an annual target for each performance measure of the Council and Health and Wellbeing Plan. In Council's Annual Report, we report back to the community on the actual result of each performance measure compared to the target, as well as on the achievement of the annual actions.

All parts of the integrated planning and reporting framework include opportunities for community and stakeholder input. This is important to ensure transparency and accountability. We monitor and regularly report back to the community on our progress through different mechanisms to ensure greater openness and understanding.



2.1 Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council and Health and Wellbeing Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council's financial plan addresses the Community Vision by funding the aspirations of the Council and Health and Wellbeing Plan. The Council and Health and Wellbeing Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council and Health and Wellbeing Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 2.6 below.
- e) The Financial Plan provides for the strategic planning principles of progress, monitoring of progress and reviews to identify and adapt to changing circumstances.

2.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 2.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 2.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 3.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year liabilities are disclosed in section 4.2 Balance Sheet projections.
- 2.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 2.2.4 Council maintains accounts and records that explain its financial operations and financial position.

2.3 Community Engagement

During the 2021-2025 planning process, nearly 4,500 community members shared their thoughts on shaping Knox's future. This engagement aimed to understand the community's aspirations and what community love about Knox.

In 2024, we revisited these insights through a detailed research and engagement program:

- The State of Knox Report 2024 enabled us to understand key demographics and changes in our community since 2020, including social, economic, and environmental conditions in Knox.
- Using over 100 previous engagement activities, we analysed the recurring themes and what matters most to you when it comes to your values, aspirations, and priorities.
- An equity impact assessment was undertaken to ensure the voices of our diverse community were incorporated through targeted and deliberative engagement. This enabled us to capture voices representative of our multicultural community, First Nations people, people with a disability, children and young people.
- We held many community engagement activities where more than 1,000 Knox community members shared insights, helping us to validate what we've learned, to identify current challenges and aspirations, and to shape priorities for the next four years.
- A representative Community Panel took part in deliberative engagement, helping us interpret the findings from the broader community, providing recommendations, and shaping the key elements of the Knox Council and Health and Wellbeing Plan 2025-2029, including themes, strategic objectives and strategies, along with confirming Health and Wellbeing Priorities.
- Councillors and staff were also engaged to ensure that the plan reflects the role of Council.

Based on the information gathered through the engagement, six Themes and Strategic Objectives were established to provide the overarching strategic direction for Council.

Council and the community will work together, focusing on these Themes and Strategic Objectives over the next 10 years to achieve our vision:

- **Enhancing community connection to vital services and resources** - Our community can access important local services and resources through Council's delivery, advocacy, and partnerships
- **Embracing connection, inclusion and diversity** - Our diverse and connected community is strengthened by creating opportunities to actively participate, connect and learn.
- **Caring for and enhancing our environment** - Our environment is greener, healthier and sustainable through Council's environmental protection and enhancement, working in collaboration with our community.
- **Leading, listening and governing responsibly** - Our community feels empowered, heard, and has trust in Council through responsible governance, proactive communication and engagement, and transparent decision making
- **Being a strong voice for safety** - Our community feels safe, respected and supported in public spaces and at home through Council's delivery, advocacy and partnerships
- **Planning our future city** - Our neighbourhoods, housing and infrastructure meet the needs of our changing community through effective planning, delivery and advocacy.

In addition to the community engagement activities undertaken above, in late 2023 we asked our community to share their thoughts on the services and assets they think Council should prioritise. This information will help Council make important decisions about finances and assets, balance current and future community need, and ensure we achieve our Community Vision by delivering on our plans.

2.4 Service Performance Principles

Council services are designed to be purposeful, targeted to community needs and value for money. In line with the service performance principles, Council's services are:

- **Equitable** - services are provided in an equitable manner and are responsive to the diverse needs of the Knox community. The Council and Health and Wellbeing Plan and Annual Budget identifies the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council and Health and Wellbeing Plan may be funded;
- **Accessible** - services are accessible to the Knox community for whom the services are intended;
- **Good value** - quality and costs standards for services set by the Council provide good value to the Knox community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services;
- **Continuously improved** – service delivery is continuously improved for the Knox community in response to performance monitoring. Feedback and complaints about service delivery is used to inform improvement initiatives, and complaints received are considered and responded to through a fair and effective process.

2.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2.6 Revenue and Rating Plan Integration

Integration to the Revenue and Rating Plan is a key principle of the Council's strategic financial principles. The purpose of this integration is to ensure that Council's revenue is raised from the community in a manner that supports council's longer term financial plans and broader plans as set out in the Community Vision within the Council and Health and Wellbeing Plan.

The revenue raised by a local government is for delivering services and infrastructure to benefit those providing the revenue – the local community. The Revenue and Rating Plan is therefore linked to planned expenditure in the annual budget and strategic financial planning. They cannot be separated as any increase in spending by a council must be matched by revenue.

The Revenue and Rating Plan provides the framework for the setting of fees and charges, statutory charges, rates, and other Council income sources. It also makes assumptions regarding the levels of non-controlled revenues that the Council expects to generate over the four-year period, such as grants, subsidies, and contributions.

Additionally, it defines the amounts of rates to be generated either through a uniform rate, or from different ratepayer/property classes through municipal charges, differential rates, service rates and charges, and special rates and charges (where they have been adopted).

The Revenue and Rating Plan therefore defines what each source of revenue is, how income will be raised and the policy rationale/assumptions for each, to fund the Council's proposed expenditure detailed in their budget.

2.7 Financial Risk Management

Knox City Council uses a combination of measures and targets specific to Councils operating environment to assess risk whilst also utilising a Risk Management framework to document strategic and operational risks. Through the assessment of the internal and external environment that impacts the Council, Financial Sustainability has been assessed as a strategic risk. There are a number in controls in place to manage this risk.

Below is a summary of causes and controls around the City's financial sustainability strategic risk.

Strategic Risk: Unable to fund services and capital investment initiatives of the type / quality expected by the community.

Risk causes

- Change in fiscal policy (State or Federal grants)
- Economic downturn or recession leading to reduced rates collection and investment returns
- Inability to be resilient when faced with a disaster
- Inability to sufficiently fund the renewal of the asset base
- Inability to scale operational capability / reduce costs within funding envelope
- Lack of ongoing reviews/planning for service effectiveness, or introduction of transformational efficiencies
- Interest rate rises; labour costs are not controlled; further rate capping
- Increasing and mixed expectations from Community. There are conflicting demands; some seeking increased and diverse services, others seeking a return to more traditional services
- Poor financial and/ or resource management, poor project management, poor compliance.

Controls in place

- 10-year financial plan which focuses on maintaining good working capital; appropriate reserves and surplus positions.
- Annual budget process, which looks at the 4-year budget horizon.
- Monthly budget monitoring and forecasting of year end results, reported quarterly to Audit and Risk Committee and Council.
- Budget principles which provide the option for early repayment of debt if there is surplus cash compared to the annual budget position at year end.
- Advocacy and long-term relationships across government and Local Government sector
- Service planning to identify service levels and service opportunities for efficiencies.
- Service reviews where appropriate
- Strong focus on Asset Management and funding of renewals
- Relevant training and inductions for staff and Councillors
- Communicating with the community that we operate in a constrained environment.

3. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions.

3.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Consistent underlying surplus results	Adjusted underlying result greater than 2.50%	>2.50%	4.28%	9.15%	7.27%	7.87%	8.59%	10.88%	11.31%	12.29%	13.23%	14.90%	16.06%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due	Current Assets / Current Liabilities greater than 1.00	>1.00	1.39	1.34	1.22	1.18	1.27	1.17	1.12	1.19	1.39	1.75	2.20
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life	Asset Renewal and Upgrade Expenses / Depreciation above 1.00	>1.00	2.37	2.23	1.85	1.85	1.44	1.64	1.65	1.65	1.65	1.66	1.65
That Council applies loan funding to new capital and maintains total borrowings in line with rate and fee income and growth of the municipality	Total Interest Bearing Liabilities/Own Source Revenue (excluding Open Space) to remain below 60.00%	<60.00%	51.18%	46.63%	46.21%	46.50%	43.29%	33.92%	25.21%	17.40%	11.74%	7.68%	5.10%
Council can repay interest on outstanding interest bearing loans and borrowings	EBITDA / Interest Expense greater than 2.00	>2.00	11.49	15.08	12.44	12.62	13.25	16.36	20.66	28.51	41.53	65.22	101.35
Council could repay its borrowings commitment from the rate income	Interest and Principal Repayments on Interest Bearing Loans / Rate Revenue is less than 10.00%	<10.00%	9.32%	9.59%	9.62%	10.70%	11.35%	11.32%	10.94%	9.79%	7.12%	5.03%	3.47%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required	(Current Assets less Restricted Reserves) / Current Liabilities greater than 1.00	>1.00	1.27	1.32	1.21	1.16	1.25	1.15	1.10	1.18	1.37	1.74	2.18

3.2 Strategic Actions

Council has identified the following strategic actions that will support the community's aspirations identified in the delivery of the Council Health and Wellbeing Plan 2025-2029.

- That council adopt the budgeted statement of financial performance (Comprehensive Income Statement) as an integral part of the budget setting process for current and future budgets.
- That Council adopt the budgeted statement of financial position (Balance Sheet) as being an integral part of the budget setting process for current and future budgets.
- That Council adopt the budgeted statement of cash flows as being an integral part of the budget setting process for current and future budgets.
- That the working capital ratio be targeted to remain above a ratio of 1.0.
- That capital expenditure on asset renewal projects (and upgrades that have a significant renewal component) to exceed depreciation expense.
- That debt funding be applied to infrastructure where necessary.
- That Council consider the most appropriate fees and charges strategy so that adequate funds are recovered to offset operational expenses in annual and future budgets.

3.3 Assumptions to the Financial Plan Statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2025-26 to 2034-35. The assumptions comprise the annual escalations / movement for each item of the Comprehensive Income Statement.

	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Escalation Factors % Movements	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CPI	2.75%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth in Properties (number)	600	600	600	600	600	600	600	600	600	600	600
Rates and Charges	2.75%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Supplementary Rates (\$'000)	500	500	500	500	500	500	500	500	500	500	500
Statutory Fees and Fines	2.75%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Fees	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Grants - Operating (excluding VGC)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Operating (VGC)	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Grants - Capital (excluding VGC)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grants - Capital (VGC and Roads to Recovery)	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Contributions - Monetary	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contributions - Non-Monetary (\$'000)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Other Income	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee Costs	3.16%	2.91%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Services	2.75%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utilities	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Contributions and Donations	2.75%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses	2.75%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.3.1 Rates and Charges

Planning for future rate increases has been an important component of the Financial Plan process. The State Government has introduced the Fair Go Rates System which sets out the maximum amount councils may increase rates in a year. The Financial Plan assumes a rate increase of 3.00 percent in 2025-26. The rates in 2026-27 and beyond have been based on the Department of Treasury and Finance CPI projections of 2.50 percent in December 2024.

The Financial Plan assumes an additional 600 property assessments per annum, while supplementary rates are anticipated to be \$0.500 million per annum. The average Rates per Assessment for 2025-26 is estimated at \$1,806.

Waste management charges are levied on the basis of cost recovery. This is consistent with the position of the majority of councils given that waste charges are outside the Minister's Rate Cap.

More information can be found in Council's Revenue and Rating Plan 2025-2029.

3.3.2 User Fees

User fees relate mainly to the recovery of service delivery costs from Council's extensive and highly diversified range of services provided to the community. Examples of user fees include:

- Childcare fees
- Waste Management fees
- Leases, recreational reserve and facility hire fees

Council endeavours, as much as possible, to be a full cost recovery service provider.

3.3.3 Statutory Fees and Fines

Statutory fees are fees and fines levied in accordance with legislation. Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Increases in the Financial Plan have been based on the projected CPI.

3.3.4 Grants

Council receives tied operating grant funding from State and Federal sources, with these operating grants budgeted to increase by 2 percent per annum.

Council receives untied Financial Assistance Grants via the Victorian Local Government Grants Commission. These grants are composed of an operating and capital component, and are anticipated to increase by 1 percent per annum. The Roads to Recovery grant is also anticipated to increase by 1 percent.

Council does not budget for capital grants for specific projects that have not been confirmed. However Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

3.3.5 Contributions

Contributions represent funds received by council, usually from non-government sources, and are usually linked to projects. Contributions can be made to council in the form of either cash payments or asset hand-overs.

Examples of contributions include:

- Monies collected from developers under planning and development agreements;
- Monies collected for developer contributions;
- Contributions from user groups towards the upgrade of facilities;
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

Developer contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers. Income of this nature is unpredictable and is directly contingent on developer activities in the municipality.

3.3.6 Other Income

Revenue from other income mainly comprises investment income plus the recovery of income from a variety of sources and rental income received from the hire or lease of Council buildings.

3.3.7 Employee Costs

Increases for employee costs reflect the salary increase for all staff pursuant to Council's Enterprise Bargaining Agreement.

3.3.8 Materials and Services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are governed more by market forces based on availability rather than CPI. Other associated costs included under this category are utilities, waste management, materials for the supply of community meals, and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. Discretionary material costs are budgeted to increase by CPI. Non-discretionary costs such as utility costs are budgeted to increase by 5 percent.

3.3.9 Contributions and Donations

Contributions and donations includes Council's annual contribution to the Eastern Regional Libraries Corporation. Council also offer a range of grants and funding to community members and organisations across a range of areas.

3.3.10 Depreciation and Amortisation

Depreciation estimates have been based on the projected life of Council's existing property, infrastructure, plant and equipment, together with the projected capital spending contained in this Financial Plan.

3.3.11 Borrowing Costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 6.1 Borrowing Plan.

3.3.12 Other Expenses

Other expenses includes administration costs such as Councillor allowances, operating lease rentals and audit expenses.

4. Financial Plan Statements

This section presents information regarding the budgeted Financial Plan Statements for the 10 years from 2024-25 to 2033-34.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

4.1 Comprehensive Income Statement

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
INCOME											
Rates and charges	150,482	153,826	165,163	163,587	167,716	173,924	180,323	186,920	193,722	200,735	207,965
User fees	13,310	13,677	13,931	14,475	15,065	15,798	16,357	17,044	17,860	18,607	19,285
Statutory fees and fines	4,691	5,458	5,551	5,746	5,887	6,034	6,185	6,340	6,499	6,661	6,828
Grants - operating	27,710	19,651	20,064	20,362	20,689	21,022	21,362	21,707	22,058	22,416	22,779
Grants - capital	6,670	10,383	2,918	3,006	3,021	3,052	3,083	3,114	3,145	3,176	3,207
Contributions - monetary	7,294	5,000	6,000	6,000	6,500	7,000	7,000	7,000	7,000	7,000	7,000
Contributions - non-monetary	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Net loss (gain) on disposal of property, infrastructure, plant and equipment	1,242	10,506	1,417	1,917	1,917	3,617	1,417	417	417	417	417
Share of net profits (or loss) of associates and joint ventures	59	4	7	10	13	13	13	13	13	13	13
Other income	3,625	1,803	1,824	1,850	1,874	2,163	2,077	2,047	2,136	2,413	2,877
TOTAL INCOME	217,083	222,308	218,875	218,953	224,682	234,623	239,817	246,602	254,850	263,438	272,371
EXPENSES											
Employee costs	79,965	77,377	78,669	79,923	81,641	83,682	85,774	87,918	90,116	92,369	94,678
Materials and services	82,715	77,100	82,940	79,593	80,843	82,319	83,703	85,111	87,550	88,019	89,518
Contributions and donations	6,049	6,138	6,188	6,343	6,501	6,664	6,831	7,002	7,177	7,357	7,541
Depreciation	25,025	25,329	26,055	26,611	27,123	27,555	28,129	28,728	29,349	29,998	30,769
Amortisation - intangible assets	903	903	903	903	903	903	903	903	903	903	903
Depreciation - right of use assets	1,185	1,176	1,205	1,216	1,246	1,261	1,308	1,309	1,339	1,351	1,386
Borrowing costs	3,767	3,599	3,611	3,747	3,772	3,395	2,734	2,049	1,446	983	674
Finance costs - leases	343	419	402	369	342	318	279	241	208	157	108
Allowance for impairment losses	408	317	321	329	337	345	354	363	372	381	391
Other expense	720	796	824	838	851	872	894	916	939	962	986
TOTAL EXPENSES	201,080	193,154	201,118	199,872	203,559	207,314	210,909	214,540	219,399	222,480	226,954
SURPLUS / (DEFICIT) FOR THE YEAR	16,003	29,154	17,757	19,081	21,123	27,309	28,908	32,062	35,451	40,958	45,417
TOTAL COMPREHENSIVE RESULT	16,003	29,154	17,757	19,081	21,123	27,309	28,908	32,062	35,451	40,958	45,417
LESS											
Grants - capital - non recurrent	3,474	7,700	0	0	0	0	0	0	0	0	0
Contributions and donations - capital	1,544	0	0	0	0	0	0	0	0	0	0
Contributions - non-monetary	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
UNDERLYING SURPLUS (DEFICIT) FOR THE YEAR	8,985	19,454	15,757	17,081	19,123	25,309	26,908	30,062	33,451	38,958	43,417

4.2 Balance Sheet

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
CURRENT ASSETS											
Cash and cash equivalents	42,932	37,123	33,004	33,384	40,391	36,428	32,899	32,771	39,466	54,376	75,928
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Trade and other receivables	21,339	21,898	23,368	23,336	23,976	24,643	25,329	26,035	26,762	27,510	28,279
Inventories	13	13	13	13	13	13	13	13	13	13	13
Prepayments	1,374	1,408	1,444	1,480	1,517	1,555	1,594	1,634	1,675	1,717	1,760
Other assets	2,400	2,460	2,522	2,585	2,649	2,715	2,783	2,853	2,924	2,997	3,072
TOTAL CURRENT ASSETS	68,058	62,902	60,351	60,798	68,546	65,354	62,618	63,306	70,840	86,613	109,052
NON CURRENT ASSETS											
Investments in associates	2,806	2,810	2,817	2,827	2,840	2,853	2,866	2,879	2,892	2,905	2,918
Property, infrastructure, plant and equipment	2,326,906	2,354,569	2,376,601	2,397,381	2,408,024	2,424,774	2,441,990	2,459,677	2,477,839	2,496,476	2,515,497
Right-of-use assets	4,762	5,987	5,575	4,732	4,466	4,184	3,249	2,919	2,560	1,815	1,409
Intangible assets	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419
TOTAL NON CURRENT ASSETS	2,336,893	2,365,785	2,387,412	2,407,359	2,417,749	2,434,230	2,450,524	2,467,894	2,485,710	2,503,615	2,522,243
TOTAL ASSETS	2,404,951	2,428,687	2,447,763	2,468,157	2,486,295	2,499,584	2,513,142	2,531,200	2,556,550	2,590,228	2,631,295
CURRENT LIABILITIES											
Trade and other payables	13,169	13,465	13,778	14,094	14,417	14,748	15,088	15,439	15,803	16,177	16,580
Trust funds and deposits	2,624	2,690	2,757	2,826	2,896	2,968	3,042	3,118	3,196	3,276	3,358
Contract and other liabilities	3,915	0	0	0	0	0	0	0	0	0	0
Provisions	19,052	19,518	19,995	20,485	20,987	21,501	22,028	22,568	23,122	23,690	24,272
Interest-bearing loans and borrowings	9,446	10,336	11,714	13,314	14,720	15,380	14,629	10,689	7,459	4,862	4,398
Lease liabilities	778	899	1,037	967	1,038	1,226	1,135	1,201	1,353	1,351	1,046
TOTAL CURRENT LIABILITIES	48,984	46,908	49,281	51,686	54,058	55,823	55,922	53,015	50,933	49,356	49,654
NON CURRENT LIABILITIES											
Provisions	2,896	2,923	2,951	2,980	3,010	3,040	3,071	3,103	3,136	3,169	3,203
Interest-bearing loans and borrowings	74,360	69,790	69,126	68,688	63,578	48,198	33,569	22,880	15,421	10,559	6,162
Lease liabilities	4,164	5,365	4,947	4,264	3,987	3,552	2,701	2,261	1,668	794	509
TOTAL NON CURRENT LIABILITIES	81,420	78,078	77,024	75,932	70,575	54,790	39,341	28,244	20,225	14,522	9,874
TOTAL LIABILITIES	130,404	124,986	126,305	127,618	124,633	110,613	95,263	81,259	71,158	63,878	59,528
NET ASSETS	2,274,547	2,303,701	2,321,458	2,340,539	2,361,662	2,388,971	2,417,879	2,449,941	2,485,392	2,526,350	2,571,767
EQUITY											
Accumulated surplus	739,133	773,158	790,786	809,734	830,744	857,900	886,653	918,559	953,853	994,652	1,039,909
Reserves	1,535,414	1,530,543	1,530,672	1,530,805	1,530,918	1,531,071	1,531,226	1,531,382	1,531,539	1,531,698	1,531,858
TOTAL EQUITY	2,274,547	2,303,701	2,321,458	2,340,539	2,361,662	2,388,971	2,417,879	2,449,941	2,485,392	2,526,350	2,571,767

4.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025 FORECAST				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,258,544	723,126	1,516,301	19,117
Surplus/(deficit) for the year	16,003	16,003	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(10,729)	0	10,729
Transfer from other reserves	0	10,733	0	(10,733)
BALANCE AT END OF THE FINANCIAL YEAR	2,274,547	739,133	1,516,301	19,113
2026 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,274,547	739,133	1,516,301	19,113
Surplus/(deficit) for the year	29,154	29,154	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(9,778)	0	9,778
Transfer from other reserves	0	14,649	0	(14,649)
BALANCE AT END OF THE FINANCIAL YEAR	2,303,701	773,158	1,516,301	14,242
2027 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,303,701	773,158	1,516,301	14,242
Surplus/(deficit) for the year	17,757	17,757	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(10,825)	0	10,825
Transfer from other reserves	0	10,696	0	(10,696)
BALANCE AT END OF THE FINANCIAL YEAR	2,321,458	790,786	1,516,301	14,371
2028 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,321,458	790,786	1,516,301	14,371
Surplus/(deficit) for the year	19,081	19,081	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(10,875)	0	10,875
Transfer from other reserves	0	10,742	0	(10,742)
BALANCE AT END OF THE FINANCIAL YEAR	2,340,539	809,734	1,516,301	14,504
2029 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,340,539	809,734	1,516,301	14,504
Surplus/(deficit) for the year	21,123	21,123	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(11,403)	0	11,403
Transfer from other reserves	0	11,290	0	(11,290)
BALANCE AT END OF THE FINANCIAL YEAR	2,361,662	830,744	1,516,301	14,617
2030 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,361,662	830,744	1,516,301	14,617
Surplus/(deficit) for the year	27,309	27,309	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(11,952)	0	11,952
Transfer from other reserves	0	11,799	0	(11,799)
BALANCE AT END OF THE FINANCIAL YEAR	2,388,971	857,900	1,516,301	14,770

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2031 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,388,971	857,900	1,516,301	14,770
Surplus/(deficit) for the year	28,908	28,908	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(12,002)	0	12,002
Transfer from other reserves	0	11,847	0	(11,847)
BALANCE AT END OF THE FINANCIAL YEAR	2,417,879	886,653	1,516,301	14,925
2032 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,417,879	886,653	1,516,301	14,925
Surplus/(deficit) for the year	32,062	32,062	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(12,052)	0	12,052
Transfer from other reserves	0	11,896	0	(11,896)
BALANCE AT END OF THE FINANCIAL YEAR	2,449,941	918,559	1,516,301	15,081
2033 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,449,941	918,559	1,516,301	15,081
Surplus/(deficit) for the year	35,451	35,451	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(12,102)	0	12,102
Transfer from other reserves	0	11,945	0	(11,945)
BALANCE AT END OF THE FINANCIAL YEAR	2,485,392	953,853	1,516,301	15,238
2034 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,485,392	953,853	1,516,301	15,238
Surplus/(deficit) for the year	40,958	40,958	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(12,153)	0	12,153
Transfer from other reserves	0	11,994	0	(11,994)
BALANCE AT END OF THE FINANCIAL YEAR	2,526,350	994,652	1,516,301	15,397
2035 BUDGET				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	2,526,350	994,652	1,516,301	15,397
Surplus/(deficit) for the year	45,417	45,417	0	0
Net asset revaluation gain / (loss)	0	0	0	0
Transfer to other reserves	0	(12,204)	0	12,204
Transfer from other reserves	0	12,044	0	(12,044)
BALANCE AT END OF THE FINANCIAL YEAR	2,571,767	1,039,909	1,516,301	15,557

4.4 Statement of Cash Flows

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES											
Rates and charges	150,059	153,411	163,842	163,773	167,236	173,437	179,823	186,408	193,197	200,197	207,414
User fees	13,214	13,576	13,827	14,367	14,954	15,672	16,226	16,908	17,719	18,460	19,132
Statutory fees and fines	4,650	5,415	5,506	5,700	5,839	5,980	6,129	6,282	6,438	6,598	6,763
Grants - operating	27,036	19,651	20,064	20,362	20,689	21,022	21,362	21,707	22,058	22,416	22,779
Grants - capital	9,211	6,468	2,918	3,006	3,021	3,052	3,083	3,114	3,145	3,176	3,207
Contributions - monetary	7,294	5,000	6,000	6,000	6,500	7,000	7,000	7,000	7,000	7,000	7,000
Interest received	2,000	950	950	950	950	1,239	1,153	1,123	1,212	1,489	1,953
Other receipts	1,625	853	874	900	924	924	924	924	924	924	924
Net movement in trust deposits	64	66	67	69	71	72	74	76	78	80	82
Employee costs	(79,407)	(76,884)	(78,163)	(79,405)	(81,110)	(83,138)	(85,216)	(87,346)	(89,529)	(91,768)	(94,062)
Materials and services	(82,871)	(77,237)	(83,026)	(79,681)	(80,934)	(82,411)	(83,797)	(85,208)	(87,649)	(88,120)	(89,623)
Contributions and donations	(6,049)	(6,138)	(6,188)	(6,343)	(6,501)	(6,664)	(6,831)	(7,002)	(7,177)	(7,357)	(7,541)
Short-term, low value and variable lease payments	(12)	(31)	(32)	(39)	(29)	(35)	(9)	(33)	(24)	(37)	(24)
Other payments	(708)	(765)	(792)	(799)	(822)	(837)	(885)	(883)	(915)	(925)	(962)
NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES	46,106	44,335	45,847	48,860	50,788	55,313	59,036	63,070	66,477	72,133	77,042
CASH FLOWS FROM INVESTING ACTIVITIES											
Proceeds from sale of property, infrastructure, plant and equipment	11,283	11,256	2,167	2,667	2,667	4,367	2,167	1,167	1,167	1,167	1,167
Payments for property, infrastructure, plant and equipment	(57,051)	(52,645)	(47,740)	(47,044)	(37,419)	(43,958)	(44,998)	(46,068)	(47,164)	(48,288)	(49,443)
Payments for investments	0	0	0	0	0	0	0	0	0	0	0
Proceeds from sale of investments	10,000	0	0	0	0	0	0	0	0	0	0
NET CASH PROVIDED BY / (USED IN) INVESTING ACTIVITIES	(35,768)	(41,389)	(45,573)	(44,377)	(34,752)	(39,591)	(42,831)	(44,901)	(45,997)	(47,121)	(48,276)

	Forecast	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM FINANCING ACTIVITIES											
Finance costs	(3,755)	(3,625)	(3,633)	(3,770)	(3,797)	(3,421)	(2,760)	(2,074)	(1,468)	(1,003)	(675)
Proceeds from borrowings	10,000	6,000	11,500	13,400	10,000	0	0	0	0	0	0
Repayment of borrowings	(8,865)	(9,680)	(10,785)	(12,238)	(13,705)	(14,720)	(15,380)	(14,629)	(10,689)	(7,459)	(4,862)
Interest paid - lease liability	(343)	(419)	(402)	(369)	(342)	(318)	(279)	(241)	(208)	(157)	(108)
Repayment of lease liabilities	(1,059)	(1,031)	(1,073)	(1,126)	(1,185)	(1,226)	(1,315)	(1,353)	(1,420)	(1,483)	(1,569)
NET CASH PROVIDED BY / (USED IN) FINANCING ACTIVITIES	(4,022)	(8,755)	(4,393)	(4,103)	(9,029)	(19,685)	(19,734)	(18,297)	(13,785)	(10,102)	(7,214)
NET INCREASE / (DECREASE) IN CASH HELD	6,316	(5,809)	(4,119)	380	7,007	(3,963)	(3,529)	(128)	6,695	14,910	21,552
Cash and cash equivalents at the beginning of the financial year	36,616	42,932	37,123	33,004	33,384	40,391	36,428	32,899	32,771	39,466	54,376
CASH AND CASH EQUIVALENTS AT END OF YEAR	42,932	37,123	33,004	33,384	40,391	36,428	32,899	32,771	39,466	54,376	75,928

4.5 Statement of Capital Works

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
PROPERTY											
Land and Buildings	12,397	16,322	14,016	13,490	5,462	9,908	10,155	10,408	10,668	10,935	11,209
TOTAL PROPERTY	12,397	16,322	14,016	13,490	5,462	9,908	10,155	10,408	10,668	10,935	11,209
PLANT AND EQUIPMENT											
Plant, machinery and equipment	3,145	1,949	2,455	2,132	2,139	2,001	2,051	2,102	2,155	2,209	2,264
Office furniture and equipment	0	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	5,531	5,341	2,969	4,470	2,350	3,818	3,838	3,859	3,880	3,902	3,925
Artworks	325	210	498	250	253	304	311	318	326	335	344
TOTAL PLANT AND EQUIPMENT	9,001	7,500	5,922	6,852	4,742	6,123	6,200	6,279	6,361	6,446	6,533
INFRASTRUCTURE											
Roads	7,323	9,307	9,673	10,202	9,946	11,951	12,249	12,555	12,868	13,189	13,519
Bridges	993	973	996	944	962	992	1,017	1,042	1,068	1,095	1,122
Footpaths and cycleways	5,813	5,735	5,980	5,615	5,289	5,768	5,912	6,060	6,211	6,367	6,527
Drainage	6,893	4,868	4,893	4,750	4,344	4,668	4,785	4,904	5,026	5,151	5,280
Recreational, leisure and community facilities	15,595	10,721	8,339	7,298	7,266	5,991	6,143	6,300	6,460	6,621	6,787
Off street car parks	2,659	1,616	1,270	1,487	1,648	1,578	1,617	1,657	1,699	1,742	1,786
Other infrastructure	4,315	803	628	454	478	247	253	259	265	271	277
TOTAL INFRASTRUCTURE	43,591	34,023	31,779	30,750	29,933	31,195	31,976	32,777	33,597	34,436	35,298
TOTAL CAPITAL WORKS EXPENDITURE	64,989	57,845	51,717	51,092	40,137	47,226	48,331	49,464	50,626	51,817	53,040
REPRESENTED BY											
Asset renewal	40,114	39,318	36,011	37,432	34,786	38,271	39,229	40,212	41,217	42,247	43,305
Asset upgrade	19,240	17,270	12,147	11,930	4,374	6,989	7,089	7,190	7,295	7,402	7,512
Asset new	5,132	1,227	3,559	1,730	977	1,892	1,938	1,985	2,035	2,087	2,140
Asset expansion	503	30	0	0	0	74	75	77	79	81	83
TOTAL CAPITAL WORKS EXPENDITURE	64,989	57,845	51,717	51,092	40,137	47,226	48,331	49,464	50,626	51,817	53,040

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
CAPITAL WORKS FUNDING SOURCE											
EXTERNAL											
Loan proceeds	10,000	6,000	11,500	13,400	10,000	0	0	0	0	0	0
Grants - capital	6,670	10,383	2,918	3,006	3,021	3,052	3,083	3,114	3,145	3,176	3,207
Contributions - capital	1,544	0	0	0	0	0	0	0	0	0	0
TOTAL EXTERNAL FUNDING	18,214	16,383	14,418	16,406	13,021	3,052	3,083	3,114	3,145	3,176	3,207
INTERNAL											
Proceeds from sale of fixed assets	6,617	11,256	2,167	2,667	2,667	4,367	2,167	1,167	1,167	1,167	1,167
Movement in reserve funds	10,733	10,769	6,777	6,784	7,292	7,781	7,789	7,797	7,805	7,813	7,821
Rate funding	29,425	19,437	28,355	25,235	17,157	32,026	35,292	37,386	38,509	39,661	40,845
TOTAL INTERNAL FUNDING	46,775	41,462	37,299	34,686	27,116	44,174	45,248	46,350	47,481	48,641	49,833
TOTAL CAPITAL WORKS FUNDING SOURCES	64,989	57,845	51,717	51,092	40,137	47,226	48,331	49,464	50,626	51,817	53,040
LESS OPERATING PROJECTS EXPENDITURE											
Operating Projects Expenditure	7,938	5,200	3,977	4,048	2,718	3,268	3,333	3,396	3,462	3,529	3,597
NET CAPITAL WORKS (CAPITALISED EXPENDITURE EXCLUDING OPERATING PROJECTS EXPENDITURE)	57,051	52,645	47,740	47,044	37,419	43,958	44,998	46,068	47,164	48,288	49,443

4.6 Statement of Human Resources

	Forecast 2024-25 \$'000 FTE	Budget 2025-26 \$'000 FTE	Budget 2026-27 \$'000 FTE	Budget 2027-28 \$'000 FTE	Budget 2028-29 \$'000 FTE	Budget 2029-30 \$'000 FTE	Budget 2030-31 \$'000 FTE	Budget 2031-32 \$'000 FTE	Budget 2032-33 \$'000 FTE	Budget 2033-34 \$'000 FTE	Budget 2034-35 \$'000 FTE
STAFF EXPENDITURE											
Employee costs - operating	79,965	77,377	78,669	79,923	81,641	83,682	85,774	87,918	90,116	92,369	94,678
Employee costs - capital	7,412	6,691	6,442	6,360	6,454	6,615	6,781	6,950	7,124	7,302	7,485
TOTAL STAFF EXPENDITURE	87,377	84,068	85,111	86,283	88,095	90,297	92,555	94,868	97,240	99,671	102,163
STAFF NUMBERS											
Full time equivalent (FTE) employees	672.94	650.05	641.85	635.43	632.23	632.23	632.23	632.23	632.23	632.23	632.23
TOTAL STAFF NUMBERS	672.94	650.05	641.85	635.43	632.23	632.23	632.23	632.23	632.23	632.23	632.23

4.7 Planned Human Resource Expenditure

	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
CEO										
Permanent - Full Time	3,740	3,828	3,926	4,024	4,125	4,228	4,333	4,442	4,553	4,667
Female	2,939	3,008	3,085	3,162	3,241	3,322	3,405	3,490	3,578	3,667
Male	801	820	841	862	884	906	928	951	975	1,000
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	851	871	893	916	939	962	986	1,011	1,036	1,062
Female	851	871	893	916	939	962	986	1,011	1,036	1,062
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL CEO	4,591	4,699	4,819	4,940	5,064	5,190	5,320	5,453	5,589	5,729
CITY LIVEABILITY										
Permanent - Full Time	12,611	12,743	13,063	13,390	13,725	14,068	14,420	14,780	15,150	15,528
Female	6,135	6,199	6,355	6,514	6,677	6,844	7,015	7,190	7,370	7,554
Male	6,476	6,544	6,708	6,876	7,048	7,224	7,405	7,590	7,780	7,974
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	3,344	3,379	3,464	3,550	3,639	3,730	3,823	3,919	4,016	4,117
Female	2,594	2,621	2,686	2,753	2,822	2,892	2,965	3,039	3,115	3,193
Male	732	740	759	778	797	817	838	859	880	902
Self-described gender	18	18	19	19	19	20	20	21	21	22
TOTAL CITY LIVEABILITY	15,955	16,122	16,527	16,940	17,364	17,798	18,243	18,699	19,166	19,645
CONNECTED COMMUNITIES										
Permanent - Full Time	13,368	13,674	13,912	14,258	14,614	14,980	15,354	15,738	16,132	16,535
Female	11,371	11,631	11,833	12,128	12,431	12,742	13,061	13,387	13,722	14,065
Male	1,997	2,043	2,079	2,130	2,183	2,238	2,294	2,351	2,410	2,470
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	8,317	8,508	8,655	8,870	9,092	9,319	9,552	9,791	10,036	10,286
Female	7,661	7,837	7,972	8,170	8,374	8,584	8,798	9,018	9,244	9,475
Male	656	671	683	700	718	735	754	773	792	812
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL CONNECTED COMMUNITIES	21,685	22,182	22,567	23,128	23,706	24,299	24,906	25,529	26,167	26,821

	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
CUSTOMER PERFORMANCE										
Permanent - Full Time	12,859	12,949	13,214	13,375	13,709	14,052	14,403	14,763	15,133	15,511
Female	8,341	8,399	8,571	8,675	8,892	9,114	9,342	9,576	9,815	10,060
Male	4,518	4,550	4,643	4,700	4,818	4,938	5,061	5,188	5,318	5,451
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	2,744	2,764	2,822	2,854	2,925	2,998	3,073	3,150	3,229	3,310
Female	2,364	2,381	2,430	2,459	2,520	2,583	2,648	2,714	2,782	2,852
Male	380	383	392	395	405	415	425	436	447	458
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL CUSTOMER PERFORMANCE	15,603	15,713	16,036	16,229	16,635	17,051	17,477	17,914	18,362	18,821
INFRASTRUCTURE										
Permanent - Full Time	16,772	17,136	17,118	17,481	17,918	18,366	18,825	19,296	19,778	20,273
Female	3,925	4,010	4,006	4,091	4,193	4,298	4,406	4,516	4,629	4,744
Male	12,847	13,126	13,112	13,390	13,725	14,068	14,420	14,780	15,150	15,528
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	223	227	227	232	238	244	250	256	262	269
Female	182	185	185	189	194	199	204	209	214	219
Male	41	42	42	43	44	45	46	47	49	50
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL INFRASTRUCTURE	16,995	17,363	17,345	17,713	18,156	18,610	19,075	19,552	20,041	20,542
Casuals, temporary and other expenditure	2,548	2,590	2,629	2,691	2,758	2,827	2,897	2,970	3,045	3,121
Capitalised labour costs	6,691	6,442	6,360	6,454	6,615	6,781	6,950	7,124	7,302	7,485
TOTAL STAFF EXPENDITURE	84,068	85,111	86,283	88,095	90,297	92,555	94,868	97,240	99,671	102,163

	Budget 2025-26 FTE	Budget 2026-27 FTE	Budget 2027-28 FTE	Budget 2028-29 FTE	Budget 2029-30 FTE	Budget 2030-31 FTE	Budget 2031-32 FTE	Budget 2032-33 FTE	Budget 2033-34 FTE	Budget 2034-35 FTE
CEO										
Permanent - Full Time	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00
Female	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00
Male	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	6.78	6.78	6.78	6.78	6.78	6.78	6.78	6.78	6.78	6.78
Female	6.78	6.78	6.78	6.78	6.78	6.78	6.78	6.78	6.78	6.78
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL CEO	27.78	27.78	27.78	27.78	27.78	27.78	27.78	27.78	27.78	27.78
CITY LIVEABILITY										
Permanent - Full Time	88.00	87.00	87.00	87.00	87.00	87.00	87.00	87.00	87.00	87.00
Female	43.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00
Male	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	34.50	33.30	33.30	33.30	33.30	33.30	33.30	33.30	33.30	33.30
Female	26.75	26.15	26.15	26.15	26.15	26.15	26.15	26.15	26.15	26.15
Male	7.56	6.96	6.96	6.96	6.96	6.96	6.96	6.96	6.96	6.96
Self-described gender	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19
TOTAL CITY LIVEABILITY	122.50	120.30	120.30	120.30	120.30	120.30	120.30	120.30	120.30	120.30
CONNECTED COMMUNITIES										
Permanent - Full Time	118.00	117.00	117.00	117.00	117.00	117.00	117.00	117.00	117.00	117.00
Female	100.00	99.00	99.00	99.00	99.00	99.00	99.00	99.00	99.00	99.00
Male	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	69.99	69.99	68.57	68.57	68.57	68.57	68.57	68.57	68.57	68.57
Female	64.47	64.47	63.05	63.05	63.05	63.05	63.05	63.05	63.05	63.05
Male	5.52	5.52	5.52	5.52	5.52	5.52	5.52	5.52	5.52	5.52
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL CONNECTED COMMUNITIES	187.99	186.99	185.57	185.57	185.57	185.57	185.57	185.57	185.57	185.57

	Budget 2025-26 FTE	Budget 2026-27 FTE	Budget 2027-28 FTE	Budget 2028-29 FTE	Budget 2029-30 FTE	Budget 2030-31 FTE	Budget 2031-32 FTE	Budget 2032-33 FTE	Budget 2033-34 FTE	Budget 2034-35 FTE
CUSTOMER PERFORMANCE										
Permanent - Full Time	109.00	105.00	103.00	101.00	101.00	101.00	101.00	101.00	101.00	101.00
Female	71.00	68.00	67.00	67.00	67.00	67.00	67.00	67.00	67.00	67.00
Male	38.00	37.00	36.00	34.00	34.00	34.00	34.00	34.00	34.00	34.00
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	21.86	21.86	21.86	21.06	21.06	21.06	21.06	21.06	21.06	21.06
Female	18.83	18.83	18.83	18.03	18.03	18.03	18.03	18.03	18.03	18.03
Male	3.03	3.03	3.03	3.03	3.03	3.03	3.03	3.03	3.03	3.03
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL CUSTOMER PERFORMANCE	130.86	126.86	124.86	122.06	122.06	122.06	122.06	122.06	122.06	122.06
INFRASTRUCTURE										
Permanent - Full Time	168.00	167.00	164.00	164.00	164.00	164.00	164.00	164.00	164.00	164.00
Female	39.00	39.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00
Male	129.00	128.00	128.00	128.00	128.00	128.00	128.00	128.00	128.00	128.00
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part Time	2.27	2.27	2.27	1.87	1.87	1.87	1.87	1.87	1.87	1.87
Female	1.85	1.85	1.85	1.45	1.45	1.45	1.45	1.45	1.45	1.45
Male	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL INFRASTRUCTURE	170.27	169.27	166.27	165.87	165.87	165.87	165.87	165.87	165.87	165.87
Casuals, temporary and other expenditure	10.65	10.65	10.65	10.65	10.65	10.65	10.65	10.65	10.65	10.65
TOTAL STAFF NUMBERS	650.05	641.85	635.43	632.23	632.23	632.23	632.23	632.23	632.23	632.23

5. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35	Trend + / o / -
Operating Position														
Adjusted Underlying Result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted Underlying Surplus (Deficit) Adjusted Underlying Revenue	1	4.28%	9.15%	7.27%	7.87%	8.59%	10.88%	11.31%	12.29%	13.23%	14.90%	16.06%	+
Liquidity														
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current Assets Current Liabilities	2	1.39	1.34	1.22	1.18	1.27	1.17	1.12	1.19	1.39	1.75	2.20	o
Unrestricted Cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted Cash Current Liabilities	3	74.11%	75.72%	62.97%	60.60%	71.43%	61.51%	54.67%	57.53%	73.99%	108.83%	154.70%	+
Obligations														
Loans and Borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Interest Bearing Loans and Borrowings Rate Revenue	4	55.69%	52.09%	48.95%	50.13%	46.68%	36.56%	26.73%	17.96%	11.81%	7.68%	5.08%	+
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Interest and Principal Repayments Rate Revenue	4	8.39%	8.65%	8.73%	9.79%	10.44%	10.43%	10.06%	8.94%	6.28%	4.22%	2.66%	o
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	Non Current Liabilities Own Source Revenue(Excluding Open Space)	5	46.95%	42.14%	40.99%	40.48%	36.67%	27.18%	19.06%	13.27%	9.17%	6.35%	4.16%	+
Asset Renewal (assets are renewed as planned)	Asset Renewal and Upgrade Expenditure Depreciation	6	2.37	2.23	1.85	1.85	1.44	1.64	1.65	1.65	1.65	1.66	1.65	o

Indicator	Measure	Notes	Forecast 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35	Trend + / o / -
Stability														
Rates Concentration (revenue is generated from a range of sources)	Rate Revenue	7	71.64%	72.35%	76.16%	75.40%	75.32%	74.77%	75.82%	76.42%	76.62%	76.78%	76.92%	o
	Adjusted Underlying Revenue													
Rates Effort (rating level is set based on the community's capacity to pay)	Rate Revenue	8	0.23%	0.23%	0.25%	0.24%	0.25%	0.25%	0.26%	0.27%	0.27%	0.28%	0.29%	o
	Property Values (CIV)													
Efficiency														
Expenditure Level (resources are used efficiently in the delivery of services)	Total Expenditure		\$2,890	\$2,758	\$2,848	\$2,806	\$2,834	\$2,862	\$2,888	\$2,914	\$2,956	\$2,973	\$3,009	o
	No. of Assessments													
Revenue Level (resources are used efficiently in the delivery of services)	Residential Rate Revenue		\$1,796	\$1,811	\$1,946	\$1,871	\$1,886	\$1,926	\$1,968	\$2,011	\$2,055	\$2,101	\$2,148	o
	No. of Residential Assessments													
TCV Loans Framework Indicators														
Interest bearing liabilities to own source revenue	Interest Bearing Liabilities	9	56.72%	54.97%	52.35%	53.58%	50.92%	41.97%	32.89%	24.33%	16.62%	10.96%	7.16%	+
	Own Source Revenue(Excluding Open Space)													
Interest cover ratio	EDITBA	9	11.49	15.08	12.44	12.62	13.25	16.36	20.66	28.51	41.53	65.22	101.35	+
	Interest Expense													

Key to Forecast Trend

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicators

Notes on indicators**5.1 Adjusted underlying results**

Adjusted underlying result is the net surplus or deficit for the year (per Australian Accounting Standards) adjusted for non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure other than grants and non-monetary asset contributions. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is expected over the period. The adjusted underlying result is anticipated to continue to improve over the ten-year period.

5.2 Working capital

Working capital (current assets / current liabilities) is the proportion of current liabilities represented by current assets. It is a general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due. The working capital ratio is anticipated to remain around 1.00 for the ten-year period, with an increase in the current year forecast due to the carry-forward of capital works.

5.3 Unrestricted cash

Unrestricted cash means all cash and cash equivalents other than restricted cash, including cash that will be used to fund capital expenditure from the previous financial year. Restricted cash means cash and cash equivalents, within the meaning of Accounting Standard *AASB 107 Statement of Cash Flows*, that are not available for use other than for a purpose for which it is restricted. The decline from the current year forecast demonstrates a reduction of cash and cash equivalents together with the utilisation of interest-bearing loans and borrowings to fund the Capital Works Program. Council will continue to review and strengthen this position in future budgets.

5.4 Debt compared to rates

Loans and borrowings means interest bearing loans and borrowings compared to rates and charges revenue. The balance of interest bearing loans and borrowings is shown as a percentage of rates revenue. Loans and borrowings also refers to interest and principal repayments compared to rate revenue. The ratio describes Council's cash flow debt repayment capacity through the inclusion of interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue. The trend indicates an increased reliance on debt against annual rate revenue over to fund major initiatives in the Capital Works Program, with this debt then being progressively paid down over the ten-year period.

5.5 Indebtedness

Indebtedness compares non-current liabilities to own source revenue (excluding open space reserve). Own source revenue is defined as adjusted underlying revenue other than revenue that is not under the control of Council (including government grants). Interest-bearing borrowings budgeted to be taken out through to 2027-28 to fund a component of the Capital Works Program has the indebtedness remaining steady over the next four years, followed by decreases for the remainder of the ten-year period.

5.6 Asset renewal

Asset renewal is calculated as asset renewal expenditure as a percentage of depreciation. This indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). An greater than 1.00 indicates Council is maintaining its existing assets, while a percentage less than 1.00 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council's asset renewal indicator is greater than 1.00 through the ten-year outlook.

Council will continue to improve asset renewal and upgrade decisions based on asset performance (condition, risk-criticality, utilisation, capacity and maintenance history) when better data becomes available.

Through asset management improvement actions, we will progressively improve the selection and timing of renew and upgrade options of our assets as they reach the end of their useful lives. We will continue to improve decision-making capability and transparency of decisions through use of tools and robust processes.

Annual renewal programs are prioritised by condition and remaining life, with consideration to functional hierarchy.

5.7 Rates concentration

Rates concentration is measured as rate revenue compared to adjusted underlying revenue. Adjusted underlying revenue is defined as total income excluding non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than grants and non-monetary contributions. Rates concentration reflects the extent of reliance on rate revenues to fund all of Council's on-going services. The trend is relatively steady for rates concentration.

5.8 Rates effort

Rates effort, which is intended to examine the community's capacity to pay, presents rate revenue as a percentage of the capital improved value of rateable properties in the municipality. The trend is relatively steady for rates effort.

5.9 TCV loans framework indicators

The Victorian Government has approved the Treasury Corporation of Victoria (TCV) to become a direct lender to local councils. Victoria's strong credit rating means that the State can borrow and lend money at cheaper rates than are commercially available to councils. This new policy initiative enables Victorian councils to achieve interest cost savings by being able to access low-interest loans financed through TCV.

The following financial ratio criteria need to be satisfied to be eligible to borrow through TCV:

- Interest bearing loans and borrowings cannot exceed 60 percent of own source revenue
- The interest cover ratio cannot be less than 2:1.

6. Strategies and Plans

This section describes the strategies and plans that support the 10 year financial projections included in the Financial Plan.

6.1 Borrowing Strategy

6.1.1 Current Debt Position

Council is expecting to have borrowings of \$83.806M as at 30 June 2025.

Council is budgeting to borrow a further \$40.900M over the next four years, with no additional borrowings anticipated beyond 2028/29. As part of the 2025/26 Budget process, Council reviewed its forward borrowing projections and reduced future borrowings by \$18 million. This was achieved by adopting a position that cash balances are maintained at minimal levels to prioritise debt reduction.

This section outlines the strategies and planning assumptions that underpin the 10-year financial projections in the Financial Plan.

All current and projected borrowings are structured on a 10-year principal and interest repayment basis. This approach ensures debt can be repaid within a reasonable timeframe, supporting financial sustainability without compromising service delivery or transferring the burden to future generations.

The majority of Council's borrowings are held through the Treasury Corporation of Victoria (TCV), which requires compliance with specific debt covenants. The Financial Plan projects that these covenants will be met in each year over the 10-year period.

6.1.2 Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
OPENING BALANCE	82,671	83,806	80,126	80,840	82,002	78,298	63,578	48,198	33,569	22,880	15,421
Plus new loans	10,000	6,000	11,500	13,400	10,000	0	0	0	0	0	0
Less principal repayment	(8,865)	(9,680)	(10,786)	(12,238)	(13,704)	(14,720)	(15,380)	(14,629)	(10,689)	(7,459)	(4,861)
CLOSING BALANCE	83,806	80,126	80,840	82,002	78,298	63,578	48,198	33,569	22,880	15,421	10,560
Interest payment	3,755	3,625	3,633	3,770	3,797	3,421	2,760	2,074	1,468	1,003	675

6.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
Total Borrowings / Rate Revenue	Below 60%	55.69%	52.09%	48.95%	50.13%	46.68%	36.56%	26.73%	17.96%	11.81%	7.68%	5.08%
Debt Servicing / Rate Revenue	Below 5%	2.50%	2.36%	2.20%	2.30%	2.26%	1.97%	1.53%	1.11%	0.76%	0.50%	0.32%
Debt Commitment / Rate Revenue	Below 10%	8.39%	8.65%	8.73%	9.79%	10.43%	10.43%	10.06%	8.94%	6.28%	4.22%	2.66%
Indebtedness / Own Source Revenue	Below 60%	45.45%	41.03%	39.73%	39.22%	35.47%	26.27%	18.44%	12.85%	8.88%	6.16%	4.04%

6.2 Reserves Strategy

6.2.1 Current Reserves

Open space reserve

The Open Space Reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developer's contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Aged care reserve

The purpose of this reserve is to set aside the proceeds from the divestment of the Amaroo Gardens Aged Care Facility by Council on 2 November 2011 for aged services and infrastructure within the Knox municipality.

Basketball stadium infrastructure reserve

The purpose of this reserve is to improve basketball stadium facilities within the Knox municipality.

Defined benefits reserve

The purpose of this reserve is to fund a defined benefits call should a call be made.

HACC capital grant reserve

The purpose of this reserve is to refurbish, upgrade and maintain minor capital within the Home and Community Care funded programs.

Library reserve

The purpose of this reserve is for major capital expenditure for acquiring, refurbishing or redeveloping library premises as standalone premises or as part of community hubs for Knox Library branches.

Revegetation net gain reserve

The purpose of this reserve is to ensure any loss of vegetation through development is re-established in a sustainable location.

Scoresby Recreation reserve

The purpose of this reserve is to invest the income derived from lease of this site into the Scoresby Recreation Reserve.

Social housing reserve

The purpose of this reserve is to provide funding for the planning, development, construction and/or purchase of social housing for the Knox Community.

Unexpended grants reserve

The purpose of this reserve is to quarantine early payment of Victoria Grants Commission General Purpose and Local Roads Federal Grant funding for use in the following year.

6.2.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

Reserves	Statutory / Discretionary	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
Open Space Reserve	Statutory											
Opening balance		10,792	5,949	949	949	949	949	949	949	949	949	949
Transfer to reserve		5,750	5,000	6,000	6,000	6,500	7,000	7,000	7,000	7,000	7,000	7,000
Transfer from reserve		(10,593)	(10,000)	(6,000)	(6,000)	(6,500)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
Closing balance		5,949	949	949	949	949	949	949	949	949	949	949
Statutory Reserves Summary	Total Statutory											
Opening balance		10,792	5,949	949	949	949	949	949	949	949	949	949
Transfer to reserve		5,750	5,000	6,000	6,000	6,500	7,000	7,000	7,000	7,000	7,000	7,000
Transfer from reserve		(10,593)	(10,000)	(6,000)	(6,000)	(6,500)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
Closing balance		5,949	949	949	949	949	949	949	949	949	949	949
Aged Care Reserve	Discretionary											
Opening balance		2,790	2,722	2,704	2,686	2,668	2,650	2,650	2,650	2,650	2,650	2,650
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(68)	(18)	(18)	(18)	(18)	0	0	0	0	0	0
Closing balance		2,722	2,704	2,686	2,668	2,650	2,650	2,650	2,650	2,650	2,650	2,650
Basketball Stadium Infrastructure Reserve	Discretionary											
Opening balance		72	0	0	0	0	0	0	0	0	0	0
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(72)	0	0	0	0	0	0	0	0	0	0
Closing balance		0	0	0	0	0	0	0	0	0	0	0
Defined Benefits Reserve	Discretionary											
Opening balance		500	750	750	750	750	750	750	750	750	750	750
Transfer to reserve		250	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		750	750	750	750	750	750	750	750	750	750	750
HACC Capital Reserve	Discretionary											
Opening balance		512	512	512	512	512	512	512	512	512	512	512
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		512	512	512	512	512	512	512	512	512	512	512
Library Reserve	Discretionary											
Opening balance		1,505	1,505	1,505	1,505	1,505	1,505	1,505	1,505	1,505	1,505	1,505
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		1,505	1,505	1,505	1,505	1,505	1,505	1,505	1,505	1,505	1,505	1,505

Reserves	Statutory / Discretionary	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000	Budget 2027-28 \$'000	Budget 2028-29 \$'000	Budget 2029-30 \$'000	Budget 2030-31 \$'000	Budget 2031-32 \$'000	Budget 2032-33 \$'000	Budget 2033-34 \$'000	Budget 2034-35 \$'000
Revegetation Net Gain Reserve	Discretionary											
Opening balance		153	218	283	348	413	478	543	608	673	738	803
Transfer to reserve		65	65	65	65	65	65	65	65	65	65	65
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		218	283	348	413	478	543	608	673	738	803	868
Scoresby Recreational Reserve	Discretionary											
Opening balance		234	267	302	338	376	415	455	496	538	581	625
Transfer to reserve		33	35	36	38	39	40	41	42	43	44	45
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		267	302	338	376	415	455	496	538	581	625	670
Social Housing Reserve	Discretionary											
Opening balance		2,559	2,559	2,559	2,559	2,559	2,559	2,559	2,559	2,559	2,559	2,559
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		2,559	2,559	2,559	2,559	2,559	2,559	2,559	2,559	2,559	2,559	2,559
Unexpended Grants Reserve	Discretionary											
Opening balance		0	4,631	4,678	4,724	4,772	4,799	4,847	4,896	4,945	4,994	5,044
Transfer to reserve		4,631	4,678	4,724	4,772	4,799	4,847	4,896	4,945	4,994	5,044	5,094
Transfer from reserve		0	(4,631)	(4,678)	(4,724)	(4,772)	(4,799)	(4,847)	(4,896)	(4,945)	(4,994)	(5,044)
Closing balance		4,631	4,678	4,724	4,772	4,799	4,847	4,896	4,945	4,994	5,044	5,094
Discretionary Reserves Summary	Total Discretionary											
Opening balance		8,325	13,164	12,781	12,910	13,043	13,156	13,309	13,464	13,620	13,777	13,936
Transfer to reserve		4,979	4,778	4,825	4,875	4,903	4,952	5,002	5,052	5,102	5,153	5,204
Transfer from reserve		(140)	(4,649)	(4,696)	(4,742)	(4,790)	(4,799)	(4,847)	(4,896)	(4,945)	(4,994)	(5,044)
Closing balance		13,164	13,293	12,910	13,043	13,156	13,309	13,464	13,620	13,777	13,936	14,096
Total Reserves Summary	Statutory & Discretionary											
Opening balance		19,117	19,113	14,242	14,371	14,504	14,617	14,770	14,925	15,081	15,238	15,397
Transfer to reserve		10,729	9,778	10,825	10,875	11,403	11,952	12,002	12,052	12,102	12,153	12,204
Transfer from reserve		(10,733)	(14,649)	(10,696)	(10,742)	(11,290)	(11,799)	(11,847)	(11,896)	(11,945)	(11,994)	(12,044)
Closing balance		19,113	14,242	14,371	14,504	14,617	14,770	14,925	15,081	15,238	15,397	15,557

Draft Revenue and Rating Plan

2025-2029



knox



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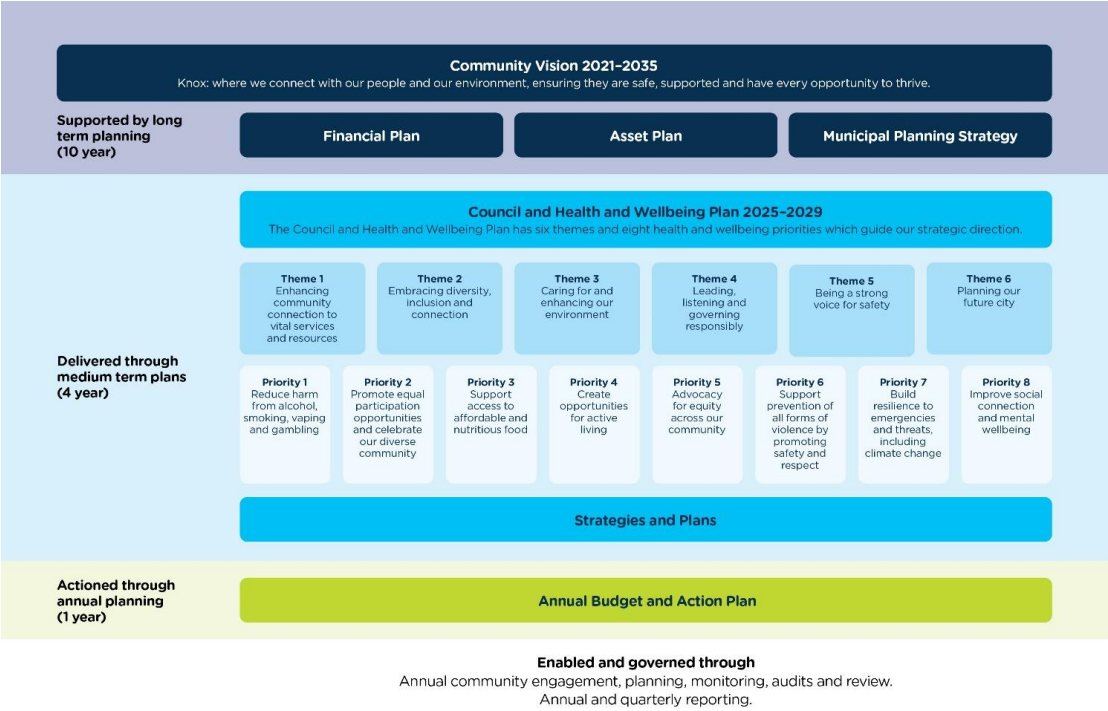
1. Purpose

The Revenue and Rating Plan establishes a revenue raising framework within which Council proposes to work. This plan determines the most appropriate and affordable revenue and rating approach for Knox City Council, which will adequately finance the vision and objectives outlined in the Council Plan.

The *Local Government Act 2020* requires each Council to prepare a Revenue and Rating Plan to cover a minimum period of four years, following each Council election.

This plan is an important part of Council’s integrated planning framework, all of which is created to help Council achieve its community vision: “*Knox: where we connect with our people and our environment, ensuring they are safe, supported and have every opportunity to thrive*”.

Strategies outlined in this plan align with the key directions contained in the Council Health and Wellbeing Plan and will feed into our budgeting and financial planning documents, as well as other strategic planning documents under our Council’s strategic planning and reporting framework.



This plan explains how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this plan will set out decisions that Council has made in relation to rating options available to it under the *Local Government Act 1989* and *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It also sets out principles that are used in decision making for other revenue sources such as fees and charges. It is also important to note that this plan does not set revenue targets.

2. Introduction

In line with the Council Plan and Community Vision, Council provides a wide variety of services and facilities to our local community. In doing this, Council must collect revenue to cover the cost of providing these services and facilities.

Council's revenue sources include:

- Rates and Charges
- Waste charges
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (ie developers, community groups)
- Interest from investments
- Sale of Assets

Rates are the most significant revenue source for Council and make up 74% of total annual revenue, with 11% of income from grants, 9% raised through user fees and statutory fees and fines and 6% from contributions and other income.

In determining its revenue requirements, Council identifies what each source of revenue is, how much will be raised in each class, and the policy rationale/assumptions for each. Council considers:

- How revenue will be generated through rates on properties
- Fixed service charges that might be applied on services such as waste or recycling
- Fees and charges for services and programs including cost recovery policies and user charges
- Recurrent and non-recurrent operational and capital grants from other levels of Government
- Developer contributions and other revenue
- Revenue generated from the use or allocation of Council assets (including the application of discounts and waivers)

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to restrict Council's ability to raise rate revenue above the rate cap unless application is made to the Essential Services Commission for a variation. Providing appropriate service delivery levels and investing in community assets remain key priorities for Council.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of Council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

Each revenue source is discussed in more detail within the relevant section of this plan.

3. Community Engagement

Council's approach to community and stakeholder engagement is guided by the community engagement principles set out under Section 56 of the *Local Government Act 2020* and includes:

- A community engagement process must have a clearly defined objective and scope.
- Participants in community engagement must have access to objective, relevant and timely information to inform their participation.
- Participants in community engagement must be diverse and representative of the persons and groups affected by the matter that is the subject of the community engagement.
- Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement.
- Participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.

4. Rates and Charges

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater to their municipal population. Importantly, it is a taxation system that includes flexibility for Councils to utilise different tools in the rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers.

Council has established a rating structure comprised of two key elements. These are:

- General Rates – Based on property values (using the Capital Improved Valuation methodology), which are indicative of perceived capacity to pay and form the central basis of rating under the *Local Government Act 1989*; and
- Service Charges – A 'user pays' component for Council services to reflect benefits provided by Council to ratepayers who benefit from a service.

Striking a proper balance between these elements improves equity in the distribution of the rate burden across residents.

Council makes a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial / industrial, or if the land is vacant or property derelict. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

The Knox City Council rating structure comprises seven differential rates:

- Residential
- Retirement village
- Commercial
- Industrial
- Recreational
- Vacant land
- Derelict land

These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates are as follows:

- Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

The rate in the dollar for each rating differential category is included in Council's annual budget.

Rates and charges are an important source of revenue, accounting for over 70% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*.

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual Knox City Council budget.

Equity must be a key consideration in the Revenue and Rating Strategy, and this strategy has been carefully prepared with that in mind.

4.1 Rating Legislation

Following the introduction of the *Local Government Act 2020*, Council operates under provisions in the *Local Government Act 1989* and the *Local Government Act 2020*.

The legislative framework set out in the *Local Government Act 1989* determines Council's ability to develop a rating system. The framework provides flexibility for Council to tailor a system that suits its needs.

Local Government Act 2020

Section 94 states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges.
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate.
- c) a description of any fixed component of the rates, if applicable.
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*.

- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*.

If applicable, the budget must also contain a statement –

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the ESC for a special order and is waiting for the outcome of the application; or
- c) that a special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

Local Government Act 1989

Section 155 Charges that may be Declared: A Council may declare the following rates and charges on rateable land:

- General rates under Section 158.
- Municipal charges under Section 159.
- Service rates and charges under Section 162.
- Special rates and charges under Section 163.

The recommended strategy in relation to these rates are discussed in the relevant sections within this document.

Fair Go Rates System

The Victorian Government established the Fair Go Rates system (FGRS) in 2015 to govern the amount Victorian Councils can increase rates in a year without seeking additional approval. Each year the Minister for Local Government sets the average rate cap for the following rating year based on the forecast change in the Consumer Price Index (CPI). The annual cap, which applies to Council's average rate and charges, cannot be increased without the permission of the Essential Services Commission.

The FGRS has challenged long-term financial sustainability across local government, and it continues to restrict Council's ability to raise revenue to maintain service delivery levels and invest in community assets.

The CPI does not accurately reflect increases in costs faced by Councils as they have a significantly different expenditure composition compared to households. Key Council expenditures required to provide Council services and deliver infrastructure projects have been increasing faster than the CPI.

Any applications to the Essential Services Commission to apply for a rate cap variation will be considered by Council during the planning and adoption processes of Council's Annual Budget and Long-Term Financial Plan.

4.2 Rating Principles

When developing a rating strategy Council considers the following good practice taxation principles:

Wealth Tax: The "wealth tax" principle implies that the rates paid are dependent upon the value of a ratepayer's real property and have no correlation to the individual ratepayer's consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

Equity: *Horizontal equity* – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation). *Vertical equity* – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden).

Efficiency: Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

Simplicity: How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

Benefit: The extent to which there is a nexus between consumption/benefit and the rate burden.

Capacity to Pay: The capacity of ratepayers or groups of ratepayers to pay rates.

Diversity: The capacity of ratepayers within a group to pay rates.

The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

When developing rates and charges revenue, the following good practice principles will apply:

- to be reviewed annually;
- not change dramatically from one year to next; and
- be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.

Exemptions from Rating:

Section 154 of the *Local Government Act 1989* declares that all land is rateable with several exceptions. This includes land held or used for public or municipal purposes, land used exclusively for charitable, education or religious purposes, and certain clubs or memorials under the *Veterans Act 2005*, Returned Services League and related associations as defined.

The *Cultural and Recreational Land Act 1963* (CRLA) requires Council to set an applicable Charge ‘in lieu of Rates’ for ‘recreational lands’. Benefits of cultural and recreational land include social interaction, sporting programs, cultural promotion, provision of premises, employment opportunities and community development/meeting places. Council considers the services utilised by each property occupier and the benefit their land provides to the community and may levy a ‘charge in lieu of rates’ that provides a 35% discount to the equivalent municipal rates they would otherwise pay.

4.3 General Rates

In line with section 158 of the *Local Government Act 1989*, by 30 June Council must declare the amount which the Council intends to raise by general rates for the coming year and specify whether the general rates will be raised by application of a uniform rate or differential rate.

General Rates are calculated as: *Property Valuation x Rate in the Dollar* (Differential or Uniform Rate).

These two components of the general rate charge are discussed in the following sections.

Property valuations

Legislation

Under Section 157 the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

- Capital Improved Value (CIV) – Value of land and improvements upon the land.
- Site Value (SV) – Value of land only.
- Net Annual Value (NAV) – Rental valuation based on CIV.

The *Valuation of Land Act 1960* is the principal legislation in determining property valuations and states the Victorian Valuer-General must conduct property valuations on an annual basis. The value of land is always derived by the principal of assessing land for its highest and best use at the relevant time of valuation.

Regular reviews of property values are conducted by the Victorian Valuer-General during the year to ensure consistency and equity for rating purposes. These supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. Council is advised on a regular basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes and process rate adjustments accordingly.

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

Determining the Valuation Base

Capital Improved Value (CIV)

Capital Improved Value is the most commonly used valuation base by local government, with over 90% of Victorian Councils applying this methodology. Based on the value of both land and all improvements on the land, this method is generally easily understood by ratepayers as it aligns to the market value of the property.

Under the CIV method Councils also have the ability to apply differential rates.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if:

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a Council does not utilise CIV, it may only apply limited differential rates in relation to farm land, urban farm land or residential use land.

Advantages of using Capital Improved Value (CIV)

- CIV includes all property improvements and is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method evaluated the full development value of the property and hence better meets the equity criteria than either the Site Value or NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals) the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.

- Most Councils in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across Councils.
- The use of CIV allows Council to apply differential rates which greatly adds to Council's ability to equitably distribute the rating burden based on ability to afford Council rates. CIV allows Council to apply higher rating differentials to the commercial and industrial sector that offset residential rates.
- The Emergency Services and Volunteer Fund is calculated on the CIV and continued use of this reinforces the principle of calculating rates based on CIV.

Disadvantages of using CIV

- The main disadvantage with CIV is that rates are based on the total value of the property, which may not accurately reflect the property owner's income level, such as pensioners and low-income earners.

Site Value (SV)

There are currently no Victorian Councils that use this valuation calculation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a Knox City Council context would cause a shift in rate burden from the industrial/commercial sectors onto the residential sector and would hinder Council's objective of a fair and equitable rating system.

In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the Knox City Council.

Advantages of Site Value

- There is a perception that under site value, a uniform rate would promote development of land, particularly commercial and industrial developments. However, there is little evidence to prove that this is the case.
- Scope for possible concessions for urban farm-land and residential use land.

Disadvantages of using Site Value

- There would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on quarter acre residential blocks.
- Under SV, there will be a significant shift from the industrial/commercial sector onto the residential sector of Council. The percentage increases in many cases would be in the extreme range.
- Site Value (SV) can be a significant burden for property owners with large land areas. Some of these owners may have smaller or older dwellings compared to those with smaller land areas but more developed properties, yet they may end up paying higher rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on Council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately (e.g. Farm land and residential use properties). Large landowners, such as farmers for example, are disadvantaged by the use of site value.
- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by Council's customer service and property revenue staff each year.
- The Fire Services Property Levy is calculated on the CIV and use of different valuations could also cause confusion as this levy is shown on the Rates Notice.
- SV may not necessarily reflect the income level/capacity to pay of the property owner.

Net Annual Value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is loosely linked to Capital Improved Value for residential and farm properties. Valuers derive the NAV directly as 5 per cent of CIV.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not largely supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

Policy

Knox City Council applies Capital Improved Value (CIV) to all properties within the municipality. This basis of valuation considers the total market value of land plus buildings and other improvements. It also allows for differential rating to be applied where it is believed to improve the equitable distribution of rates.

Capital Improved Value is the most used valuation base by local government with over 90% of Victorian Councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property.

Rate in the Dollar

Legislation

Section 158 of the *Local Government Act 1989* requires Council to declare whether they intend to apply a differential or uniform rate in their general rate calculation.

Section 160 of the *Local Government Act 1989* requires Councils that elect to apply a Uniform Rate to specify the uniform rate percentage and calculate the rates charge by multiplying the value of the land by that percentage. Uniform rate allows differential rates in relation to farmland, urban farmland or residential use land.

Section 161 of the *Local Government Act 1989* allows Council to raise any general rates by the application of a differential rate if it uses the Capital Improved Value (CIV) system of valuing land. If the differential rate method is elected, Section 161 requires Council to specify the objectives of the differential rates and the characteristics of the land which the differential criteria apply. The highest differential rate in a municipal district must be no more than four times the lowest differential rate.

The *Ministerial Guidelines for Differential Rating 2013* provide guidelines which describe what types and classes of land may be considered for differentials and those that may not be appropriate for differential categories. Differential rating should be applied as equitably as is practical.

Policy

Council considers that the application of a differential rate will contribute to the equitable and efficient distribution of the costs associated with carrying out its functions.

The Knox City Council rating structure comprises seven differential rates. These are:

- Residential
- Retirement village
- Commercial

- Industrial
- Recreational
- Vacant land
- Derelict land

Further detail on each of these differential rates can be found in Appendix A of this document.

The general objectives of each of the differential rates are to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council.

Most Victorian Local Government bodies apply a differential rate. A differential rate allows for a more balanced distribution of the rate burden between all classes of property. They allow consideration for ratepayer's ability to pay, the unique circumstances of some property types, the provision of specific property related services, development activity within the municipality, and any associated income tax benefits. Differential rates can be more complicated to understand and administer compared to applying a uniform rate to all property types.

Changing economic conditions, property valuations and other factors outside of Councils control may impact the equitable distribution of rates. To ensure the desired objectives of a differential rate continue to be achieved, Council reviews the differential rating definitions during the adoption of the Rating and Revenue Plan every four years, or periodically, as required.

4.4 Objections to Property Valuations

Legislation

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

Policy

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Knox City Council. Property owners may also object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

4.5 Municipal Charge

Legislation

Section 159 of the *Local Government Act 1989* permits Council to declare a municipal charge to cover some of the administrative costs of the Council. The total revenue from a municipal charge in a financial year must not exceed 20 per cent of the combined total of the Council's overall rate revenue.

The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge. The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties.

Policy

Knox City Council has not applied a Municipal Charge due to its regressive nature, as it would result in lower valued properties paying comparatively higher rates and charges.

4.6 Special Rates and Charges**Legislation**

Section 163 of the *Local Government Act 1989* permits Council to declare a special rate or charge to recover the cost of works from property owners who will gain special benefit from that work.

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of a special rate or charge is proof that a “special benefit” applies to those being levied.

Policy

The application of special charge schemes will be considered as required by Council if required.

4.7 Service Rates and Charges**Legislation**

Section 162 of the *Local Government Act 1989* provides Council with the opportunity to raise service rates and charges for any of the following services:

- a. The provision of a water supply;
- b. The collection and disposal of refuse;
- c. The provision of sewage services;
- d. Any other prescribed service.

The *Local Government (Planning and Reporting) Regulations 2020* state that any declared Service Rates or Charges are described in the Council’s Annual Budget and The *Local Government (General) Regulations 2015* requires details of declared Service Rate or Charge to be described on the rate notice.

Policy

Applying a waste service charge is a simple and efficient charge which ensures fairness, as those who benefit from from waste services are responsible to cover the costs of that service.

Council applies a compulsory Residential Garbage Service Charge for the collection and disposal of residential waste to all residential land properties eligible for a Council waste service. The Residential Garbage Charge provides for the collection and disposal of general waste, recyclables, food organics and green organics (FOGO), kerbside bundled green waste and kerbside hard rubbish.

For declared residential service areas, the service composition is an 80L general waste bin, a 240L recycling bin and a 240L green FOGO bin. In addition, kerbside bundled green waste and kerbside hard waste services are provided.

Residents may apply for an upgraded 120L general waste bin, a secondary 120L general waste bin, a secondary 240L recycling bin or a secondary 240L FOGO bin. These secondary bins all incur additional charges, except where a valid exemption applies.

Residents with two 120L general waste bins (a combined capacity of 240L) can apply to consolidate these into a single 240L bin.

Timely delivery of these bins is dependent on the property owner contacting Council and requesting a new and/or changed service.

Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services. Waste services recovered in the waste charge are:

- Garbage collection service
- Kerbside recycling collection service
- Hard rubbish collection service
- Litter bin collection service
- Street cleaning service
- Landfill remediation
- Bundled green waste service
- Food organics and green organics (FOGO) waste collection service

When determining the annual financial year waste service charge, Council will set the charge/fee levels through its annual budget and will determine value/movement in these charges with reference to changes in the cost of service delivery.

Waste charges will be calculated on a full economic operating and capital replacement expenses cost recovery basis. This includes passing-on any cost increases resulting from State Government fees, legislation or levies associated with waste collection and disposal.

User fees and charges are in place for the provision of commercial waste disposal and collection, industrial waste disposal and collection, and secondary residential services above those covered by the Residential Garbage Service Charge.

4.8 Administration of Rates and Charges

Legislation

Section 167 of the *Local Government Act 1989* allows ratepayers to pay a rate or charge in four instalments. Councils also have the option to allow a lump sum instalment. Instalment dates are set by the Minister by notice published in the Government Gazette.

Section 172 of the *Local Government Act 1989* allows Council to charge interest on all overdue rates. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette.

Sections 230 and 231 of the *Local Government Act 1989* requires the buyer of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of acquisition of an interest in land.

Section 181 of the *Local Government Act 1989* allows Council to sell land to recover unpaid rates and charges.

Policy

Rates and charges can be paid in full or by instalments on or before the following dates:

Payments in full must be paid by 15 February.

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

Knox City Council also offer payment by nine instalments, with due dates as follows:

- 1st Instalment: 30 September
- 2nd Instalment: 31 October
- 3rd Instalment: 30 November
- 4th Instalment: 31 December
- 5th Instalment: 31 January
- 6th Instalment: 28 February
- 7th Instalment: 31 March
- 8th Instalment: 30 April
- 9th Instalment: 31 May

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash);
- online via Council's ratepayer portal, direct debit (available for in full, four and nine monthly instalment payments);
- BPAY;
- Telephone (credit card);
- Australia Post (over the counter); or
- by mail (cheques and money orders only).

Overdue Rates

Council makes every effort to contact ratepayers at their notified address and it is the ratepayers' responsibility to properly advise Council of their contact details.

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest where a payment plan is not in place. If the account remains unpaid, Council may take legal action to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

If an amount payable by way of rates in respect to land has been in arrears for three years or more and the value of rates outstanding is greater than twenty percent of the property valuation, there is no payment plan in place and a Court order has been issued requiring payment in part of full, Council may take action to sell the property.

4.9 Rebates and Concessions

Legislation

Section 169 of the *Local Government Act 1989* provides that a Council may grant a rebate or concession in relation to any rate or charge to:

- Assist the proper development of the municipal district; or
- Preserve buildings or places in the municipal district which are of historical or environmental interest; or
- Restore or maintain buildings or places of historical, environmental, architectural or scientific importance in the municipal district; or
- Assist the proper development of part of the municipal district.

A Council resolution granting a rebate or concession must specify the benefit to the community resulting from the rebate or concession.

Policy

Council provides a number of rebates for eligible rate payers:

Pensioner Rebates

Holders of a Pensioner Concession Card or a Veterans Affairs Gold Card may claim a rebate on their sole or principal place of residence. Upon initial application, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner rebate is deducted from the rate account before payment is required by the ratepayer.

With regards to new applicants, after being granted a Pensioner Concession Card (PCC), pensioners can then apply for the rebate at any time throughout the rating year. Retrospective claims up to a maximum of one previous financial year can be approved by Council on verification of eligibility criteria, for periods prior to this claims may be approved by the relevant government department.

In addition to the State Government pensioner rebate, Council will declare and offer a further flat rebate for each eligible property (currently \$100) which supplements the State rebate.

Community Land Rebates

Council will declare a Community Land Rebate to acknowledge the contribution to Knox for enhancement of biodiversity:

- Community Benefit Rebate – a maximum rebate of 75% of the general rates payable for all rateable properties that apply and are successful in recognition as Community Benefit Land.

Opportunity Shop Rebate

Council will declare and offer a 100% rebate on the general rates for opportunity shops that meet all the following criteria:

1. The Valuation and Rates notice is issued in the name of the Opportunity Shop and/or the Opportunity Shop demonstrates it is responsible for payment of the rates:
 - a. The facility is being operated solely as an opportunity shop.
 - b. The operators of the Opportunity Shop are registered as a charitable institution.
2. The operators of the Opportunity Shop provide details with their application that the majority of profits from the shop are redistributed to the benefit of the Knox Community.
3. The operator of the Opportunity Shop provides copies of their annual financial statements with their application.

4.10 Rate Deferrals and Waivers

Legislation

Section 170 of the *Local Government Act 1989*, states Council may defer the payment of any rate or charge payable if it considers the payment of the rate or charge would cause financial hardship to that person.

Section 171 of the *Local Government Act 1989* states a Council may waive whole or part of any rate or charge or interest for an eligible recipient or any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

Policy

Deferral of rates and charges are available to all ratepayers who satisfy the eligibility criteria and have proven financial difficulties. Where Council approves an application for deferral of rates or charges, interest will continue to be levied on the outstanding balance of rates and charges but at an interest rate fixed annually by Council. This deferred interest rate will typically be well under the penalty interest rate levied by Council on unpaid rates and charges.

It is acknowledged at the outset that various ratepayers may experience financial hardship for a whole range of issues and that meeting rate obligations constitutes just one element of many challenges that may be faced. The purpose of the Payment Assistance Policy is to provide options for ratepayers facing such situations to deal with the situation positively and reduce the strain imposed by financial hardship.

Ratepayers may elect to either negotiate a rate payment plan or apply for a rate deferral. Ratepayers seeking to apply for such provision will be required to apply for a payment plan or extension via the Council website.

Council does not generally waive rates and charges levied on a property. Council assesses each case on its merits when considering assistance.

4.11 Emergency Services and Volunteer Fund

The Victorian State Government legislates the collection of an annual charge for property owners to contribute towards the cost of the Victorian State Emergency Services, through the Emergency Services and Volunteers Fund (ESVF). The ESVF will include two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. From 1 July 2026, a non-residential fixed charge will apply to all non-principal places of residence.

This charge was originally called the Fire Services Property Levy and was legislated by the *Fire Services Property Levy Act 2012*. On 1 July 2025 this levy is being replaced by the ESVF. This fund will help support a wider range of emergency services including but not limited to VICSES, Triple Zero Victoria, Emergency Management Victoria, as well as the Country Fire Authority (CFA) and Fire Rescue Victoria.

Active volunteers with VICSES and CFA may receive an exemption from the ESVF for their primary place of residence. Pensioner Concession Card and Department of Veterans' Affairs Gold Card holders are entitled to a \$50 concession on their ESVF liability for their principal place of residence.

Policy

ESVF charge will be collected by Council and passed through to the State Government. This charge is not included in the rate cap and increases in the charge are at the discretion of the State Government.

Council will continue to abide by the legislation set by the Victorian State Government and any updates to the calculation or application of this charge will be applied as required.

5. Other Revenue Items

5.1 User Fees and Charges

The provision of infrastructure and services form a key part of Council's role in supporting the local community. If a service provides a direct benefit or service to a specific group or groups in the community, a fee or charge may be raised for the use of that service. The nature of how a fee and charge is priced depends on whether it is related to the provision of a statutory (legislated) or discretionary service.

Council's financial resources are limited. The majority of Council's revenue comes from rates. Although a relatively small proportion; fees and charges are an important source of income and increasingly so in a rate-capped environment.

Section 106 of *The Local Government Act 2020* provides the following key service performance principles in relation to fee and charge setting which must be met:

- Services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community.
- Services should be accessible to the members of the municipal community for whom the services are intended.
- Quality and costs standards for services set by the Council should provide good value to the municipal community.

Knox City Council provides a wide range of services, for which users pay a fee or charge which covers at least part of the cost of supply. The level of some fees and charges are statutorily set, however many are at the discretion of Council. Legislation provides for local governments to levy fees and charges. Examples include:

- Childcare fees
- Waste Management fees
- Asset Protection fee
- Leases, recreational reserve and facility hire fees.

In collecting a fee for these services, Council considers a range of principles. These include service cost and quality standards, value-for-money, community expectations and values. Council balances the affordability and accessibility of infrastructure and services with its financial capacity and long-term financial sustainability.

Sound financial management of community service delivery requires fees and charges to reflect the cost of providing a service of a particular quality, moderated by considerations of affordability, accessibility and equity, as well as community expectations and values.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, Council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

- a. Market Price
- b. Full Cost Recovery Price
- c. Subsidised Price

Market pricing (A)

This includes services that provide discretionary activities not mandated by legislation or agency agreements. These activities may provide revenue support and complement other social policy actions.

It should be noted that if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation, Council will consider whether there is a community service obligation and whether Council should be providing this service at all.

Council is required to price services that compete in the open market on a 'level playing field' basis and to make any decision to depart from a commercial basis for pricing of services transparent. Any Council service that competes in the open market may be subject to competitive neutrality requirements if it is a significant business activity as determined by market share or sales volume.

Full cost recovery price (B)

Full cost recovery price aims to recover all direct and overhead costs incurred by Council. This pricing should be used in particular where a service provided by Council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

Subsidised Pricing (C)

Subsidised pricing is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. Council provides the service free of charge) to partial subsidies, where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Commonwealth and state funding programs. Full Council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

Council will develop a table of fees and charges as part of its annual budget each year. Proposed pricing changes will be included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in.

5.2 Statutory Fees and Charges

Council collects statutory fees and fines under the direction of legislation or other government directives. The rates used for statutory fees and fines are advised by the State government department responsible for the corresponding services or legislation, and Councils have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees.

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee. Any change to the value of a penalty or fee unit will occur on 1 July each year.

Where fees are set by State Government statute, these fees are fixed and result in a growing cost to the general ratepayer to provide services as the level of cost recovery is diminished over time.

5.3 Grants

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature most likely relating to services provided and may or may not be linked to the delivery of projects.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its budget and financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision, able to be delivered within the required timeline and does not lead to the distortion of financial sustainability or Council Plan priorities.

Grant assumptions are then clearly detailed in Council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

5.4 Contributions

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects.

Contributions can be made to Council in the form of either cash payments or asset hand-overs.

Examples of contributions include:

- Monies collected from developers under planning and development agreements;
- Monies collected under developer contribution plans and infrastructure contribution plans;
- Contributions from user groups towards the upgrade of facilities;
- Assets handed over to Council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any Council expenditure occurs.

5.5 Interest on Investments

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. Interest is added to Council's general revenue unless legislation requires it to be held and expended for a specific purpose.

The investment portfolio is managed per Council's Investment Policy, which seeks to invest public funds in a manner which will provide the highest investment return with the maximum security of invested capital while meeting the daily cash flow demands of Council.

5.6 Sale of Assets

Council may consider the sale of Council owned assets if the sale is in line with the objectives set in the Council Plan, Long Term Financial Plan and Asset Management Plan. These strategic decisions will be considered in line with annual and long-term planning processes, or as required, and will be accompanied with a business case outlining the benefits and impacts to community and Council.

The sale of a Council owned asset will be approved by Council resolution.

5.7 Borrowings

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Loans can only be approved by Council resolution. Council will continue to review its existing loans and look for opportunities to reduce requirements in future years.

Appendix A

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

Residential Land

Definitions/Characteristics:

Any land which is not Vacant Land or Derelict Land, Retirement Village Land, Industrial Land, Commercial Land, or Cultural and Recreational Land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Retirement Village Land

Definitions/Characteristics:

Any land which is used primarily for the purposes of a retirement village.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council on behalf of the retirement village sector.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Commercial Land

Definitions/Characteristics:

Commercial Land is any land that does not have the characteristics of Residential, Retirement Village, Industrial, Vacant, Derelict or Cultural and Recreational Land and which is used, designed or adapted to be used primarily for the sale of goods or services or other commercial purposes.

The commercial businesses benefit from ongoing investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which is not available to the residential sector, and the income generating capability of commercial based properties.

The Commercial differential rate is applied to recognise the additional demands placed on public infrastructure due to commerce attracting non-residents to the area, the higher demands of commercial properties on the natural environment.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
6. Encouragement and advocacy of employment opportunities; and
7. Promotion of economic development; and
8. Analysis, maintenance and construction of Council owned public drainage infrastructure; and
9. Infrastructure investment and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Industrial Land

Definitions/Characteristics:

Industrial Land is any land that does not have the characteristics of Residential, Retirement Village, Commercial, Vacant, Derelict or Cultural and Recreational Land and which is used, designed or adapted to be used primarily for the sale of goods or services or other industrial purposes.

The industrial businesses benefit from ongoing investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for industrial properties which is not available to the residential sector, and the income generating capability of commercial based properties.

The Industrial differential rate is applied to recognise the additional demands placed on public infrastructure due to commerce attracting non-residents to the area, the higher demands of commercial properties on the natural environment.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
6. Encouragement and advocacy of employment opportunities; and
7. Promotion of economic development; and
8. Analysis, maintenance and construction of public drainage infrastructure; and
9. Infrastructure investment and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the financial year.

Recreational Land**Definitions/Characteristics:**

Any land upon which sporting, recreational or cultural activities are conducted, including buildings which may be ancillary to such activities, in accordance with the *Cultural and Recreational Lands Act 1963*.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Provision of community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council in cultural and recreational sporting programs and infrastructure.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Vacant Land**Definition/Characteristics**

Any land on which there is no building.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Encouragement of development/and or improvement of land; and
2. Construction and maintenance of public infrastructure; and
3. Provision of community services; and
4. Provision of general support services; and
5. Requirement to ensure that Council has adequate funding to undertake it's strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Derelict Land**Definition/Characteristics**

Any land that contains a building that is ordinarily adapted for occupation which is abandoned, unoccupied and in a very poor condition resulting from both disuse and neglect.

Land may become classified as derelict after previously being designated as Retirement Village, Industrial, Commercial, or Cultural and Recreational land.

An owner or occupier of land must not cause or allow that land to be kept in a manner which is or is likely to constitute a danger to health or property.

An owner or occupier of land must not cause or allow that land to be kept in a manner which is unsightly or detrimental to the general amenity of the neighborhood in which it is located.

An owner or occupier of land must not cause or allow that land to be used in a manner so as to be detrimental to the amenity of the immediate area.

Dilapidated buildings

An owner or occupier of land:

(a) must not allow a building located on that private land to:

- (i) become dilapidated; or
- (ii) become dilapidated further; and

(b) must not fail to maintain any building on that private land in a state of good repair.

The owner or occupier of land on which there is a vacant dilapidated building must take all reasonable steps to secure the land from authorised access.

For the purposes of sub-clause (a), a building is dilapidated if it is in a state of disrepair or has deteriorated or fallen into a state of partial ruin as a result of age, neglect, poor maintenance or misuse.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Promote the property be maintained in a manner that does not constitute a danger to health or property or is detrimental to the general amenity of the neighborhood or immediate area.
2. Construction and maintenance of public infrastructure; and
3. Provision of community services; and
4. Provision of general support services; and
5. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

8.2 Quarterly Performance Report for the Period Ended 31 March 2025

Final Report Destination: Council
Paper Type: For Noting
Author: Coordinator Finance Operations, James Morris
Coordinator Capital Works Planning, John Bixby
Corporate Planning and Reporting Officer, Rod Beecham
Manager: Manager Strategy Transformation, Liesl Westberry
Executive: Chief Financial Officer, Navec Lorkin
Director Customer and Performance, Greg Curcio

SUMMARY

The Quarterly Performance Report provides an overview of how we are performing in Year 4 of the Council Plan 2021-2025.

RECOMMENDATION

That Council resolve to:

1. Note the Financial Performance Report for the period ended 31 March 2025 (Attachment 1).
2. Note the Capital Works Status Report for the period ended 31 March 2025 (Attachment 2).
3. Note the Quarterly Performance Report for the period ended 31 March 2025 (Attachment 3).

1. DISCUSSION

1.1 Introduction

The provision of the Quarterly Performance Report ensures that associated processes are accountable, transparent and responsible to ensure sound financial management and transparent reporting on Council Plan initiatives.

The Financial Performance Report provides an overview of how we are performing against the Council approved budgets.

The Council Plan Quarterly Performance Report provides an overview of how we are performing against commitments in Year 4 of the Council Plan 2021-2025.

1.2 Financial Performance Report

The Financial Performance Report (Attachment 1) has been prepared in accordance with Australian Accounting Standards and contains the following financial statements:

- Comprehensive Income Statement.
- Balance Sheet.
- Cash Flow Statement.
- Statement of Capital Works.

The Financial Performance Report is designed to identify major variations against Council's year to date financial performance (actual results) and the Adopted and Amended Budgets. Council adopted its 2024-25 Annual Budget at its Council Meeting held on 24 June 2024. The Amended

Budget was tabled to Council at its Council Meeting held on 16 September 2024. The year-to-date position is compared with the amended budget position. The forecast end of year position is compared to the Amended Budget and the Adopted Budget.

The Amended Budget enables Council to review and approve variances to revenue and expenditure resulting primarily from external factors, ensuring accountability and optimal budget control for management reporting purposes. The Annual Report will detail performance against the original Budget as adopted by Council as the Budget.

The financial year-end position of Council is anticipated by way of forecasts. The full year Adopted and Amended Budgets are compared against the projected financial year-end position as reflected by the Forecast. The 2024-25 forecast includes the following details:

- The 2024-25 Adopted Budget.
- Carry forward funding from 2023-24 into 2024-25 for both operational and capital works expenditure items. These funds are required for the successful completion and delivery of key outcomes and projects.
- Adjustments to forecasts as a result of officers periodically assessing Council's budgetary performance considering emerging events and matters.

General discussion in regard to the Financial Performance Report (Attachment 1) is detailed under Section 5 "Financial and Economic Implications".

Further to the Statement of Capital Works shown in Attachment 1, Attachment 2 provides the status of each project within the 2024-25 Capital Works Program.

1.3 Council Plan Quarterly Performance Report

The Council Plan 2021-25 (incorporating the Municipal Public Health and Wellbeing Plan) was adopted on 25 October 2021 and outlines Council's contribution to achieving the Community Vision. The Council Plan includes a number of four-year initiatives, which are broken down into annual milestones. These are described in the format "Initiative-Milestone". Delivery against these milestones is monitored through quarterly progress reports. These are not comprehensive reports on all of Council's activities but identify the progress Council has made towards the achievement of the Key Directions of the Council Plan and, ultimately, the Community Vision.

Attachment 3 provides the Council Plan 2021-25 Year 4 Quarterly Performance Report for the third quarter of 2024-25. This is the penultimate quarter of the Council Plan 2021-2025: a new Council Plan will take effect from 1 July 2025.

Progress targets are set against each initiative by quarter, based on when key milestones for the year will be completed. The progress status reflects the progress of the annual milestones. As this is the final year of the current Council Plan, however, all initiatives should be completed by 30 June 2025. Initiatives that are behind schedule include commentary to explain why we are behind schedule, how we will get back on schedule, and when we expect to be back on schedule.

Of the 35 initiatives included in 2024-25 (Year 4) of the Council Plan:

- Five (5) initiatives have been completed.
- Twenty-four (24) initiatives are on schedule.
- Six (6) initiatives are behind schedule.

The initiatives currently behind schedule are:

- CP 1.1.1: Work with Maroondah and Yarra Ranges Councils to deliver key initiatives of the Bayswater Business Precinct Transformation Strategy - Undertake stakeholder engagement on the draft Spatial Plan for the Bayswater Business Precinct (BBP) and seek Council endorsement of the final plan. An inception meeting was undertaken between the Bayswater Business Precinct project team and the consultant engaged to prepare the spatial plan in late February 2025. Site visits to the precinct, background analysis and an Issues and Opportunities paper to inform the draft Spatial Plan were undertaken with the consultants in Q3 2024-25. Consultation with businesses and the development of the Plan will be undertaken from June, with the Plan to be finalised in March 2026.
- CP 1.1.4: Continue to monitor the local economy to inform the strategic direction of future economic development initiatives - Finalise and endorse the economic strategic plan to inform the future work program and priorities of Knox's Economic Development service. As indicated in the progress report for Q2 2024-25, this initiative has been significantly delayed because Council has been unable to source the necessary consulting expertise. A pilot project to gain insight and understanding of one of Knox's industrial precincts is expected to conclude in mid-June 2025, and the information will contribute to a draft economic plan. A date for completion of the economic strategic plan has not been determined.
- CP 2.1.2: Commence review of the Knox Housing Strategy 2015 - Undertake community and stakeholder public engagement on a draft Issues and Opportunities report to inform the preparation of a new or revised Knox Housing Strategy. Extensive State Government planning reform created uncertainty over the scope of the work for this initiative. The scope of the project is now becoming clearer consequent on the release of "Plan for Victoria". Further information is expected to come from the State Government in the form of practice notes about how to respond to "Plan for Victoria", including updating housing strategies in response to housing targets.
- CP 2.2.4: Facilitate and support the implementation of the Boronia Renewal Program - Deliver Stage 1 of the Green Spine Corridor Project within the Boronia Renewal Strategy. The contractor commenced construction works in January 2025 for Stage 1 along Genista Avenue towards Dorset Road, temporarily stopping works at the railway line overpass. Council has received a Memorandum of Authorisation (MOA) from VicRoads with extremely limited day-work hour conditions. In the meantime, works were completed on the shared path within Chandler Park, east of Allandale Road. Council expects a meeting with the VicRoads executive to discuss the stringent MOA conditions. Subject to receiving satisfactory conditions of approval from VicRoads on the proposed Traffic Management Plan, the contractor will then continue works on the west side of Dorset Road and commence works on Chandler Road east of Dorset Road. This is now expected to occur from mid-April 2025. The works will involve temporary road closure between Dorset Road and Floriston Road and, possibly, Night-Works for a short period until pavement works are

completed. Stage 1 of the Green Spine Corridor project is expected to be completed by the end of Q1 2025-26.

- CP 2.2.5: Progress implementation of the Knox Central Program - Develop an Expression of Interest package for prospective developers of the development of the Knox Central precinct land. This milestone will not be reached. A comprehensive feature and level survey of the site was completed in Q3 2024-25 and an expert has been engaged to provide a high-level assessment of considerations to support future decisions of the Council on development strategy, procurement, and the approach to take to the market. However, the timeline has extended significantly since this action was conceived in 2021, and the Expression of Interest package will not be completed before the end of Q4 2024-25.
- CP 2.2.13: Finalise and implement the Bayswater Renewal Strategy - Undertake public exhibition of the planning scheme amendment associated with implementation of the Bayswater Renewal Strategy and refer and report to Council on the outcomes of the public exhibition process. (Major Initiative 2024-25.) This milestone will not be reached. Implementation of the Bayswater Renewal Strategy re-commenced in Q3 2024-25 following confirmation from the State Government of the final 25 pilot activity centres for planning. Bayswater has not been included in the list which means Council will now progress the work as a local amendment. Officers have confirmed with the Department of Transport and Planning (DTP) that flexibility exists over whether to apply the new Built Form Overlay or the existing Design and Development Overlay. A town planning firm has been re-engaged and advice from the DTP is to devise an approach for discussion.

Also included in this report are the incomplete initiatives from Year 3 of the Council Plan 2021-25 (refer Attachment 3, Appendix 1). These initiatives were incomplete on 30 June 2024 primarily due to external factors beyond Council's control. They will be included as an appendix to this report until completion. At the beginning of the current financial year, 2024-25, there were six incomplete 2023-24 initiatives. During Q3 2024-25 two further Year 3 initiatives were completed, leaving two outstanding. These are:

- CP 1.1.4: Continue to monitor the local economy to inform the strategic direction of future economic development initiatives - Develop a draft economic plan informed by data gathered from the evaluation of the reporting framework. This is the Year 3 milestone for the initiative noted above. As indicated, no date for completion of the economic strategic plan has been determined.
- CP 3.1.3: Develop a Domestic Wastewater Management Plan for Knox. The audit of existing properties has identified a total of 230 properties that will be subject to the plan. This is fewer than initially expected (duplicate data was discovered and corrected). Guidance from the water authority (South East Water) has identified the need for a risk assessment to be completed in all areas, in addition to water sampling in local water courses to understand the extent of impact from wastewater. Council is currently sourcing a consultant to support delivery of these critical pieces of work. Council is also in partnership with Yarra Valley Water to complete an engagement program encouraging sewer connection with properties that have the ability to connect to sewer.

2. ENGAGEMENT

This report does not necessitate community consultation. A copy of the quarterly Financial Performance Report has been provided to the Council's Audit and Risk Committee.

Significant community engagement was incorporated into the development of the Council Plan 2021-25 and the Community Plan 2021-31, which incorporates Community Vision. The initiatives identified in the Council Plan 2021-25 Year 4 Quarterly Progress Report (2024-25) support the delivery of the Council Plan 2021-25 and contribute to the achievement of Community Vision.

3. SOCIAL IMPLICATIONS

There are no direct social implications arising from this report. Several initiatives within Year 4 (2024-25) of the Council Plan 2021-25 seek to have a positive effect within the Knox municipality.

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 IMPLICATIONS

This report does not have any environmental or amenity issues for discussion. Several initiatives within Year 4 (2024-25) of the Council Plan 2021-25 seek to have a positive effect on environmental issues within the Knox municipality.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The overall financial position as at 31 March 2025 is satisfactory with a working capital ratio of 2.71 to 1, and indicates that after taking into consideration carry forward funding requirements from 2023-24 into 2024-25, Council is on track to meet the operational targets for this financial year established in the 2024-25 Amended Budget. The major watch points for the year continues to be the decrease in public open space contributions, together with the timing of land sale proceeds and the timing of activities for capital projects attached to capital grants.

For the period ended 31 March 2025, Council has achieved an operating surplus of \$59.907 million. This is \$19.231 million favourable to the year to date (YTD) Amended Budget, made up of a \$5.895 million favourable variance for income and \$13.337 million for expenditure. This includes a favourable variance of \$9.654 million for materials and services (largely a timing variance), \$3.958 million for capital grants (largely a timing variance), \$3.849 million for employee costs, \$1.196 million for interest income, \$0.884 million for other income (including reimbursements and WorkCover receipts), and \$0.682 million for rates and charges (supplementary rates and interest income on rates). The unfavourable variance of \$1.006 million for public open space contributions is partially offset by a favourable variance in other monetary contributions totally \$0.831 million.

Council expects to deliver an operating surplus of \$23.544 million for the financial year, which is a \$0.990 million improvement on the Amended Budget.

The total capital works expenditure for the period ended 31 March 2025 is \$36.341 million. This is \$12.881 million less than the YTD Amended Budget. The asset classes with the greatest underspend against budget are Buildings (\$4.399 million), Roads (\$2.163 million), Drainage (\$2.121 million), Plant, Machinery and Equipment (\$1.414 million), Off Street Car Parks (\$0.815 million), Computers and Telecommunications (\$0.777 million), and Other Infrastructure (\$0.526 million).

The Amended Budget capital works expenditure totalling \$73.285 million includes \$22.158 million in capital works carried forward from 2023-24 into 2024-25. The forecast capital works expenditure for the year is \$64.989 million, with \$15.723 anticipated to be carried forward into 2025-26 (and a further \$2.532 million to be carried forward to 2026-27). The anticipated carry forward amount includes \$9.960 million that was identified in September 2024 to be carried forward to 2025-26 as part of the 2024-25 Amended Budget.

Council's cash and financial assets are \$74.901 million as at 31 March 2024, while interest-bearing loans and borrowings total \$86.106 million.

Further detail and discussion of the financial performance of Council for the period ended 31 March 2025 is provided in the attached Financial Performance Report (Attachment 1).

7. RISKS

The development of the Financial Performance Report, the Council Plan Progress Report, and the Monthly Transformation Report all prioritised the assessment of risk throughout the process.

8. KNOX COMMUNITY AND 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Financial Performance Report - March 2025 [**8.2.1** - 26 pages]
2. Attachment 2 - Capital Works Status Report [**8.2.2** - 18 pages]
3. Attachment 3 - Q3 2024-25 Year 4 Council Plan Progress Report [**8.2.3** - 29 pages]



Financial Performance Report

For year to date ended 31 March 2025

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Financial Performance Report for year to date ended 31 March 2025



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Executive Summary

Financial Performance Report for the year to date ended 31 March 2025



Introduction and Purpose

This report is aimed and designed to identify major variations against Council's year to date financial performance (actual results) and the budget, reflect the amended budget which reflects changes which have occurred since the adoption of the annual budget, and anticipate the financial position of Council as at financial year end by way of forecasts.

The amended budget aligns with the 'Amended Budget Principle' financial strategy adopted as part of the 2024-25 Budget. The principle states Council will amend the Budget for internal management reporting purposes to ensure prudent and transparent budgeting and financial planning. The 2024-25 Amended Budget was approved by Council on 16 September 2024.

The adopted budget and amended budget is compared against the year to date and full year projected position. The 2024-25 forecast includes carry forward funding from 2023-24 into 2024-25 for both operational and capital works expenditure items. These funds are required for the successful completion and delivery of key outcomes and projects.

Financial Performance

Summary

Summary	Year to Date					Full Year				
	Adopted Budget \$'000's	Amended Budget \$'000's	Actual \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's	Adopted Budget \$'000's	Amended Budget \$'000's	Forecast \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's
Operating										
Income	186,713	195,004	200,899	5,895	14,186	213,218	218,077	215,783	(2,294)	2,565
Expense	153,506	154,328	140,992	13,337	12,514	193,587	195,523	192,239	3,284	1,348
Surplus (Deficit)	33,208	40,676	59,907	19,231	26,700	19,630	22,554	23,544	990	3,914
Capital Works	47,063	49,223	36,341	12,881	10,722	76,563	73,325	64,989	8,336	11,573
Cash and Investments	43,025	52,231	74,901	22,669	31,876	41,326	40,570	50,532	9,962	9,206

The overall financial position at 31 March 2025 is satisfactory with a working capital ratio of 2.71 to 1.

The year-to-date favourable variance of \$19.2M compared to the amended budget is primarily due to underspending in materials and services and employee costs—largely driven by timing differences. This is further supported by higher-than-anticipated capital grants (also a timing variance) and increased interest income, which represents a permanent variance.

The forecast decrease in income against the amended budget is largely from a decrease in capital grants due to the timing of activities for capital projects (capital grants received for projects not expended will be treated as unearned at year-end). The forecast decrease in monetary contributions, is partially offset by an increase in interest income. The forecast decrease in income is offset by the forecast decrease in expenditure which is mainly related to a decrease in employee costs.

The forecast capital works expenditure totalling \$65.0M is \$8.3M lower than the amended budget, and takes into account identified carried forward expenditure up to the end of March 2025. The reduction in forecast capital expenditure is reflected in an increased forecast cash and investments balance at year-end.

Executive Summary (continued)

Financial Performance Report for the year to date ended 31 March 2025



Operating

Operating Results	Year to Date					Full Year				
	Adopted Budget \$'000's	Amended Budget \$'000's	Actual \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's	Adopted Budget \$'000's	Amended Budget \$'000's	Forecast \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's
Income	186,713	195,004	200,899	5,895	14,186	213,218	218,077	215,783	(2,294)	2,565
Expense	153,506	154,328	140,992	13,337	12,514	193,587	195,523	192,239	3,284	1,348
Surplus (Deficit)	33,208	40,676	59,907	19,231	26,700	19,630	22,554	23,544	990	3,914

Year-to-Date

There is a \$19.2M favourable variance between the YTD actual result and the amended budget. The variance primarily relates to:

Revenue

- \$4.0M favourable variance for capital grants received (timing);
- \$1.2M favourable variance for interest income on investments (permanent);
- \$0.9M favourable variance for other income, including \$0.4M for WorkCover salaries recouped and \$0.3M for reimbursements (permanent);
- \$0.7M favourable variance in rates and charges, including \$0.3M for supplementary rates and \$0.3M for interest income on rates (mix of timing and permanent);
- \$0.4M favourable variance for capital contributions received (permanent); and
- \$1.0M unfavourable variance for Public Open Space contributions (permanent).

Expenditure

- \$9.7M favourable variance in materials and services including \$1.8M in the Infrastructure directorate (including \$0.8M in Waste Management due to the timing of invoices and projects), \$1.8M in the Customer and Performance directorate (including \$0.6M due to the timing of election cost invoices), \$1.1M in the Connected Communities directorate and \$0.7M in the City Liveability directorate due to timing variances, and \$2.7M for capital expenditure that is operational in nature due to the timing of capital activities; and
- \$3.8M favourable variance for employee costs, including \$2.6M relating to separation payments.

Forecast

The 2024-25 forecast result is showing a surplus of \$23.5M which is \$1.0M favourable to the amended budget result. Revenue is forecast to decrease by \$2.3M, while expenditure is forecast to decrease by \$3.3M compared with the amended budget position. The main variances relate to:

Revenue

- \$1.9M increase in other income, including \$1.1M for interest received on cash and investments, and \$0.4M for WorkCover salaries recouped;
- \$1.1M increase in Early Years operating grant income, partially offset by a decrease of \$0.8M in operating grants for the Regional Assessment Service (this is offset by a corresponding decrease in employee costs).
- \$3.6M decrease in capital grants, with capital grants received for projects not expended at year-end to be treated as unearned; and
- \$0.6M decrease in monetary contributions, including \$1.3M for Public Open Space Contributions.

Executive Summary (continued)

Financial Performance Report for the year to date ended 31 March 2025



Expenditure

- \$2.0M decrease in employee costs related to separation payments;
- \$0.8M decrease in employee costs for the Regional Assessment Service, offset by a corresponding decrease in grant revenue; and
- \$0.9M increase in Early Years employee costs against the amended budget, with this increased expenditure being offset through increased operating grants income and WorkCover salaries recouped.

Capital

Capital Works Expenditure	Year to Date					Full Year				
	Adopted Budget \$'000's	Amended Budget \$'000's	Actual \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's	Adopted Budget \$'000's	Amended Budget \$'000's	Forecast \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's
Property	9,416	9,883	5,483	4,399	3,933	22,574	16,190	12,398	3,792	10,177
Plant and Equipment	7,561	6,225	3,948	2,278	3,613	10,268	9,001	9,001	1	1,267
Infrastructure	30,086	33,114	26,910	6,204	3,176	43,720	48,134	43,591	4,544	129
Total Capital Works Expenditure	47,063	49,223	36,341	12,881	10,722	76,563	73,325	64,989	8,336	11,573

Year-to-Date

The capital works underspend against budget at the end of March 2025 is spread within Property, Plant and Equipment, and Infrastructure (particularly in Roads, Drainage, and Recreation, Leisure, Parks and Playgrounds). There are favourable timing variances for projects such as the Building Renewal and Rehabilitation Program (\$2.4M), the Road Surface Renewal Program (\$1.5M), Plant Purchases (\$1.5M), the Park Ridge Reserve Pavilion Refurbishment (\$0.6M), the Drainage Pit and Pipe Renewal Program (\$1.2M), the Tormore Reserve Facility Development (\$0.8M), and the Cardiff Street Flood Mitigation (\$0.5M).

Forecast

The forecast capital expenditure is currently \$8.3M below the amended budget. The forecast capital expenditure includes \$22.2M in capital expenditure carried forward from 2023-24, while capital expenditure totalling \$18.3M has been identified to be carried forward to future years. This carry forward amount includes \$9.960 million that was identified in September 2024 to be carried forward to 2025-26 as part of the 2024-25 Amended Budget.

Balance Sheet

Balance Sheet	Year to Date					Full Year				
	Adopted Budget \$'000's	Amended Budget \$'000's	Actual \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's	Adopted Budget \$'000's	Amended Budget \$'000's	Forecast \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's
Current Assets	95,877	104,167	126,975	22,808	31,098	67,368	65,696	75,658	9,962	8,290
Non-Current Assets	2,216,766	2,327,459	2,323,427	(4,032)	106,661	2,226,141	2,344,349	2,336,834	(7,515)	110,693
Total Assets	2,312,643	2,431,625	2,450,401	18,776	137,759	2,293,509	2,410,045	2,412,492	2,447	118,983
Current Liabilities	51,717	45,779	46,889	(1,110)	4,827	54,921	45,270	48,984	(3,714)	5,937
Non-Current Liabilities	97,507	86,624	85,060	1,564	12,447	92,303	83,675	81,420	2,255	10,883
Total Liabilities	149,224	132,403	131,950	454	17,274	147,224	128,945	130,404	(1,459)	16,820
Net Assets	2,163,419	2,299,222	2,318,452	19,230	155,033	2,146,285	2,281,100	2,282,088	988	135,803
Accumulated Surplus	772,796	766,362	785,313	18,951	12,517	753,108	746,484	746,674	190	(6,434)
Asset Revaluation Reserve	1,374,530	1,516,301	1,516,301	0	141,771	1,374,530	1,516,301	1,516,301	0	141,771
Other Reserves	16,093	16,560	16,838	278	744	18,647	18,315	19,113	798	466
Total Equity	2,163,419	2,299,222	2,318,452	19,230	155,033	2,146,285	2,281,100	2,282,088	988	135,803
Working Capital Ratio	1.85	2.28	2.71			1.23	1.45	1.54		

Executive Summary (continued)

Financial Performance Report for the year to date ended 31 March 2025



The Balance Sheet as at 31 March 2025 indicates a sustainable result. A comparison of total Current Assets of \$127.0M with total Current Liabilities of \$45.8M continues to depict a sustainable financial position (Working Capital Ratio of 2.71 to 1). The Working Capital Ratio for the same period last year was 2.59. Current Assets primarily comprises Cash, Cash Equivalents and Other Financial Assets (\$74.9M) and Trade and Other Receivables (\$50.9M). Trade and Other Receivables includes \$46.1M of rates debtors (of which \$10.0M relates to arrears pre July 2024) and \$3.7M in other debtors.

The Working Capital Ratio is anticipated to continue to reduce over the course of the financial year, reflecting the utilisation of funds by Council to deliver on its operating programs and capital works. The forecast working capital ratio is anticipated to be 1.54 at year end, which is an improvement on the Amended Budget working capital ratio of 1.45 as a result of the forecast improved cash position at year-end. The improved cash position is largely a timing variance due to the carry forward of capital expenditure into 2025-26.

Trade and Other Receivables	Ageing				Total \$'000
	Current - 30 Days \$'000	31 Days - 60 Days \$'000	61 Days - 90 Days \$'000	More than 90 Days \$'000	
Rates Debtors	36,093	0	0	10,020	46,113
Special Rate Assessment	0	0	0	52	52
Parking and Animal Infringement Debtors	220	169	139	472	1,000
Other Debtors	3,101	28	17	582	3,728
Total Trade and Other Receivables	39,414	197	156	11,126	50,893

Rate amounts owing are a charge over the property and therefore Council has recourse to collect these debts. The due date for rates being paid in full was 15 February 2025, while the last instalment due date is 31 May 2025.

Rates outstanding for more than 90 days is \$0.9M greater than at the same time last year, while other debtors outstanding for more than 90 days is \$0.1M less than at the same time last year.

Investment Analysis

Investment	Year to Date					Full Year				
	Adopted Budget \$'000's	Amended Budget \$'000's	Actual \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's	Adopted Budget \$'000's	Amended Budget \$'000's	Forecast \$'000's	Amended Variance \$'000's	Adopted Variance \$'000's
Cash and Cash Equivalents	43,025	52,231	32,401	(19,831)	(10,624)	41,326	40,570	50,532	9,962	9,206
Other Financial Assets	0	0	42,500	42,500	42,500	0	0	0	0	0
Total Funds Invested	43,025	52,231	74,901	22,669	31,876	41,326	40,570	50,532	9,962	9,206
Earnings on Investments	646	646	1,842	1,196	1,196	950	950	2,000	1,050	1,050

The earnings on investments for the period ended 31 March 2025 were greater than budgeted due to higher than budgeted cash and investment balances.

Financial Performance Indicators

as at 31 March 2025



The following table highlights Council's current and forecasted performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the Council's objectives.

Indicator	Calculation of Measure	Full Year			Notes
		Expected Bands	Amended Budget	Forecast	
Operating Position - Measures whether a council is able to generate an adjusted underlying surplus.					
Adjusted Underlying Result					
Indicator of the broad objective that an adjusted underlying surplus should be generated in the ordinary course of business. A surplus or increasing surplus suggests an improvement in the operating position. The adjusted underlying surplus and the adjusted underlying revenue exclude the following types of income: grants - capital (non-recurrent), contributions - monetary (capital) and contributions - non-monetary.	[Adjusted Underlying Surplus (Deficit) / Adjusted Underlying Revenue] x 100	(20%) to 20%	5.74%	7.92%	✓ 1
Liquidity - Measures whether a council is able to generate sufficient cash to pay bills on time.					
Working Capital					
Indicator of the broad objective that sufficient working capital is available to pay bills as and when they fall due. High or increasing level of working capital suggests an improvement in liquidity.	[Current Assets / Current Liabilities] x 100	100% - 400%	145.12%	159.26%	✓ 2
Unrestricted Cash					
Indicator of the broad objective that sufficient cash which is free of restrictions is available to pay bills as and when they fall due. High or increasing level of unrestricted cash suggests an improvement in liquidity.	[Unrestricted Cash / Current Liabilities] x 100	10% - 300%	70.32%	83.05%	✓ 3
Obligations - Measures whether the level of debt and other long term obligations is appropriate to the size and nature of the Council's activities.					
Loans and Borrowings					
Indicator of the broad objective that the level of interest bearing loans and borrowings should be appropriate to the size and nature of a council's activities. Low or decreasing level of loans and borrowings suggests an improvement in the capacity to meet long term obligations.	[Interest Bearing Loans and Borrowings / Rate Revenue] x 100	0% - 70%	57.49%	55.69%	✓ 4
Debt Commitments					
Defined as interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue.	[Interest and Principal Repayments / Rate Revenue] x 100	0% - 20%	8.60%	8.39%	✓ 5
Indebtedness					
Indicator of the broad objective that the level of long term liabilities should be appropriate to the size and nature of a Council's activities. Low or decreasing level of long term liabilities suggests an improvement in the capacity to meet long term obligations	[Non Current Liabilities / Own Source Revenue] x 100	2% - 70%	47.12%	45.00%	✓ 6

Financial Performance Indicators

as at 31 March 2025



Indicator	Calculation of Measure	Full Year			Notes
		Expected Bands	Amended Budget	Forecast	
Asset Renewal Indicator of the broad objective that assets should be renewed as planned. High or increasing level of planned asset renewal being met suggests an improvement in the capacity to meet long term obligations	[Asset Renewal Expenditure / Depreciation] x 100	40% - 130%	151.49%	150.44%	7
Stability - Measures whether a council is able to generate revenue from a range of sources. Rates Concentration Indicator of the broad objective that revenue should be generated from a range of sources. High or increasing range of revenue sources suggests an improvement in stability.	[Rate Revenue / Adjusted Underlying Revenue] x 100	30.00% - 80.00%	72.34%	72.08%	8
Treasury Corporation of Victoria - Undertakings to obtain and maintain loans Indebtedness The aggregate Interest Bearing Loans and Borrowings at all times must not exceed 60% of Own Source Revenue	[Interest Bearing Loans and Borrowings / Own Source Revenue] x 100	0% - 60%	54.05%	51.57%	9
Interest Cover Ratio The Interest Cover Ratio at all times must not be less than 2.00:1.00	[EBITDA / Interest Expense]	2.00 - 100.00	12.25	12.84	10
Forecasts improvements in Council's financial performance / financial position indicator compared to the Amended Budget position. Forecasts that Council's financial performance / financial position indicator will be reasonably steady and is within Expected Bands. Forecasts deterioration in Council's financial performance / financial position indicator compared to the Amended Budget position.					
Notes:					
1 Timing Variance: - The adjusted underlying result ratio is within the expected bands - The forecast increase in the ratio is primarily due to the forecast reduction in employee costs, together with the increase in interest income, with these being partially offset by a forecast decrease in capital grants					
2 Timing Variance: - The working capital ratio is within the expected bands					
3 Timing Variance: - The unrestricted cash ratio is within the expected bands					
4 Timing Variance: - The loans and borrowings ratio is within expected bands - \$10.000M in borrowings were taken up in August 2024, while the amended budget borrowings were \$12.600M; the forecast does not include further borrowings this financial year					
5 Timing Variance: - The loans and borrowings ratio is within expected bands - \$10.000M in borrowings were taken up in August 2024, while the amended budget borrowings were \$12.600M; the forecast does not include further borrowings this financial year					
6 Timing Variance: - The loans and borrowings ratio is within expected bands - \$10.000M in borrowings were taken up in August 2024, while the amended budget borrowings were \$12.600M; the forecast does not include further borrowings this financial year					
7 Timing Variance: - The forecast asset renewal is within the expected bands - The forecast decrease in the ratio is primarily due to the forecast decrease in asset renewal expenditure					
8 Timing Variance: - The rates concentration ratio is within the expected bands					
9 Timing Variance: - The TCV indebtedness ratio is within the expected bands					
10 Timing Variance: - The TCV interest cover ratio is within the expected bands					

Summary of Net Income and Expenditure by Department

for year to date ended 31 March 2025



Net (Income) / Expenditure	Notes	Year-to-Date				Full Year				
		Amended Budget	Actual	Variance Fav/(Unfav)		Adopted Budget	Amended Budget	Forecast	Amended Variance Fav/(Unfav)	Adopted Variance Fav/(Unfav)
		\$'000'S	\$'000'S	\$'000'S	%	\$'000'S	\$'000'S	\$'000'S	\$'000'S	\$'000'S
Rates										
Rates and Valuation		(121,270)	(121,590)	320	0.26%	(121,395)	(121,395)	(121,576)	181	181
Net (Income) / Expense - Rates		(121,270)	(121,590)	320	0.26%	(121,395)	(121,395)	(121,576)	181	181
CEO										
Chief Executive Office		508	484	25	4.89%	702	691	691	0	12
Chief Financial Office	1	2,567	2,162	405	15.76%	3,419	3,374	3,347	27	72
Net (Income) / Expense - CEO		3,075	2,646	429	13.96%	4,121	4,065	4,038	27	84
City Liveability										
Directorate City Liveability		435	443	(8)	(1.92%)	591	580	610	(29)	(19)
City Futures	2	3,144	2,485	659	20.95%	3,911	4,210	4,041	169	(130)
City Planning and Building	3	1,797	2,163	(366)	(20.38%)	2,493	2,396	2,813	(417)	(320)
City Safety and Health	4	2,045	1,492	552	27.02%	2,712	2,616	2,438	177	274
City Projects		365	297	68	18.64%	487	488	488	0	(2)
Net (Income) / Expense - City Liveability		7,786	6,881	905	11.62%	10,193	10,289	10,390	(100)	(197)
Connected Communities										
Directorate Connected Communities		610	594	16	2.60%	826	813	820	(7)	6
Community Access and Support	5	2,728	2,250	479	17.55%	3,664	3,629	3,448	181	216
Community Strengthening		6,497	6,299	198	3.04%	8,249	8,282	8,321	(40)	(73)
Active and Creative Communities	6	3,544	2,942	602	16.99%	4,530	4,462	4,472	(10)	58
Early Years	7	2,032	1,492	540	26.57%	3,278	3,073	2,941	132	337
Net (Income) / Expense - Connected Communities		15,411	13,577	1,834	11.90%	20,547	20,259	20,003	256	544
Customer and Performance										
Directorate Customer and Performance		261	281	(20)	(7.50%)	355	349	365	(17)	(10)
Chief People Office	8	3,669	3,271	399	10.86%	4,913	4,846	4,717	129	195
Governance and Risk	9	5,392	4,697	695	12.90%	6,621	6,519	6,534	(15)	87
Chief Information Office	10	7,969	7,399	569	7.14%	10,565	10,450	10,039	412	526
Strategy and Transformation		1,709	1,651	58	3.38%	2,382	2,340	2,349	(9)	33
Customer and Communications	11	3,767	3,520	247	6.56%	5,135	4,993	5,023	(30)	112
Net (Income) / Expense - Customer and Performance		22,767	20,819	1,949	8.56%	29,971	29,498	29,028	470	943
Infrastructure										
Directorate Infrastructure		675	579	95	14.11%	915	900	857	43	59
Strategic Infrastructure	12	4,151	3,417	734	17.68%	5,749	5,686	5,305	380	443
Green Spaces & Environment	13	2,522	728	1,794	71.13%	13,577	14,298	14,145	153	(568)
Engineering Services & Operations	14	5,250	4,365	885	16.85%	6,549	6,448	6,547	(99)	2
Major Projects & Facilities	15	2,389	3,008	(619)	(25.93%)	3,419	3,371	3,339	32	80
Net (Income) / Expense - Infrastructure		14,987	12,098	2,889	19.27%	30,208	30,703	30,193	510	15

Indicators of the variances between year to date (YTD) Amended Budget and Actual results:

- 0% or greater.
- Less than 0% and greater than negative 5%.
- Negative 5% or less.

Notes have been provided for these variances:

- Favourable variances between year to date (YTD) Amended Budget and Actual results are equal to or greater than positive \$100K and equal to or greater than positive 5%.
- Unfavourable variances between year to date (YTD) Amended Budget and Actual results are equal to or less than negative \$100K and equal to or less than negative 5%.

Summary of Net Income and Expenditure by Department

for year to date ended 31 March 2025



Notes:	
1	Timing Variance: - \$190K favourable variance for the Fire Services Levy on Council properties - \$79K favourable variance for Finance Operations contracts - \$44K favourable variance for Council property rental income
2	Permanent Variance: - \$136K favourable variance for unbudgeted contributions received for the Business Energy Savers program; this will be offset by corresponding unbudgeted expenditure (current expenditure \$68K) - \$63K favourable variance for lease payments received relating to Electrical Vehicle Charging Stations Timing Variance: - \$198K favourable variance for employee costs and oncosts across the department (excluding employee costs related to the Business Energy Savers program) - \$229K favourable variance in City Strategy and Planning, including \$64K for Strategic Sites and \$60K for Planning Scheme Amendments
3	Permanent Variance: - \$345K unfavourable variance in statutory fees and fines, with a favourable variance for supervision fees (\$218K) and plan checking fees (\$65K) being offset by unfavourable variances in statutory planning fees (\$402K), amendment fees (\$74K), building lodgement fees (\$59K), council application fees (\$48K), and statutory fees (\$40K) - \$170K unfavourable variance for user fees, including \$62K for fines and \$62K for fees Timing Variance: - \$53K favourable variance for employee costs and oncosts across the department - \$43K favourable variance for Urban Design Advice
4	Permanent Variance: - \$130K favourable variance for Health Services registrations Timing Variance: - \$302K favourable variance for employee costs and oncosts across the department - \$357K favourable variance for Perin Court recoveries and \$110K favourable variance for Infringements Court recoveries, partially offset by \$290K unfavourable variance for traffic enforcement fines - \$103K favourable variance for the pound contract - \$84K favourable variance for software support costs - \$130K unfavourable variance for the bad debt provision - \$95K unfavourable variance for local laws and animal control fines - \$82K unfavourable variance in Prosecutions including \$56K for lodgement filing costs and \$50K for recovery of legal costs, partially offset by a favourable variance of \$22K for legal fees
5	Timing Variance: - \$274K favourable variance in employee costs and oncosts across the department (excluding the Regional Assessment Service where there has also been a corresponding decrease in grant income received) - \$138K favourable variance for Youth Services (excluding employee costs and oncosts), including \$114K for the School Focused Youth Service
6	Timing Variance: - \$320K favourable variance for Leisure Facilities made up of \$109K for fee income and \$211K for expenditure - \$207K favourable variance for Arts and Cultural Services made up of \$80K for fee income and \$127K for expenditure - \$112K favourable variance for Sports and Leisure Services made up of \$67K for fee income and \$45K for expenditure
7	Timing Variance: - \$533K favourable variance for Early Years Hubs, with a \$175K favourable variance and a \$358K favourable variance for expenditure (including a \$74K unfavourable variance for employee costs and oncosts) - \$523K favourable variance for Early Years Health and Wellbeing, including a \$19K favourable variance for income and a \$504K favourable variance for expenditure (including a \$372K favourable variance for employee costs and oncosts) - \$406K unfavourable variance for Kindergarten Services, with a \$533K unfavourable variance for employee costs and oncosts being partially offset by a \$121K favourable variance for WorkCover salaries recouped
8	Timing Variance: - \$248K favourable variance in Safety and Wellbeing, including \$111K for Child Safe and \$65K for the Wellbeing Program - \$192K favourable variance in Organisation Development, including \$113K for Leadership Development and \$58K for Diversity
9	Timing Variance: - \$613K favourable variance for Election expenditure, partially offset by an unfavourable variance of \$24K for Election fines income - \$52K favourable variance for the Internal Audit program
10	Permanent Variance: - \$86K favourable variance for Corporate Information employee costs and oncosts Timing Variance: - \$400K favourable variance for the Renewal programs - \$304K favourable variance for telephone and communications - \$62K favourable variance for operating leases expenditure - \$277K unfavourable variance for software maintenance/licensing/extensions (prepaid expenditure will be taken up at year-end)

Summary of Net Income and Expenditure by Department

for year to date ended 31 March 2025



Notes (continued):	
11	Timing Variance: - \$134K favourable variance for Communications and Engagements - \$61K favourable variance for Customer Operations
12	Permanent Variance: - \$389K favourable variance for employee costs and oncosts across the department Timing Variance: - \$230K favourable variance for Asset Management, including \$132K for survey/condition ratings and \$67K for consultants - \$96K favourable variance for Strategic Open Space Planning - \$80K favourable variance for Traffic and Transport - \$87K unfavourable variance for Street & Public Lighting
13	Permanent Variance: - \$237K favourable variance for unbudgeted income from the Container Deposit Scheme Timing Variance: - \$696K favourable variance for the Kerbside Reform Transition Project due to the timing of activities - \$301K favourable variance for Urban Forest and City Presentation, including \$398K for Street Tree Pruning, \$315K for the City Presentation program, and \$64K for Park Tree Pruning, partially offset by an unfavourable variance of \$420K for Trees Maintenance and \$83K for Playground Maintenance - \$198K favourable variance for Biodiversity, including \$93K for Bushland Management - \$195K favourable variance for Waste Management expenditure (excluding the Kerbside Reform Transition Project), and includes a favourable variance of \$114K for Landfill costs, \$112K for the Waste/Recycling Education program, \$87K for Administration, \$75K for Recycling costs, and \$48K for the State Government Landfill Levy, offset by an unfavourable variance of \$142K for Green Waste and \$113K for Hard Waste - \$146K favourable variance for Sportsfield and Reserves Maintenance, including \$104K for Mowing
14	Timing Variance: - \$390K favourable variance in employees costs and oncosts across the department - \$159K favourable variance for Waste Disposal - \$153K favourable variance for Footpath Maintenance - \$126K favourable variance for Local Road Maintenance (excluding employee costs and oncosts) - \$122K unfavourable variance for Fleet (excluding employee costs and oncosts), including \$107K for spare parts
15	Timing Variance: - \$364K unfavourable variance in Major Projects and Facilities employees costs and oncosts due to the timing of capitalisation of labour costs - \$248K unfavourable variance in Facilities, with a favourable variance of \$367K for routine maintenance and \$116K for unscheduled repairs being offset by an unfavourable variance of \$438K for the transfer of building maintenance costs internally, \$161K for water, \$70K for security service and \$95K for vandalism

Comprehensive Income Statement

for year to date ended 31 March 2025



Description	Notes	Year-to-Date				Full Year				
		Amended Budget	Actual	Variance Fav/(Unfav)		Adopted Budget	Amended Budget	Forecast	Amended Variance Fav/(Unfav)	Adopted Variance Fav/(Unfav)
		\$000'S	\$000'S	\$000'S	%	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
Income										
Rates and Charges		149,822	150,504	682	0.46%	150,044	150,044	150,482	439	439
Statutory Fees and Fines		3,732	3,504	(228)	(6.11%)	4,978	4,978	4,691	(287)	(287)
User Fees		8,984	8,684	(300)	(3.34%)	11,955	11,955	13,310	1,355	1,355
Grants - Operating		20,488	20,366	(123)	(0.60%)	22,365	27,303	27,710	407	5,346
Grants - Capital	1	3,232	7,190	3,958	122.45%	11,514	10,310	6,670	(3,640)	(4,844)
Contributions - Monetary		7,490	7,315	(175)	(2.33%)	8,596	9,721	7,294	(2,427)	(1,302)
Contributions - Non-Monetary		0	0	0	0.00%	2,000	2,000	2,000	0	0
Increment on investment in associates		0	0	0	0.00%	0	0	0	0	0
Other Income	2	1,256	3,336	2,080	165.60%	1,767	1,767	3,625	1,858	1,858
Total Income		195,004	200,899	5,895	3.02%	213,218	218,077	215,783	(2,294)	2,565
Expenses										
Employee Costs		64,507	60,658	3,849	5.97%	84,427	82,944	79,965	2,979	4,463
Materials and Services	3	60,920	51,266	9,654	15.85%	80,393	83,166	82,715	450	(2,322)
Depreciation		18,768	19,133	(365)	(1.95%)	24,620	25,025	25,025	0	(405)
Amortisation - Intangible Assets		677	681	(4)	(0.57%)	647	903	903	0	(256)
Amortisation - Right-of-Use Assets		889	897	(8)	(0.89%)	1,186	1,186	1,185	1	1
Contributions and Donations		4,699	4,716	(17)	(0.37%)	5,876	5,876	6,049	(173)	(173)
Borrowing Costs		2,933	2,848	85	2.88%	3,907	3,893	3,767	126	140
Finance Costs - Leases		258	218	39	15.29%	343	343	343	0	0
Bad and Doubtful Debts		230	371	(141)	(61.45%)	314	314	408	(94)	(94)
Other Expenses		486	404	82	16.91%	715	715	720	(5)	(5)
Net (Gain) Loss on Disposal of Property, Infrastructure, Plant and Equipment		(38)	(201)	163	430.75%	(8,842)	(8,842)	(8,842)	0	0
Total Expenses		154,328	140,992	13,337	8.64%	193,587	195,523	192,239	3,284	1,348
Surplus (Deficit)		40,676	59,907	19,231	47.28%	19,630	22,554	23,544	990	3,914
Total Comprehensive Income for the Year		40,676	59,907	19,231	47.28%	19,630	22,554	23,544	990	3,914

Indicators of the variances between year to date (YTD) Amended Budget and Actual results:

- ✓ 0% or greater.
- ⚠ Less than 0% and greater than negative 10%.
- ✗ Negative 10% or less.

Notes have been provided for the following variances:

1. Favourable variances between year to date (YTD) Amended Budget and Actual results are equal to or greater than positive \$500K and equal to or greater than positive 10%.
2. Unfavourable variances between year to date (YTD) Amended Budget and Actual results are equal to or less than negative \$500K and equal to or less than negative 10%.

Comprehensive Income Statement

for year to date ended 31 March 2025



Notes:

1	Timing Variance: - Favourable variance for capital grants related to the Tormore Reserve Facility Development (\$3.180M), the Wantirna Reserve Masterplan (\$0.402M), the Wantirna Reserve Tennis Court Renewal (\$0.312M), the Wally Tew Reserve Pavilion Upgrade (\$0.200M), and the Stamford Park Development (\$0.100M) - Unfavourable variance for capital grants related to Roads to Recovery (\$0.177M)
2	Permanent Variance: - \$1.196M favourable variance for interest received due to higher than budgeted cash and investment balances - \$0.371M favourable variance for WorkCover salaries recouped; this income is offset by corresponding employee costs - \$0.266M favourable for reimbursements - \$0.145M favourable for a prior year WorkCover premium refund - \$0.143M favourable for property rental income
3	Timing Variance: - \$2.732M favourable variance for capital expenditure that is operational in nature due to the timing of capital activities and due to the capital works undertaken by internal staff instead of external parties - \$0.821M favourable variance in Waste Management due to the timing of activities and the receipt of invoices, and includes \$0.622M for the Kerbside Reform Transition Project, \$0.117M for the Waste/Recycling Education program, and \$0.114M for landfill costs, partially offset by an unfavourable variance of \$0.142M for Green Waste and \$0.113M for Hard Waste - \$0.327M favourable variance in Urban Forest and City Presentation due to the timing of receipts and the receipt of invoices, including \$0.398M for Street Tree Pruning and \$0.304M for the City Presentation program, partially offset by an unfavourable variance of \$0.385M for Tree Maintenance - \$0.708M favourable variance for Governance and Risk, including \$0.643M for Election costs - \$0.369M favourable in the Chief Information Office, including \$0.314M for Renewal Programs - \$0.388M favourable variance for Engineering Services & Operations, including \$0.159M for Waste Disposal, \$0.153M for Footpath Maintenance, and \$0.126M for Local Road Maintenance, partially offset by an unfavourable variance of \$0.138M for Fleet - \$0.342M favourable variance in Early Years, including \$0.162M for the Kindergarten School Readiness program - \$0.412M favourable variance in the Chief People Office, including \$0.192M for Organisation Development and \$0.141M for Safety and Wellbeing - \$0.305M favourable variance in the Chief Financial Office, including \$0.190M for the fire services levy on Council properties - \$0.300M favourable variance for Strategic Infrastructure, including \$0.230M for Asset Management - \$0.252M favourable variance in City Safety and Health, including \$0.256M for Community Laws - \$0.285M favourable variance for Community Access & Support, including \$0.132 for Youth Services and \$0.103M for Community Care Services - \$0.275M favourable variance for Active and Creative Communities - \$0.337M favourable variance for City Futures - \$0.159M favourable variance for Sportsfield and Reserves Maintenance, including \$0.104M for Mowing - \$0.194M favourable for Customer and Communications - \$0.123M favourable variance for Community Strengthening - \$0.107M favourable variance for Strategy & Transformation - \$0.107M favourable variance for Biodiversity - \$0.273M unfavourable variance in Facilities

Balance Sheet

as at 31 March 2025



Description	Notes	Year-to-Date				Full Year		
		Amended Budget	Actual	Variance		Amended Budget	Forecast	Variance
		\$'000'S	\$'000'S	\$'000'S	%	\$'000'S	\$'000'S	Fav/(Unfav) \$'000'S
Current Assets								
Cash and Cash Equivalents	1	52,231	32,401	(19,831)	(37.97%)	40,570	50,532	9,962
Other Financial Assets	2	0	42,500	42,500	100.00%	0	0	0
Trade and Other Receivables		51,387	50,893	(494)	(0.96%)	21,338	21,339	1
Other Current Assets		0	632	632	100.00%	3,775	3,774	(2)
Non-Current Assets classified as Held for Sale		536	536	(0)	0.00%	0	0	0
Inventories		13	14	1	8.46%	13	13	0
Total Current Assets		104,167	126,975	22,808	21.90%	65,696	75,658	9,962
Non-Current Assets								
Investment in Associates		2,747	2,747	(0)	(0.02%)	2,747	2,747	0
Property, Infrastructure, Plant and Equipment		2,317,008	2,313,337	(3,672)	(0.16%)	2,334,421	2,326,906	(7,515)
Right-of-Use Assets		5,058	5,605	547	10.81%	4,762	4,762	0
Intangible Assets		2,645	1,738	(907)	(34.28%)	2,419	2,419	0
Total Non-Current Assets		2,327,459	2,323,427	(4,032)	(0.17%)	2,344,349	2,336,834	(7,515)
Total Assets		2,431,625	2,450,401	18,776	0.77%	2,410,045	2,412,492	2,447
Current Liabilities								
Trade and Other Payables		15,301	16,243	(942)	(6.16%)	13,169	13,169	0
Trust Funds and Deposits		2,624	3,280	(656)	(25.01%)	2,624	2,624	0
Unearned Income		504	598	(94)	(18.68%)	0	3,915	(3,915)
Provisions - Employee Costs		17,023	16,727	297	1.74%	18,636	18,636	0
Defined Benefits Superannuation		0	0	0	0.00%	0	0	0
Provision - Landfill Rehabilitation		416	416	(0)	(0.02%)	416	416	0
Interest-Bearing Loans and Borrowings		9,647	9,349	298	3.09%	9,647	9,446	201
Lease Liabilities		264	276	(12)	(4.73%)	778	778	0
Other Provisions		0	0	0	0.00%	0	0	0
Total Current Liabilities		45,779	46,889	(1,110)	(2.42%)	45,270	48,984	(3,714)
Non-Current Liabilities								
Provisions - Employee Costs		1,096	1,065	31	2.80%	1,096	1,096	0
Interest-Bearing Loans and Borrowings		78,964	76,757	2,207	2.79%	76,615	74,360	2,255
Provision - Landfill Rehabilitation		1,800	1,800	0	0.02%	1,800	1,800	0
Defined Benefits Superannuation		0	0	0	0.00%	0	0	0
Lease Liabilities		4,764	5,438	(674)	(14.15%)	4,164	4,164	0
Other Provisions		0	0	0	0.00%	0	0	0
Total Non-Current Liabilities		86,624	85,060	1,564	1.81%	83,675	81,420	2,255
Total Liabilities		132,403	131,950	454	0.34%	128,945	130,404	(1,459)
Net Assets		2,299,222	2,318,452	19,230	0.84%	2,281,100	2,282,088	988
Equity								
Accumulated Surplus		766,362	785,313	18,951	2.47%	746,484	746,674	190
Asset Revaluation Reserve		1,516,301	1,516,301	0	0.00%	1,516,301	1,516,301	0
Other Reserves		16,560	16,838	278	1.68%	18,315	19,113	798
Total Equity		2,299,222	2,318,452	19,230	0.84%	2,281,100	2,282,088	988

Balance Sheet

as at 31 March 2025



Notes have been provided for items with the following variances:

1. Favourable variances between year to date (YTD) Amended Budget and Actual results are equal to or greater than positive \$1M and equal to or greater than positive 10%.
2. Unfavourable variances between year to date (YTD) Amended Budget and Actual results are equal to or less than negative \$1M and equal to or less than negative 10%.

Notes:

1	Timing Variance: - \$22.669M favourable variance across cash and cash equivalents, and other financial assets; this includes a favourable variance of \$14.942M from net cash provided by operating activities, a favourable variance of \$10.578M for cash from payments for Property, Infrastructure, Plant and Equipment, and an unfavourable variance of \$2.600M for proceeds from borrowings
2	Timing Variance: - Other financial assets are term deposits currently held with an original maturity date of more than 90 days

Cash Flow Statement

for year to date ended 31 March 2025



Description	Notes	Year-to-Date				Full Year		
		Amended Budget	Actual	Variance Fav/(Unfav)		Amended Budget	Forecast	Variance Fav/(Unfav)
		\$000'S	\$000'S	\$000'S		\$000'S	\$000'S	\$000'S
Cash Flows from Operating Activities								
Receipts								
Rates and Charges		119,520	120,691	1,172	0.98%	149,506	150,059	552
Statutory Fees and Fines		3,732	3,504	(228)	(6.11%)	4,978	4,650	(328)
User Fees		12,543	11,534	(1,009)	(8.04%)	11,850	13,214	1,364
Grants - Operating		19,780	19,785	4	0.02%	26,620	27,036	416
Grants - Capital	1	2,185	6,221	4,036	184.71%	8,934	9,211	276
Contributions - Monetary		7,487	7,312	(175)	(2.33%)	9,720	7,294	(2,426)
Interest Received	2	646	1,842	1,196	185.18%	950	2,000	1,050
Other Receipts	3	610	1,494	884	144.88%	817	1,625	808
Net Movement in Trust Deposits	4	64	721	656	1,018.05%	64	64	0
Employee Costs		(65,562)	(62,041)	3,522	5.37%	(82,386)	(79,407)	2,979
Materials and Services		(54,225)	(49,453)	4,772	8.80%	(83,110)	(82,871)	239
Contributions and Donations		(4,576)	(4,546)	30	0.65%	(5,860)	(6,049)	(189)
Short Term, Low Value and Variable Lease Payments		(8)	(8)	0	0.00%	(11)	(31)	(20)
Other Payments		(478)	(396)	82	17.19%	(704)	(689)	15
Net Cash Provided by /(Used in) Operating Activities		41,719	56,661	14,942	35.82%	41,369	46,106	4,737
Cash Flows from Investing Activities								
Payments for Property, Infrastructure, Plant and Equipment	5	(43,285)	(32,707)	10,578	24.44%	(64,606)	(57,051)	7,555
Proceeds from Sales of Property, Infrastructure, Plant and Equipment		5,225	4,905	(320)	(6.13%)	18,883	18,883	0
Payments for investments	6	0	(42,500)	(42,500)	(100.00%)	0	0	0
Proceeds from sale of investments		10,000	10,000	0	0.00%	10,000	10,000	0
Net Cash Used in Investing Activities		(28,059)	(60,302)	(32,243)	(114.91%)	(35,723)	(28,168)	7,555
Cash Flows from Financing Activities								
Proceeds of Borrowings	7	12,600	10,000	(2,600)	(20.63%)	12,600	10,000	(2,600)
Repayment of Borrowings		(6,659)	(6,565)	95	1.42%	(9,009)	(8,865)	143
Finance costs		(2,933)	(2,811)	122	4.17%	(3,881)	(3,755)	126
Interest Paid - Lease Liability		(258)	(218)	39	15.29%	(343)	(343)	0
Repayment of Lease Liabilities		(794)	(981)	(187)	(23.49%)	(1,059)	(1,059)	0
Net Cash Provided by/(Used in) Financing Activities		1,956	(575)	(2,530)	(129.38%)	(1,692)	(4,022)	(2,330)
Net increase / (decrease) in Cash and Cash Equivalents		15,615	(4,216)	(19,831)	(127.00%)	3,954	13,916	9,962
Cash and Cash Equivalents at the Beginning of the Financial Year		36,616	36,616	0	0.00%	36,616	36,616	0
Cash at the End of the Year		52,231	32,401	(19,831)	(37.97%)	40,570	50,532	9,962

Notes have been provided for items with the following variances:

1. Favourable variances between year to date (YTD) Amended Budget and Actual results are equal to or greater than positive \$500K and equal to or greater than positive 10%.
2. Unfavourable variances between year to date (YTD) Amended Budget and Actual results are equal to or less than negative \$500K and equal to or less than negative 10%.

Cash Flow Statement

for year to date ended 31 March 2025



Notes:

1	Timing Variance: - Favourable variance for capital grants related to the Tormore Reserve Facility Development (\$3.180M), the Wantirna Reserve Masterplan (\$0.402M), the Wantirna Reserve Tennis Court Renewal (\$0.312M), the Wally Tew Reserve Pavilion Upgrade (\$0.200M), and the Stamford Park Development (\$0.100M) - Unfavourable variance for capital grants related to Roads to Recovery (\$0.177M)
2	Permanent Variance: - \$1.196M favourable variance for interest received due to higher than budgeted cash and investment balances
3	Permanent Variance: - \$0.371M favourable variance for WorkCover salaries recouped; this income is offset by corresponding employee costs - \$0.266M favourable for reimbursements - \$0.145M favourable for a prior year WorkCover premium refund - \$0.143M favourable for property rental income
4	Timing Variance: - Trust funds and deposits primarily reflects the cash holdings for refundable deposits - This includes \$1.133M collected for the fire services levy; this amount is payable to the State Revenue Office by the 28th June 2025
5	Timing Variance: - \$12.881M underspend for capital works expenditure against budget as detailed in the Statement of Capital Works - Partially offset by a \$2.304M reduction in capital expenditure that is operational in nature due to the timing of capital activities
6	Timing Variance: - Payments for investments are term deposits taken out during the financial year and still held with an original maturity date of more than 90 days
7	Timing Variance: - \$10.000M loan taken out in August 2024, against the amended budget borrowings of \$12.600M

Statement of Capital Works

for year to date ended 31 March 2025



Description	Notes	Year-to-Date				Full Year				
		Amended Budget	Actual	Variance Fav/(Unfav)		Adopted Budget	Amended Budget	Forecast	Amended Variance Fav/(Unfav)	Adopted Variance Fav/(Unfav)
		\$000'S	\$000'S	\$000'S	%	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
Expenditure - Capital Works Program										
Property										
Land		0	0	0	0.00%	0	0	0	0	0
Buildings	1	9,883	5,483	4,399	44.52%	22,574	16,190	12,398	3,792	10,177
Total Property		9,883	5,483	4,399	44.52%	22,574	16,190	12,398	3,792	10,177
Plant and Equipment										
Artworks		243	156	87	35.72%	233	325	325	1	(92)
Plant, Machinery and Equipment	2	2,681	1,266	1,414	52.76%	2,805	3,145	3,145	0	(340)
Fixtures, Fittings and Furniture		0	0	0	0.00%	0	0	0	0	0
Computers and Telecommunications	3	3,302	2,525	777	23.53%	7,230	5,531	5,531	0	1,699
Total Plant and Equipment		6,225	3,948	2,278	36.59%	10,268	9,001	9,001	1	1,267
Infrastructure										
Roads (including Kerb and Channel)	4	5,814	3,651	2,163	37.20%	7,387	7,387	7,323	64	64
Drainage	5	5,906	3,785	2,121	35.91%	6,740	7,793	6,893	900	(153)
Bridges		610	238	372	60.94%	993	993	993	0	0
Footpaths and Cycleways		3,757	3,381	376	10.00%	6,239	6,476	5,813	664	426
Off Street Car Parks	6	1,883	1,068	815	43.31%	2,427	2,818	2,659	159	(233)
Recreation, Leisure, Parks and Playgrounds		12,181	12,349	(168)	(1.38%)	15,279	17,972	15,595	2,377	(316)
Other Infrastructure	7	2,964	2,438	526	17.74%	4,656	4,696	4,315	381	342
Total Infrastructure		33,114	26,910	6,204	18.74%	43,720	48,134	43,591	4,544	129
Total Expenditure - Capital Works Program		49,223	36,341	12,881	26.17%	76,563	73,325	64,989	8,336	11,573
Represented by:										
Extension / Expansion		121	316	(195)	(160.86%)	392	819	503	316	(111)
Legal Requirements		0	0	0	0.00%	0	0	0	0	0
New		3,617	3,146	471	13.02%	5,057	6,326	5,132	1,194	(75)
Renewal		31,544	22,943	8,600	27.26%	40,408	40,748	40,114	634	294
Upgrade		13,940	9,936	4,005	28.73%	30,706	25,432	19,240	6,192	11,466
Total Expenditure - Capital Works Program		49,223	36,341	12,881	26.17%	76,563	73,325	64,989	8,336	11,573
Funding Source for Capital Works Program										
External Funding										
Contributions - Monetary - Capital		1,125	1,507	382	33.92%	200	1,325	1,544	219	1,344
Grants - Capital	8	3,232	7,190	3,958	122.45%	11,514	10,310	6,670	(3,640)	(4,844)
User Fees - Capital		0	0	0	0.00%	0	0	0	0	0
Proceeds from Loan Borrowings	9	12,600	10,000	(2,600)	(20.63%)	21,800	12,600	10,000	(2,600)	(11,800)
Other Income - Capital		0	(1)	(1)	(100.00%)	0	0	0	0	0
Total External Funding		16,957	18,695	1,739	10.25%	33,514	24,235	18,214	(6,021)	(15,300)
Internal Funding										
Proceeds from Sale of Property, Infrastructure, Plant and Equipment		5,225	4,897	(328)	(6.28%)	14,217	14,217	14,217	0	0
Reserves	10	7,876	6,734	(1,142)	(14.50%)	13,223	12,500	10,593	(1,907)	(2,630)
Rate Funding	11	19,165	6,015	(13,150)	(68.62%)	15,609	22,374	21,966	(408)	6,357
Total Internal Funding		32,266	17,646	(14,620)	(45.31%)	43,049	49,091	46,776	(2,315)	3,727
Total Funding Source for Capital Works Program		49,223	36,341	(12,881)	(26.17%)	76,563	73,325	64,989	(8,336)	(11,573)
Less Operating Projects Expenditure										
Operating Projects Expenditure		5,938	3,634	2,304	38.80%	9,165	8,719	7,938	(781)	(1,227)
Net Capital Works (Capitalised Expenditure Excluding Operating Projects Expenditure)		43,285	32,707	10,578	24.44%	67,398	64,606	57,051	(7,555)	(10,346)
Summary										
2023-24 Capital Budget		31,511	23,585	7,926	25.15%	59,787	51,168	44,620	6,548	15,167
Carried Forward Capital Budget		17,711	12,756	4,955	27.98%	16,776	22,158	20,370	1,788	(3,594)
Total Expenditure - Capital Works Program		49,223	36,341	12,881	26.17%	76,563	73,325	64,989	8,336	11,573

Statement of Capital Works

for year to date ended 31 March 2025



Indicators of the variances between year to date (YTD) Amended Budget and Actual results:

- ✔ 0% or greater.
- ⚠ Less than 0% and greater than negative 10%.
- ✖ Negative 10% or less.

Notes have been provided for the following variances:

1. Favourable variances between year to date (YTD) Amended Budget and Actual results are equal to or greater than positive \$500K and equal to or greater than positive 10.00%.
2. Unfavourable variances between year to date (YTD) Amended Budget and Actual results are equal to or less than negative \$500K and equal to or less than negative 10%.

Notes:

1	Timing Variance: - Favourable variance relating to the timing of activities for the Building Renewal & Rehabilitation Program (\$2.372M); the Tormore Reserve Facility Development (\$0.754M); the Park Ridge Reserve Pavilion Refurbishment (\$0.594M); the Community Toilet Replacement Program (\$0.312M); the Carrington Park Pavilion Design (\$0.225M); the Carrington Park Squash Facility (\$0.113M); and the Wally Tew Reserve Pavilion Upgrade (\$0.105M) - Unfavourable variance due to the timing of activities for the Fairpark Reserve Pavilion Upgrade (\$0.251M)
2	Timing Variance: - Favourable variance due to the timing of activities for Plant Purchases (\$1.466M)
3	Timing Variance: - Favourable variance of \$0.777M for Computers and Telecommunications due to the timing of activities, including \$0.450M for the Intramaps Replacement program
4	Timing Variance: - Favourable variance due to the timing of activities for the Road Surface Renewal Program (\$1.476M); and the Road Sub Structure and Kerb and Channel Program (\$0.178M) - Favourable variance relating to timing of reconstruction activities for Templeton Road (\$0.411M)
5	Timing Variance: - Favourable variance due to the timing of activities for the Drainage Pit & Pipe Renewal Program (\$1.239M); the Cardiff Street Flood Mitigation (\$0.489M); the Koolunga Reserve Wetlands (\$0.204M); and the Egan Lee Reserve Wetlands Treatment (\$0.165M)
6	Timing Variance: - Favourable variance due to the timing of activities for the Carparks Renewal Program (\$0.431M); the Knox Skate and BMX Park Carpark (\$0.300M); and the Egan Lee Reserve Carpark (\$0.159M) - Unfavourable variance due to the timing of activities for the Knox Park Reserve Carpark Upgrade (\$0.113M)
7	Timing Variance: - Favourable variance relating to the timing of activities for the Major Roads LED Streetlight Replacement Program (\$0.294M); the Roadside Furniture Renewal Program (\$0.148M); and the Harold Street Onroad Bicycle Facilities (\$0.123M)
8	Timing Variance: - Favourable variance for capital grants related to the Tormore Reserve Facility Development (\$3.180M), the Wantirna Reserve Masterplan (\$0.402M), the Wantirna Reserve Tennis Court Renewal (\$0.312M), the Wally Tew Reserve Pavilion Upgrade (\$0.200M), and the Stamford Park Development (\$0.100M) - Unfavourable variance for capital grants related to Roads to Recovery (\$0.177M)
9	Timing Variance: - \$10.000M loan taken out in August 2024, against the amended budget borrowings of \$12.600M
10	Timing Variance: - Favourable variance relating to the timing of activities for the Playground Renewal Program (\$0.398M); and the Knox Park Reserve Carpark Upgrade (\$0.113M) - Unfavourable variance due to the timing of activities for the Park Ridge Reserve Pavilion Refurbishment (\$0.594M); the Knox Skate and BMX Park Carpark (\$0.300M); the Lewis Park Oval 2 Sportsfield Renewal (\$0.215M); the Bayswater Oval Stormwater Harvest (\$0.201M); the Koolunga Reserve Wetlands (\$0.171M); and the Egan Lee Reserve Carpark (\$0.159M)
11	Timing Variance: - Council generates cash from its operating activities which is used as a funding source for the capital works program - the negative year-to-date figure is due to the loan borrowings being taken out to fund capital works - it is forecast that \$21.966M will be required from operations to fund the 2024-25 capital works program (inclusive of projects carried forward from 2023-24)

Detailed Capital Works Program Expenditure

for year to date ended 31 March 2025



Capital Works Program Expenditure	Year-to-Date				Full Year				
	Amended Budget	Actual	Variance Fav/(Unfav)		Adopted Budget	Amended Budget	Forecast	Amended Variance Fav/(Unfav)	Adopted Variance Fav/(Unfav)
	\$'000	\$'000	\$'000	%	\$'000		\$'000		\$'000
Land and Buildings									
<i>Fairpark Reserve - Pavilion Upgrade</i>	0	251	(251)	(100.0%)	0	390	390	0	(390)
Billoo Kindergarten - Storage & Verandah Extension	0	0	0	0.0%	300	300	0	300	300
Operations Centre Relocation	0	17	(17)	(100.0%)	0	8	8	0	(8)
<i>Knox Athletics Track - New Shade Structure</i>	88	0	88	100.0%	96	60	88	(28)	8
<i>Gilmour Park - Shade Shelter</i>	35	35	0	0.1%	30	35	35	0	(5)
<i>Replacements of components for all Council owned buildings based on Building Asset Management Systems</i>	5,286	2,914	2,372	44.9%	5,410	6,036	6,036	0	(626)
<i>Wally Tew Reserve - Pavilion Upgrade (this will only be funded if State funding is confirmed)</i>	200	95	105	52.7%	2,032	575	538	37	1,495
<i>Carrington Park - Pavilion Upgrade</i>	225	0	225	99.9%	3,590	250	65	185	3,525
<i>Park Ridge Reserve - Pavilion Refurbishment</i>	1,839	1,246	594	32.3%	3,452	2,452	2,184	268	1,267
Millers Homestead Accessibility Upgrades	40	60	(20)	(49.3%)	80	80	80	0	0
Boronia Progress Hall - Access Ramp	90	16	74	82.1%	90	90	90	0	0
HV Jones Pavilion - Upgrade	0	31	(31)	(100.0%)	0	0	0	0	0
<i>Carrington Park - Squash Facility</i>	350	237	113	32.2%	0	350	342	8	(342)
HV Jones Community Hall - Accessible Toilet	0	6	(6)	(100.0%)	10	10	0	10	10
Marie Wallace Community Pavilion Upgrade	10	1	9	92.0%	10	10	5	5	5
HV Jones Community Room - Accessible Bathroom	10	6	5	45.0%	10	10	10	0	0
Illoura Children and Family Centre - Playspace Upgrade	0	12	(12)	(100.0%)	40	40	40	0	0
<i>Energy Retrofits in Community Buildings</i>	90	35	55	61.6%	150	105	180	(75)	(30)
<i>Ambleside Park</i>	37	2	34	93.5%	62	62	62	0	0
Coonara Community House Education Centre Sink	12	1	11	92.0%	12	12	12	0	0
<i>Kitchen Retrofitting Program at sports pavilions</i>	0	27	(27)	(100.0%)	25	49	49	0	(24)
Family & Children Centres - Storage works	0	2	(2)	(100.0%)	50	50	49	1	1
<i>Energy Performance Audit for Community Buildings</i>	0	0	0	0.0%	0	24	24	0	(24)
<i>Community Toilet Replacement Program</i>	312	0	312	100.0%	200	312	282	30	(82)
<i>Knox Regional Netball Centre - Line Marking</i>	0	6	(6)	(100.0%)	0	6	6	0	(6)
<i>Early Years Landscaping Upgrades</i>	0	94	(94)	(100.0%)	125	149	147	2	(22)
Installation of Electronic Entry System	0	5	(5)	(100.0%)	66	66	66	0	0
Rowville Recreation Reserve - DDA and Baby Change Facilities Upgrade (Design)	0	0	(0)	(100.0%)	0	0	0	0	0
Tormore Reserve - Facility Redevelopment (this will only be funded if State/Federal funding is confirmed)	1,055	301	754	71.5%	6,040	4,115	1,239	2,876	4,801
Rowville Community Centre Indoor Scoreboards	0	10	(10)	(100.0%)	100	100	100	0	0
Indoor Leisure Sites Security Upgrades	0	0	0	0.0%	30	30	30	0	0
Access Key Plans for Early Years Centres	0	0	0	0.0%	40	40	0	40	40
Early Years Hubs - Playspace works	34	23	11	31.3%	70	70	47	23	23
Upper Ferntree Gully - Toilet Replacement	0	0	0	0.0%	150	0	0	0	150
KRNC Court Line Marking	0	13	(13)	(100.0%)	50	50	26	24	24
Solar panels in Community Facilities	100	38	62	62.4%	100	100	100	0	0
Update to Family and Children Service Facilities Signage	70	0	70	100.0%	70	70	70	0	0
Update to Community Wellbeing Facilities Signage	0	0	0	0.0%	84	84	0	84	84
Total Buildings	9,883	5,483	4,399	44.5%	22,574	16,190	12,398	3,792	10,177
Total Property	9,883	5,483	4,399	44.5%	22,574	16,190	12,398	3,792	10,177
Plant and Equipment									
Artworks									
<i>Public Art Project</i>	132	82	51	38.2%	150	192	192	0	(42)
<i>Lupton Way Future Public Art Lighting</i>	50	50	0	0.0%	0	50	50	0	(50)
Open Space Asset Artwork Renewal	61	24	36	59.8%	83	83	83	1	1
Total Artworks	243	156	87	35.7%	233	325	325	1	(92)
Plant, Machinery and Equipment									
<i>Plant and machinery replacement program</i>	2,681	1,214	1,466	54.7%	2,710	3,050	3,050	0	(340)

Detailed Capital Works Program Expenditure

for year to date ended 31 March 2025



Capital Works Program Expenditure	Year-to-Date				Full Year				
	Amended Budget	Actual	Variance Fav/(Unfav)		Adopted Budget	Amended Budget	Forecast	Amended Variance Fav/(Unfav)	Adopted Variance Fav/(Unfav)
	\$'000	\$'000	\$'000	%	\$'000		\$'000		\$'000
<i>Installation of Electric Vehicle Charging Stations at Council Facilities</i>	0	52	(52)	(100.0%)	95	95	95	0	0
Total Plant, Machinery and Equipment	2,681	1,266	1,414	52.8%	2,805	3,145	3,145	0	(340)
Computers and Telecommunications									
<i>Enterprise Integration Platform Phase 2</i>	80	64	16	19.8%	43	80	64	16	(21)
<i>Replacement of PDF Forms on Website</i>	41	0	41	100.0%	49	49	49	0	0
<i>Data Platform and Governance</i>	179	157	21	12.0%	250	250	248	2	2
Corporate Reporting Solutions	4	4	(0)	(5.8%)	4	4	4	(0)	(0)
<i>Voice of Customer</i>	21	16	5	25.2%	21	21	16	5	5
Facilities Booking Solution	20	43	(23)	(116.6%)	20	155	155	0	(135)
<i>Asset Management Information System</i>	25	12	13	52.1%	66	66	66	0	0
<i>Architecture Design & Planning</i>	123	71	52	42.5%	250	250	247	3	3
<i>Uninterruptible Power and Airconditioner Upgrade</i>	0	0	0	0.0%	20	20	20	0	0
<i>Mobile Phones Upgrade</i>	0	14	(14)	(100.0%)	30	30	30	0	0
Intramaps Review/Replacement	591	141	450	76.2%	760	760	496	264	264
Transformation Governance Committee	21	17	4	19.1%	21	21	23	(2)	(2)
<i>PPM Tool Replacement</i>	43	42	1	2.8%	493	43	42	1	451
<i>ERP Platform Technology - RFT</i>	249	187	62	24.9%	330	330	330	0	0
<i>Call System Upgrade</i>	31	(4)	35	113.0%	111	19	(4)	23	115
Payments System Transformation	60	0	60	100.0%	500	430	430	0	70
S&T - Project Delivery Management	282	134	148	52.5%	377	377	174	203	203
<i>C&P Core Business System Upgrade</i>	0	0	0	0.0%	1,799	13	0	13	1,799
Program Budget still to be Allocated	0	0	0	0.0%	0	118	674	(557)	(674)
<i>CIO - Project Delivery Management</i>	169	199	(30)	(17.6%)	300	300	300	0	0
<i>Intranet Redevelopment</i>	125	130	(5)	(3.9%)	125	160	160	0	(35)
Cloud Solutions	279	246	33	11.7%	279	279	246	33	33
Cyber and DRP Program	580	507	73	12.5%	900	900	889	11	11
<i>Pathway Upgrade to UX Platforms</i>	127	300	(173)	(136.2%)	120	373	368	6	(248)
Near Map Evaluation	20	0	20	100.0%	20	0	0	0	20
Humanforce Upgrade	83	115	(32)	(38.1%)	62	141	139	2	(77)
Windows 11 Upgrade	0	38	(38)	(100.0%)	0	172	186	(14)	(186)
<i>Website Customer Request Look-Up</i>	52	0	52	100.0%	80	0	0	0	80
Automated Progress Updates - Customer Requests	97	0	97	100.0%	200	0	0	0	200
Close the Loop	0	92	(92)	(100.0%)	0	170	178	(8)	(178)
Total Computers and Telecommunications	3,302	2,525	777	23.5%	7,230	5,531	5,531	(0)	1,699
Total Plant and Equipment	6,225	3,948	2,278	36.6%	10,268	9,001	9,001	0	1,267
Infrastructure									
Roads (including Kerb and Channel)									
Road Surface Renewal Program across multiple locations within Knox	3,924	2,448	1,476	37.6%	4,004	4,004	4,004	0	(0)
Industrial Road Renewal Program across multiple locations within Knox	204	26	178	87.2%	210	210	210	0	0
High Risk Road Failure Program	301	230	71	23.6%	306	306	306	0	0
Programmed Works From June Audits	5	41	(36)	(728.6%)	10	10	59	(49)	(49)
Chandler Road, Boronia	10	23	(13)	(128.0%)	510	510	510	0	0
Faraday Street, Boronia	0	0	(0)	(100.0%)	0	0	0	0	0
Harley Street North, Knoxfield	361	340	21	5.9%	361	361	361	0	0
Templeton Rd, Wantirna	700	289	411	58.7%	700	700	664	36	36
Station Street, Ferntree Gully	87	22	65	74.4%	790	790	790	0	0
Borg Crescent, Wantirna (Design)	37	64	(27)	(73.7%)	37	37	64	(27)	(27)
Acacia Road, Upper Ferntree Gully (Design)	45	54	(9)	(20.1%)	50	50	54	(4)	(4)
Stud Road Service Road, Scoresby (Design)	25	22	3	10.4%	25	25	22	3	3
Hartington Drive, Bayswater (Design)	0	0	0	0.0%	42	42	0	42	42
Kenross Court, Bayswater (Design)	15	23	(8)	(54.5%)	15	15	23	(8)	(8)
Grayson Drive, Scoresby (Design)	0	0	0	0.0%	20	20	0	20	20
Hakea Place, Rowville (Design)	25	20	5	20.4%	25	25	30	(5)	(5)
Sassess Avenue, Bayswater (Design)	40	22	18	45.6%	45	45	36	9	9
<i>Napoleon Road - Electronic Signs</i>	0	0	0	0.0%	77	77	77	0	0
Sassess Avenue, Bayswater - Intersection Improvement	10	3	7	68.9%	10	10	7	3	3

Detailed Capital Works Program Expenditure

for year to date ended 31 March 2025



Capital Works Program Expenditure	Year-to-Date				Full Year				
	Amended Budget	Actual	Variance Fav/(Unfav)		Adopted Budget	Amended Budget	Forecast	Amended Variance Fav/(Unfav)	Adopted Variance Fav/(Unfav)
	\$'000	\$'000	\$'000	%	\$'000		\$'000		\$'000
Capital Works Program Expenditure									
<i>Sundew Ave - Local Area Traffic Management (Design)</i>	25	4	21	85.2%	25	25	25	0	0
Wyandra Way, Rowville - Local Area Traffic Management	0	19	(19)	(100.0%)	80	80	80	0	0
Eildon Parade, Rowville - Local Area Traffic Management	0	0	0	0.0%	15	15	0	15	15
Agora Boulevard, Ferntree Gully - Traffic Treatment	0	0	0	0.0%	30	30	0	30	30
Total Roads (including Kerb and Channel)	5,814	3,651	2,163	37.2%	7,387	7,387	7,323	64	64
Drainage									
Liberty Avenue Reserve - Wetland/Harvesting System	25	0	25	100.0%	400	400	400	0	0
<i>Egan Lee Reserve - Wetland</i>	<i>828</i>	<i>663</i>	<i>165</i>	<i>19.9%</i>	<i>381</i>	<i>922</i>	<i>726</i>	<i>197</i>	<i>(345)</i>
Wantirna Reserve - Wetland	15	0	15	100.0%	15	15	15	0	0
Boronia Park Retarding Basin Flood Management - Design	4	0	4	100.0%	150	150	0	150	150
<i>Gilbert Reserve - Wetland</i>	<i>925</i>	<i>999</i>	<i>(74)</i>	<i>(8.0%)</i>	<i>447</i>	<i>999</i>	<i>1,025</i>	<i>(26)</i>	<i>(578)</i>
Drainage Renewal Program across multiple locations within Knox	3,090	1,852	1,239	40.1%	3,750	3,750	3,750	0	0
Water Sensitive Urban Design System Renewal Program across multiple locations within Knox	40	120	(80)	(199.8%)	200	200	200	0	0
<i>Cardiff Street - Flood Mitigation</i>	<i>489</i>	<i>0</i>	<i>489</i>	<i>100.0%</i>	<i>502</i>	<i>489</i>	<i>167</i>	<i>322</i>	<i>335</i>
<i>Forest Road to Koolunga Reserve, Ferntree Gully</i>	<i>210</i>	<i>6</i>	<i>204</i>	<i>97.1%</i>	<i>366</i>	<i>366</i>	<i>159</i>	<i>207</i>	<i>207</i>
Various Flood Mitigation Upgrade Design	50	82	(32)	(64.2%)	150	122	92	30	58
<i>Kevin Avenue Ferntree Gully - Flood Investigation</i>	<i>10</i>	<i>0</i>	<i>10</i>	<i>100.0%</i>	<i>30</i>	<i>30</i>	<i>30</i>	<i>0</i>	<i>0</i>
Flood Mitigation Reactive Upgrade Works	120	62	58	48.3%	250	250	230	20	20
193 Forest Rd, Boronia - Flood Mitigation Works	100	1	99	99.1%	100	100	100	0	0
Total Drainage	5,906	3,785	2,121	35.9%	6,740	7,793	6,893	900	(153)
Bridges									
<i>Bridge Renewal Program across multiple locations</i>	<i>610</i>	<i>238</i>	<i>372</i>	<i>60.9%</i>	<i>993</i>	<i>993</i>	<i>993</i>	<i>0</i>	<i>0</i>
Total Bridges	610	238	372	60.9%	993	993	993	0	0
Footpaths and Cycleways									
<i>Cypress Avenue, Boronia - Footpath, east side, 37 Cypress Avenue to Boronia Road</i>	<i>105</i>	<i>97</i>	<i>8</i>	<i>7.5%</i>	<i>0</i>	<i>130</i>	<i>97</i>	<i>33</i>	<i>(97)</i>
Mount View Road, Upper Ferntree Gully - Footpath	10	5	5	49.0%	190	190	125	65	65
Oak Avenue, Boronia - Footpath	10	3	7	72.8%	120	120	6	114	114
<i>High Street Road Footpath Connection to Farms</i>	<i>11</i>	<i>2</i>	<i>9</i>	<i>80.2%</i>	<i>160</i>	<i>208</i>	<i>208</i>	<i>0</i>	<i>(48)</i>
Veronica Street, Ferntree Gully - Footpath Scoping, South side between Underwood Rd and 20 Veronica St	0	1	(1)	(100.0%)	10	10	1	9	9
Mountain Highway, The Basin - Footpath, between Wicks Rd and Claremont Ave	200	27	173	86.7%	300	300	100	200	200
<i>Ferntree Gully Road, Ferntree Gully - Shared Path, O'Connor Road to Henderson Road</i>	<i>22</i>	<i>0</i>	<i>22</i>	<i>100.0%</i>	<i>40</i>	<i>40</i>	<i>4</i>	<i>36</i>	<i>36</i>
<i>Upper Ferntree Gully Rail Link</i>	<i>10</i>	<i>11</i>	<i>(1)</i>	<i>(13.3%)</i>	<i>109</i>	<i>113</i>	<i>113</i>	<i>0</i>	<i>(4)</i>
Green Spine Corridor - Shared Path, Chandler Road, Boronia	392	229	163	41.6%	1,200	1,200	1,000	200	200
Shared Path Renewal Program across multiple locations within Knox	487	418	69	14.2%	786	786	786	0	0
Footpaths Renewal Program across multiple locations within Knox	2,409	2,534	(124)	(5.2%)	3,038	3,038	3,038	0	0
<i>Brenock Park Drive Footpath and Bus Stop works</i>	<i>23</i>	<i>12</i>	<i>10</i>	<i>45.4%</i>	<i>30</i>	<i>23</i>	<i>23</i>	<i>0</i>	<i>8</i>
<i>Macauley Place, Bayswater - Shared Path</i>	<i>15</i>	<i>9</i>	<i>6</i>	<i>39.1%</i>	<i>256</i>	<i>256</i>	<i>256</i>	<i>0</i>	<i>0</i>
<i>Scoresby Road Cycling & Pedestrian Access - Shared Path</i>	<i>23</i>	<i>0</i>	<i>23</i>	<i>100.0%</i>	<i>0</i>	<i>23</i>	<i>23</i>	<i>0</i>	<i>(23)</i>
<i>Turramurra Drive, Rowville - Shared Path</i>	<i>40</i>	<i>33</i>	<i>7</i>	<i>17.6%</i>	<i>0</i>	<i>40</i>	<i>33</i>	<i>7</i>	<i>(33)</i>
Total Footpaths and Cycleways	3,757	3,381	376	10.0%	6,239	6,476	5,813	664	426
Off Street Car Parks									



Detailed Capital Works Program Expenditure

for year to date ended 31 March 2025

Capital Works Program Expenditure	Year-to-Date				Full Year				
	Amended Budget	Actual	Variance Fav/(Unfav)		Adopted Budget	Amended Budget	Forecast	Amended Variance Fav/(Unfav)	Adopted Variance Fav/(Unfav)
	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000	\$'000
Program for asphalt resurfacing, patching, linemarking and kerb and channel renewal	543	112	431	79.4%	743	683	683	0	60
Wantirna Reserve - Carpark Upgrade	15	15	0	2.0%	155	155	15	140	140
<i>Egan Lee Reserve - Carpark</i>	<i>368</i>	<i>209</i>	<i>159</i>	<i>43.2%</i>	<i>405</i>	<i>418</i>	<i>630</i>	<i>(212)</i>	<i>(225)</i>
<i>Knox Skate and BMX Park - Carpark</i>	<i>487</i>	<i>188</i>	<i>300</i>	<i>61.5%</i>	<i>99</i>	<i>537</i>	<i>411</i>	<i>127</i>	<i>(312)</i>
Stud Park Reserve - Carpark Upgrade	100	3	97	96.9%	200	200	200	0	0
Carrington Park - Carpark Upgrade	235	307	(72)	(30.5%)	410	410	371	39	39
Knox Park Reserve - Carpark Upgrade	100	213	(113)	(113.0%)	380	380	328	52	52
Knox City Tennis Park - Carpark Upgrade	35	22	13	38.6%	35	35	22	13	13
Total Off Street Car Parks	1,883	1,068	815	43.3%	2,427	2,818	2,659	159	(233)
Recreation, Leisure, Parks and Playgrounds									
<i>Knox Hockey Facility Development</i>	<i>15</i>	<i>81</i>	<i>(66)</i>	<i>(434.3%)</i>	<i>239</i>	<i>176</i>	<i>120</i>	<i>57</i>	<i>119</i>
Tormore Reserve - Safety Fencing Renewal	85	90	(5)	(6.0%)	100	100	85	15	15
Reactive Park Signage Renewal	18	4	14	79.1%	20	20	20	0	0
Park Furniture Renewal	90	76	14	15.3%	95	95	96	(1)	(1)
Bush Boulevard Renewal	80	45	35	43.4%	80	80	89	(9)	(9)
Parkland Asset Renewal	90	39	51	56.5%	95	95	95	(0)	(0)
Significant Municipal Site Renewal	128	104	24	18.4%	160	160	159	1	1
Reserve Paths Renewal	57	69	(12)	(21.9%)	90	90	91	(1)	(1)
Reactive Sportsfield Surface Renewal	0	84	(84)	(100.0%)	100	100	100	0	0
Irrigation Infrastructure Renewal	0	24	(24)	(100.0%)	75	75	75	0	0
Oversowing of Sportsfields	0	62	(62)	(100.0%)	90	90	90	0	0
<i>Exner Reserve - Tennis Court Renewal</i>	<i>768</i>	<i>738</i>	<i>30</i>	<i>3.9%</i>	<i>522</i>	<i>908</i>	<i>858</i>	<i>49</i>	<i>(337)</i>
Knox Regional Netball Centre - Court renewal	115	134	(19)	(16.3%)	130	130	130	0	0
Public Tennis / Netball / Basketball Court Renewal	132	150	(18)	(13.4%)	150	150	150	0	0
Sporting Oval Fencing Renewal	0	94	(94)	(100.0%)	140	140	139	1	1
<i>Knox Athletics Track - Reactive Track Renewal</i>	<i>2,874</i>	<i>2,903</i>	<i>(29)</i>	<i>(1.0%)</i>	<i>2,696</i>	<i>2,809</i>	<i>2,903</i>	<i>(94)</i>	<i>(207)</i>
<i>Egan Lee Reserve - Oval (Top) Renewal</i>	<i>427</i>	<i>457</i>	<i>(30)</i>	<i>(6.9%)</i>	<i>0</i>	<i>553</i>	<i>480</i>	<i>74</i>	<i>(480)</i>
Lewis Park - Oval 2 Sportsfield Renewal	1,750	1,535	215	12.3%	1,750	1,750	1,630	120	120
Guy Turner Reserve - Cricket Net Renewal	0	8	(8)	(100.0%)	0	0	0	0	0
Bayswater Oval - Sportsfield Renewal (Design)	0	2	(2)	(100.0%)	50	42	0	42	50
<i>Bayswater Oval - Cricket Net Renewal</i>	<i>20</i>	<i>58</i>	<i>(38)</i>	<i>(194.5%)</i>	<i>200</i>	<i>568</i>	<i>540</i>	<i>28</i>	<i>(340)</i>
Sportsfield Infrastructure Replacement Program	0	30	(30)	(100.0%)	75	75	74	1	1
Fairpark Reserve - Cricket Net Renewal	400	284	116	29.1%	400	332	313	18	87
Wally Tew Reserve - Oval 1 Sportsfield Renewal	1,750	1,304	446	25.5%	1,750	1,750	1,750	0	0
<i>Knox BMX Track Renewal</i>	<i>100</i>	<i>224</i>	<i>(124)</i>	<i>(124.1%)</i>	<i>250</i>	<i>272</i>	<i>272</i>	<i>0</i>	<i>(22)</i>
Windermere Reserve - Cricket Net Renewal	0	189	(189)	(100.0%)	400	360	184	176	216
Knox Gardens Reserve - Cricket Net Renewal	15	18	(3)	(18.4%)	15	15	15	0	0
Lakesfield Reserve - Cricket Net Renewal (Design)	0	13	(13)	(100.0%)	15	15	15	0	0
<i>Playground Renewal Program</i>	<i>28</i>	<i>426</i>	<i>(398)</i>	<i>(1,415.1%)</i>	<i>1,125</i>	<i>987</i>	<i>1,016</i>	<i>(28)</i>	<i>109</i>
Stamford Park Development	0	1	(1)	(100.0%)	0	0	0	0	0
Stockton Avenue Reserve - Footpath	50	26	24	48.5%	50	50	50	0	0
Kings Park Reserve - Stormwater Harvesting Upgrade	10	0	10	100.0%	120	120	15	105	105
Wally Tew Reserve - Stormwater Harvesting Upgrade	40	11	29	72.3%	120	120	61	59	59
<i>Carrington Park Reserve - Stormwater Harvest Upgrade</i>	<i>65</i>	<i>45</i>	<i>20</i>	<i>30.0%</i>	<i>105</i>	<i>105</i>	<i>45</i>	<i>60</i>	<i>60</i>
<i>Bayswater Oval - Stormwater Harvesting Upgrade</i>	<i>220</i>	<i>19</i>	<i>201</i>	<i>91.3%</i>	<i>220</i>	<i>220</i>	<i>89</i>	<i>131</i>	<i>131</i>
<i>Knox Park Athletics - Track Lighting</i>	<i>382</i>	<i>576</i>	<i>(194)</i>	<i>(50.7%)</i>	<i>0</i>	<i>576</i>	<i>576</i>	<i>0</i>	<i>(576)</i>
<i>Knox City Tennis Courts - Lighting Upgrade</i>	<i>0</i>	<i>254</i>	<i>(254)</i>	<i>(100.0%)</i>	<i>0</i>	<i>341</i>	<i>310</i>	<i>32</i>	<i>(310)</i>
Lewis Park Reserve - Oval 2 Floodlighting Upgrade	300	204	96	32.0%	300	300	266	34	34
Dirt Jump Facility	30	4	26	86.7%	50	50	20	30	30
<i>Kings Park Reserve - Masterplan Implementation</i>	<i>36</i>	<i>5</i>	<i>31</i>	<i>87.1%</i>	<i>270</i>	<i>263</i>	<i>200</i>	<i>63</i>	<i>70</i>
Replanting of priority areas within Knox including tree reserves and open space.	0	46	(46)	(100.0%)	115	115	115	0	0
Lewis Park Stage 1, Waterways - Contribution	1,500	1,500	0	0.0%	1,500	1,500	1,500	0	0
Gilbert Park, Knoxfield - Masterplan Implementation	0	8	(8)	(100.0%)	300	300	8	293	293
<i>Wantirna Reserve - Masterplan Implementation</i>	<i>100</i>	<i>102</i>	<i>(2)</i>	<i>(2.2%)</i>	<i>1,035</i>	<i>1,335</i>	<i>302</i>	<i>1,033</i>	<i>733</i>
<i>Major Crescent Reserve - Landscape Plan</i>	<i>155</i>	<i>145</i>	<i>11</i>	<i>6.8%</i>	<i>150</i>	<i>212</i>	<i>199</i>	<i>13</i>	<i>(49)</i>
Lakesfield Reserve - Masterplan Design	0	0	0	0.0%	25	25	0	25	25
<i>Schultz Reserve - Landscape Plan</i>	<i>60</i>	<i>51</i>	<i>9</i>	<i>14.7%</i>	<i>107</i>	<i>102</i>	<i>52</i>	<i>51</i>	<i>55</i>

Detailed Capital Works Program Expenditure

for year to date ended 31 March 2025



Capital Works Program Expenditure	Year-to-Date				Full Year				
	Amended Budget	Actual	Variance Fav/(Unfav)		Adopted Budget	Amended Budget	Forecast	Amended Variance Fav/(Unfav)	Adopted Variance Fav/(Unfav)
	\$'000	\$'000	\$'000	%	\$'000		\$'000		\$'000
<i>Seniors Exercise Parks</i>	290	108	182	62.8%	0	300	300	0	(300)
Total Recreation, Leisure, Parks and Playgrounds	12,181	12,349	(168)	(1.4%)	15,279	17,972	15,595	2,377	(316)
Other Infrastructure									
<i>Boronia Basketball Stadium Demolition Design</i>	503	580	(77)	(15.4%)	1,076	1,066	830	236	247
<i>Community Planning to support Boronia Railway Station Development</i>	25	2	23	92.5%	50	50	50	0	0
<i>Knox Leisureworks - Strategic Review</i>	0	25	(25)	(100.0%)	280	280	45	235	235
Harold Street, Wantirna - Onroad Bicycle Facilities	350	227	123	35.3%	350	350	440	(90)	(90)
<i>Stud Road - Onroad Bicycle Facilities</i>	0	2	(2)	(100.0%)	44	41	41	0	3
Installation of Bicycle Repair Stations	50	8	42	83.8%	50	50	50	0	0
Street furniture renewal program	216	68	148	68.5%	306	306	306	0	0
<i>Essential Service Building Code Measures</i>	129	156	(27)	(21.1%)	120	148	148	0	(28)
<i>Asbestos Removal Program</i>	96	109	(13)	(13.8%)	75	101	101	0	(26)
<i>Major Roads Streetlight Replacement</i>	1,550	1,256	294	19.0%	2,250	2,250	2,250	0	0
Parking Management Plan Implementation	20	4	16	78.2%	30	30	30	0	0
Meridian Parade - Street Light Improvement	25	0	25	100.0%	25	25	25	0	0
Total Other Infrastructure	2,964	2,438	526	17.7%	4,656	4,696	4,315	381	342
Total Infrastructure	33,114	26,910	6,204	18.7%	43,720	48,134	43,591	4,544	129
Total Expenditure - Capital Works Program	49,223	36,341	12,881	26.2%	76,563	73,325	64,989	8,336	11,573

Items in Italics contain carry forward funds from 2023-24 into 2024-25. A total of \$22.158M has been carried forward from 2023-24 into 2024-25

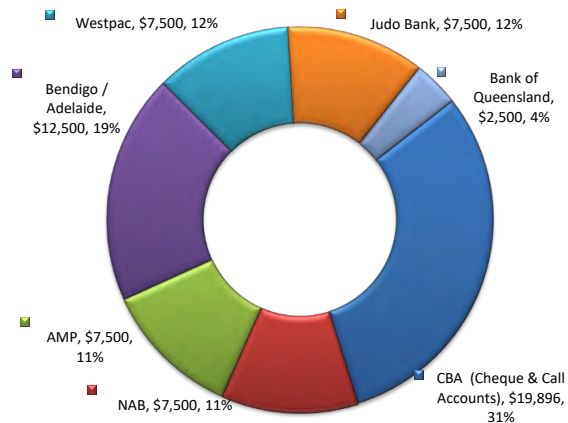
Investment Analysis

as at 31 March 2025

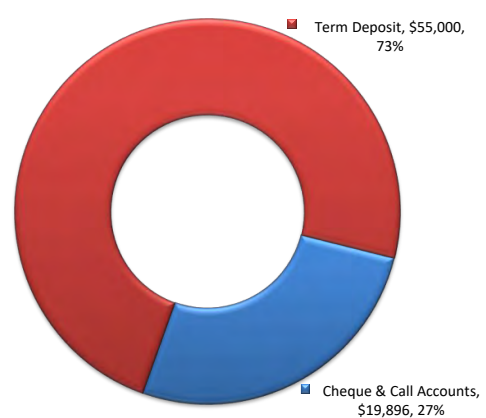


A total amount of \$74.90 million in funds were invested with various financial institutions as at 31 March 2025

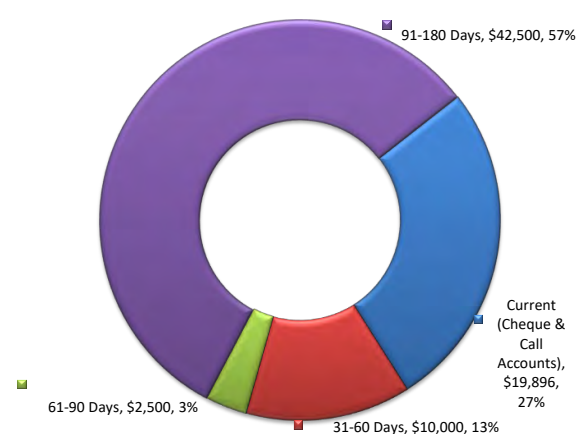
**Investment Institutions
(\$'000)**



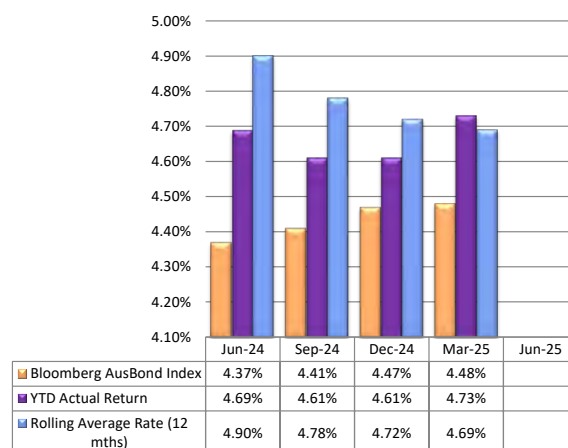
**Investment Products
(\$'000)**



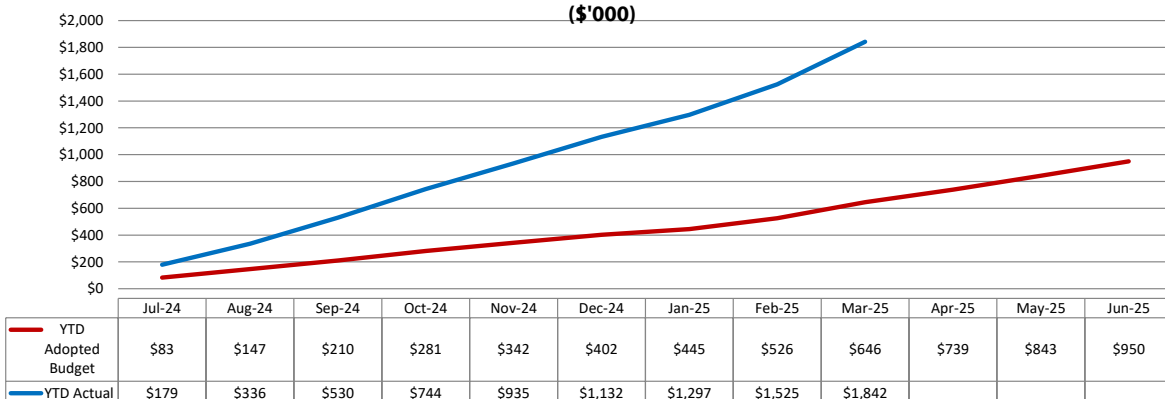
**Investment Term
(\$'000)**



Investment Benchmark Indicator



**Investment Income
(\$'000)**



Councillor Expenses

for the quarter ended 31 March 2025



Councillor expenses

Councillors are entitled to have paid, or be reimbursed for, any necessary out-of-pocket expenses incurred while performing their duties. Council is also required to make available a 'minimum toolkit' of resources for councillors, including computers, phones and a vehicle for the Mayor.

Quarterly Expenses: March 2025

Ward	Performance of the Role	Professional Development	Travel	Total
Baird	\$1,382.16	\$718.18	\$0.00	\$2,100.34
Chandler	\$369.54	\$3,900.00	\$0.00	\$4,269.54
Collier	\$1,400.51	\$0.00	\$0.00	\$1,400.51
Dinsdale	\$329.43	\$0.00	\$0.00	\$329.43
Dobson	\$357.49	\$0.00	\$0.00	\$357.49
Friberg	\$311.28	\$0.00	\$0.00	\$311.28
Scott	\$1,520.37	\$0.00	\$4,216.35	\$5,736.72
Taylor	\$369.54	\$1,265.45	\$0.00	\$1,634.99
Tirhatuan	\$1,500.08	\$0.00	\$0.00	\$1,500.08
Total	\$7,540.40	\$5,883.63	\$4,216.35	\$17,640.38

Vehicle Expenses

Cr Lisa Cooper (Scott Ward) Mayor: January – March 2025	Monthly Vehicle Expenses: January – March 2025	Total \$4,179.99
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Councillor travel expenses include expenses for a fully maintained vehicle provided for the Mayor.

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1	Bridges Renewal Program	\$992,800
All Wards	Council has awarded four bridge renewal projects - Package 1: Henderson Road Pedestrian Bridge (B12) and Chatham Avenue Pedestrian Bridge (B65) and Package 2: Collier's Reserve Pedestrian Bridge (B22) and Hazelwood Road Pedestrian Bridge (B23). Both packages of work commence construction in April. Two barrier design packages have been awarded and design work underway (Beilby Close, B59), Acacia Road (C37), Clow Avenue (C38), Glenfern Road (C39/C40), Manuka Drive (C63) & Rankin Road (C93). Construction of barriers for Beilby Close (B59) is currently out for quotation and will be procured in early April. Further barrier construction to be procured in early April for Acacia Road (C37) & Clow Avenue (C38). Realignment of shared path around Brenock Park Drive (B25) scheduled to commence late April/early May. Program is on track to be completed within the financial year.	
4	High Risk Road Failures	\$306,000
All Wards	Majority of the budget has been expended. Various reactive work is being completed across the municipality. Program is on track for delivery within the financial year.	
7	Road Surface Renewal Program	\$4,003,550
All Wards	Program has been broken into multiple packages for the most efficient use of resources and staging. Package 1 (Harold Street resurfacing) and Packages 2, 3 and 4 (various locations) are all complete. Package 5 (Knox Place Car Park) is currently being designed. Packages 6 and 7 (Industrial Road Resurfacing) are scheduled to commence in May. Program is on track for completion by the end of financial year	
8	Drainage Pit and Pipe Renewal Program	\$3,749,500
All Wards	The reactive program, drainage referral program, sullage upgrade program, CCTV investigations and patching and relining program budgets are fully committed with works either currently underway or complete.	
9	Footpath Renewal Program	\$3,038,296
All Wards	The majority (83%) of the program is complete. The remaining works have been scoped and committed to contractors or Council's construction team.	
10	Bicycle and Shared Path Renewal Program	\$786,000
All Wards	Asphalt shared path resurfacing works are in progress, with the Dandenong Creek Trail shared path scheduled for resurfacing in late April/Early May. The program is on track for delivery within the financial year.	
16	Building Renewal Program	\$6,336,340
All Wards	<p>A total of 308 building renewal projects have either commenced or been completed. All other projects have had scoping finalised and are progressing through the final design, or procurement stages.</p> <p>A condition assessment of Council's buildings has also been completed recently which will inform the future renewal program. The recent appointment of a new builders panel will ensure the work is delivered in a cost-effective and timely manner.</p>	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
17	Playground Renewal Program	\$987,371
All Wards	Works at Roselyn Reserve, Sovereign Reserve, Knox Athletics and Knox Gardens Reserve are currently under construction, with completion expected by early May 2025. Minor playground renewal works at Glen Barry Reserve, Coleman Reserve, Pimpala Reserve and Grasmere Reserve will commence construction in May.	
24	Carpark Renewal	\$683,000
All Wards	Works at Carrington Park have progressed well, with the access road behind the squash courts and the carpark servicing the scout hall and tennis pavilion complete. Works on the western car park, servicing the leisure centre, are currently underway with an anticipated completion by late June. Works at Knox Gardens Reserve are underway.	
	Plant & Machinery Renewal Program	\$3,050,000
All Wards	More than half of the program has been committed with further commitments to be made in the coming months.	
104	Roadside Furniture Renewal Program	\$306,000
All Wards	Validation of identified retaining wall asset condition is underway. One package of work has been procured, and another is currently seeking quotations, with consultant appointment anticipated in April. An investigation of No.34 and No. 34-38 Clematis Avenue is currently being undertaken. Various reactive works have been completed.	
147	Energy Retrofits for Community Buildings	\$105,000
All Wards	Heat Pump installations are underway at Windermere Tennis Pavilion (Rowville Riders Club) and Knox Infolink. Both buildings will be fully electric with gas to be abolished at each site.	
229	Building Code Australia Compliance	\$147,552
All Wards	Funding used to address Essential Safety Measure (ESM) defects identified during routine inspections of ESM items at Council's buildings. Council has updated evacuation diagrams that were nearing expiry to ensure compliance with AS3745 (emergency planning in facilities). This has occurred at 105 facilities.	
	Works to replace glass or apply safety film at kindergartens, as identified by an audit, are currently being undertaken at 20 of the 21 facilities audited. This audit will be extended to other early years facilities (i.e. playgroups and Maternal Child Health), with work to be undertaken in a future renewal budget.	
345	Asbestos Removal	\$100,592
All Wards	Asbestos audits are nearing completion. Inspections have taken longer than planned due to site access and the identification of previously undocumented asbestos. Where asbestos has been identified as requiring prompt remediation, this has occurred immediately. Flooring removal works have been completed at Carrington Park Leisure Centre and Glenfern Park Tennis Club. Friable asbestos has been removed at various Council buildings, including the Wally Tew Reserve sports pavilion and netball shelter.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
347	Miscellaneous Industrial Roads - Pavement Rehabilitation	\$210,375
All Wards	Industrial Road pavement rehabilitation is scheduled to commence in early May, with completion by the end of June.	
409	Parks Furniture Renewal	\$95,000
All Wards	The Clementine Reserve furniture renewal works have been completed.	
410	Parks Signage Renewal	\$20,000
All Wards	Design and scoping completed. Installation will occur in the coming months.	
412	Water Sensitive Urban Design Renewal	\$200,000
All Wards	Civil works at three ponds have been completed, with revegetation to be completed in May. One minor renewal project remaining for this financial year (Wantirna Mall) will be undertaken in April.	
441	Significant Municipal Site Renewal	\$160,000
All Wards	Works will commence upon completion of the pump suction line renewal at Tim Neville Arboretum.	
443	Reserves Paths Renewal	\$90,000
All Wards	Numerous projects are complete, including at Emerson Reserve and Kent Park. Works at Daffodil Road Reserve will occur before the end of June.	
492	Food Act Compliance - Kitchen Retrofitting	\$48,749
All Wards	Kitchen renewal works at Miller Park Reserve sports pavilion and Windermere Reserve sports pavilion are complete. Works at other high priority sites are being scoped, with several sites (i.e. Walker Reserve sports pavilion and Liberty Avenue sports pavilion) requiring cleaners sinks and hand wash sinks which may involve remodeling and connecting grease traps (as per South East Water requirements). A kitchen extraction fan is required at the Gilbert Park baseball/softball pavilion. It is expected the budget will be fully committed and all works completed this financial year.	
536	Parkland Asset Renewal	\$95,000
All Wards	Ferntree Gully garden bed renewal works have been completed.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
537	Roadside Plantings Renewal	\$80,000
All Wards	Mountain Highway centre median strip renewal works have been completed.	
566	Artwork Renewal	\$83,000
All Wards	An assessment and audit of the Public and Civic Art Collection, in consultation with the Art Assessment Panel, is progressing. Community Engagement has commenced for the restoration of the degraded mural in The Basin. Consultation and assessment with the Boronia Park Project Working Group (PWG), regarding Placemaker tree sculptures on site, has occurred. Regular cleaning and graffiti removal is being conducted across multiple public artworks, maintaining the integrity and aesthetic appeal of the collection while protecting the pieces from future damage. New lightbox skins have been designed and printed for installation in lightbox galleries.	
675	Public Art Project	\$192,377
All Wards	Public Art installations that support neighbourhood renewal, village placemaking, tourism and cultural development projects are in progress. The Upper Ferntree Gully CFA water tank mural is complete. Signage for the Gilbert Park Skate & BMX Park billboard artwork will be installed in April. The Upper Ferntree Gully Primary School engagement process is complete, with new artwork to be installed in a new light box gallery on the exterior of the 1812 Theatre in Upper Ferntree Gully. Scoping and consultation for a new mural at Bayswater Park has occurred. Planning and delivery of winter creative placemaking activations at Stamford Park is underway.	
708	Cricket Run Up and Goal Square Renewal Works	\$100,000
All Wards	Program nearing completion, with the final works occurring at Templeton Reserve in April.	
746	Revegetation Plan	\$115,000
All Wards	For all the 2025 Community Planting Days event sites, weed control is complete and plants have been ordered. Mulch has been delivered and spread for Taylors Lane, Inchcape, Koolamara Waters, and Blind Creek Wattle Day.	
834	Oversowing of Sports Fields	\$90,000
All Wards	Completed in March/April.	
869	Gilbert Park, Knoxfield - Masterplan Implementation Stage 3	\$300,000
Friberg	Design is nearing completion following minor amendments, and an associated cost estimate has been obtained. The outcome of the grant application with Sport & Recreation Victoria (SRV), seeking \$300,000, is still pending.	
871	Energy Performance Contract Implementation	\$24,000
All Wards	All projects are complete. An evaluation and monitoring report to close out the Energy Performance Contract has been commissioned.	
935	Scoresby (Exner) Reserve - Tennis Court Renewals	\$907,570
Tirhatuan	Works completed on Courts 4 and 5. Works on Courts 1-3 commenced in mid-December and are nearing completion.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
941	Knox Regional Netball Centre - Court Renewals	\$130,000
Dobson	Works complete.	
944	Knox Central (Former Operations Centre)	\$8,000
Dinsdale	The final report is nearing completion, with submission to the Environment Protection Authority (EPA) expected to occur in the coming months.	
951	Community Toilet Replacement Program	\$311,564
All Wards	Contractor appointed in January. Design underway ahead of the building permit application process.	
999	Lewis Park, Wantirna South - Masterplan Implementation - Stage 1 - Waterways	\$1,500,000
Dinsdale	Works are complete. Maintenance agreement with Melbourne Water is under review and nearing completion.	
1003	Wantirna Reserve, Wantirna - Masterplan	\$1,335,000
Collier	Nearing completion of the procurement process, ahead of contractor appointment occurring in mid-April. Information on Council's website is being prepared for the community.	
1123	Public Tennis / Netball / Basketball Court Renewals	\$150,000
All Wards	Works complete.	
1124	Sportsfield Fencing Renewals	\$140,000
All Wards	Works are set to be completed by the end of June.	
1176	Solar in Community Facilities	\$100,000
All Wards	The quotation process for additional solar at Rowville Community Centre (adding to the existing 99kW system) is underway.	
1180	Forest Road to Koolunga Reserve, FTG - Wetland Construction	\$366,000
Chandler	The geotechnical investigation and soil contamination testing process is continuing. Results of these investigations will be received by mid-April and will be used to inform the Gross Pollutant Trap (GPT) design.	
1184	Egan Lee Reserve - Wetland Construction	\$922,447
Scott	Wetland works and additional planting activity are complete, temporary fencing will remain in place due to the car park upgrade works occurring.	
1261	Wantirna Reserve - Car Park Upgrade	\$155,000
Collier	Design of the eastern car parks (adjacent to the new playground) is complete, with integration into the Wantirna Reserve Masterplan priorities occurring. Construction deferred to 2025/26 to allow playground and dog park works to occur.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1267	Early Years Facilities - Landscaping Upgrades	\$149,000
All Wards	Minor Projects to remove unsafe fixed structures identified in the 2024 playground audit have been completed. Wattlevue Playgroup yard redevelopment has been completed, with works including footpath replacement and drainage upgrade. Wantirna Early Years Hub yard redevelopment plan has been completed, with further investigation works occurring regarding engineering aspects of the redevelopment plan.	
1281	Ferntree Gully Road, Knoxfield (O'Connor Road and Henderson Road) - Shared Path	\$39,522
Tirhatuan	The consultation and approvals processes are continuing. It is anticipated that this project will be scoped in 2027/28 once these processes have been finalised.	
1300	Parking Management Plan Implementation	\$30,000
All Wards	Have Your Say pages for Rowville and Mountain Gate set to be established in April. The Basin Parking Management Plan Have Your Say page has been completed. with feedback to be reviewed in April and a draft plan to be amended for presentation to Council. Bayswater signage alterations are underway. Seeking quotations for the construction of two accessible parking bays, with a third one currently being designed.	
1308	Kevin Ave, Ferntree Gully Flood Investigation	\$30,000
Dobson	Quotations to undertake a flood mitigation analysis have been sought, with the investigation commencing soon.	
1310	Flood Mitigation Reactive Complaints Upgrade Works	\$250,000
All Wards	The projects at Roy Court and Garnet Street are progressing through the quotation process. The project at Clematis Avenue is in the final stage of design. Construction stages will commence in the coming months.	
1311	Major Roads LED Streetlight Replacement	\$2,250,000
All Wards	The installation of streetlights continues, with over 1,465 lights installed to date, representing just over 87% of the lights to be installed in this stage of works.	
1315	Fairpark Reserve - Pavilion Upgrade (incorporating U3A extension)	\$390,000
Baird	Project is complete, however still within the 12 months defects liability period.	
1365	Programmed Road Renewal Works from June annual Audits	\$10,000
All Wards	Site investigations for projects at Kings Court, High Street Road Service Road, and Burwood Highway Service Road are complete, with the design stages nearing completion.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1389	Egan Lee Reserve Renewal - Top Oval Renewal	\$553,289
Scott	Works complete. Maintenance and defects liability periods ongoing.	
1391	Knox Hockey Facility Development	\$176,364
Collier	Works complete. Maintenance and defects liability periods ongoing.	
1406	Cultural Venues Accessibility Upgrades	\$80,000
Chandler	Works in progress.	
1412	Macauley Place, Bayswater - Shared Safety Zone	\$255,700
Dinsdale	Survey has been completed and the design is approximately 50% complete. Consultation with owners and businesses continues and is expected to be completed in May. Design will be finalised upon completion of consultation.	
1413	Kings Park Reserve, Upper Ferntree Gully - Masterplan Implementation	\$262,705
Dobson	Council has recently received a \$300,000 grant from the Victorian State Government through the Department of Energy, Environment and Climate Action's (DEECA) New and Upgraded Dog Park Program. Project design is progressing.	
1414	Cardiff Street - Flood Mitigation Works	\$488,706
Baird	Construction is currently underway, with the civil works component to be completed within the next two weeks. Planting will follow. Project expected to be completed by the end of April.	
1418	Wally Tew (FTG Reserve) - Stormwater Harvesting Upgrade	\$120,000
Dobson	Installation to be completed by the end of May.	
1419	Carrington Park Reserve - Stormwater Harvesting Upgrade	\$105,484
Friberg	Potable connection to the water harvesting tank is being investigated. Shed design will occur upon confirmation of sportsfield alignment.	
1421	Kings Park Reserve - Stormwater Harvesting Upgrade	\$120,000
Dobson	Further works occurred in March and April, as per the recommendations made by Council's specialist consultant.	
1422	Gilbert Reserve - Wetland	\$998,901
Friberg	Works are complete and the planting stage is nearing completion. Tree Pit covers will be added to improve safety.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1462	Knox Athletics, Knoxfield - New Shade Structures	\$88,204
Friberg	Project complete, with the defects liability period now enacted.	
1465	Knox Athletics, Knoxfield - Lighting to Track	\$575,900
Friberg	Project complete, with the defects liability period now enacted.	
1470	Electronic Entry to Sporting Pavilions.	\$66,000
All Wards	A consultant has been appointed to develop an electronic locking and key standard which will be used when developing new sites and retrofitting existing facilities. Two sites (Scoresby Recreation Reserve and Walker Reserve) have been identified for electronic locking in conjunction with building renewal projects.	
1473	Egan Lee Reserve, Knoxfield - Car Park Extension	\$417,633
Scott	Car park works are progressing well and are approximately 75% complete. Completion is expected in April.	
1474	Knox Skate & BMX Park, Knoxfield - Carpark	\$537,391
Friberg	Works completed (in conjunction with wetland works).	
1483	Update FCS signage from Preschool to Kindergarten	\$70,000
All Wards	Project is in the scoping stage. Design and implementation stages to follow.	
1515	Major Crescent Reserve, Lysterfield - Landscape Plan Implementation	\$212,301
Taylor	Stage 2 works (basketball key) are complete.	
1516	Lakesfield Reserve, Lysterfield - Landscape Plan	\$25,000
Dobson	Design stage in 2024/25. Following a review of Council's playground infrastructure, it's been determined the existing playground has approximately 10 years of useful life remaining. As such, this project is proposed to be removed from the capital works program.	
1518	Schultz Reserve, Wantirna - Landscape Plan Implementation	\$102,196
Collier	Works complete.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1523	Harley Street North Road Reconstruction	\$361,000
Friberg	Works nearing completion.	
1528	Chandler Road - Road Reconstruction	\$510,000
Chandler	Works occurring in conjunction with the Green Spine Corridor project. Community engagement is complete, which has influenced construction sequencing. Stage 1 (Genista Avenue towards Dorset Road) is underway and adhering to VicRoads requirements. Works will require temporary road closures and potentially night work, with impacted residents and businesses to be notified accordingly. Works on the shared path within Chandler Park are complete.	
1529	Knox Athletics Track Renewal & Upgrades	\$2,781,181
Friberg	Project complete, with the defects liability period now enacted.	
1534	Bayswater Oval - Sportsfield Renewal - Design	\$42,000
Dinsdale	Design complete.	
1537	Bayswater Oval - Cricket Net Renewal	\$539,617
Dinsdale	Construction is progressing well, with irrigation and post installation complete. Slab has been poured and will be cured for two weeks. Works remain on schedule for completion by the end of June.	
1543	Sportsfield Infrastructure program replacement	\$75,000
All Wards	Replacement of winter cricket wicket covers and associated cages occurred in March.	
1544	Irrigation Infrastructure Program Replacement	\$75,000
All Wards	Works are expected to be completed by the end of June.	
1550	Park Ridge Reserve Existing Pavilion Refurbishment	\$2,452,218
Taylor	The modular building (changerooms, amenities and storage) is now in position and the associated access ramps, steps and boardwalk are complete. Internal fit out work has commenced.	
1555	Community Facilities Signage - Upgrades	\$84,140
All Wards	Community consultation complete. Design stage to occur in the coming months.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1557	Sundew Avenue, Iris Crescent and Herbert Street, Boronia - LATM Treatment Design	\$25,000
Tirhatuan	Associated works on Cardiff Street are planned for May following consultation with residents.	
1559	Upper Ferntree Gully Rail Link - Shared Path Construction	\$113,384
Dobson	Design documentation is currently being reviewed by Metro Trains Melbourne (MTM).	
1561	Harold Street Onroad Bicycle Facilities	\$350,000
Collier	Works are progressing well and are approximately 60% complete. Staging has occurred to minimise disruption to nearby residents and Wantirna College students – works near the college are complete. Project completion anticipated by early May.	
1563	Stud Road Onroad Bicycle Facilities	\$40,570
Tirhatuan	Consultation with the Department of Transport & Planning (DTP) and community is complete. Awaiting feedback from VicRoads. Scope confirmed and survey complete. Detailed design is progressing well and is approximately 80% complete.	
1565	Napoleon Rd - Electronic 40km/h signs at school crossings	\$76,830
Dobson	Community engagement will occur in the coming months to seek feedback on the introduction of a 40km/h school speed limit. Subject to feedback, approvals need to be obtained via the Department of Transport and Planning (DTP).	
1566	Brenock Park Drive Footpath and Bus Stop works	\$22,500
Dobson	Survey completed and the scope has been confirmed. Consultation with Public Transport Victoria (PTV) regarding the bus stop relocation is underway. Design is approximately 45% complete.	
1567	193 Forest Rd, Boronia Stormwater Upgrades	\$100,000
Dobson	Procurement stage underway with contractor appointment set to occur soon.	
1568	EV Charging stations in Council facilities for fleet charging	\$95,000
All Wards	Installation of additional charging stations to support Council's fleet of vehicles has commenced with parts being ordered. Majority of the work is scheduled to occur during April and May.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1573	Lupton Way Future Public Art Lighting	\$50,000
Baird	Works complete.	
1574	Fairpark Reserve, Ferntree Gully - Cricket Net Renewal	\$360,000
Baird	Project nearing completion with defects rectification occurring on the cricket nets. Associated equipment storage shed has been constructed and electrical fit out will occur by early April. Minor landscaping to occur before project completion.	
1576	Ambleside Homestead Upgrade Review	\$61,798
Dobson	The consultant's report is complete.	
1577	Tormore Reserve Pavilion - Facility Redevelopment	\$4,115,000
Baird	Works are progressing well, with the demolition stage nearing completion.	
1578	Templeton Road - Road Reconstruction	\$700,000
Collier	Works are approximately 60% complete. Kerb and channel and drainage components complete. Pavement reconstruction has commenced and will require traffic management and minor detours. Completion is expected by the end of April 2025.	
1579	Station Street - Road Reconstruction	\$790,000
Dobson	Works expected to occur between early April and mid-June 2025. Approvals obtained via Public Transport Victoria (PTV) relating to bus stop management detours. Alternative pavement reconstruction treatments were adopted to reduce impact on traffic management.	
1581	Wally Tew Reserve Oval 1 - Sportsfield Renewal	\$1,750,000
Dobson	Works are complete, with the turf now in an establishment period where usage restrictions apply.	
1582	Lewis Park - Oval No.2 - Sportsfield Renewal	\$1,750,000
Dinsdale	Works are complete, with the turf now in an establishment period where usage restrictions apply.	
1583	Knox BMX Track Renewal Works	\$271,739
Friberg	Works complete.	
1585	Windermere Reserve - Cricket Net Renewal	\$360,000
Friberg	Construction is progressing well and is expected to be completed in early April.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1586	Gilmour Park - Shade Shelter	\$35,000
Dobson	Works complete.	
1588	Carrington Park Pavilion - Design	\$250,000
Collier	Concept design has been finalised. Detailed design and tender stage are anticipated to conclude at the end of 2025, with construction expected to commence in January 2026.	
1591	Wally Tew Pavilion Upgrade	\$275,000
Dobson	Pre-construction works are progressing, and the building permit is underway. Construction is set to commence in mid-April.	
1595	Knox City Tennis Courts - LED Lighting Upgrades	\$341,203
Dinsdale	Project is nearing completion, with only defects rectification to occur.	
1596	Stud Park Reserve - Car Park Upgrade	\$200,000
Tirhatuan	Works are approximately 35% complete. Completion anticipated by early May. Ramp works will occur separately.	
1597	Carrington Park (Tennis/Scouts) - Car Park Upgrade	\$410,000
Friberg	Works at Carrington Park have progressed well, with the access road behind the squash courts and the carpark servicing the scout hall and tennis pavilion complete. Works on the western car park, servicing the leisure centre, are currently underway with an anticipated completion by late June.	
1598	Knox Park Reserve - Car Park Upgrade	\$380,000
Friberg	Works complete.	
1599	Knox Regional Netball Centre - Wayfinding Signage	\$5,643
Dobson	Works complete.	
1602	Make safe storage rooms across all children & family centres	\$50,000
All Wards	Works are yet to commence.	
1606	Boronia Progress Hall - access ramp	\$90,000
Baird	Awaiting issuing of building permit. Works are anticipated to commence in early April.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1607	Cypress Avenue east side between 37 Cypress Ave and Boronia Rd - Footpath	\$130,000
Baird	Works complete.	
1609	Mount View Road south side between Dawson Street and Willow Road - Footpath	\$190,000
Dobson	Design complete. Quotes being sought. Works expected to occur before the end of June.	
1611	Oak Avenue between Dorset Road and Range view Road - Footpath	\$120,000
Chandler	Project has been delayed while the scope is confirmed.	
1612	Wyandra Way, Rowville - LATM Treatment	\$80,000
Friberg	A new streetlight has been installed by AusNet. Speed hump installation is planned to occur after Easter.	
1614	Scoresby Road/Victoria Road/Devenish Road intersection - Redesign	\$23,000
Baird	Concept design has been amended following feedback from the Greater Metro Advice Project Group at the Department of Transport & Planning (DTP). The design has been submitted to DTP for approval.	
1617	Turramurra Drive - Kerb outstands at Arcadia Park	\$40,000
Tirhatuan	Works complete.	
1620	High Street Road Bus Stop Connections	\$208,000
Collier	Consultation with the Department of Transport & Planning (DTP) is continuing, in relation to access requirements. Approval will be required from Parks Victoria as landowners, before the design can be finalised. Construction is expected to occur from mid-2025, subject to procurement process and obtaining the required approvals.	
1622	Bayswater Oval (Marie Wallace) - Stormwater Harvesting Upgrade	\$220,000
Dinsdale	Investigations into the alignment of a potable water connection to the existing irrigation tank are occurring. Design is expected to be completed in April.	
1623	Liberty Avenue Reserve Wetland/ Harvesting System	\$400,000
Taylor	Communications Plan is undergoing a final review. Community engagement will occur from early May. Design documentation will be completed following community consultation. External co-contribution funding is being sought via Melbourne Water.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1624	Green spine Corridor (Chandler Road)	\$1,200,000
Chandler	Works occurring in conjunction with the Chandler Road Reconstruction project. Community engagement is complete, which has influenced construction sequencing. Stage 1 (Genista Avenue towards Dorset Road) is underway and adhering to VicRoads requirements. Works will require temporary road closures and potentially night work, with impacted residents and businesses to be notified accordingly. Works on the shared path within Chandler Park are complete.	
1625	Boronia Basketball stadium demolition	\$1,066,000
Baird	Demolition is complete with final inspection certification pending. Hydroseeding has occurred and the 3-month maintenance period is underway.	
1627	Boronia Park Retarding Basin Flood Management Works	\$150,000
Baird	Works are yet to commence, with the scope of the retarding basin and wetland to be determined in conjunction with broader precinct planning for the site.	
1629	Community Planning to support Boronia railway station development	\$50,000
Baird	Consultation with the Level Crossing Removal Project alliance is continuing.	
1631	Carrington Park - Squash Court	\$350,000
Friberg	Works at Carrington Park have progressed well, with the access road behind the squash courts and the carpark servicing the scout hall and tennis pavilion complete. Works on the western car park, servicing the leisure centre, are currently underway with an anticipated completion by late June.	
1632	Knox Leisureworks - Strategic Review	\$280,000
Baird	The strategic review is progressing well, with the associated technical assessment of the site currently in the procurement stage.	
1635	Borg Crescent - Road Reconstruction - Design	\$37,000
Tirhatuan	Site investigations, including survey and geotechnical investigations, are complete. The design is nearing completion and is expected to be completed by mid-April.	
1636	Acacia Road - Road Reconstruction - Design	\$50,000
Dobson	Design complete.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1637	Stud Road (Service Road) - Road Reconstruction - Design	\$25,000
Dobson	Site investigations, including survey and geotechnical investigations, are complete. Design is nearing completion.	
1638	Hartington Drive - Road Reconstruction - Design	\$42,000
Dobson	Design complete.	
1639	Kenross Court - Road Reconstruction - Design	\$15,000
Collier	Site investigations, including survey and geotechnical investigations, are complete. Design is nearing completion.	
1640	Grayson Drive - Road Reconstruction - Design	\$20,000
Tirhatuan	Design complete.	
1641	Hakea Place - Road Reconstruction - Design	\$25,000
Tirhatuan	Site investigations, including survey and geotechnical investigations, are complete. Design is nearing completion.	
1642	Sasses Ave - Road Reconstruction - Design	\$45,000
Dinsdale	Most site investigations, including survey and geotechnical investigations, are complete. Service deepthing still to occur. The design is approximately 85% complete and is expected to be completed by the end of April.	
1643	Tormore Reserve - Fencing Renewal	\$100,000
Baird	Works complete.	
1644	Knox Gardens Reserve - Cricket Net Renewal - Design	\$15,000
Scott	Works complete.	
1645	Lakesfield Reserve - Cricket Net Renewal - Design	\$15,000
Dobson	Works complete.	
1646	Lewis Park Oval 2 - Floodlighting Upgrade	\$300,000
Dinsdale	Construction is progressing well. New lighting is scheduled to be completed in April.	
1647	Knox City Tennis Club - Car Park Upgrade - Design	\$35,000
Dinsdale	Site investigations, including survey and geotechnical investigations, are complete. Design is nearing completion.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1648	Knox Regional Netball Centre Court Line Marking	\$50,000
Dobson	Works occurring in early April with curing time set to be approximately two weeks. The Centre will be closed during this time, making use of limited programming during the school holiday period.	
1649	Rowville Community Centre Indoor Scoreboards/Backboards	\$100,000
Tirhatuan	An engineering report is expected in early April, which will determine the final scope of work and permit requirements. Works anticipated to occur in the coming months, with completion expected by June.	
1650	All Indoor Leisure Sites Security Upgrades	\$30,000
All Wards	Site investigations are progressing well and will determine the scope of works.	
1651	Access Key Plans for Early Years Centres	\$40,000
All Wards	Works are yet to commence.	
1652	Biloo Renovations to provide additional licenced spaces	\$300,000
Collier	Works are yet to commence and are under assessment.	
1653	Early Years Hubs - OHS Playspace works	\$70,000
All Wards	Procurement stage in progress.	
1654	HV Jones Community Hall - Accessible Toilet	\$10,000
Friberg	Works complete.	
1655	Marie Wallace Community Pavilion - Fit for purpose	\$10,000
Dinsdale	Concept design stage is progressing well.	
1656	HV Jones Community Room - Accessible Bathroom	\$10,000
Friberg	Works complete.	
1657	Francis Crescent - Stage 1 Rear Garden	\$40,000
Dobson	Works are set to commence in late March, with completion by the end of April.	
1658	Coonara Community House Education Centre - Bathroom Sinks	\$12,000
Dinsdale	Works complete.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1659	Veronica Street between Underwood Road - 20 Veronica (South Side) Footpath	\$10,000
Dobson	Resident consultation, site survey and concept design complete. This completes the scoping stage in 2024/25.	
1660	Mountain Highway, Wicks Road to Claremont Avenue - Footpath	\$300,000
Chandler	Procuring for site investigations (service proving and geotechnical investigations). Design 50% complete.	
1661	Stockton Avenue Reserve - Footpath	\$50,000
Dobson	Footpath is complete. Bollards are planned to be installed in April.	
1662	Eildon Parade, Rowville - LATM Treatment	\$15,000
Taylor	Concept plan complete. Notification of proposed locations for traffic humps distributed for second round of consultation in March. Consultation results are expected mid-April.	
1663	Agora Blvd - Burke Rd to Wattletree Rd - Traffic Treatment	\$30,000
Baird	Resident consultation complete. Traffic treatment is not supported and will not proceed.	
1664	Bike Repair Stations (5 sites)	\$50,000
All Wards	Bike Repair Stations ordered and will be installed in April/May.	
1665	Sasses Avenue / Boronia Road Bayswater - Intersection Improvements	\$10,000
Dinsdale	Survey and geotechnical investigations are complete. Awaiting Department of Traffic & Planning (DTP) requirements before the concept plan is finalised. Expected completion by the end of April.	
1666	Meridian Parade - Additional Lighting	\$25,000
Scott	United Energy's preliminary price exceeds the available budget. A detailed quote is being sought to better understand project cost and available options.	
1667	Dirt Jump Facility - Design and Construct	\$50,000
Scott	Scoping and concept design stage progressing, with an associated cost estimate to be obtained that will also explore maintenance implications.	
1668	Future Project Design (Stormwater)	\$122,175
All Wards	The scope of work is being finalised, and a specialist consultant will be appointed soon to prepare a detailed asset management plan.	

Knox City Council Project Status Report

07-Apr-2025

Project Number	Project Name	Total Adjusted Budget
1669	Wantirna Reserve - Wetland Design	\$15,000
Collier	The tender evaluation has recently been completed. The contractor is set to be appointed soon.	
1670	Seniors Exercise Parks	\$300,000
All Wards	Request for Quotation period has closed and evaluation is underway. The contractor appointment is set to occur in mid-April.	



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.



Connection, resilience and wellbeing

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



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.



Civic engagement and integrity

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



Natural environment and sustainability

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

Progress Report Q3, 2024/2025

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

Initiatives

The initiatives reported are those that will be delivered or have significant work completed in the given financial year with the commentary detailing the work completed each quarter.

Each Key Direction also has a major initiative(s). The major initiatives are those identified by Council as priorities to be undertaken during the financial year and have “(Major Initiative)” in the title. Major initiatives are the critical pieces of work that deliver on Council’s objectives. In the “Initiative – 2024-25 Milestone” column, the Council Plan action appears first, with the annual Major Initiative following after a hyphen (“-”).

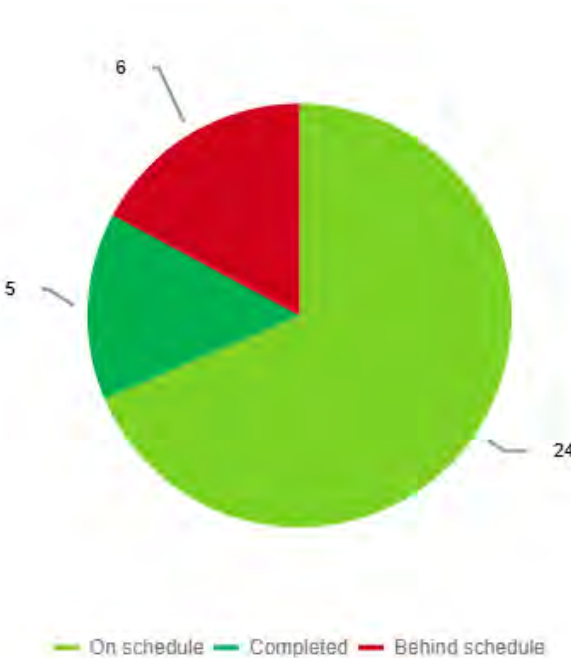
Progress targets are set against each initiative by quarter based on when key milestones for the year will be completed. The progress status reflects the status of the key milestones, not necessarily the status of completion of the initiative overall, as many of the initiatives run over multiple years. Progress status is reported based on the following colour coding:

Complete	On schedule	Behind schedule
✓	●	●

Indicators

The indicators identified in the Council Plan tell us if the work that we’re doing is contributing to a positive change in our community. They span the four years of the plan and will be reported on every six months. It must be noted however that some data will not change due to different reporting timeframes, and therefore some indicators will still include baseline data. Updated data for these indicators will be reported in future progress reports, as it becomes available. The next report to include indicators will be the Quarter 4 2024-2025 progress report.

Q3, 2024/2025 - Progress Summary





The assessment of progress against the milestones relates only to Q3, 2024-2025 of the four-year Council Plan 2021-25, with the majority of initiatives spanning multiple years.

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.

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

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 1.1.1	Work with Maroondah and Yarra Ranges Councils to deliver key initiatives of the Bayswater Business Precinct Transformation Strategy - Undertake stakeholder engagement on the draft Spatial Plan for the Bayswater Business Precinct (BBP) and seek Council endorsement of the final plan.	Behind schedule	40%	An inception meeting was undertaken between the Bayswater Business Precinct project team and the consultant engaged to prepare the spatial plan in late February 2025. Site visits to the precinct, background analysis and an Issues and Opportunities paper to inform the draft Spatial Plan were undertaken with the consultants in Q3 2024-25. Consultation with businesses and the development of the Plan will be undertaken from June, with the Plan to be finalised in March 2026.	
CP 1.1.4	Continue to monitor the local economy to inform the strategic direction of future economic development initiatives - Finalise and endorse the economic strategic plan to inform the future work program and priorities of Knox's Economic Development service.	Behind schedule	0%	The milestone will not be reached. A Senior Strategic Investment Officer was appointed in early December 2024 and has undertaken extensive research to gain insight and an understanding of the economic profile of the City of Knox, as well as undertaking a detailed benchmarking exercise for similar Local Government Areas. This knowledge will be utilised to develop a project brief for the economic strategic plan in Q4 2024-25.	



Encourage and support opportunities for skills development and lifelong learning for all people in Knox.


Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 1.2.6	Implement Council's decision regarding kindergarten review - Finalise alternative sessional kindergarten providers to operate from Council kindergarten facilities from January 2025 and commence implementation of a transition plan to support an effective transition for children and families and the continuity of sessional kindergarten within Knox. (Major Initiative 2024-25)	Completed	100%		✓

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.





Plan for and support diverse housing to meet changing community needs.

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 2.1.1	Implement the Social and Affordable Housing Strategy and Action Plan to increase the supply of social housing and address homelessness in Knox - Progress the Year 2 actions of the Social and Affordable Housing Strategy, including exploring policy options for reinvesting financial contributions received through developer negotiations to maximise social housing outcomes, consulting with registered housing providers to explore partnership models, and undertaking community education and advocacy activities ahead of the Federal election. ♦	On schedule	75%	Officers continue to progress the actions of the Strategy. Regular meetings have been scheduled to share information and update reporting. Staff across Council departments have been involved in the Wantirna Activation Group, a group run by Community Housing Limited, to support residents in the new community housing building across the road from the Civic Centre. Council staff continue to represent Knox at the Eastern Affordable Housing Alliance (EAHA) and the Regional Local Government Homelessness and Social Housing Charter Group.	
CP 2.1.2	Commence review of the Knox Housing Strategy 2015 - Undertake community and stakeholder public engagement on a draft Issues and Opportunities report to inform the preparation of a new or revised Knox Housing Strategy. ♦ (Major Initiative 2024-25)	Behind schedule	0%	This milestone will not be reached. Extensive State government planning reform created uncertainty over the scope of the work. The scope of the project is now becoming clearer consequent on the release of 'Plan for Victoria'. Further information is expected to come from the State Government in the form of practice notes about how to respond to 'Plan for Victoria', including updating housing strategies in response to housing targets.	


Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 2.1.3	Build on regional partnerships by contributing to the work of the Eastern Affordable Housing Alliance (EAHA) - Continue to progress the the Eastern Affordable Housing Alliance (EAHA) Strategic Plan and Communications Plan to strengthen the Alliance's impact on advocating for increased supply of social and affordable housing in the region ahead of the Federal election. ♦	On schedule	80%	Council staff continue to represent Knox at the Eastern Affordable Housing Alliance (EAHA) and explore further partnership opportunities to address social and affordable housing needs within Knox and partnering local government areas (LGAs).	


Create, enhance and maintain places and spaces for people to live, work, play and connect.


Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 2.2.4	Facilitate and support the implementation of the Boronia Renewal program - Deliver Stage 1 of the Green Spine Corridor project within the Boronia Renewal Strategy.	Behind schedule	60%	The contractor commenced construction works in January 2025 for Stage 1 along Genista Avenue towards Dorset Road, temporarily stopping works at the railway line overpass. Council has received a Memorandum of Authorisation (MOA) from VicRoads with extremely limited day-work hour conditions. In the meantime, works were completed on the shared path within Chandler Park, east of Allandale Road. Council expects a meeting with the VicRoads executive to discuss the stringent MOA conditions. Subject to receiving satisfactory conditions of approval from VicRoads on the proposed Traffic Management Plan, the contractor will then continue works on the west side of Dorset Road and commence works on Chandler Road east of Dorset Road. This is now expected to occur from mid-April 2025. The works will involve temporary road closure between Dorset Road and Floriston Road and, possibly, Night-Works for a short period until pavement works are completed. Stage 1 of the Green Spine Corridor project is expected to be completed by the end of Q1 2025-26.	

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 2.2.5	Progress implementation of the Knox Central program - Develop an Expression of Interest package for prospective developers of the development of the Knox Central precinct land.	Behind schedule	60%	This milestone will not be reached. A comprehensive feature and level survey of the site was completed in Q3 2024-25 and an expert has been engaged to provide a high-level assessment of considerations to support future decisions of the Council on development strategy, procurement, and the approach to take to the market. However, the timeline has extended significantly since this action was conceived in 2021, and the Expression of Interest package will not be completed before the end of Q4 2024-25.	
CP 2.2.9	Understand community needs across the suburbs of Knox to plan for community infrastructure requirements for the next 5-20 years - Continue using the Community and Social Infrastructure Modelling (CASIMO) tool and undertake service and place-based analysis to inform community infrastructure planning. ♦	On schedule	80%	The majority of data collection has been completed and updated in CASIMO. There is some additional data outstanding that will be collected early in Q4 2024-25. Then the development of the Community Infrastructure Needs Assessments (CINAs) will continue with delivery scheduled for the end of June 2025.	
CP 2.2.12	Review and develop the Knox Domestic Animal Management Plan - Progress implementation of the Year 3 actions of the 2022-2025 Domestic Animal Management Plan (DAMP) and review the current DAMP in preparation for the next iteration.	On schedule	75%	Delivery of Year 3 action items is ongoing. Review and consultation of Council's next Domestic Animal Management Plan (DAMP) has begun, with community engagement currently underway. Council continues to partner with our pound provider to promote services, including discounted cat and dog desexing and free cat microchipping.	
CP 2.2.13	Finalise and implement the Bayswater Renewal Strategy - Undertake public exhibition of the planning scheme amendment associated with implementation of the Bayswater Renewal Strategy and refer and report to Council on the outcomes of the public exhibition process. (Major Initiative 2024-25)	Behind schedule	15%	This milestone will not be reached. Implementation of the Bayswater Renewal Strategy re-commenced in Q3 2024-25 following confirmation from the State Government of the final 25 pilot activity centres for planning. Bayswater has not been included in the list which means Council will now progress the work as a local amendment. Officers have confirmed with the Department of Transport and Planning (DTP) that flexibility exists over whether to apply the new Built Form Overlay or the existing Design and Development Overlay. A town planning firm has been re-engaged and advice from the DTP is to devise an approach for discussion.	

Provide, maintain and advocate for accessible and sustainable ways to move around Knox.

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 2.3.14	Advocate to State Government for improved public transport and arterial road connectivity in Knox - Continue to participate in the Eastern Transport Coalition, develop Project Specific Advocacy material for Council's Transport priorities, and advocate for Long Term Public Transport priorities including bus services across Knox. ♦	On schedule	75%	Council officers are liaising with the Department of Transport and Planning (DTP) to re-establish project priority assessment guidelines for arterial road projects in readiness to report recommended arterial road priority projects for Council's consideration in Q4 2024-25. Two strategic and operational meetings to discuss key pipeline, traffic engineering and road safety matters were held in Q3 2024-25 between Council officers and DTP personnel. Council officers and Councillor Lockwood continued to attend the Eastern Transport Coalition (ETC) in Q3 2024-25, through which Knox officers continue to work with neighbouring Councils to support a coordinated approach to transport advocacy. Key matters considered were: ETC 2025 advocacy work plan, including Federal election advocacy and the Eastern Regional Trails Group campaign. Other ETC matters covered included: ETC's position on the Suburban Rail Loop project, Scotchmans Creek Trail to Djerring Trail in Monash City Council, the Federal Government's Active Transport fund and Maroondah City Council's Bicycle Network Plan. Council also continues to pursue advocacy through the ETC by identifying priority safe arterial road crossing routes to enhance access to frequent bus services. Regular meetings are happening between Council officers and the Level Crossing Removal Projects group to discuss the Boronia Station Precinct Upgrade project. Items discussed include design details, impact on businesses, land matters, and project risks.	


Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 2.3.15	Enhance sustainable transport utilisation through delivery of active transport infrastructure - Adopt the Knox Cycling Action Plan 2025-35 and continue to deliver the Footpath Program, and the Shared Path and On Road Bicycle infrastructure program. ♦	On schedule	75%	The newly adopted Knox Cycling Action Plan is being used to inform priorities in the shared path program from 2025-26 onwards. Construction works started on the Green Spine off-road shared path in Chandler Road, Boronia, and on-road bike treatments and off-road shared paths in Harold Street, Wantirna. Council's in-house Civil Construction Group has completed the construction of five concrete pads for the installation of Bike Repair Stations. The following projects are currently in their design phase: a Shared Zone for Macauley Place, Bayswater; a shared path in Brennock Park Drive, Ferntree Gully; footpaths in Mount View Road, Upper Ferntree Gully, Oak Avenue, Boronia, and Mountain Highway, The Basin, between Wicks Road and Claremont Avenue. Scoping and investigation are underway on possible future shared path projects in Ferntree Gully Road, Knoxfield, westerly from Henderson Road to the Bunnings traffic signals; and Railway Parade, Upper Ferntree Gully, between Burwood Highway and Quarry Road.	

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 2.3.17	Provide new and innovative community transport programs for the Knox community - Continue to deliver an accessible and affordable community transport service for the Knox community, with a focus to investigate inclusion of an on-demand service. ♦	On schedule	75%	The Term 2 (May-August 2025) itinerary is now ready, featuring engaging outings tailored for the winter season. Destinations include repeat favorites such as Morning Melodies and exciting new trips such as the Ambulance Museum in Bayswater and the Tram Museum. While some cancellations are expected due to participant frailty, efforts have been made to ensure accessibility and variety. To streamline trip planning and manage demand, the two largest membership lists, Wantirna-Bayswater and Rowville-Scoresby, have been divided into four smaller groups: Rowville-Lysterfield (85 people), Knoxfield-Scoresby (85), Wantirna-Wantirna South (105), and Bayswater (71). These numbers are subject to change based on evolving circumstances, which may result in more spaces becoming available for potentially eligible residents. This restructure improves scheduling and reduces missed opportunities. As a result, Term 2 will expand from 24 outings in Term 1 (6 outings per 4 areas) to 30 outings (5 outings per 6 areas). Club bookings will now allow two per financial year, with Expression of Interest forms set for release in April 2025 to prepare for the 2025-2026 financial year. A recent promotional push via e-newsletter and social media led to approximately 85 new referrals in two months. Given this surge, along with the increased outings and club bookings, the Rowville shopping assistance pilot has been temporarily paused. Its launch will be reconsidered after assessing club booking demand and service capacity. The direction of investigating an on-demand Community Transport (CT) service has shifted slightly following recent discussions with an external organisation that is already well-equipped and positioned to deliver such a service within Knox. This development may remove the need for an independent Council on-demand CT service.	


Natural environment and sustainability

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

Preserve our biodiversity and waterways, and enhance our urban landscape.

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 3.1.2	Implement Knox's Biodiversity Resilience Plan - Progress implementation of funded Year 2 actions from the Biodiversity Action Plan. ♦ (Major Initiative 2024-25)	On schedule	70%	Year 2 actions from the Biodiversity Resilience Strategy progressed in Q3 2024-25 included an update of sites of biological significance, completed in March 2025; development and launch of a community engagement strategy in March 2025; and the development of a citizen science program and a communications plan for Q3 2024-25 and Q4 2024-25. A Pest Animal Program is in place, and funding has been received from the Department of Energy, Environment and Climate Action (DEECA) to implement deer management. A regional Deer Management Forum was hosted by Knox in March 2025.	

Prepare for, mitigate and adapt to the effects of climate change.

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 3.2.5	Implement the high priority actions from Years 2-4 of the Climate Response Plan - Progress implementation of the high priority Year 4 actions of the Climate Response Plan. ♦	On schedule	75%	Year 4 actions of the Climate Response Plan commenced or progressed in Q3 2024-25 include: promoting Round 3 of the Business Power Purchase Agreement program through the Business Renewables Buying Group; continued promotion and engagement with small- to medium-sized businesses on the Business Energy Saver Program; promotion of the Solar Savers program, including a workshop for residents; continuation of the Major Road Streetlight light-emitting diode (LED) replacement program, with a further 730 lights installed; commencement of the mid-term review of the Knox Climate Response Plan; and development of Knox's first Electric Vehicle Charging Infrastructure Policy.	

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 3.2.6	Trial new and recycled materials in the construction of shared paths and as part of Council's road renewal program - Evaluate the effectiveness of sites where trials have been initiated utilising recycled materials as part of civil construction projects and make recommendations on the continued use of recycled materials in concrete and asphalt works. ♦	Completed	100%	The use of recycled materials in civil construction projects has proved successful to date, with their continued application in concrete and asphalt works now considered standard practice. Council will remain committed to identifying and adopting new opportunities to incorporate recycled materials in future construction programs. Support for innovation in this area will continue through the trial of emerging recycled products, with a particular focus on promoting local innovation and contributing to the circular economy.	✓



Lead by example and encourage our community to reduce waste.



Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 3.3.10	Secure long-term solutions for the treatment and disposal of residual waste streams.	Completed	100%	Communications have been released regarding this partnership, including a bulletin on Knox City Council's website: 'Advanced waste processing'. Planning processes are now underway for this facility from an external provider. Council is represented on the Project Oversight Group and will be updated on progress regularly.	✓


Connection, resilience and wellbeing

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


Support our community to improve their physical, mental and social health and wellbeing.



Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.1.2	Prioritise mental health and wellbeing initiatives by focusing on community partnerships and collective impact - Work with the Mental Health Roundtable and the Community Safety Health and Wellbeing Advisory Committee to develop and deliver positive mental health activities. ♦	On schedule	90%	Move Your Way was delivered in Knox from 17 February to 1 March 2025. There were over 455 attendees across the 65 sessions run as part of the program. Of survey respondents, the average level of enjoyment was 89 out of 100, and 60% of respondents said that participating in Move Your Way increased their social connection. The Mental Health Roundtable was wrapped up in 2024, with the Safety and Health and Wellbeing Advisory committee providing governance and partnership support. The Mental Health Action Plan will be reviewed and updated in Q4 2024-25.	
CP 4.1.3	Progress implementation of the Children, Youth and Seniors Plan - Progress implementation of the Year 4 actions of the Child, Youth and Seniors Plan to meet the needs of the diverse stakeholder groups. ♦	On schedule	80%	The Youth Services and Positive Ageing teams had a presence at the Knox Festival in Q3 2024-25, with the Positive Ageing team supporting older people to 'armchair travel'. iPads were used and destinations were loaded onto the devices, allowing people to visit places they would like to visit, or reminisce about the places where they had been. Future events will include this feature for people to experience travel, encouraging and supporting social interaction. The Youth team partnered with Headspace to provide popcorn, a chill out space and mini golf. Youth Services also supported the participation of over 30 young people and their families in the Midsumma Pride March, including the creation of a banner to display during the march. It was a wonderful opportunity to celebrate our vibrant LGBTQIA+ community and show our pride together. The Community Transport service conducted 36 client outings in Q3 2024-25, with a total of 820 community members enjoying visits ranging from local destinations, such as the Yakult Factory, Mornington Market and Collectors corner in Keysborough, and further afield to Melbourne Museum, Geelong Waterfront and Arthurs seat.	


Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.1.4	Develop and implement an Active Participation Plan - Beyond Structured Sport - Commence implementation of approved and funded actions from the Active Knox (participation) plan. ♦ (Major Initiative 2024-25)	On schedule	75%	The new pickleball courts at Knoxville Tennis Club are now heavily used, providing a more accessible means of participation, particularly for older people. Re-design and expansion of the Gilber Park Skateboard facility is underway. Council's Active and Creative Communities team is working with the Open Space design team on the planning and development of new playgrounds, such as the forthcoming Kings Park playground.	
CP 4.1.7	Support the creation of new physical activity-based programs and community infrastructure across the municipality - Deliver infrastructure improvements at Council sporting reserves and identity new program opportunities at Indoor Leisure sites. ♦	On schedule	85%	Q3 2024-25 saw the successful trial of a number of new internally run leisure programs at Carrington Park Leisure Centre through the Move Your Way Program. The success of this trial is transitioning into the following all-aged programs, Pilates, Strength and Balance, and Tai Chi, to be implemented as term-long programs during Q4 2024-25. The ultimate aim is to increase access to and provision of sport and leisure programs for the Knox community within Council-run indoor leisure centres. New badminton and pickleball line markings are being installed at Knox Regional Netball Centre, with work scheduled to be completed by 21 April 2025. The re-purposed basketball ring project at Rowville Community Centre has met with some delays; however, the contractor is confident installation will occur in Q4 2024-25. This additional infrastructure will allow for further sport and leisure opportunities at both facilities.	


Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.1.8	Develop and implement programs to enable older and vulnerable residents to access technology - Deliver a suite of programs and workshops to assist older and vulnerable residents to effectively use available technology and gain awareness of cyber-security, including the ability to search the internet, access banking and send emails with attachments. ♦	On schedule	80%	The Digital Connections Stakeholder group regularly shares programs and events across Knox to assist older and vulnerable residents. These include workshops covering topics such as recognising scams and one-on-one technical support sessions. These services are provided by various partner organisations, including Your Library. Partnering with Your Library, the Social and Inclusive Communities team have provided onsite support for one of the Knox housing estates, to support residents with any technology challenges experienced with their devices. Planning is underway for a pilot program with the Department of Government Services focused on seniors' online safety, with particular emphasis on protection against scams, to be delivered in Q4 2024-25. Planning is also in progress for an intergenerational digital literacy program connecting older community members with younger generations. This program is in its early planning stages and is expected to launch later in 2025.	



Foster inclusivity, equality, belonging and safety within the community.

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.2.9	Contribute to the collective efforts in preventing and responding to family violence - Progress implementation of the Year 1 workplan for the Free From Violence Local Government Program and continue to deliver family violence prevention and awareness raising activities including 16 Days of Activism against Gender-Based Violence. ♦	On schedule	80%	A meeting was held on 25 February 2025 bringing together sector professionals across 10 different organisations to share experiences and collaborate on family violence prevention initiatives. The Free From Violence Project Steering Group, bringing together 15 representatives across the business, met on 25 March 2025 to provide input into the project workplan and to advocate for programming initiatives across relevant directorates.	


Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.2.10	Embed the State Government's Child Information Sharing Scheme (CISS) to support the safety and wellbeing of children - Finalise the implementation of training and access to Child Link for all Maternal and Child Health Nurses and Early Childhood Teachers. ♦	Completed	100%		
CP 4.2.11	Develop and implement Knox Council's Disability Action Plan incorporated within the Knox Connection, Access, Respect, Equality and Safety Strategy 2022-27 - Progress implementation of the Year 3 Disability Action Plan actions within the Knox Connection, Access, Respect, Equality and Safety Strategy 2022-2027, with a focus on carers of people with a disability.	On schedule	75%	Year 3 Disability Action Plan actions progressed in Q3 2024-25. The weekly carer exercise class at Knox Leisureworks and monthly carer walk in Ferntree Gully provided carers with exercise, social connection and an opportunity to learn more about services and supports in Knox. The monthly Borderline Personality Disorder carers group and Women with Disabilities hub group provided information, connection and opportunities to develop leadership and advocacy skills. Early years educators were provided with two professional development sessions focusing on impacts of trauma on development and understanding inclusion supports. Knox Library and Knox Fest Access Key accessibility guides were updated and made available to support access and inclusion. The Accessing Knox e-newsletter was distributed monthly to provide relevant disability information to the Knox community.	

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.2.12	Develop and implement the Dementia Friendly Action Plan - Progress implementation of the Year 2 actions of the Knox Dementia Friendly Action Plan, with a focus on increasing awareness and available support across the community. ♦ (Major Initiative 2024-25)	On schedule	80%	The Dementia inclusive choir, called The Haven Rewire Choir, has continued to flourish since its 7 October 2024 launch at The Haven Day Care Centre in Boronia. Building on its successful Term 4 2024 program that attracted 8-12 participants each Monday, the team has deepened their understanding of participants' unique needs and further tailored their approach throughout Term 1 2025. With continued guidance from music therapists and Rewire Musical Choir (The University of Melbourne), and additional support from excellent volunteers, the program has evolved to better serve its community members living with dementia. A partnership with the Community Gardens has begun with plans to establish a Dementia friendly sensory garden that community members and groups can visit. Meanwhile, the Knox Dementia Advisory Group is undergoing a significant transformation, with work underway to transition it into an Alliance model. The group is actively recruiting for a working group tasked with establishing terms of reference and an operational structure for this new Alliance, and this will be officially launched in Q4 2024-25. This development builds upon the group's previous initiatives, including their valuable site audit at Carrington Leisure Centre that provided firsthand feedback on wayfinding signage.	

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.2.14	Implement Council's adopted Gender Equality Action Plan - Progress the delivery of Year 3 of the Gender Equality Action Plan, ensuring Council meets its obligations under the Gender Equality Act 2020. ♦	On schedule	75%	Q3 2024-25 has seen ongoing development and testing of the Gender Equality Action Plan (GEAP) reporting dashboards. Council has registered with the Victorian Public Sector Commission's People Matter Survey for Gender Equality Reporting. Sexual Harassment and the Positive Duty training session has been delivered to the Senior Leadership Team and employee training sessions relating to family violence prevention, active bystander, and Equity Impact Assessment capability uplift have been scheduled. Equity Impact Assessment capability uplift training for people leaders has also been scheduled. International Women's Day was acknowledged at the All Staff briefing in March 2025, including an employee panel and a staff activity collecting insights as part of the consultation for our next Gender Equality Action Plan. A 'Women & Super' information session (Vision Super) was held in Q3 2024-25, aimed at women in the workforce, highlighting 'closing the gender gap' concepts and ways women can achieve a better retirement. A Diversity, Equity and Inclusion working group has been established. Council's Flexible Work Policy continues to be reviewed. A preferred pronouns declaration has been added to the PageUp employee onboarding questionnaire to allow pronouns to be visible on name badges and email signatures. Council has participated in the Victorian Commission for Gender Equality in the Public Sector consultation workshops relating to revised Gender Equality Action Plan guidance and templates. A review of Knox's Equal Opportunity and Prevention of Sexual Harassment Policy and Procedure has commenced, as have 7 Equity Impact Assessments, 3 of which have been fully completed.	

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.2.15	Develop and implement education and advocacy programs to address ageism and increase community respect and inclusion for all ages across Knox - Deliver a targeted campaign to increase awareness of ageism and ongoing intergenerational programs to connect community members of all ages, including programs delivered in collaboration with Playgroup Victoria and Your Library. ♦	On schedule	85%	Intergenerational programs recommenced in January 2025 at our Knox Children and Family Centres in Bayswater and Wantirna South. Discussions are in progress on how to expand both programs to encourage more residents to be involved and attend, as well as ways of extending the program to local and nearby primary schools. Other established programs are scheduled to recommence in the Q4 2024-25. A highlight of Q3 2024-25 was the commencement of a new pilot program in March between Boronia Residential Aged Care and Boronia K12 College. This program involves 10-15 older high-care residents and 6-8 secondary school students coming together over engaging activity sessions and learning from one another. The first session was an outstanding success with positive feedback received. Discussions have started over a digital literacy program between older members of our community and the younger generation. Early planning is underway, and it is anticipated that this program will be conducted later in the 2025 calendar year. Q3 2024-25 saw the updating of Council's website to include current and relevant information on ageism and intergenerational programs. This page went live in early February 2025 and includes a link to the resource kit that was developed by Swinburne University.	
CP 4.2.16	Develop and deliver a range of evidence-based community training initiatives to build volunteer capacity - Provide a range of workshops and activities that support community groups, clubs, not-for-profit organisations and volunteers, based on participant feedback and identified needs. ♦	On schedule	70%	Two community training workshops were held during Q3 2024-25 with an average of 17 community members in attendance. Topics included 'Best Practice Financials for NFP' and 'Fundraising'. Five community training workshops are scheduled for Q4 2024-25.	


Honour and integrate First Nations Culture into actions and environments.

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 4.3.17	Work in partnership with local First Nations people, relevant services and key networks to progress Reconciliation - Prepare to conduct an Aboriginal heritage/cultural values study to inform land management and planning, host a First Nations voice forum to hear current topics of interest from the community, deliver cultural safety training, and conduct an organisation cultural safety audit. ♦	On schedule	80%	Three Koori Academy training sessions were held in Q3 2024-25, with 250-300 Aboriginal community members in attendance. A Wurundjeri cultural education session was held for Knox City Council staff, with approximately 20 staff attending. Three cultural walks were held for the community as part of Move Your Way and Knox Fest, with approximately 30 community members attending. Council provided support to the Wurundjeri Elder for Citizenship held on 26 January 2025. Collaboration with Aboriginal Controlled Community Organisations (ACCO) and families has commenced to secure funding to develop public artwork to celebrate the works of Aunty Dot. Council continues to advocate with Aboriginal organisations to secure a service base for the Koori Academy and Oonah in Knox and to engage Indigenous knowledge in response to climate change.	


Civic engagement and integrity


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

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


Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 5.1.1	Implement priority actions of the Community Engagement Framework and Action Plan - Develop a program to grow Council's community engagement capability in response to the updated Community Engagement Policy.	On schedule	75%	The process for developing, implementing and evaluating an engagement plan has been documented and is ready for testing with key internal stakeholders. Having the process documented will increase understanding of roles and responsibilities as well as the different tools available. To support this updated process, the Community Engagement Plan template has been updated to provide stronger prompts and guidelines in response to feedback from the organisation. A request for quote has been prepared and we are ready to appoint a consultant who will lead the internal community of practice and training program, starting in May 2025. This will be a continuous improvement and peer support process to build awareness, understanding and practical skill across the organisation.	

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

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 5.2.2	Implement Our Customer Strategy and Action Plan - Progress implementation of automated progress updates for customer requests, expand the Voice of the Customer program and deliver the initiatives in the third year of the digital roadmap.	On schedule	75%	The software for the Close the Loop project, which will automate progress updates from Pathway for our top 20 services, is now in development. Work has commenced to establish a tailored customer journey mapping and service blueprinting methodology for Knox. This includes training staff to build internal skills for ongoing service improvement. The complaints procedure reinforcement program is underway and expected to be completed by the end of Q4 2024-25. Survey results on our customer-centric culture and practices are being analysed. These insights will help shape new initiatives to further embed customer-focused ways of working.	

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 5.2.3	Implement the Transformation Roadmap to ensure Knox Councils services, systems and processes meet our customers' needs and drive organisational financial sustainability - Progress the delivery of Year 2 transformation projects in line with the approved capital and operational budget allocation in 2024-25. (Major Initiative 2024-25)	On schedule	65%	There are currently 35 projects in progress across five reported streams. The spend to the end of February 2025 accounts for 42% of the capital budget for the current financial year. Significant solution delivery successes have been achieved, including upgrades to our people time management, spatial data, and customer request systems. Portfolio management has been enhanced with automated dashboards, while our 90-day planning cycle (next meeting is scheduled for early April 2025) supports the assessment of organisational capacity, implementation challenges, and resource constraints to better mitigate risks and guide delivery efforts.	

Ensure our processes are transparent and decisions are accountable.

Code	Initiative - 2024-25 Milestone	Status	Progress	Comments	Status Symbol
CP 5.3.6	Conduct the 2024 General Election and implement a comprehensive induction program for the elected members - Work in concert with the Victorian Electoral Commission to support the delivery of the 2024 Council Elections, and work with internal and sector stakeholders to develop and deliver an induction program tailored to the needs of Councillors and in accordance with legislative requirements. (Major Initiative 2024-25)	Completed	100%	The 2024 General Election has been completed with the election of nine Councillors for nine wards. A comprehensive Councillor Induction program was designed and delivered to ensure that all Councillors met the requirements set out in the Local Government Act 2020 and Local Government Amendment (Governance and Integrity) Act 2024. All Councillors have completed the induction program.	

Appendix 1: Incomplete Year 3 Council Plan Initiatives (2023-24)



At the conclusion of 2023-24 there were six Year 3 initiatives that were incomplete. The items behind schedule were primarily related to external factors outside of Council's control.



To ensure we are being fully transparent to our community on the progress of our Year 3 milestones, we have chosen to separate the incomplete initiatives in Year 3 from the Year 4 initiatives and continue to report on these until completion of the Year 3 milestones.

The progress below reflects the status of the key milestones for 2023-24, not necessarily the status of completion of the initiative overall, as many of the initiatives run over multiple years. The below Year 3 initiatives will be included in this appendix report until completion.

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.

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

Code	Initiative - 2023-24 Milestone	Status	Progress	Comments	Traffic Lights
CP 1.1.1	Incomplete 2023-24 initiative: Work with Maroondah and Yarra Ranges Councils to deliver key initiatives of the Bayswater Business Precinct Transformation Strategy - Commence preparation of a Spatial Plan for the Bayswater Business Precinct (BBP).	Completed	100%	Preparation of the Spatial Plan commenced in Q3 2024-25.	
CP 1.1.4	Incomplete 2023-24 initiative: Continue to monitor the local economy to inform the strategic direction of future economic development initiatives - Develop a draft economic plan informed by data gathered from the evaluation of the reporting framework.	Behind schedule	55%	The Senior Strategic Investment officer has commenced research to support the development of an economic development plan. A consultant has been engaged to gain insight and an understanding of one of Knox's industrial areas, with a report due mid-June 2025. This pilot project seeks to give officers a clear understanding of the industrial precinct, an overview of the economic impact of the precinct and the future opportunities and challenges. This information will help to inform a draft economic development plan. However, it is unlikely that the draft economic plan will be completed by the end of Q4 2024-25.	

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

Code	Initiative - 2023-24 Milestone	Status	Progress	Comments	Traffic Lights
CP 1.3.9	Incomplete 2023-24 initiative: Coordinate the implementation of Knox's Retail Activation Strategy - Implement the Year 2 actions of the Retail Activation Strategy.	Completed	100%	The 'Experience Knox' platform was launched at Council's KnoxFest on 1 March 2025. The website and social media channels have been widely supported by the community and local businesses. There are currently 46 local retail businesses showcased on the website, a number which will continue to increase over coming months. The social media channels (Facebook and Instagram) continue to increase in followers and reach each week. The working group continue to meet monthly, with representation from local retail businesses across the municipality. The 'Experience Knox' website and social media channels will be handed over to the working group in 2026.	✓

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.


Create, enhance and maintain places and spaces for people to live, work, play and connect.

Code	Initiative - 2023-24 Milestone	Status	Progress	Comments	Traffic Lights
CP 2.2.13	Incomplete 2023-24 initiative: Finalise and implement the Bayswater Renewal Strategy - Present the Bayswater Renewal Strategy to Council for endorsement, for the purpose of requesting authorisation from the Minister for Planning to prepare and exhibit the planning scheme amendment to implement the recommendations of the Bayswater Renewal Strategy in the Knox Planning Scheme. (Major Initiative 2023-24)	Completed	100%		✓

Natural environment and sustainability

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

Preserve our biodiversity and waterways, and enhance our urban landscape.

Code	Initiative - 2023-24 Milestone	Status	Progress	Comments	Traffic Lights
CP 3.1.3	Incomplete 2023-24 initiative: Develop a Domestic Wastewater Management Plan for Knox.	Behind schedule	70%	The audit of existing properties has identified a total of 230 properties that will be subject to the plan. This is fewer than initially expected (duplicate data was discovered and corrected). Guidance from the water authority (South East Water) has identified the need for a risk assessment to be completed on all areas, in addition to water sampling in local water courses to understand the extent of impact from wastewater. Council is currently sourcing a consultant to support delivery of these critical pieces of work. Council is also in partnership with Yarra Valley Water to complete an engagement program encouraging sewer connection with properties that have the ability to connect to sewer.	

8.3 Reverse Vending Machine Licence, Dorset Square Boronia

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Manager Strategic Property & Procurement, Shelley Starrenburg
Manager:	Manager Strategic Property & Procurement, Shelley Starrenburg
Executive:	Chief Financial Officer, Navec Lorkin

SUMMARY

In 2023, the Victorian Government launched the “CDS Vic” recycling scheme. Under this scheme, VISY has requested a licence to install a Reverse Vending Machine (RMV) in the Knox Council-owned carpark at Dorset Square, Boronia.

The proposed licence is for an initial period of four years, with two three-year extension options, covering an area of approximately 61m² (equivalent to five car parking spaces). Community consultation was undertaken between October and November 2024.

RECOMMENDATION

That Council resolve to:

1. Enter into a licence with VISY for a Reverse Vending Machine at Dorset Square, Boronia for an area of approximately 61 m² (equivalent to 5 car parking spaces), as shown in Attachment 1 of this report.
2. Approve the licence terms and conditions as detailed in Section 2.2 of this report, including an annual licence fee commencing at \$7,500, increasing by 4% per annum, in line with the market evaluation outlined in Confidential Attachment 2.
3. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer appoints) to negotiate and execute all required documents.
4. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer appoints) as per Section 125 of the *Local Government Act 2020* to communicate the content of the confidential attachments to the extent necessary at their discretion, including for the purpose of informing staff and the community about the content of the report and/or Council's decisions.

1. INTRODUCTION

In November 2023 the Victorian Government launched its container deposit scheme, ‘CDS Vic’, as part of the Government’s initiative to transform Victoria’s waste and recycling systems and contribute to Victoria’s target of diverting 80% of all material away from landfill by 2030.

The scheme rewards residents with a 10-cent refund for every eligible can, carton and bottle they return. The container deposit scheme benefits the community, environment and economy through:

- improved recycling;
- litter reduced by up to 50%;
- new jobs and economic opportunities across Victoria; and
- opportunities for charities, community groups, environmental organisations, sports and educational organisations to raise funds.

Installing a Reverse Vending Machine (RVM) in the public carpark offers multiple benefits for the local community and businesses. By providing immediate incentives for recycling, RVMs attract visitors, increase foot traffic, and encourage repeat visits. This activity supports longer stays in the area, giving people more time to explore nearby shops and amenities. While short-term parking near the RVM was considered, it is not recommended at this stage as it may not align with the goal of encouraging extended visits which may create broader economic benefits.

The Victorian Government has partnered with three recycling operators in three zones (East, West and North) across Victoria to deliver the refund points to local communities. The operators include VISY, Return-It, and Cleanaway. The companies also manage the refunds to customers and donation partners to ensure the proper recycling of containers.

VISY is responsible for delivering the State government-initiated container deposit scheme across the northern zone of Victoria, encompassing the eastern suburbs of Melbourne and includes the Knox municipality. VISY has partnered with local municipalities and organisations across the northern zone to install and operate refund points for local residents. The refund points include a combination of:

- (RVM) Reverse Vending Machines which provide a self-service automated return and refund of eligible containers;
- (OTC) over the counter return and refund points at small businesses, community groups and sporting clubs; and
- (Depot) Depots managed by CDS Vic where larger quantities of eligible containers can be processed for refunds.

Within the North Zone—which includes Knox—there are a total of 34 councils. The container deposit scheme has experienced varying levels of success and uptake across the state, but it has been particularly successful in Knox. Among the 34 councils in the North Zone, Knox ranks third (see Table 1) in both the number of containers returned and the total refund amount from the scheme's commencement on 1 November 2023 through to 31 March 2025. During this period, a total of 39,394,704 containers were returned in Knox, resulting in \$3,939,470 refunded to community members.

In March 2025 alone, 3,215,459 containers were returned in Knox—an average of over 103,000 containers per day—leading to \$321,546 in refunds to individuals and community groups. The scheme also enables participants to donate their refunds to a nominated group, and from 1 November 2023 to 31 March 2025, a total of \$34,568 has been donated.

Table 1: Containers Returned and Refunded 1/11/23 - 31/3/2025 by Council

No.	Council Name	Council Type	Containers Returned	Total Refund
1.	Whittlesea City Council	Metro	47,037,757	\$4,703,775.70
2.	Greater Bendigo City Council	Regional	45,858,378	\$4,585,837.80
3.	Knox City Council	Metro	39,394,704	\$3,939,470.40
4.	Mildura Rural City Council	Regional	32,204,050	\$3,220,405.00
5.	Greater Shepparton City Council	Regional	31,452,594	\$3,145,259.40
6.	Darebin City Council	Metro	28,148,616	\$2,814,861.60
7.	Whitehorse City Council	Metro	24,138,618	\$2,413,861.80

No.	Council Name	Council Type	Containers Returned	Total Refund
8.	Yarra Ranges Shire Council	Metro	23,866,556	\$2,386,655.60
9.	Campaspe Shire Council	Regional	20,818,640	\$2,081,864.00
10.	Wodonga City Council	Regional	17,173,539	\$1,717,353.90
11.	Wangaratta Rural City Council	Regional	15,521,684	\$1,552,168.40
12.	Banyule City Council	Metro	14,940,878	\$1,494,087.80
13.	Mitchell Shire Council	Regional	14,765,631	\$1,476,563.10
14.	Maroondah City Council	Metro	14,035,419	\$1,403,541.90
15.	Manningham City Council	Metro	13,882,110	\$1,388,211.00
16.	Swan Hill Rural City Council	Regional	11,865,974	\$1,186,597.40
17.	Moir Shire Council	Regional	10,768,679	\$1,076,867.90
18.	Benalla Rural City Council	Regional	7,187,747	\$718,774.70
19.	Central Goldfields Shire Council	Regional	6,784,168	\$678,416.80
20.	Melbourne City Council	Metro	6,763,657	\$676,365.70
21.	Macedon Ranges Shire Council	Regional	5,370,225	\$537,022.50
22.	Boroondara City Council	Metro	4,564,618	\$456,461.80
23.	Mount Alexander Shire Council	Regional	4,474,925	\$447,492.50
24.	Mansfield Shire Council	Regional	4,166,697	\$416,669.70
25.	Yarra City Council	Metro	4,084,035	\$408,403.50
26.	Nillumbik Shire Council	Metro	3,644,175	\$364,417.50
27.	Murrindindi Shire Council	Regional	3,277,508	\$327,750.80
28.	Strathbogie Shire Council	Regional	2,167,360	\$216,736.00
29.	Gannawarra Shire Council	Regional	2,052,793	\$205,279.30
30.	Towong Shire Council	Regional	1,834,777	\$183,477.70
31.	Alpine Shire Council	Regional	1,508,652	\$150,865.20
32.	Loddon Shire Council	Regional	1,492,846	\$149,284.60
33.	Buloke Shire Council	Regional	1,412,378	\$141,237.80
34.	Indigo Shire Council	Regional	692,705	\$69,270.50

2. DISCUSSION

Within the Knox municipality there are five RVMs, eight over the counter drop off points, and two CDS Vic depots (15 total) located in the following suburbs (refer Table 2 below). All current sites are on privately owned land. Members of the public can locate their nearest facility at the website Victoria's Container Deposit Scheme | Find Locations (www.cdsvic.org.au).

A summary of the CDS facilities in the municipality is summarised in Tables 2 and 3, below.

Table 2: Container Deposit Scheme Locations in Knox:

Suburb	OTC	RVM	CDS
Boronia			
Bayswater	2	1	1
FTG	1		
Knoxfield		1	

Suburb	OTC	RVM	CDS
Rowville	2	1	1
The Basin	1		
Wantirna	1	1	
Wantirna South	1	1	
Total	8	5	2

Table 3: CDS Facilities by Address and Type (grouped by postcode):

Address	Postcode	Type
1/49 Corporate Boulevard, Bayswater	3152	Depot
1306 High Street Road, Wantirna South	3152	OTC
22/348 Mountain Highway Wantirna	3152	OTC
37 Scoresby Road Bayswater	3152	OTC
425 Burwood Hwy, Wantirna South	3152	RVM
1248 High Street Road, Wantirna South	3152	RVM
860-862 Mountain Highway, Bayswater	3152	RVM
31 Sasses Avenue Bayswater	3153	OTC
1309 Mountain Highway, The Basin	3154	OTC
Shop 13, 1880 Ferntree Gully Road, Ferntree Gully	3156	OTC
54 Henderson Road, Rowville	3178	Depot
1221 Stud Road, Rowville	3178	OTC
318 Dandelion Drive, Rowville	3178	OTC
1100 Wellington Road, Rowville	3178	RVM
1464 Ferntree Gully Road, Knoxfield	3180	RVM

In November 2023, Council officers met with VISY to discuss potential sites for three RVMs within the municipality. The proposed locations were a) 100 Station Street, Ferntree Gully, b) 2R Bunjil Way, Knoxfield, and c) Dorset Square, Boronia.

At the Council meeting on 23 October 2023, Council resolved to issue a planning permit for the RVM at 100 Station Street, Ferntree Gully. A licence and building permit are required for the site to progress. VISY have withdrawn interest in an RVM at 2R Bunjil Way, Knoxfield, citing sufficient CDS facility points in the area. The remaining proposed site is Dorset Square, Boronia.

Dorset Square is located at 50 Boronia Road, Boronia, and is a car park within the Boronia activity centre. The car park predominantly services several small shops, a mall, cinema, Coles supermarket and Kmart. There is a toilet facility in the centre of the car park, which opens to a pedestrian walkway. There are two private car parking areas which surround the Council carpark

including the multi-story car park. Across the Council and private car parks there are approximately 1000 car spaces available.

VISY has proposed to place a reverse cycle vending machine in Car Park 1 (Attachment 1 and Image 1, below). VISY have identified this as the preferred location due to the pedestrian accessibility and proximity to the toilet facility for electricity supply.

Image 1 – Dorset Square carpark aerial image and proposed machine location



The RVMs are approximately 10 metres long and 3.2 metres wide. They require an additional 3 metres of clearance at the front (about one car space) to facilitate the emptying of the machines and to ensure user access. Each machine is generally equipped with four CCTV cameras for security. In high-traffic areas such as Dorset Square, bollards are installed at the front and sides of the machine to create a safe zone for pedestrian access and a safe space for users to deposit containers.

The area required to install the RVMs is 61.25 square metres. This area was assessed at a market value of \$7,500 per annum by an independent valuer in November 2023, when negotiations began (refer Confidential Attachment 2).

The RVM's location will need five parking bays to ensure there is an adequate area around the machine for users to access it safely. During the initial installation, servicing, and removal of the RVM, an additional 6 parking bays will temporarily be impacted. Installation is anticipated to take 2 weeks.

Image 2: Perspective layout drawing of the proposed machine at Dorset Square, Boronia



2. ENGAGEMENT

In March 2024, letters were sent to 35 business owners inviting them to provide feedback on the proposed RVM occupying 5 car parks in the Dorset Square carpark. Results showed that 2 objected, 13 supported, and the remaining 20 did not respond. Out of the 2 traders that objected, 1 shared the reasoning they thought the undercover car park was a better location for the machine because it was out of the way. The 13 traders that supported the initiative thought that it would bring more visitors to the area and ultimately benefit their business and local economy.

Following this initial consultation, officers identified the need for broader consultation and community engagement to address some of the anticipated challenges with the location of the proposed RVM. Particularly to understand from the community if the loss of parking spaces will be outweighed by the machine attracting additional visitors to the area to visit businesses.

Officers conducted five weeks of community consultation, from 28 October 2024 to 5 December 2024; providing an opportunity for residents, shop owners and community stakeholders to comment on the proposed occupation of 5 carparks for the purpose of an RVM. Respondents of the prior consultation were able to participate again.

For this project, the community were engaged at the level of 'consult', in line with Councils Community Engagement Policy. This provides Council with the opportunity to consider the community feedback in the final decision.

The consultation was bundled into the Green Spine project. Some 600 neighbouring property owners and traders received a mailout advising them of the consultation. The mailout included a

QR code to the Have Your Say page of the Council website. Officers also attended a shop that was temporarily leased at the Boronia Mall, to receive in-person feedback over six sessions.

Opportunities provided to the community to have their say included:

- Councils 'Have Your Say' website;
- Phone call
- In person, at the Civic Centre; or
- An in-person drop-in session at Shop 2/50 Boronia Mall, Dorset Square, from 11 am to 1 pm, on the following dates:
 - Wednesday 30 October
 - Thursday 31 October
 - Wednesday 6 November
 - Thursday 7 November
 - Wednesday 13 November
 - Thursday 14 November

The Have Your Say page asked three questions:

1. Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?
 - Yes
 - No
 - Neutral
2. How often do you visit Dorset Square?

Respondents were provided four frequency options, defined as follows:

○ Never	I do not visit Dorset Square
○ Rarely	a few times a year
○ Sometimes	a few times a month
○ Regularly	a few times a week
3. Will the container deposit machine encourage you to visit Dorset Square more?
 - Yes
 - No

At the end of the consultation period, Knox received a notably high volume of 203 submissions and gained 11 project followers. The page was viewed 801 times by 719 people. The community consultation and feedback are available at Attachment 3.

The majority of the drop-in session attendees were interested in the Green Spine project. Residents who enquired about the RVM were provided with a pamphlet directing them to the "Have Your Say" page, where they could easily share their feedback. Of the four drop-in visitors, one provided feedback that the additional container in Dorset square would be convenient, as they observe the machine in The Basin is often 'out of order'. Officers received no other feedback outside the Have Your Say page.

Refer to Table 4, 5 and 6 below for a summary of the feedback received.

Table 4: Summary of feedback received for the RVM consultation – Question 1: Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?

Supportive of Proposed RVM	130	64%
Opposed to Proposed RVM	63	31%
Neutral	10	5%
Total	203	100%

Table 5: Summary of feedback received for the RVM consultation – Question 2 - How often do you visit Dorset Square?

Never – I do not visit Dorset Square	3	1%
Rarely – a few times a year	13	6%
Sometimes - a few times a month	56	28%
Regularly – a few times a week	131	65%
Total	203	100%

Table 6: Summary of feedback received for the RVM consultation – Question 3 - Will the container deposit machine encourage you to visit Dorset Square more?

Yes, the RVM will encourage more visits	106	53%
No, the RVM will not encourage more visits	95	47%
Total	201*	100%

*Note this question was not mandatory and two people did not complete it.

Community consultation shows strong support for the installation of an RVM, with 64% of the 203 respondents indicating they are in favor. Majority of respondents—65%—reported visiting the centre regularly (a few times a week), and 53% stated that having an RVM would encourage them to visit the area more frequently. These findings align with the uptake of RVMs across Knox, as illustrated in Table 1.

2.1 Community Engagement Themes

The key themes from the engagement (in no particular order) that did not support the proposal were:

1. Concerns about traffic impacts when the machine is being emptied
2. Concerns regarding increased rubbish within the area and cleanliness and presentation of the machine
3. Suggestions to relocate the machine to another location, such as Dan Murphys (159 Boronia Road, Boronia) or another part of Dorset Square
4. Concerns regarding traffic impacts of the machine removing 5 carparks; including at busier times such as Christmas
5. Concerns regarding pedestrian safety

The key themes for the engagement that support the proposal were:

1. The installation of an RVM is great for encouraging recycling

2. An RVM will encourage more people into the area to shop
3. The RVM in Dorset Square is a convenient location for people who live in Boronia without needing to travel to other parts of Knox

The themes are discussed in further detail, below.

1. Concerns regarding traffic impacts when the machine is being emptied
--

The installation of the RVM in the car park may affect traffic flow each time a truck arrives to collect recycled containers. The lanes are single direction and are wide enough to overtake the parked truck.

The Council Traffic and Transport Team reviewed the proposal and acknowledged that hosting the RVM in a public car park presents some challenges, especially given its central location within the Dorset Square car park. To mitigate potential traffic impacts from the collection vehicle blocking the trafficable aisle during the expected 5-minute collection, the team recommended that the container be emptied only during off-peak times (outside 8:30 AM to 6:00 PM daily). However, VISY has not agreed to this condition.

VISY advises that the RVM takes approximately 5 minutes to empty, with services starting around 5 AM and usually concluding in the mid-afternoon (around 2-3 PM). They note that their collections adhere to EPA noise restrictions. The service frequency of the RVM is subject to demand, with similar sites being emptied 2-3 times a week. This may create some localized conflict within the car park during collection periods.

The Traffic and Transport team has advised VISY to create a Traffic Management Plan to outline risk mitigation strategies for collection periods if the RVM is installed at this site. This plan should consider special measures for managing traffic when entering, turning around, and exiting through an alternate route in the parking area. This route, called a 'swept path', is provided in Attachment 4.

In the wider Boronia area, the Traffic and Transport team has highlighted that the commencement of the \$60 million Boronia Train Station redevelopment will have significant impacts over the next 12 months.

During the construction period, it's anticipated the central Boronia area will experience disruptions, increased construction vehicle activity, and a reduction in local parking around the train station precinct, possibly putting additional pressure on parking availability in the area at this time.

2. Concerns regarding increased rubbish within the area and cleanliness and presentation of the machine
--

VISY advises that the RVMs are cleaned throughout (internally and externally) on a daily basis. The cleaning teams allocated to the RVM will remove any container waste, bags and boxes from the immediate vicinity of the machine.

The availability of the machine may have a positive impact on discarded rubbish in the area that can be recycled as it can be processed through the machine for monetary incentive.

An image of the RVM is provided in Image 3, below (sourced from the VISY website).

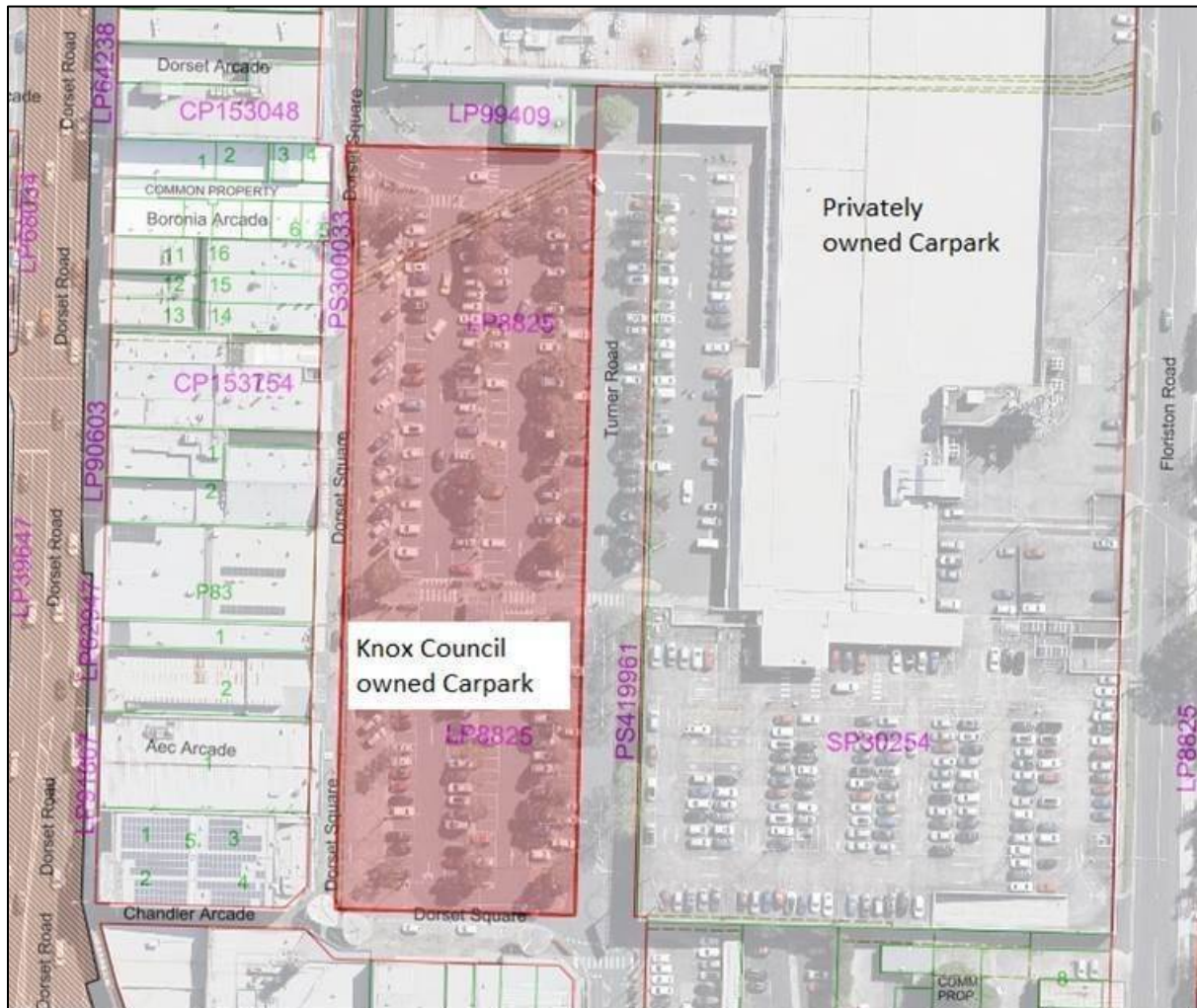
Image 3: Image of a VISY Reverse Vending Machine



3. Suggestions to relocate the machine to another location, such as Dan Murphys (159 Boronia Road, Boronia) or another part of Dorset Square

The central area of the car park in Dorset Square is owned by Knox Council, depicted in red outline in Image 4. The rest of the car park is privately owned.

Image 4: Aerial Image Dorset Square Carpark 1, Showing Area Owned by Knox City Council



Conversations with VISY indicate that there has been no appetite from nearby private landowners to have the RVM installed on their site. Additionally, the need for the truck to access the machine for emptying, the path of travel, and the requirement for the RVM to be in a visible, open space, limits the placement options for the machine.

Council has no ability to influence private landowners to consider or accept an RVM on their premises.

4. Concerns regarding traffic impacts of the machine removing 5 carparks; including at busier times such as Christmas

Some respondents noted that the machine would have very little impact on parking, while others were concerned that the machine will adversely impact the parking available.

Across the Council and private car parks there are estimated to be 1000 car parks available at

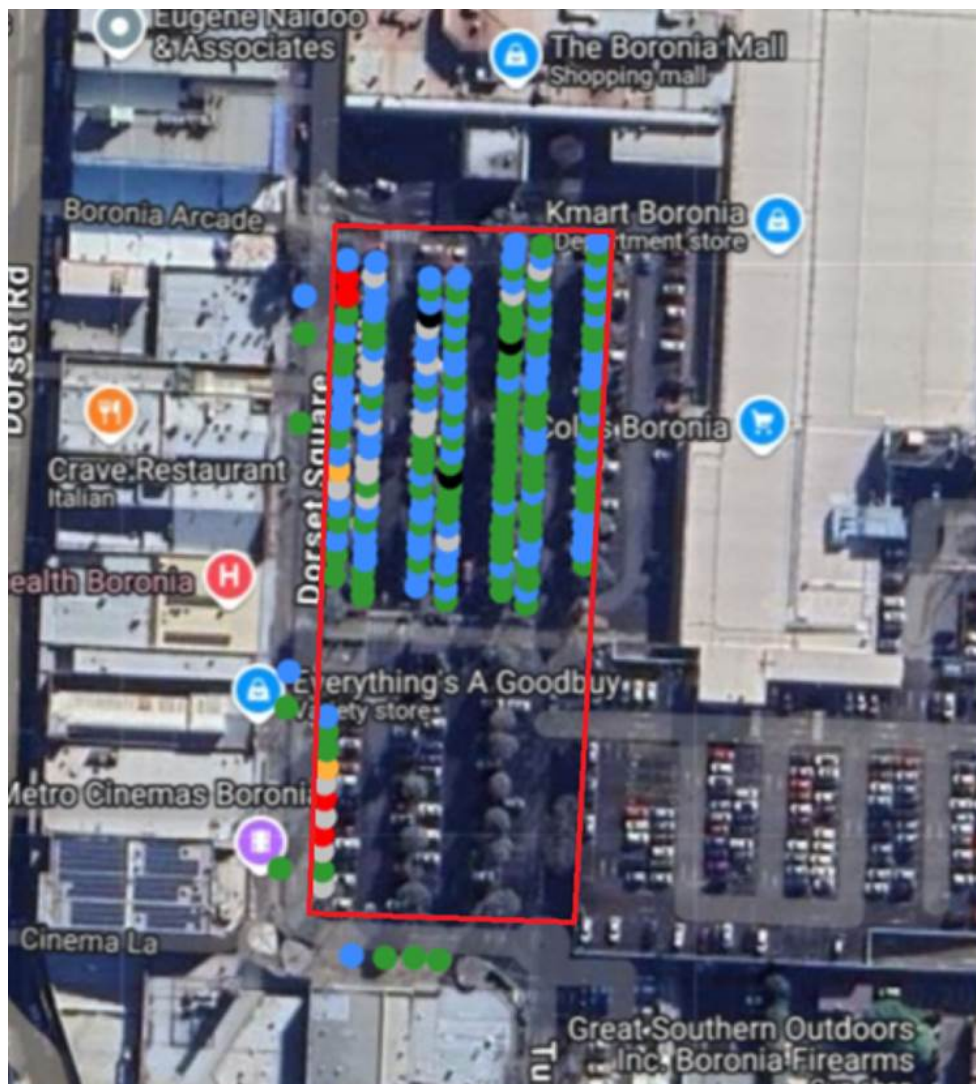
Dorset Square.

As part of an investment in Knox City Council's Parking Compliance Program during the 2023/24 financial year, parking sensor technology has been installed within Dorset Square. These sensors have been operational for approximately 12 months, and this data has been assessed and summarized below.

Image 5 where there is a colored dot indicates where 200 parking sensor technology has been installed. The colors of the dots have no meaning; these colors are generated by the parking sensor system at any given time to monitor usage. The parking sensors have enabled usage data of the majority of the Council owned car park to be assessed.

Sensors are not installed in the first two rows outside Kmart/Coles, the privately-owned multideck, loading zones, or the 3-hour parking zones.

Image 5: Sensor Locations at Dorset Square Carpark

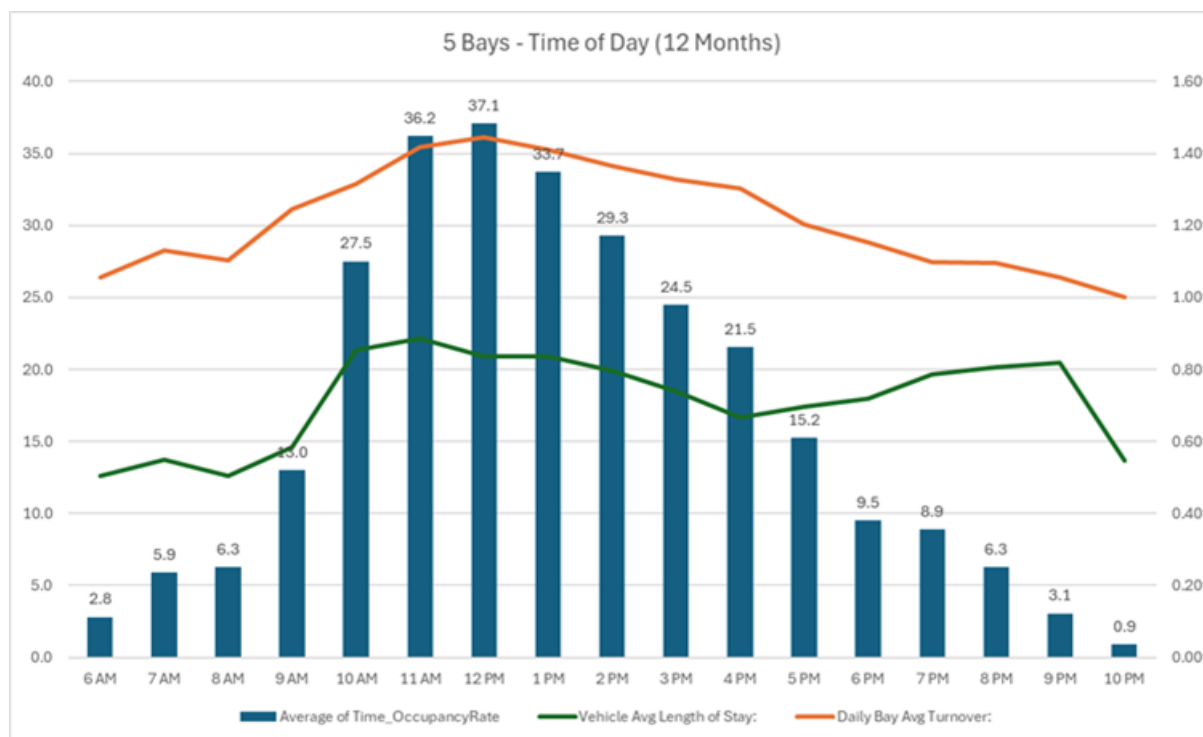


Over 12 months, the use of the 5 car parks over a full 7-day week, displayed in Image 6, is summarised as follows:

- Average parking duration between 7am-9pm is 19 minutes.
- The usage is typically between 9am-8pm.
- During peak times, 11am-1pm, the average parking duration is 37 minutes.
- The peak usage days over the year is relatively flat over the weekdays, with a small drop on Wednesdays.

The five car parks which are proposed to be utilised by the RVM have parking sensors installed and have a 2-hour parking limit. These car parks have been used 10,000 times over the twelve months. Should the RVM be installed this parking demand will need to be accommodated within the remaining car parks across the Council and private car parks.

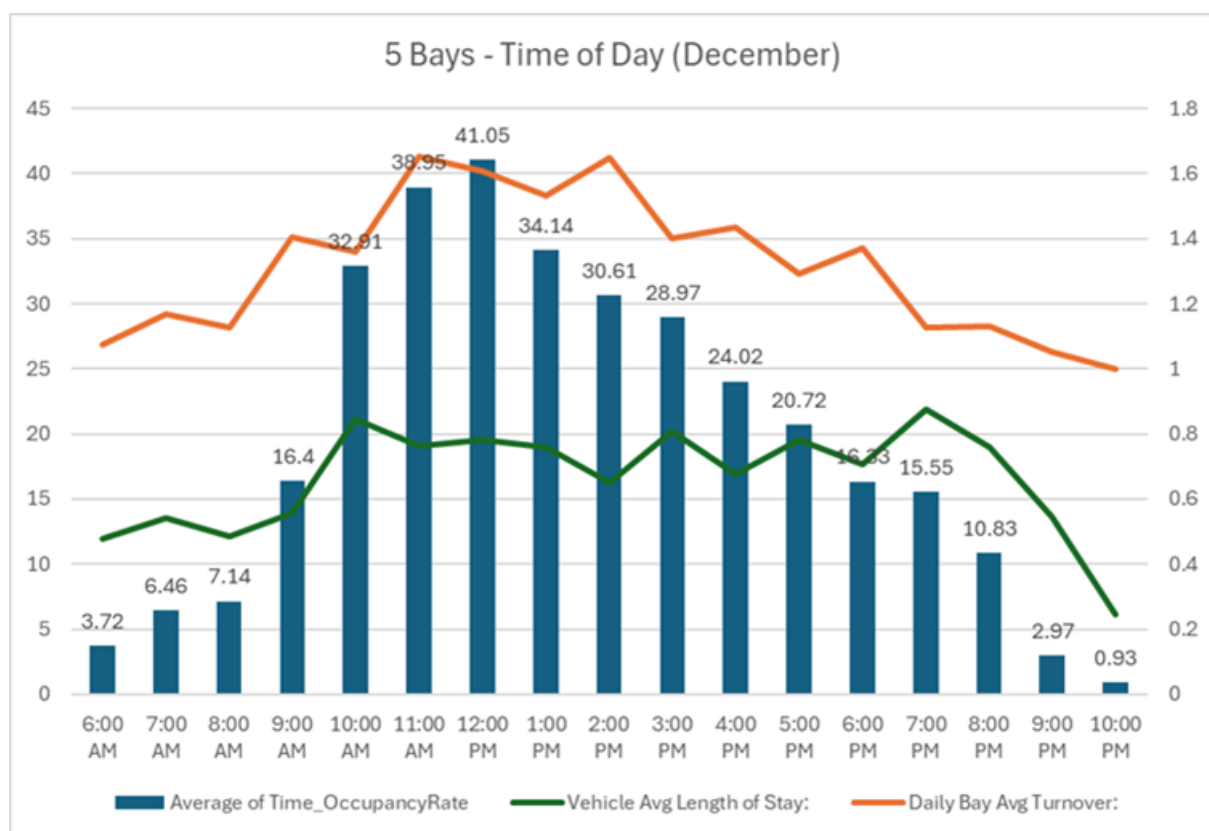
Image 6: Average Parking Statistics of the 5 Car Parks over 12 months:



During December, the use of the 5 car parks over a full 7-day week, displayed in Image 7, is summarised as follows:

- Average parking duration between 7am-9pm is 17 minutes
- The usage is typically between 6am-10pm
- During peak times, 10am-2pm, the average parking duration is 36 minutes
- Peak usage in December occurs on Mondays and Tuesdays, averaging 150-200 stays per day for the month.

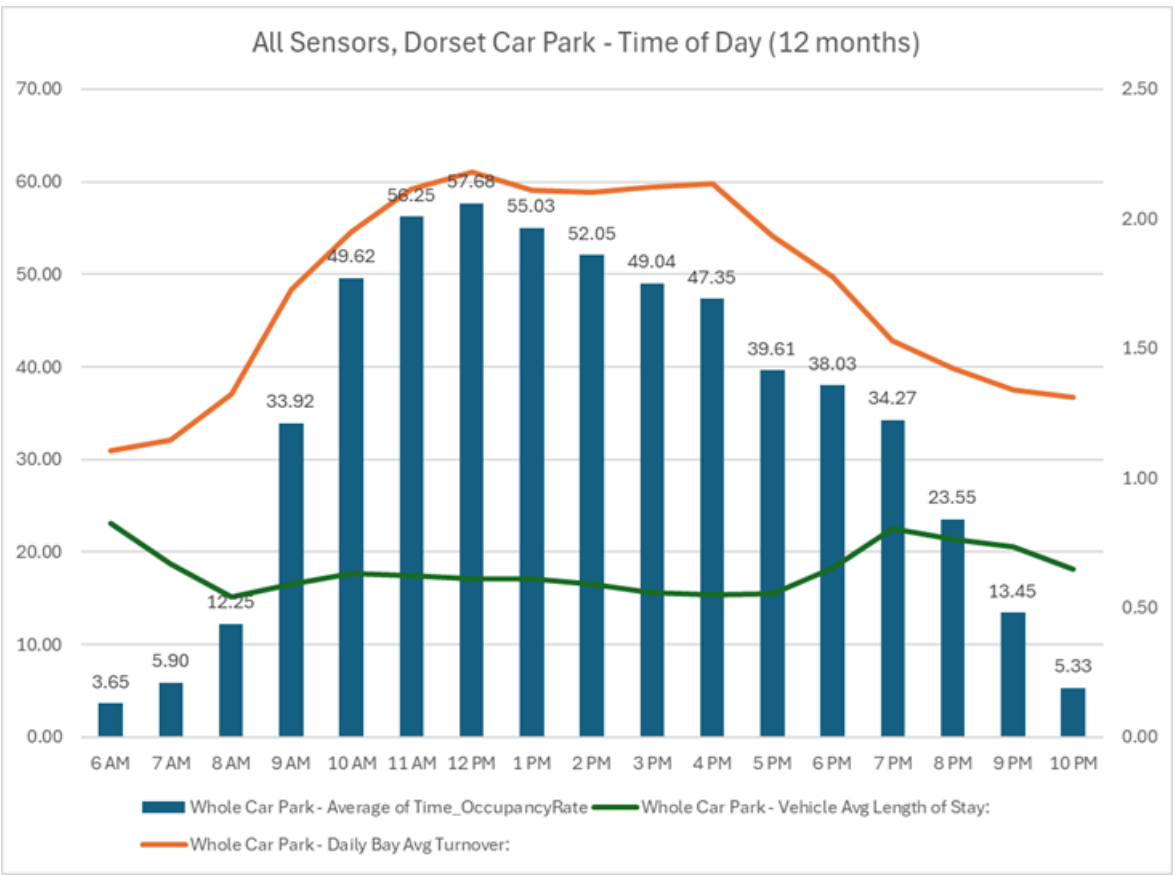
Image 7: Average Parking Statistics of the 5 Car Parks in December



Over 12 months, the usage of the entire car park over a full 7-day week, displayed in Image 8, is summarised as follows:

- Average parking duration between 7am – 9pm is 18 minutes.
- The usage is typically between 9am-8pm.
- During peak times, 11am-1pm, the average parking duration is 57 minutes.

Image 8: Average Parking Statistics of all the Sensors in the Car Park over 12 months



The Traffic and Transport team have reviewed the utilisation of the entire car park, including areas without sensors, and confirms that there is sufficient capacity to accommodate the removal of 5 bays.

5. Concerns regarding pedestrian safety

The Traffic and Transport team advises that the location was initially chosen (with Council’s recommendations regarding waste collection hours) because it is on the exit side of the one-way, pedestrian crossing area. This ensures that the visibility between pedestrians and drivers is not affected. While the container itself is an obstruction, its dimensions and setback from the parking aisle minimize the impact on parked drivers.

6. The installation of an RVM is great for encouraging recycling

RVMs, such as those operated by VISY, play a significant role in encouraging recycling. Through Victoria's Container Deposit Scheme (CDS Vic), these machines offer a 10-cent refund for every eligible drink container returned. This incentive makes recycling more appealing and accessible to the public.

The RVMs scan and verify containers, allowing users to receive their refunds via vouchers, electronic payments, or donations to charities. This system not only promotes recycling but also supports community initiatives and sustainability efforts.

Within the North Zone—which includes Knox—there are a total of 34 councils. The container deposit scheme has experienced varying levels of success and uptake across the state, but it

has been particularly successful in Knox. Among the 34 councils in the North Zone, Knox ranks third (see Table 1) in both the number of containers returned and the total refund amount from the scheme's commencement on 1 November 2023 through to 31 March 2025.

During this period, a total of 39,394,704 containers were returned in Knox, resulting in \$3,939,470 refunded to community members.

In March 2025 alone, 3,215,459 containers were returned in Knox—an average of over 103,000 containers per day—leading to \$321,546 in refunds to individuals and community groups. The scheme also enables participants to donate their refunds to a nominated group, and from 1 November 2023 to 31 March 2025, a total of \$34,568 has been donated.

7. An RVM will encourage more people into the area to shop.

During the community consultation, respondents were asked to advise if the RVM in Dorset Square would encourage them to visit more often. 53% said they would visit more often. 65% of those surveyed visit Dorset Square a few times a week; 28% visit a few times a month. This highlights that 93% of participants are familiar with the area and visit it frequently.

Table 7: Community engagement responses to - How often do you visit Dorset Square?

Never – I do not visit Dorset Square	3	1%
Rarely – a few times a year	13	6%
Sometimes - a few times a month	56	28%
Regularly – a few times a week	131	65%
Total	203	100%

Table 8: Community engagement responses to - Will the container deposit machine encourage you to visit Dorset Square more?

Yes, the RVM will encourage more visits	106	53%
No, the RVM will not encourage more visits	95	47%
Total	201	100%

A deeper analysis of the data reveals that:

62% of respondents that support the proposal visit Dorset Square 'regularly', compared to 75% of those who do not support the proposal.

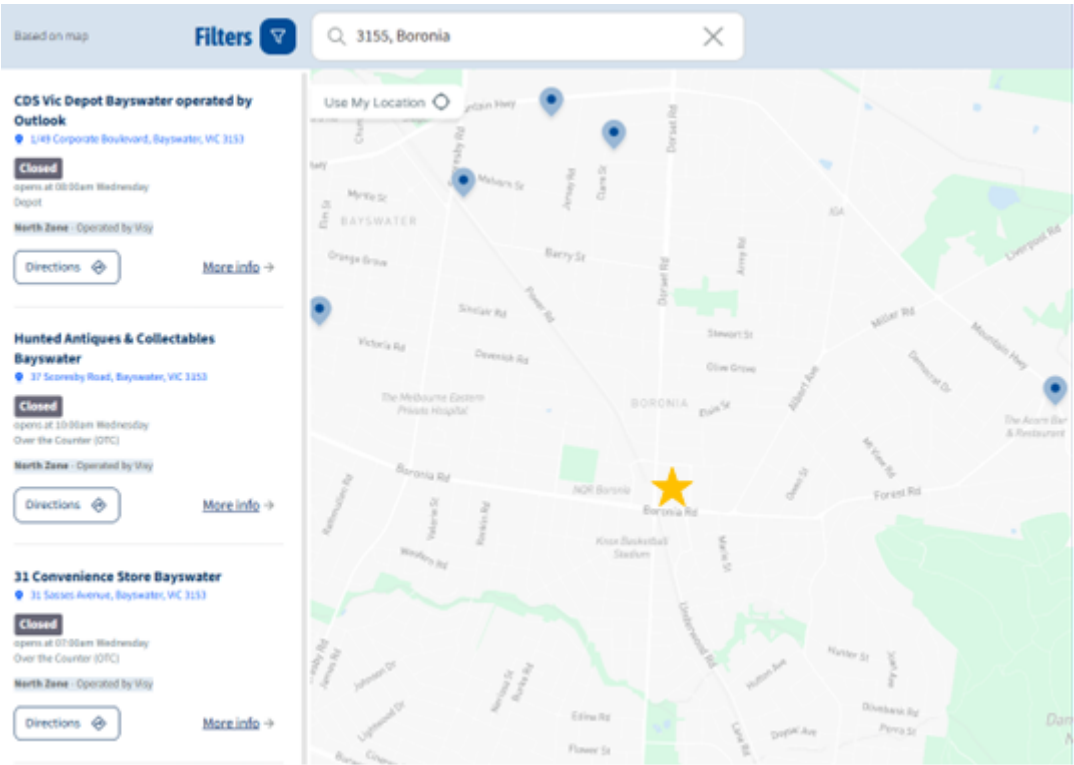
30% of respondents that support the proposal visit Dorset Square 'sometimes'; compared to 24% who do not support the proposal.

64% of the respondents who expressed support for the proposal to install an RVM, 62% of these supporters indicate it would increase their visit frequency.

8. The RVM in Dorset Square is a convenient location for people who live in Boronia without needing to travel to other parts of Knox

There are currently limited container deposit scheme locations near Dorset Square, Boronia. See map below for the nearest locations at Bayswater and The Basin (Image 9) (Dorset Square is depicted with a ‘star’ on the map)

Image 9: Map of Container Deposit Scheme Locations Available in Boronia, Victoria



2.2 Terms of Licence Agreement

The RVM Licence template has been prepared by Maddocks on behalf of several Victorian Councils for the purpose of installing an RVM on Council land, including Knox City Council. VISY are agreeable in principle to the terms and conditions.

The following key terms are proposed for the licence:

Table 9: Summary of Key Licence Terms:

Term	Location: 50 Dorset Road (Dorset Square), Boronia
Fee	\$7,500
Increase	4%
Initial Term	Approximately 3 years – from date of signing to 28 March 2028
Extension Options	2 x 3 years

Term	Location: 50 Dorset Road (Dorset Square), Boronia
End Date	28 March 2028 (aligned with the CDS agreement expiry between VISY and DELWP)
Outgoings	VISY are responsible for electricity consumed by the RVM. VISY are required to install separate electrical meter onsite, at its own cost. No other outgoing are applicable to the proposed licence.
Maintenance	VISY is to be responsible for all maintenance of the RVMs.
Site Preparation	VISY is to be responsible for any modifications to the site to accommodate the RVM. This includes- but is not limited to- installation of electrical meters, pedestrian safety bollards and foundation/base preparation, removal of parking sensors, as required. VISY are required to restore the site at the conclusion of the agreement.
Insurance	VISY is required to insure the machines at their own risk; and Public Liability Insurance of \$20M
End of Licence	VISY is to reinstate the site at the completion of the licence agreement
Proposed additional conditions	The camera on the rear of the machine (facing the toilet block) is to be removed

3. SOCIAL IMPLICATIONS

The Victorian Container Deposit Scheme website ([CDS Vic | vic.gov.au \(www.vic.gov.au\)](https://www.vic.gov.au/cds-vic)) advises that the impacts of the scheme are as follows:

“CDS Vic provides shared benefits to the community, environment, and economy by delivering:

- *more and better recycling:*
- *less waste – old containers become new ones*
- *less litter – cut by up to half*
- *hundreds of new jobs and economic opportunities across Victoria*
- *a cleaner, greener state.”*

4. CLIMATE CHANGE CONSIDERATIONS

Climate Change is directly impacted by our environment and the use of our finite resources. Through this proposed licence, the Knox community will have an additional point for recycling the drink cans, bottles and cartons.

5. ENVIRONMENTAL IMPLICATIONS

The CDS Vic scheme increases recycling of cans, bottles and cartons and proposes to reduce litter in Victoria by up to 50%. By offering a financial reward, it also ensures that this ‘waste’ is seen as a commodity and therefore directs litter in the community into the containers for recycling.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The proposed licence for Dorset Square, Boronia is for an initial term of 3 years, with two further terms of 3 years. VISY are classified as a commercial tenant under the existing Leasing and Licencing Policy. As such the original proposed annual fee is \$7,500. This was the market rate determined by the independent valuation in December 2023, when negotiations with VISY first commenced (Confidential Attachment 2).

Upon the anniversary of the licence, the rent will increase by 4%. The initial term of nearly 3 years will total approximately \$23,412.

Any outgoings in this case electricity required for the site will be installed and paid for by VISY, with no cost to Council.

6.1 Parking Sensor Relocation:

The estimated cost to relocate the five sensors from the car park is approximately \$3,200 (excluding GST), which includes administration and contract costs. It is proposed that VISY cover the cost of relocating these sensors.

7. RISKS

Table 10: Identified Risks and Actions

Risk Identified	Inherent Risk Level (Pre- Control)	Action	Risk Rating (Post- Action)
Technological Challenges The machine is not operational, or is not operational for large periods of time	Medium	Ensure VISY have regular maintenance schedules	Low
Traffic Safety The machine impacts visibility for traffic, both pedestrian and vehicular, and someone is injured	High	Traffic and Transport team who have considered the direction of the traffic and the visibility around the container and suggest: <ul style="list-style-type: none">• Bollards placed for pedestrians• Machine is set back from the thoroughfare	Medium
Traffic Safety The truck emptying the machine impacts the flow of traffic in the one-way street and creates a traffic hazard to pedestrians and vehicles alike	High	Traffic and Transport team who have considered the direction of the traffic and the visibility around the container and suggest: <ul style="list-style-type: none">• Traffic Management Plan	Medium

8. KNOX COMMUNITY AND COUNCIL PLAN 2021-2025

Opportunity & Innovation

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

Natural Environment & Sustainability

Strategy 3.3 - Lead by example and encourage our community to reduce waste.

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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

Attachment 2 is included in the confidential agenda, as it contains confidential information pursuant to Council's Governance Rules and Section 66 of the Local Government Act 2020, as it relates to private commercial information, that is a trade secret possessed by VISY which gives them an advantage over their competitors.

ATTACHMENTS

1. Attachment 1 - Proposed Machine Location [**8.3.1** - 1 page]
2. Attachment 3 - Consultation summary for Dorset Square VISY [**8.3.2** - 19 pages]
3. Attachment 4 - VISY RVM Dorset Square Project Plans [**8.3.3** - 10 pages]

Attachment 1

Dorset Square carpark aerial image and proposed machine location



Proposed Lease For 5 Car Spaces In Dorset Square

Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
1	Dec 03, 2024, 10:51 PM		1		Dorsey Square car parking availability is already at a premium, particularly during peak periods (eg. leading up to Christmas, Easter; school holidays). Visy & the Victorian Government need to find a suitable alternative location for this CDS to be situated. The car parking outside Dan Murphy's on Boronia Rd is rarely fully occupied, particularly along the lower side of the concrete retaining wall. Put the CDS unit alongside the concrete wall there, that car park is completely underutilized and that location would encourage more people to support those local businesses in that part of Boronia, which is all but disconnected from the rest of central Boronia.	1					1
2	Dec 03, 2024, 07:12 PM		1		The car park is a very busy precinct, shopping centre, theatre and cafe area. Why not use the area near Dan Murphy's car park.	1					1
3	Dec 02, 2024, 12:19 PM	1			We have so many rubbish on the ground and by having this would help people to put containers to the right place where they belong	1				1	
4	Dec 01, 2024, 10:50 AM	1			Very good idea closer then most to me	1				1	
5	Nov 30, 2024, 07:24 PM	1			Recycling availability is needed in this area and that carpark is never full so it shouldn't impact too much but provides a great service. With diminished rubbish bin collection it would encourage more thoughtful Recycling.		1			1	
6	Nov 30, 2024, 02:34 PM	1					1			1	
7	Nov 30, 2024, 09:54 AM	1			I think any recycling initiative is a great idea. There's more than enough parking space within boronia (the Cole's car park is never full) so losing 5 spaces will have no impact. Also as I've seen in Germany it gives the ability for the financially stricken/homeless peoples to access money when they most need it. Even if it is just a few dollars	1				1	

Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
8	Nov 29, 2024, 08:28 PM			1	<p>I have travelled to the other areas by public transports that have VISY name on it.</p> <p>I went to more than one of them in the North area that control by VISY. I putted the Eligible cans or container in it but refused to take it so I have to find another machine to work carry a bag of eligible cans or container by public transports. When the machine doesn't work we have to call them to empty the container. I will love the machine that tell us when it is full. so I can go to the other one that work.</p> <p>I love to have the machine it will be close to home, but I scared when I go there the machine is full and it won't tell me unless I try a eligible cans or container in it first and refused it</p>		1				1
9	Nov 29, 2024, 10:03 AM	1			I support the container deposit initiative and its best to have one local that we can all use to keep momentum up on the scheme			1		1	
10	Nov 29, 2024, 09:18 AM	1				1				1	
11	Nov 29, 2024, 02:35 AM	1			I think it's a great idea. It would be very convenient, and will encourage people to drop off eligible containers for recycling instead of discarding them randomly and creating litter.	1				1	
12	Nov 28, 2024, 07:01 PM	1				1				1	
13	Nov 28, 2024, 02:23 PM		1		The carpark is too busy to lose any more spaces AND the Volvo truck needed to service the bin is huge and will pose serious ingress egress and safety issues within the carpark. The Dan Murphy carpark against the wall side would be perfect for this..	1					1
14	Nov 28, 2024, 08:23 AM	1			There are lots of cars parks, i think this would be a great central location to be able to come and recycle.	1				1	
15	Nov 28, 2024, 07:39 AM	1			Every effort should be made to protect the environment and to make it easy for people to support that cause. We need to educate the public about recycling and protecting the environment we live in for future generations.		1			1	
16	Nov 28, 2024, 01:45 AM	1			It is good for the long term environment as it encourages recycling		1			1	
17	Nov 27, 2024, 10:27 PM	1			<p>These machines are all through Europe I'd love to see more in Australia. Depending on what they take and how it would operate I would consider bringing my recycling here instead of just putting it in our fortnightly bin.</p> <p>It's also a great way for local homeless people to earn money to feed themselves.</p>		1			1	

Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
18	Nov 27, 2024, 10:18 PM		1		People standing in line to use machine , near a driving area, near a walkway. It's congested and accident waiting to happen. I agree it's the right area, however use the undercover 5 car spaces behind the liquor land Cole's store in same Dorset square or elsewhere at top of the multi carpark so we keep citizens safe from being hit by cars or damaging other cars when it causes more congestion accidents	1					1
19	Nov 27, 2024, 09:39 PM		1		The Carpark is already difficult to navigate and having new potential traffic issues like cars double parking to unload; dumping bags and boxes etc in the space is not ideal. Could it not be installed at the top level of the Carpark where it's easily accessible and not going to impact the main Carpark area?	1					1
20	Nov 27, 2024, 07:18 PM		1		I think it would be better near Dan Murphy's or NQR. This is closer to the station and has more parking.	1					1
21	Nov 27, 2024, 06:04 PM		1		No! losing 5 valuable car park spaces is bad enough, we will also get lots more "traffic" around the container deposit machine. People coming and going with boxes and bags trying to park as close to the unit causing bottlenecks, possible minor motor car accidents, extra litter (people leaving their bags and boxes behind), frayed tempers especially when the unit breaks down... It would be great to have container deposit machine in Boronia, but NOT in Dorset Square carpark...		1				1
22	Nov 27, 2024, 05:42 PM	1			Recycling is good for the environment and having the return container in the car park makes it easy access for everyone Could the collection truck pickup upside normal trading hours ?	1					1
23	Nov 27, 2024, 05:35 PM		1		Reduces vehicle movement which is always difficult, takes car spaces, simply not a suitable spot.	1					1
24	Nov 27, 2024, 05:15 PM	1					1			1	
25	Nov 27, 2024, 04:47 PM	1			WE NEED TO INCREASE THE VISIBILITY AND AVAILABILITY FOR RECYCLING WHAT COULD AND SHOULD BE RECYCLED. BEING IN CLOSE PROXIMITY TO NUMEROUS SHOPS AND SHOPPERS WILL ALLOW EASY DEPOSIT OF RECYCLED MATERIAL AND INCREASE THE AWARENESS OF RECYCLING IN THE COMMUNITY.	1				1	
26	Nov 27, 2024, 04:44 PM	1			At the moment we have to go up Scoresby Rd to deposit bottles, & somebody has to be there to take them. People may be more willing to deposit them locally.		1				1
27	Nov 27, 2024, 04:42 PM	1			More efficiency	1				1	

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		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
28	Nov 27, 2024, 04:38 PM		1		Parking around the proposed site is always difficult. No way should the container deposit box be placed in Dorset Square. Place it on the top level car park. Access from Floriston Road. Definitely not in Dorset Square. Rob Burgess, 35 Baldwin Ave Boronia. 3155 0409 399244	1					1
29	Nov 27, 2024, 04:16 PM	1			It is a great initiative and there is ample parking available in the multi storey car park	1					1
30	Nov 27, 2024, 04:16 PM	1				1				1	
31	Nov 27, 2024, 04:07 PM	1			More people will visit Dorset Square area and will keep business alive and kicking. Going to Westfield Knox to recycle is more difficult with so much people there already.		1			1	
32	Nov 27, 2024, 03:59 PM	1			So locals don't have to drive to Rowville to recycle		1			1	
33	Nov 27, 2024, 03:52 PM			1	You would have to have early collection times				1		1
34	Nov 27, 2024, 03:40 PM		1		Its a very busy car park There are not enough car spaces It looks dangerous There are plenty of places collecting bottles etc		1				1
35	Nov 27, 2024, 03:31 PM		1			1					1
36	Nov 27, 2024, 03:25 PM			1	I can see it would be good for council as a means of revenue, but I can see the pick up truck being annoying to cars moving in the carpark. In the picture it shows the truck as being only taking up one lane. In reality it will probably block the whole road. How long does it take to empty the container deposit Machine? Can you put in restrictions for it to be done after hours?	1					1
37	Nov 27, 2024, 03:23 PM		1		It's hard enough at times to get a park in Dorset Square now. A reduction in 5 spaces and the inevitable congestion resulting from people banked up waiting to process containers, as well as the collection truck blocking access will be detrimental. My experience with these machines has not been positive - machines not working/ only accepting particular items/ queue of people trying to access the machine.		1				1
38	Nov 27, 2024, 03:13 PM		1		The container deposit machines don't work well. It is better to leave the collection with a local shop and do it manually		1				1
39	Nov 27, 2024, 03:11 PM	1			I have to travel to Mitre 10 to recycle. If the bins are full (plastic, metal), or if other people have 4 or 5 bags of recycles, I sometimes have to leave and return. The petrol costs from Boronia, and the energy costs of transport, start to make the trip not viable. Thanks	1				1	
40	Nov 27, 2024, 03:09 PM	1			encourage locals to deposit bottles. nearest other location is on Corporate Bvd, Bayswater	1				1	

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		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
41	Nov 26, 2024, 06:55 PM		1		Limited parking already, toilets are already unkept and vandalised, this will be no different. This will just add to this unkept, eyesore and smelly area.	1					1
42	Nov 26, 2024, 12:06 PM		1		Very busy parking area, giving up 5 car spaces impacts on users of the Centre.		1				1
43	Nov 26, 2024, 11:14 AM	1			Making more services locally available is a benefit to the community as a whole	1				1	
44	Nov 26, 2024, 09:43 AM	1				1				1	
45	Nov 25, 2024, 04:21 PM	1			Yes. It would be the closest recycling centre for me plus there is plenty of parking available undercover so it won't impact parking availability.		1			1	
46	Nov 25, 2024, 02:04 PM	1			the container deposit scheme is good for everyone and the more ways to return the better.		1			1	
47	Nov 24, 2024, 05:32 PM	1			There is ample parking within Dorset square, especially the multi-storey which is generally under utilised. I am not sure if this is the best position to use but it is probably a reasonable compromise. I would imagine it would be prudent to impose conditions upon Visy to only allow the collection truck to attend during off-peak hours such as at night. While I understand these are draft images, I think it would be safer if the deposit point was facing the footpath and not the carpark as people will have to walk amongst cars to access the deposit point in the proposed configuration. In terms of alternate locations, there is a large unused paved area to the north of the Taxi rank between the Mall entrance and the Pharmacy which may offer an alternative. This position would require no carparking loss and the Taxi rank can accommodate the collection truck with minimal disturbance.	1					1
48	Nov 23, 2024, 09:05 AM			1	CDS is not a viable recycling solution for my household			1			1
49	Nov 22, 2024, 07:34 AM	1			Would encourage recycling.	1				1	
50	Nov 20, 2024, 05:22 PM		1		The hole thing is a waist of tax payers money. Every household has a blue wheelie bin to put cans and bottles into so why do we need the added expense of these recycling bins. Cost money to put in place, cost money to run.	1					1
51	Nov 19, 2024, 11:57 PM		1		Need as many car spaces as available		1				1
52	Nov 19, 2024, 10:01 PM		1		It will reduce parking and be a visual eyesore. It will increase foot traffic and be dangerous to use and also dangerous for cars coming to park with people accessing the unit.		1				1
53	Nov 19, 2024, 04:56 PM	1			The Dorest Square has ample parking and is a significantly run down shopping area. Losing 5 car parks won't make a difference.		1				1

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		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
54	Nov 18, 2024, 06:11 PM		1		I think it will not only be 5 spaces but lots more when people come to refund their recycling, have you thought about putting it on the roof top car park above coles it's always empty and would be encroaching on shoppers.	1					1
55	Nov 18, 2024, 04:51 PM	1			I am curious why the container deposit could not go into or onto the multi-storey car park, but I can see the point of locating it in the middle of the square. If it is flipped around, people waiting with a box of bottles to load will do so from the safety of an adjoining pedestrian walkway instead of near parked cars or standing on the roadway. It would annoy me if I parked my car alongside the machine. It is an easy fix. Can this please please be accommodated?	1				1	
56	Nov 17, 2024, 10:23 PM	1			The car parking in Dorset Square always has always some spare ones so I can't see the proposed container has any impact on no enough parking. We also don't have a container nearby so it will be very handy to have one in the centre location of Boronia.	1				1	
57	Nov 17, 2024, 04:11 PM	1			Recycling should be encouraged. It provides a reward for those participating. 5 fewer car parks are of immaterial consequence in a growing suburb. There will be pressure on spaces at times anyway.		1			1	
58	Nov 17, 2024, 01:45 PM		1		The car park is frequently filled to capacity now It will take up more than 5 car spaces when allowing for cars waiting to be emptied and additional associated rubbish It will only detract from an area that already is an eyesore. With the graffiti and closed shops, there is no longer any pride in living in Boronia. Hopefully, the new councillors will introduce incentives for businesses to thrive and make us proud of the Boronia that once was a delight to live in, not introduce hair-brained ideas of a shared path through Chandler Road. Gil Chandler would turn in his grave!	1					1
59	Nov 17, 2024, 12:40 PM		1		Knox council should be supporting and expanding parking for cars. Not reducing available parking for cars. I'm opposed to the Car spaces for Container Deposit proposal.	1					1
60	Nov 16, 2024, 01:12 AM	1			to improve recycling capacity	1				1	
61	Nov 15, 2024, 08:50 PM		1		It's often full to capacity. I'd suggest locating it in the car park by Dan Murphys	1					1
62	Nov 15, 2024, 07:32 PM	1			It's a great place for people to get to it. Very convenient.		1			1	
63	Nov 15, 2024, 06:24 PM	1			I would be pleased with that. I live in Ferntree Gully and Boronia is accessible. I would use it.		1			1	

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		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
64	Nov 15, 2024, 05:14 PM	1					1			1	
65	Nov 15, 2024, 04:27 PM	1			We need to encourage recycling and it will aid business in bringing people who would otherwise go elsewhere. It is a mistake to say the the Dorset Sq car parks are full at Christmas. Ground level fills but the multi-level does not.	1				1	
66	Nov 15, 2024, 03:42 PM	1			We need this service	1					1
67	Nov 15, 2024, 03:22 PM	1			No RVM currently in Boronia	1				1	
68	Nov 15, 2024, 03:13 PM	1			So many people use Dorset Square they won't have to go out of their way to find a deposit machine, they can pop in their bottles on their way to the shops they are using. - and parking is available		1				1
69	Nov 15, 2024, 03:02 PM	1			I agree with Knox council " might encourage more people to visit the area and support local businesses" I don't however believe that the loss of 5 car parks would impact Dorset square during peak times. Yes it gets busy especially at Christmas but there is ample of parking spaces available. In all my 13 years of visiting Dorset square I have not seen the car park at full capacity, I have always been able to find a park.	1				1	
70	Nov 15, 2024, 02:43 PM	1				1				1	
71	Nov 15, 2024, 06:43 AM	1			Currently no options for container deposit in Boronia, my kids want to be involved but can't since no access, easy to deposit on the way to weekly food shop, brings people to the shops and increases business- multi story car park always has space even at the busiest of times!		1			1	
72	Nov 14, 2024, 08:57 PM		1		I think they are ugly and I don't believe the container scheme is effective or efficient	1					1
73	Nov 14, 2024, 04:51 PM	1			About time! Many more of these are required, given we now pay the 10 cent deposit. The CDS in Knox City shopping centre wasn't working last time I went there, and there's precious few of these machines around.			1		1	
74	Nov 14, 2024, 02:48 PM	1			For someone like myself who lives in the area and doesn't drive - atm I have to load up my shopping trolley and several bags and go on the bus to Knox to recycle my cans. Having one locally would be so much easier when I can walk to it, especially at times when it's not working.	1				1	
75	Nov 14, 2024, 01:11 PM	1				1				1	
76	Nov 14, 2024, 12:43 PM	1			It's a good motivator for the community to keep the areas clean		1			1	
77	Nov 14, 2024, 12:08 PM		1		Because they are no good and the CDS appears to be highly inefficient		1				1
78	Nov 14, 2024, 09:45 AM	1				1				1	

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		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
79	Nov 14, 2024, 09:40 AM		1		That area is already a very busy spot and the congestion that machine would cause would ignite problems and confrontations. A more practical spot would be Dan Murphy's carport which always has plenty of area available.	1					1
80	Nov 14, 2024, 09:38 AM		1		The container deposit machines are incredibly finicky and constantly break. It would be much better to construct a manned depot.	1					1
81	Nov 14, 2024, 09:29 AM		1		It's a very busy car park currently. Best to promote people going elsewhere near Dan Murphy always quieter and 5 spots not as noticeable being vacant.	1					1
82	Nov 14, 2024, 09:10 AM	1			Further container deposit locations are required due to failure of others on a regular basis	1				1	
83	Nov 14, 2024, 09:06 AM		1		It is a reasonably heavy trafficked area and congestion would be aggravated particularly by the pick-up truck		1				1
84	Nov 14, 2024, 08:58 AM		1		It's already too busy there- put in the other Boronia carpark near Dan Murphys where it's more practical.	1					1
85	Nov 14, 2024, 08:47 AM	1			Closee to home	1				1	
86	Nov 14, 2024, 08:42 AM	1			The car park is not always under full capacity. It also got undercover car park near Cole's .		1			1	
87	Nov 14, 2024, 08:07 AM		1		The car park is full enough without taking up valuable space, surely up near Dan Murphy's would be a fair easier place for this to be placed. It will hold up traffic and be a congestion nightmare.	1					1
88	Nov 14, 2024, 08:04 AM	1			The CDS program is critical for the development of recycling and sustainability. 5 car parks is a small cost to pay for the bigger benefit of reducing litter and waste in the community. I'm sure there will be less rubbish and litter in the car park if a RVM is approved. I don't currently visit Dorset Square, but I would do if a RVM was in place. I support this proposal fully and recommend it is approved.				1	1	
89	Nov 13, 2024, 04:13 PM		1		There is not enough spots there at the best of times. Maybe in the car park near Dan Murphy's etc as that is much quieter.	1					1
90	Nov 13, 2024, 10:50 AM	1			The carpark is never at capacity so we can afford to give up 5 spaces to a container deposit bin. There is plenty of foot traffic in Dorset square (as opposed to the Dan Murphy's carpark) so the container deposit bin would actually be used.	1					1

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		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
91	Nov 13, 2024, 10:13 AM		1		It's simply too large for this car park. Not only are you taking 5 car parks away- the congestion that it would cause is NOT being considered. The car park has 1 way lanes. People park then walking to the depot- with their recycling. It won't be a case of "just driving up to it". This is a BUSY carpark at the best of times (think cinema, eateries, shopping). The Car park is on a horrible slope. When we have to park and walk to the depot- and I drop my glass bottles, or let the pastic bottles roll down the hill- will you go and get it for me please? This area needs to be either on the roof of Coles- but NOT on a sloping carpark. Obviously you would have the Depot level- but nothing else will be	1					1
92	Nov 13, 2024, 09:56 AM		1		Dorset Square is already too jam-packed and limited for car-spaces. Plus there's already enough litter in Dorset Square making it look really trashy. The Dan Murphy's Car-park would be a much better solution. I live in Boronia and frequent Dorset Square a few times a week and this would just be an absolute eye-sore and take up valuable parking spaces.	1					1
93	Nov 13, 2024, 09:56 AM	1			Encourage and create many opportunities for residents to do their part in re-use, recycling and reducing waste going to land fill. Make the solutions easy and accessible.			1		1	
94	Nov 13, 2024, 05:58 AM		1		This Dorset square carpark always gets very full in the mornings and there is a lot of congestion. Putting the container deposit machine would make things even worse. The carpark in front of Dan Murphy's would be better for this.	1					1
95	Nov 13, 2024, 05:33 AM	1			Convenience of another container deposit machine that is local. Alternative parking can be found elsewhere.	1				1	
96	Nov 13, 2024, 12:39 AM	1			It would be a lot easier for everyone in boronia to recycle	1				1	
97	Nov 12, 2024, 11:55 PM		1		The other CDS locations with this setup within the same vicinity do not work. This option would increase congestion and frustration with another location that doesn't work. It's better to have it near Dan Murphy instead - bigger area, better lighting and isn't used as much as Dorset Square. As a side note, your survey options below do not include social media as a standalone option.	1					1
98	Nov 12, 2024, 10:04 PM	1			It'd make it much easier to recycle the bottles for the neighborhood	1				1	

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99	Nov 12, 2024, 07:56 PM	1			For a few years I have visited Dorest Square multiple times per week, by foot and car, and am yet to see the car park at capacity - particularly the multi-level car park near Coles. There is also plenty of nearby station parking outside of work hours. As I like to walk by foot wherever possible, there isn't an equivalent option that I can easily get to currently. I'm sure the same is true for nearby elderly residents or people with mobility issues. Further, having this added bonus in Dorest Square will certainly encourage me to visit more often. It may also create a better sense of community for those who use it.	1				1	
100	Nov 12, 2024, 07:04 PM		1		It's already a busy area with kmart and Coles nearby Not an ideal location to place the container	1					
101	Nov 12, 2024, 06:22 PM	1			I think this is a great initiative for recycling and in my 2 years living in boronia have never seen the car park full even in holidays times. Given the amount of parking there the lost of 5 spaces really isn't that much given the good this could have for the community	1				1	
102	Nov 12, 2024, 03:44 PM	1			Council should seek opportunities to provide the community with more container deposit machine options and a location such as Dorset square - close to shops, public transport and local amenities is the perfect spot for one. Not only would a machine in this location encourage people to visit the square, it may also encourage them to spend the money they receive from the machine in the local vicinity further increasing positive outcomes for local businesses. A further benefit may be the collection and removal of plastic containers thrown on the ground in the area, reducing polution and improving the look and feel of the local area. Care should be taken to ensure traffic can pass the truck during collection times, or alternative options should be sought to ensure cars aren't 'stuck' whilst they wait for the collection to occur should they park close to the machine.		1			1	
103	Nov 12, 2024, 12:00 PM	1			Too much rubbish & cans & bottles thrown around maybe people will change their ways	1				1	

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		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
104	Nov 12, 2024, 10:34 AM		1		There is not enough car parks currently, Council should not be giving up 5 spaces. There is a waste and toilet block close by that already attracts a high volume of dumping, this will significantly increase with CDS being on site It will increase the amount of broken glass everywhere People will dump more waste in the entire car park and in the waste enclosure that is paid for by traders to use	1					1
105	Nov 10, 2024, 08:31 PM		1			1					1
106	Nov 10, 2024, 03:33 PM	1				1				1	
107	Nov 08, 2024, 05:56 PM		1		This is an extremely well used and busy car park. Losing 5 car spaces, even though it sounds like a small number, would make it even more difficult to find a car space.	1					1
108	Nov 08, 2024, 10:50 AM	1			A CDS RVM at this location is ideal given the foot traffic.	1				1	
109	Nov 07, 2024, 09:02 PM			1	Don't like the single can/bottle deposit Purdue by weight	1					1
110	Nov 07, 2024, 08:33 PM	1			Convenience and gives people a reason to hopefully shop while they're there.	1					1
111	Nov 07, 2024, 08:29 PM	1			There needs to be more collection stations.	1					1
112	Nov 07, 2024, 08:14 PM			1	Every time I drive past other deposit sites like this lately they have been empty and no one is using them, however having the service there for those who would use it would be good. As long as the funds from the rent go in to re- invigorating Dorset Square and the mall.	1					1
113	Nov 07, 2024, 08:02 PM		1		The car park is already too busy and hard to enter in and out of at peak times. This would make it untenable and business around it would suffer.	1					1
114	Nov 07, 2024, 07:50 PM	1					1			1	
115	Nov 07, 2024, 07:44 PM	1			I think it an excellent thing to do to recycle, and also it is such a great place for it - people going shopping etc.		1			1	
116	Nov 06, 2024, 04:58 PM	1			Currently the nearest location of a container deposit machine is in Bayswater. This is a total neglect of the need of residents in Boronia to access the scheme. Also because that location has to service other areas, it has been overcrowded and long lines are always seen, with businesses hogging the space with their crates full of bottles. I only visited the site once and that was a deterrence not an encouragement. Dorset Square has a central location in Boronia, and putting up with a little bit of disturbance in traffic flow is worth it as a balance to providing a more convenient container deposit location for Boronia residents.		1			1	

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117	Nov 06, 2024, 11:53 AM		1		If I drive to deposit bottles can you double park there if the car park is full. I wouldn't have it outside the toilets either.	1					1
118	Nov 05, 2024, 03:22 PM	1			There's always enough parking in the area if you include the uncover car park. This will make it easier and therefore encourage community members to recycle their containers. Other container deposit machines in the area are much less accessible.	1				1	
119	Nov 04, 2024, 06:27 PM		1		I said no because the carpark can get busy. It's very busy during Christmas time so it will take up too much space in my opinion		1				1
120	Nov 03, 2024, 11:51 PM	1			It might bring more people to shop at Boronia if there is a container deposit machine.		1				1
121	Nov 03, 2024, 06:34 PM		1		We are new residents. We consider 5 years lease it is too long and 5 parking spaces also it is a lot of space. We would like to see this large open space, turning into a greener, colourful and relaxing community space.	1					1
122	Nov 03, 2024, 12:24 PM	1			We usually have to travel to Bayswater to drop off recycling bottles, this will be so much more convenient. It would be great to bring in more business into Dorset square. I know this is not relevant but you should renovate the mall next to Kmart it would bring the town back.	1				1	
123	Nov 02, 2024, 08:45 PM	1			Think it would be good for the community Would be great at least 1 of the in person sessions was on a weekend - as not everyone is able to take time out of work during the week	1					1
124	Nov 02, 2024, 09:35 AM	1			The community will benefit more from the container deposit machine than the 5 car parks			1		1	
125	Nov 01, 2024, 07:47 PM		1		Located to centrally in the car park, cause further congestion, difficulty parking close to the container if wanting to deposit bottles etc	1					1
126	Nov 01, 2024, 01:35 PM	1			To have convenient location for containers available is also great idea for those who wish to put unused but good quality items to recycle.		1			1	
127	Nov 01, 2024, 01:25 PM	1			Usually enough empty parking spaces to not impact finding a park and would be good to have a CDS locally	1				1	
128	Nov 01, 2024, 10:40 AM	1			Encouraging recycling. Highly convenient location. Although I do not believe the collection point should be in the middle of the car park as it poses a safety and traffic hazard (unless collection is out of hours)	1					1
129	Nov 01, 2024, 01:05 AM	1					1			1	
130	Oct 31, 2024, 11:21 PM	1				1				1	

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		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
131	Oct 31, 2024, 06:05 PM	1			5 is small on the scale of the carpark and people who shop here are likely to start using the container scheme because there aren't many around.		1			1	
132	Oct 31, 2024, 02:50 PM	1			I feel the access to recycling opportunities in convenient locations is vital.	1				1	
133	Oct 31, 2024, 01:07 PM	1			We live in UFTG and have to drive to Mt Hwy site Bayswater to use the container deposit machine. So it will also encourage people to get their cash from the return of cans straight away from Coles and spend it in the Dorset Square shops.	1					
134	Oct 31, 2024, 12:49 PM	1			I feel the installation of the recycling facility at Dorset square is an ideal location for a very worthwhile purpose There would be a loss of five carparks, This would only be an issue at peak times which is only for short periods, also there is the Multistorey carpark which is underutilised at the moment.	1				1	
135	Oct 31, 2024, 12:48 PM	1			This will provide greater access and incentive to recycle.		1			1	
136	Oct 31, 2024, 11:54 AM	1			Recycling is the way to go! You should also provide more accessible / convenient depot for e-waste, ets. No one seems to want to take on batteries.	1				1	
137	Oct 31, 2024, 11:51 AM		1		The car park is busy and parking place is narrow. I think council could locate container machine on the top level of car park which is next to Coles supermarket		1			1	
138	Oct 31, 2024, 10:50 AM			1	It's a good idea but in my experience with other locations the machines are regularly faulty or out of service.			1			1
139	Oct 31, 2024, 08:17 AM		1		Firstly the car park is often full as it is, especially around long weekends, Xmas, holidays etc. Secondly I know of a local business owner whose job involves moving in and out of the area carrying items for delivery who has been refused a business parking permit on the grounds of inadequate parking in the area - justifying losing five car parks on a permanent basis totally contradicts this statement from Council. Thirdly even though the five car parks will be allocated to the machine itself what about those using the machine, often with large numbers of items to be recycled wanting to park near the machine, how many car parks will this involve, how long will they be parking and where will they want to park? Last of all why using five two hour car parks - which turn over the most?	1					1
140	Oct 31, 2024, 07:22 AM		1		Not enough parking in busy times. Trucks loading cans and bottles would have to be loaded at night time so as not to create parking havoc		1				1

Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
141	Oct 31, 2024, 12:15 AM			1	Really depends on what time would the truck attend for collections. If it is not after hours of the shopping times - it is too dangerous to have another heavy duty vehicle in this space. If there where queues to use this machine is their enough space around it for people to stand and wait. During peak times not being able to get a carpark would deter me from attending. Is this another location in Boronia for this - what about near the Library?		1				1
142	Oct 30, 2024, 11:27 PM	1			I think the container deposit machine in Dorset Square will encourage more people to recycle bottles and cans. This will be good for Boronia and for the environment.	1				1	
143	Oct 30, 2024, 11:06 PM		1		I have been to the one at Knox (out in the back carpark). Often people need room to unload car, trolley to get cans and bottles from car to deposit machine, sometimes making several trips. This spot in boronia carpark is a bottleneck as it is with the ridiculous one-way traffic rules, rhis will only make it worse for congestion, people trying to park close to the deposit machine for convenience, and it will be a nightmare. A better spot would probably be near Dan Murphy's - lots of empty beer bottles could be recycles. This is often an empty carpark but still a good location, visible from Boronia Roas and people can bring back their empties when buying another slab from Dan's. There would be next to no congestion in that carpark as opposed to Coles which would be chaotic.	1					1
144	Oct 30, 2024, 09:51 PM	1			We should encourage recycling, and although we understand the 'container deposit scheme' has flaws and not working ideally (as we have read in the press) , we think its a sound community type initiative. The provider will be remunerated and it appears only reasonable that Knox Council be reimbursed to some extent. Planned car park location (opposite toilets) is seldom totally utilised (unlike the area outside coles/Kmart) and there are further spaces undercover.		1				1

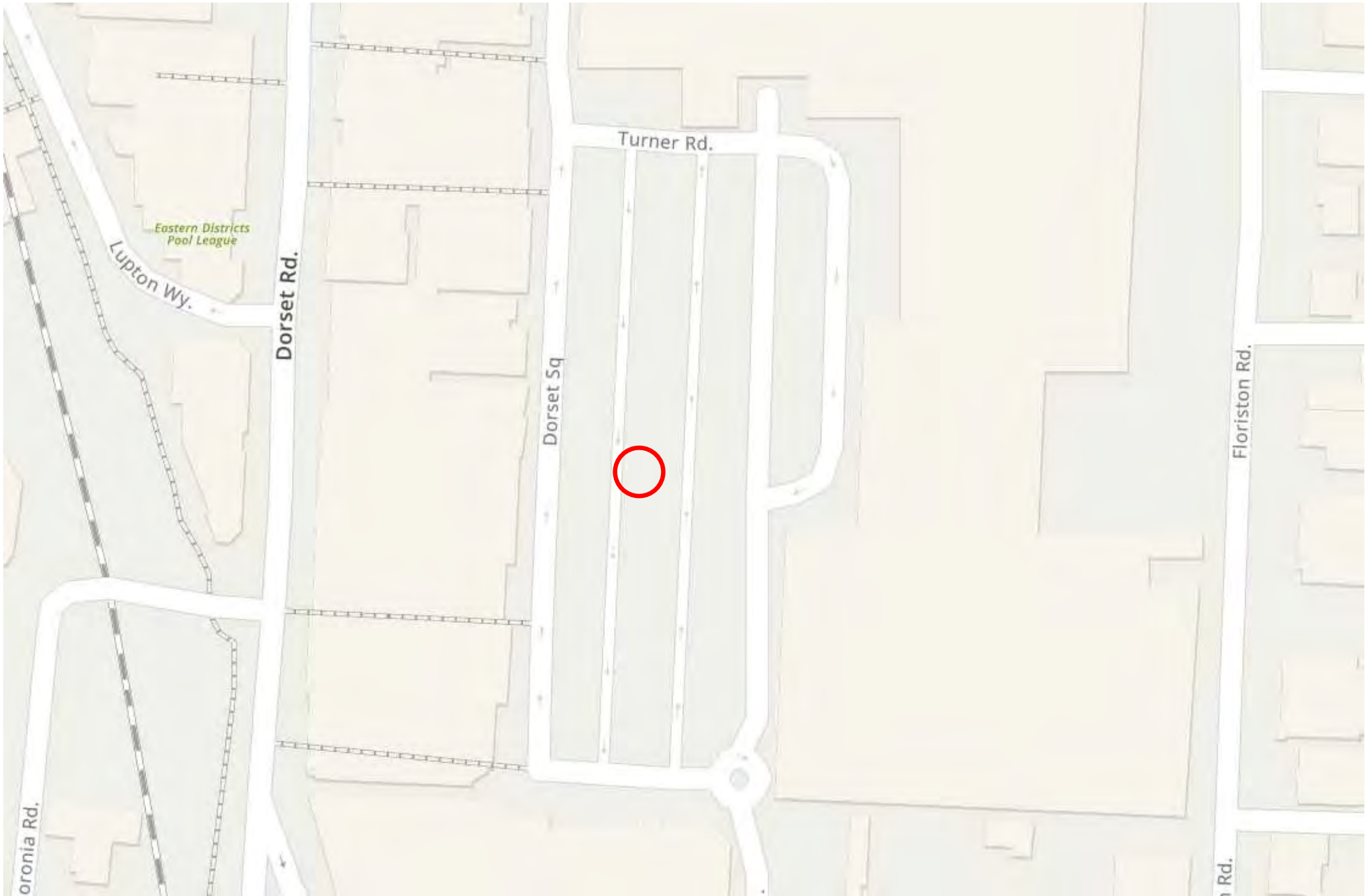
Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
145	Oct 30, 2024, 07:54 PM		1		The Dorest Square car park is so busy and this would put pressure on parking spots at peak times of the day. I don't think it is the right location for a container deposit machine. I would love to see a container deposit machine in Boronia and would be keen to see if Council can work with Visy to find some alternative locations.	1					1
146	Oct 30, 2024, 07:05 PM	1			The Bayswater container deposit centre is always busy and takes forever to get through the line. This is a great solution to reduce wait times and further encourage recycling. We are local to Boronia and frequent these shops weekly, the car park is rarely even half full. To refuse this opportunity due to the car park being full during 1 week in the lead up to Christmas would be ridiculous.	1				1	
147	Oct 30, 2024, 07:04 PM		1		This car park is very heavily used and the truck parking to take away the cans and bottles will be very disruptive. I use this lane at least twice a week.	1					1
148	Oct 30, 2024, 06:56 PM	1			The benefit highly outweighs the loss of 5 spaces. There are plenty more spaces at the coles car park and I've never seen it full	1				1	
149	Oct 30, 2024, 03:33 PM	1			Anything that encourages recycling is good. Five parking spaces will not make much difference. It won't encourage me to visit more often as I'm there most days already	1					1
150	Oct 30, 2024, 03:23 PM	1			We need more local access to the Container Deposit Scheme, and more sensible people in the area, which I think this will provide. It may also help to reduce rubbish in the area.		1			1	
151	Oct 30, 2024, 03:21 PM	1			It's great for the environment to recycle, it's very local, and there's so the multi level carpark available for cars	1				1	
152	Oct 30, 2024, 03:21 PM	1			Would encourage recycling and reduce waste	1				1	
153	Oct 30, 2024, 12:19 PM	1			There are usually plenty of empty carpark spots	1				1	
154	Oct 30, 2024, 08:13 AM	1			Yes, area needs to be invigorated.			1		1	
155	Oct 30, 2024, 08:08 AM	1			Yes, the centre needs rejuvenated and encouraging people to attend the area. If I had a purpose to attend the centre I'm more likely to spend time there.			1		1	
156	Oct 29, 2024, 08:33 PM	1			There's plenty of car parks above Cole's	1				1	
157	Oct 29, 2024, 08:20 PM	1			It will give those that collect bottles and can a more convenient place to return them. Somewhere closer to home.			1		1	
158	Oct 29, 2024, 07:39 PM		1		I think you should place it in the Dan Murphy's car park where there is less people parking and ample room for visy to take up 5 car spaces. It will also be safer there with less traffic congestion and kids	1					1

Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
159	Oct 29, 2024, 06:29 PM	1			The container deposit scheme is really popular, would be lovely to have a deposit machine so close and would also bring more people to the square who might otherwise not have gone there, so good for businesses too.		1			1	
160	Oct 29, 2024, 03:15 PM	1			A great, central location to provide CDS for our area with good access. Unfortunately nothing seems to encourage locals to use PT so it will cause some to by-pass the square at peak times. Ideally, the collection would occur outside of these peak times, or before or after BH if possible.	1					1
161	Oct 29, 2024, 03:01 PM	1			Encourages increased recycling.	1				1	
162	Oct 29, 2024, 02:55 PM	1			Car parking isn't necessary for everyone who visits the area. Buses & trains are close by	1				1	
163	Oct 29, 2024, 01:03 PM	1			Closer than other container deposit places		1			1	
164	Oct 29, 2024, 11:25 AM	1			Great Idea. People can do the recycling before shopping	1					1
165	Oct 29, 2024, 09:17 AM		1		For 25 % of the year it presents a danger with trucks and blockages in the carpark	1					1
166	Oct 29, 2024, 09:07 AM			1	I don't live in the area but I think by providing accessible container return is a positive move for the environment! And hopefully people will utilise the facility.				1		1
167	Oct 29, 2024, 09:06 AM	1			Recycling options benefit the community. What happened to the proposed CDS site near the Ferntree Gully train station (https://ferntreegullynews.com/2023/11/21/waste-recycling-plans-for-ferntree-gully/)? At the least the guy that drinks wine at 10am outside the chemist in Dorset square can earn some money back.	1				1	
168	Oct 29, 2024, 08:45 AM			1	This car park is not a very inspiring place for shopping. Certainly needs a happier environment. Container deposit machine might help, to encourage more shoppers to the area. I think preference to updating the look of the shops would be good.			1			1
169	Oct 29, 2024, 07:40 AM	1			Because I walk around there	1					1
170	Oct 29, 2024, 06:30 AM	1			Good place to drop off containers.	1				1	
171	Oct 28, 2024, 11:36 PM		1		Often not enough parking spaces there, near Coles, K mart, etc, so why not put container deposit machine in another, less full carpark, eg, near Dan Murphy, or Farmer Joe's, still allowing locals to use it conveniently, but not making shopping harder, with finding a parking place.	1					1
172	Oct 28, 2024, 11:14 PM	1				1					1

Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
173	Oct 28, 2024, 10:25 PM		1		I have visited Dorset Square on many occasions where there has not been adequate parking available. The container deposit would not only take away valuable parking space but also be a danger and hinderance to traffic negotiating the car park. Collection trucks would definitely present a problem to the car park traffic, hindering traffic flow and driving safety. Both the container deposit and the collection trucks would obstruct clear driving vision of pedestrians and cars moving through the car park. Knox Council needs to make improvements to Dorset Square not make it worse than it already is.		1				1
174	Oct 28, 2024, 10:05 PM	1			I'd love another location to recycle cans etc	1				1	
175	Oct 28, 2024, 09:35 PM	1			It is important to provide collection points that are easily located in all suburbs to encourage recycling. The easier it is the more likely it is to be used.	1					1
176	Oct 28, 2024, 09:31 PM	1					1			1	
177	Oct 28, 2024, 09:19 PM		1		That carpark is busy all the time and to add those machines would mean less car parks when they need to increase the parking not reduce it. Why don't they put them up on the roof over the multi level parking where it is away from the business' of the shops!	1					1
178	Oct 28, 2024, 09:05 PM	1			Great idea because I won't have to travel further to cash in my bottles.	1				1	
179	Oct 28, 2024, 08:54 PM	1			We have quite a few cans and there is no where near us for them to recycle them. We are forced to put them in the bin.	1				1	
180	Oct 28, 2024, 08:52 PM	1			Good idea, I support the container deposit scheme. If leasing, do they have to pay?		1				1
181	Oct 28, 2024, 08:50 PM	1			There will be a lot of benefits, and the only downside is 5 less car spots but there will still be hundreds left.	1				1	
182	Oct 28, 2024, 08:44 PM	1			Because we need a local place to take out recycling, but I don't believe that it should be where you suggest, I think it should be on the roof top car par of coles there a plenty of vacant car spaces up there and it wouldn't impact shoppers.	1				1	
183	Oct 28, 2024, 07:59 PM	1					1			1	
184	Oct 28, 2024, 07:53 PM	1			Yes to the installation of a recycling system, not sure this is the best location as car spaces can be at a premium in front of Cole's.			1			1
185	Oct 28, 2024, 07:30 PM	1			Good idea. Might also bring customers to the shops there	1				1	

Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
186	Oct 28, 2024, 07:27 PM		1		We need the 5 car spaces as this shopping area is frequented by many shoppers visiting the supermarket, Kmart, cinema and the many other businesses. I visit this area almost daily for shopping and often find it difficult to find a parking spot. It would be much better to have the machine at Boronia Village...lots of room, fewer shops and therefore fewer cars needing parking spots.	1					1
187	Oct 28, 2024, 07:25 PM		1		This is a highly used car park. Giving up 5 spaces would be an incompetent decision especially since the CDS machines never fully work. I have tried using the CDS machines at Bayswater Mitre 10, Canterbury Gardens Woolworths, Westfield Knox and City Life Church one after the other because they do not accept items due to technical faults and the units always being full. All you're going to do is have more people turning up to the proposed boronia unit to experience the same issues. This is going to cause people to get upset and increase traffic in the area. I think it would be silly to allow one of these CDS units in this area.		1				1
188	Oct 28, 2024, 07:24 PM		1		This would place an unnecessary burden on the Dorset Square Car Park facilities. There are adequate container collection machines throughout the City of Knox			1			1
189	Oct 28, 2024, 07:16 PM		1		This location of the parking area is already being used quite heavily now, closer down to the centre the post office parking gets congested so more thought are required. Disability parking is limited in their now.	1					1
190	Oct 28, 2024, 07:12 PM	1			I think it may attract more business. There is more parking in the coles underground parking. I believe it would be better to install after Christmas and not before. To install will cause disruption and frustration to shoppers in the Christmas season coming.	1					1
191	Oct 28, 2024, 07:12 PM	1			Helps with recycling and exposes the need.		1			1	
192	Oct 28, 2024, 07:10 PM	1			Encouraging recycling in the area sounds like a great way to encourage people to recycle. Sounds like a good investment for the environment	1				1	
193	Oct 28, 2024, 06:59 PM	1			There is plenty of parking in the multi level car park that losing 5 spaces for the machine would have minimal impact.			1		1	
194	Oct 28, 2024, 06:53 PM	1			Walking around Boronia Village & Dorset Square on a daily basis I have noticed a problem with discarded litter / eligible drink containers for the deposit scheme included. The proposed container deposit site I believe would positive way to reduce some of the litter. I believe it is a good location.	1				1	

Count	Date Submitted	Do you think we should lease 5 car spaces in Dorset Square for a container deposit machine?			Explain why you provided that answer	How often do you visit Dorset Square?				Will the container deposit machine encourage you visit Dorset Square more?	
		Yes	No	Neutral		Regularly - a few times a week	Sometimes - a few times a month	Rarely - a few times a year	Never - I do not visit Dorset Square	Yes	No
195	Oct 28, 2024, 06:43 PM		1		Council have previously said the car park is too heavily parked / utilised to enable one business owner to have a parking permit. How come now the loss of five car parks for the container scheme is acceptable? How will the additional car parking required by those using the machine be provided? How will it affect existing usage of the car park, especially around peak periods - long weekend / public holidays / Xmas shopping etc?	1					1
196	Oct 28, 2024, 06:32 PM	1			We need this recycling service for the community.		1			1	
197	Oct 28, 2024, 06:28 PM		1		I am definitely pro recycling however won't think this is an ideal location due to traffic flow and the number of carpark spots in a busy area. Perhaps a more appropriate place would be the upper level carpark (above the Dan Murphy carpark).		1				1
198	Oct 28, 2024, 06:16 PM	1			Provides easier access to recycling facilities for surrounding residents, as the nearest recycling is Wantirna South		1				1
199	Oct 28, 2024, 06:10 PM	1			Because it would be convenient to have this service close by	1				1	
200	Oct 28, 2024, 05:45 PM	1			I use these container deposit machine and it would be great to have one so close to my home	1				1	
201	Oct 28, 2024, 05:17 PM		1		It will take up vital carpark spaces.that people park to go to coles, kmart and other shops in the area. It would better placed at Boronia Village shopping centres along Boronia Rd it would be better place to gain access to for people to drop off and for the trucks to pick up.	1					1
202	Oct 28, 2024, 04:41 PM	1				1				1	
203	Oct 28, 2024, 03:47 PM		1			1					1



 RVM KIOSK LOCATION

Sheet 1



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LAYOUT DRAWING					
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VISY RECYCLING
CDS RVM KIOSK PROJECT
DORSET SQUARE



PROPERTY BOUNDARY

Sheet 2



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		MG	24/05/2024	NTS	MG
CDS-VT-A-2-SL-057				P	D

VISY RECYCLING
CDS RVM KIOSK PROJECT
DORSET SQUARE

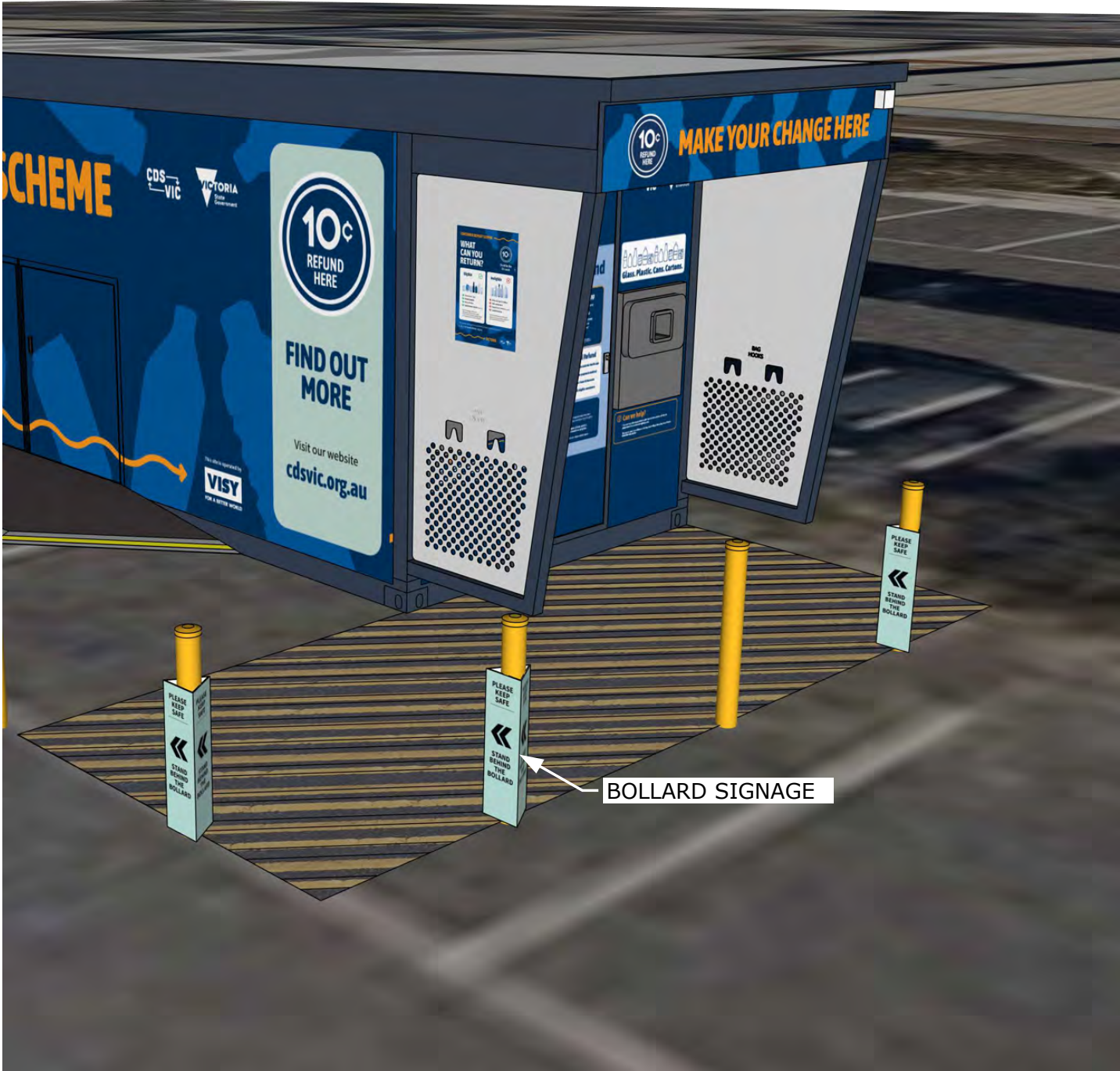
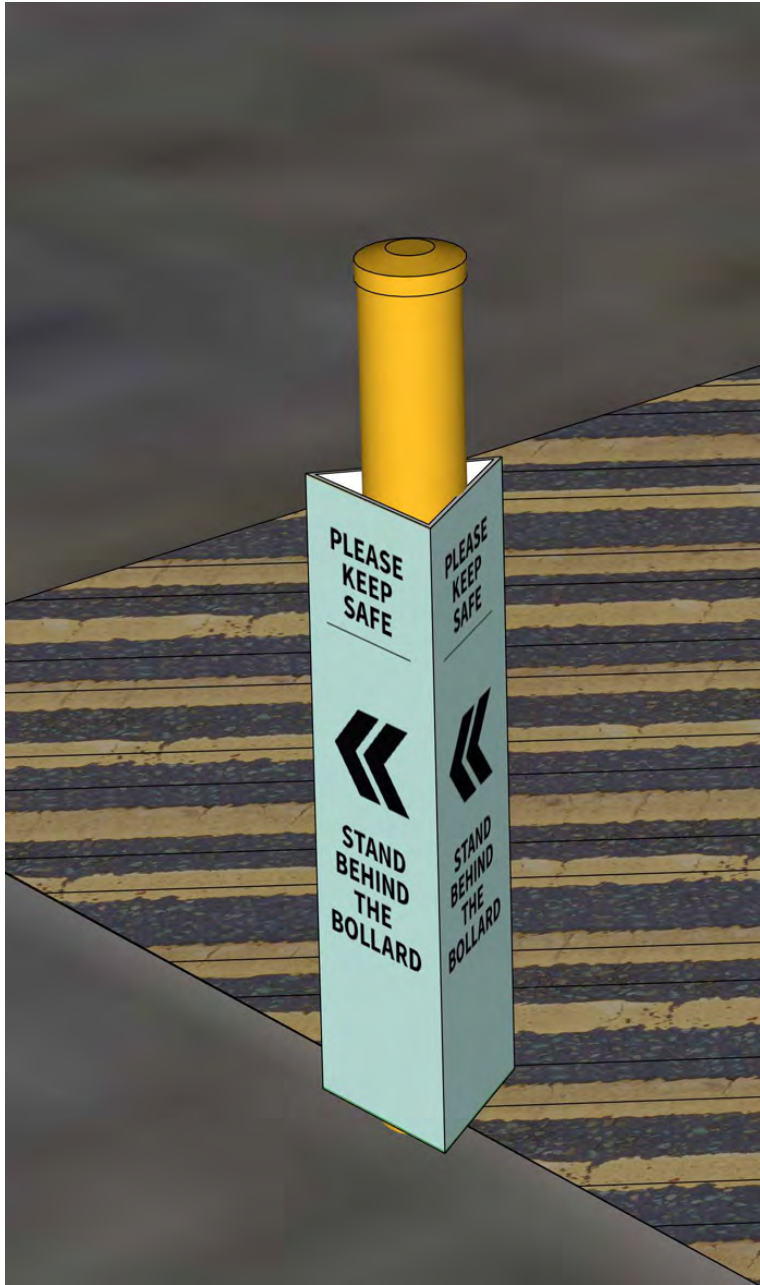


PERSPECTIVE VIEW

Sheet 3

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	LAYOUT DRAWING					
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CUSTOMER AREA

Sheet 4

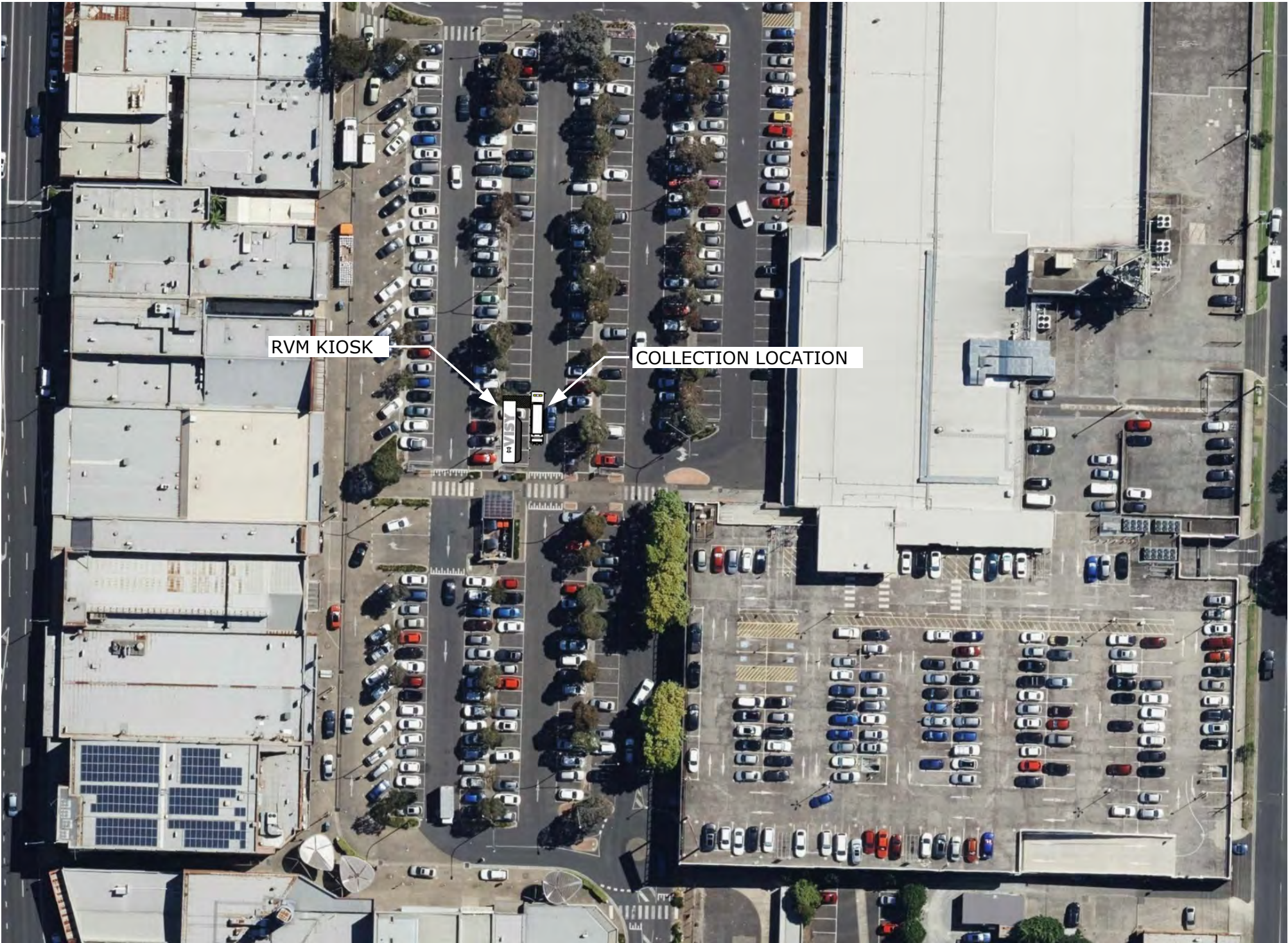


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SCALE 1:750



SITE PLAN

Sheet 5



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SCALE 1:200



PLAN

Sheet 6

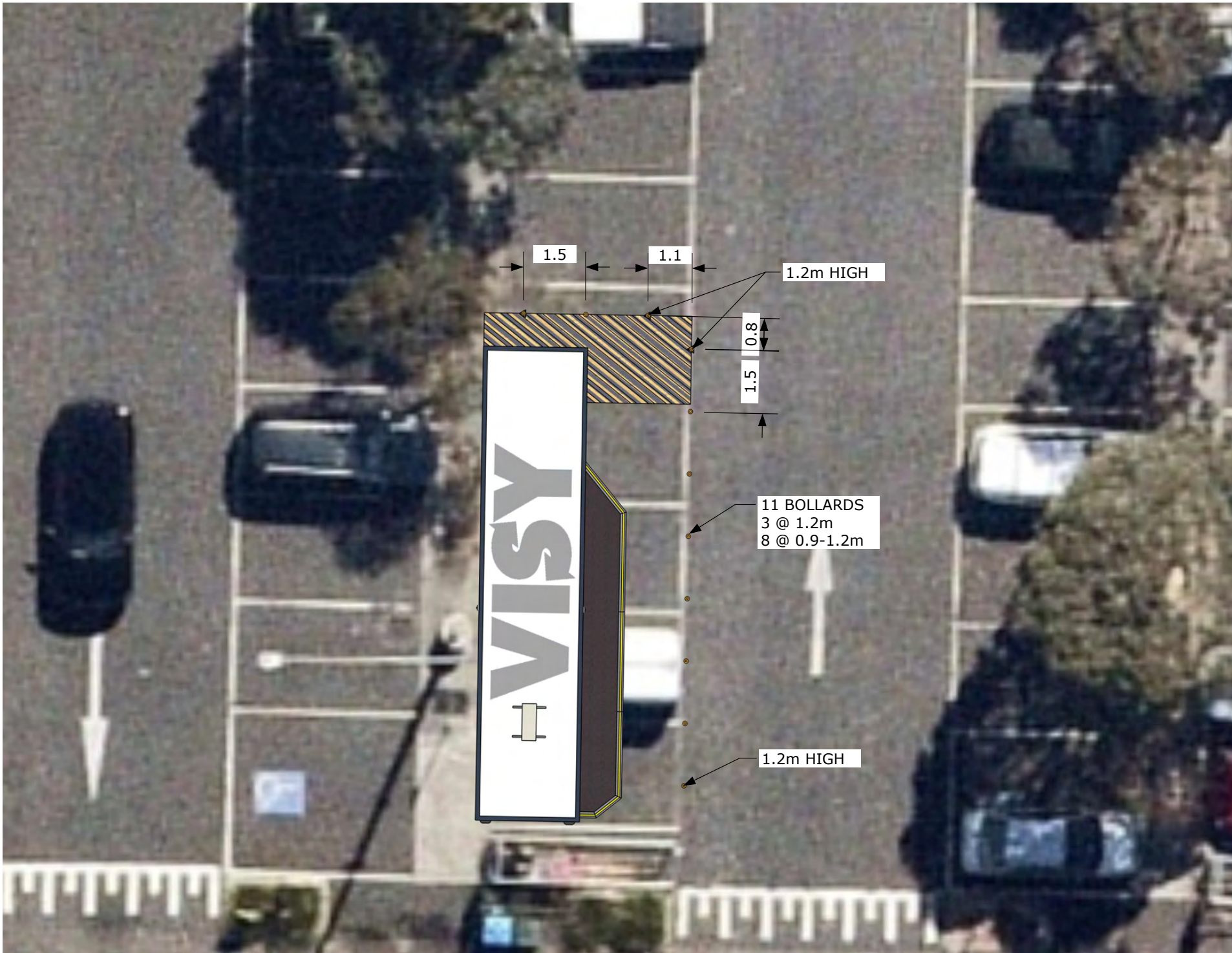


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SCALE 1:200



DETAIL PLAN

Sheet 7



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COLLECTION TRUCK PATH

Sheet 8



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ALTERNATIVE COLLECTION TRUCK PATH

Sheet 9



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CRANE LIFT

Sheet 10



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DORSET SQUARE

8.4 Waste and Recycling Kerbside Reform Update

Final Report Destination:	Council
Paper Type:	For Noting
Author:	Coordinator – Waste Management, Nick Dunstan
Manager:	Manager Green Spaces & Environment, Andrew Dodd
Executive:	Director, Infrastructure, Grant Thorne

SUMMARY

This report responds to both Notice of Recission 144 – Waste Collection Frequency (22 April 2024) and Notice of Motion 166 – Review and Update on Kerbside Waste Collection Services (10 February 2025) by providing a comprehensive update to Council on the progress of the Kerbside Reform project. This report includes information on;

- Outcomes and impacts of the successful implementation of the Food and Garden Organics (FOGO) service.
- Outcomes associated with the provision of additional community support, such as additional bins and rubbish capacity.
- Impacts and costs associated with returning to a weekly rubbish bin collection frequency.
- Comparative data with other local councils on rubbish collection frequency and waste diversion outcomes.
- An outline of next steps and decisions for Council, regarding future waste and recycling service options and the actions required by Council under state government legislation.

RECOMMENDATIONS

That Council:

1. Note the updated progress on the Kerbside Reform project including positive environmental and fiscal outcomes for the community driven by significantly increased diversion of waste from landfill.
2. Note the updated information provided detailing the implications of a potential change from fortnightly to weekly rubbish collection, including anticipated impact on diversion rates, cost and timing.

1. DISCUSSION

1.1 BACKGROUND

At the Council meeting held 25 March 2024, a report was presented 8.3 - Kerbside Reform Update, that provided a detailed update to Council on the progress of the Kerbside Reform project, including the successful implementation of the Food and Garden organics service and collection frequency change.

Council resolved to:

1. *Note the Kerbside Reform Update report including broad implications of any potential change to the rubbish collection frequency.*

2. *Note Contract 3149: Kerbside Bin Based Collection Services is scheduled to commence on 1 July 2024 which was tendered and awarded based on the current collection frequencies:*
 - a) *General waste (yellow lid) fortnightly collection.*
 - b) *Recycle waste (blue lid) fortnightly collection.*
 - c) *Organic waste (green lid) weekly collection.*
3. *Express its strategic intention to change the waste collection frequency to:*
 - a) *General waste (yellow lid) change to weekly collection.*
 - b) *Recycle waste (blue lid) remains as fortnightly collection.*
 - c) *Organic waste (green lid) remains as a weekly collection.*

noting that a future report to Council will be required in order for Council to make a final decision on the matter.
4. *Note officers will need to undertake work including but not limited to the following matters in order to inform a future report to Council regarding a waste collection frequency change:*
 - a. *Understand any probity issues associated with varying Contract 3149 to assess the integrity of the procurement process given the proposed frequency change. This includes ensuring transparency and fairness of the process.*
 - b. *Obtain legal advice to inform any variations to Contract 3149 in a manner which delivers best value to Council and complies with Council's procurement obligations under the Local Government Act 2020.*
 - c. *Having regard to points 4a and 4b, commence negotiations regarding a possible variation to Contract 3149 including understanding applicable contract variation costs, changes to bin lift rates, route planning, fleet composition and the timelines associated with the contractor implementing any change to the delivery frequency.*
 - d. *Calculate the increase to the Residential Garbage Charges that would be required to fully recover the additional costs associated with varying Contract 3149 and consider the process for this being determined through a future Council Budget or Revised Budget. 2024-04-22 - Meeting Of Council 22 of 39.*
 - e. *Consider the timeline and process for the implementation of any change to the collection frequency, including community engagement and a communications program prior to implementation.*
 - f. *Further assess the environmental impact of the proposed change including changes in greenhouse gas emissions due to increased collection frequency, landfill emissions and landfill capacity.*
 - g. *Assess the resources required to implement the proposed change to the frequency of collection, including within the waste, communications, customer services and rates teams, and the impact this will have on other planned actions including the planned change of bin lids in the 2024/25 financial year.*
5. *Note that implementing point 4 of this resolution will impact on existing priorities currently planned within the impacted teams, requiring other actions and projects to be delayed.*
6. *Given the level of work involved, note a subsequent report covering the matters in point 4 of this resolution, along with any other matters deemed relevant, will be presented to Council in the first six months of 2025, in order for Council to make a final decision on any rubbish collection frequency change.*

At the Council meeting held 22 April 2024, Notice of Recission 144 – Waste Collection Frequency, was presented and Council resolved:

- A. *That the following resolutions of the Council Meeting on 25 March 2024 in relation to Item 8.3 Kerbside Reform Update be rescinded. (as worded above).*

- B. To note the Kerbside Reform Update report as presented to the Council Meeting on 25 March 2024.*
- C. To pursue a proactive program of support for households still adapting to the current waste collection services. This support will include targeted education and facilitation of improved access to expanded special consideration request and additional service supports.*
- D. Receive a further report to Council no later than April 2025 regarding the progress of the Kerbside reforms, service outcomes delivered to the community and the effectiveness of the special consideration request and additional service supports.*

In addition to the above, at the Council meeting held 10 February 2025, Notice of Motion 166 – Review and Update on Kerbside Waste Collection Services, was presented and Council resolved that Council:

- 1. Notes at its meeting on 22 April 2024 in relation to Notice of Rescission Motion No. 144 - Waste Collection Frequency, Council resolved to:*
 - Note the Kerbside Reform Update report presented to the Council Meeting on 25 March 2024.*
 - Pursue a proactive program of support for households adapting to current waste collection services, including targeted education and improved access to special consideration requests and additional service supports.*
 - Receive a further report by April 2025 on the progress of the Kerbside reforms, service outcomes, and the effectiveness of the special consideration requests and additional service supports.*
- 2. Expands the scope of the report due in April 2025 to include:*
 - a. An update on Knox residents' satisfaction levels with the fortnightly waste collection service.*
 - b. A comparative cost analysis of weekly versus fortnightly waste collection services in Knox.*
 - c. A comparative cost analysis of various waste bin sizes i.e. 80L, 120L, 240L.*
 - d. A comparison of these costs with those of neighbouring councils, including Maroondah City Council, Yarra Ranges Shire Council, and Whitehorse City Council.*
- 3. Note the Community Satisfaction Survey is being conducted in March 2025, and will include data on Knox residents' satisfaction with fortnightly garbage collection relevant to resolution 2(a) above and that if the survey results are not available in time, the report may be deferred in consultation with the Mayor until May or June 2025 so the survey results may be incorporated.*
- 4. Determine that the decision of the Council meeting on 22 April 2024 is amended by these resolutions.*

This report addresses the points above and updates Council on progress made since the 2024 report, provides updated information as requested on the implications of any further change to kerbside rubbish collection frequencies, summarises alternative support available to assist the community, and details the next steps in the Kerbside Reform project.

1.2 KERBSIDE REFORM UPDATE

1.2.1 General Progress

In the 12 months since the last Council report, significant progress has been made in embedding the new services and preparing for the next phases of the Kerbside Reforms.

Table 1 below provides an updated timeline of Kerbside Reform and other waste-related projects, including both historic actions and upcoming milestones.

Task	Timing	Current Status
KERBSIDE REFORM PROJECT		
Endorsement by Council to progress with the Kerbside Reform project	August 2021	Complete
Community waste survey and consultation process	2022 & 2024	Complete
Kerbside Reform Stage 1: Introduction of residential FOGO service and change to collection frequency. Lids on existing garden waste bins changed from red to lime green. Opt-in garden service changed to mandatory FOGO service – collection frequency changed from fortnightly to weekly. Rubbish collection frequency changed from weekly to fortnightly.	2023	Complete
Kerbside Reform Stage 2a: Rubbish bin lid change (yellow to red)	April – July 2025	In progress
Internal FOGO service	2025 (delayed from 2024)	To be implemented post rubbish bin lid change (July-September 2025)
Kerbside Reform Stage 2b: Recycling bin lid change (blue to yellow)	2026/2027	Planning – see 1.4 Next Steps
Kerbside Reform Stage 3: Glass only service options	2026/2027	Advocacy underway regarding requirements alongside service planning See 1.4 Next Steps
Kerbside Reform Stage 4: Service standard compliance (incl. standardised items)	2027	Dependent on Stage 3 – See 1.4 Next Steps
Commercial FOGO service	ON HOLD	Options to be confirmed following Kerbside Reform – see 1.4 Next Steps
RELATED WASTE PROJECTS		
Container Deposit Scheme (CDS) - State initiative	2023	Active – awaiting any information on expansion of accepted materials

		and a new proposed Vending machine, with a report to come before Council for consideration on 26 May for Dorset Square.
Waste and Resource Strategy and Implementation Plan	2024	Endorsed
New contract for Recycling Processing Services Expires November 2025	2025	Tender to be undertaken in July for November commencement
Review and extension of Hard waste and bundled green waste collection services	2026	Service review planning underway
Service and contract review for Knox Transfer Station	2027	Service review planning underway
Advanced Waste Processing (AWP)	2028 /2029	Waste Supply Agreement has been entered into

Table 1 - Waste reform and project timeline

The progress outlined above has Council on track to meet its requirements under both State Government legislation and Council's Waste and Resource Strategy. However, given the recent changes proposed by the State Government to the Kerbside Reform timelines from 2030 to 2027, consistent service delivery and behaviour change will be required, particularly over the next two years.

1.2.2 Residential Food and Garden Service (FOGO)

The two-stage rollout of the universal FOGO service, in conjunction with the collection frequency change, was successfully completed between April and November 2023. The service is now well-integrated within the community, with support services available, including the option to opt out of the Food and Garden service and access to additional waste bins through Special Consideration Requests.

The following section of the report provides an update on the outcomes of the service implementation, including diversion rates, financial and environmental impacts, and community feedback, as well as progress on the support services.

1.2.3 Diversion of waste from landfill

The introduction of the FOGO service in 2023 has been highly effective, with Knox now one of the leaders in the state in waste diversion from landfill.

The Waste and Resource Recovery Strategy, in alignment with the state's Recycling Victoria policy, sets a target to divert 80% of kerbside waste from landfill by 2030, with an interim goal of 72% by 2025. This target has been met ahead of schedule, with 73% of waste now being diverted from landfill.

On average, this results in the diversion of 2,640 tonnes of organic material, from landfill to recycling, each month (31,680 annually) and a reduction of 1,970 tonnes of greenhouse gas emissions.

As landfill capacity in Victoria declines and disposal levies increase, maintaining and improving this diversion rate is essential from both an environmental and financial perspective.

Figure 1 below compares diversion rates across neighbouring metropolitan councils. A comparison of the councils shows that Knox has exceeded diversion targets following the transition to fortnightly rubbish collection, surpassing both internal council targets and state targets. In contrast, Maroondah and Whitehorse have yet to meet state targets, with Whitehorse currently operating an opt-in FOGO service.

Of all metropolitan councils listed in Figure 1, only Knox and Manningham have met or exceeded the state's interim target of diverting 72% of waste from landfill by 2025, achieving 73% and 75.5%, respectively, as of August 2024.

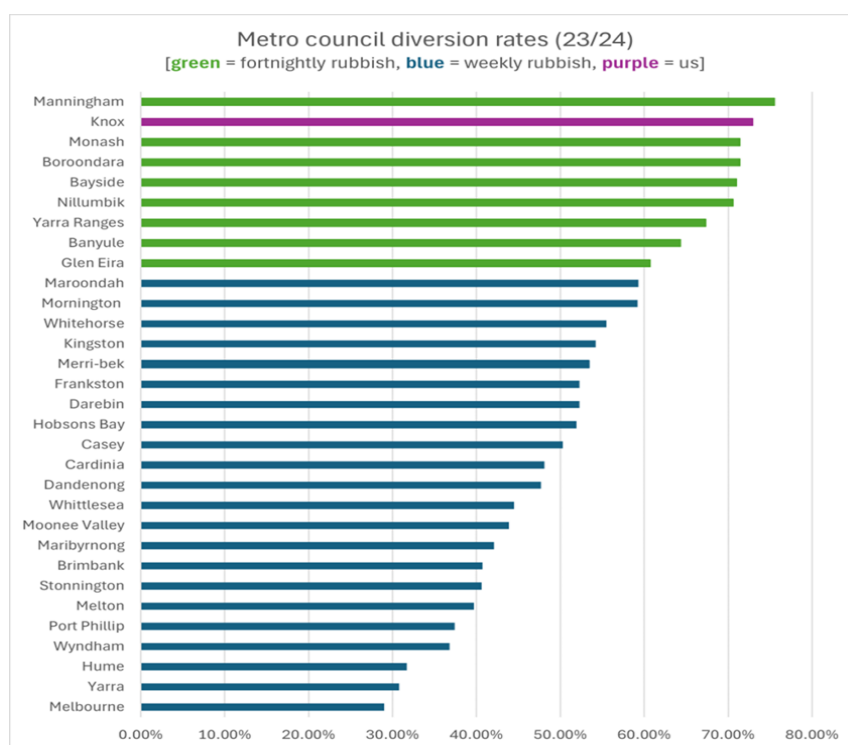


Fig. 1 – Kerbside collection waste diverted from landfill - percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill. Council is required to set a target for this indicator.
 Source - [Know Your Council comparison dashboard | vic.gov.au](https://www.vic.gov.au/your-council-comparison) (Aug 2024)

What Does Diversion Achieve?

In 2022/23, Council's diversion rate from landfill was 53%. Achieving 73% diversion in 2024/25 has delivered significant benefits for Council, including:

- Diverted 2,640 tonnes of organic material from landfill on average each month (31,680 tonnes annually) transforming it into compost, soil, and mulch for parks, gardens, nurseries, and farms, and in doing so supporting the circular economy. This is an increase of 1,082 tonnes on average each month (12,984 tonnes annually) from before FOGO implementation.

- Reduced disposal costs by approximately \$240,000/month (\$2.9m annually). This is an increase of approximately \$98,400/month (\$1.2m annually) from before FOGO implementation.
- Reduced landfill-based carbon emissions by 1,970 tonnes on average each month.

These results are driven by Council's adoption of weekly FOGO and fortnightly rubbish collection, which encourages the community to use the bin systems as effectively as possible. This creates compounding benefits for both Council and the community:

- Encouraging residents to use the bin system more effectively, reduces landfill waste and promotes recycling.
- Reducing landfill waste results in cheaper disposal fees (recycling costs about \$100 less per tonne than landfilling in 2025/26).
- This in turn minimises Council's exposure to risks, such as rising landfill levy costs (set by the state) and the declining availability of landfill capacity in the east of Melbourne, further reducing costs.
- Reducing the cost of collecting and disposing of rubbish in turn reduces the cost of providing additional bin capacity for those who specifically need it.

The current collection system has proven to be the most effective method for achieving high diversion rates. Maintaining and improving this diversion rate is critical from both an environmental and financial standpoint as well as meeting state waste diversion targets.

1.2.4 Community Feedback

The introduction of the Food and Garden service, along with the associated collection frequency change, was a major transition for the community. As expected with any significant service change, Council received a high volume of community feedback both before and during implementation.

Figure 2 illustrates call and service request/complaint volumes related to the new FOGO service (noting that these include general FOGO service requests e.g., additional bins, opt-outs, and opt-ins) and changes to collection frequency, as well as complaints concerning the new FOGO service and frequency change. Definitions of a complaint versus a request are:

A complaint is when a customer expresses dissatisfaction with:

- The quality of a service
- A delay in a service
- A policy or decision
- Staff behaviour.

This could include:

- Reporting a perceived failing or shortfall
- Reporting dissatisfaction with a response to a service request.

A service request is when a customer:

- Requests a new service
- Requests an additional service
- Seeks information about a service

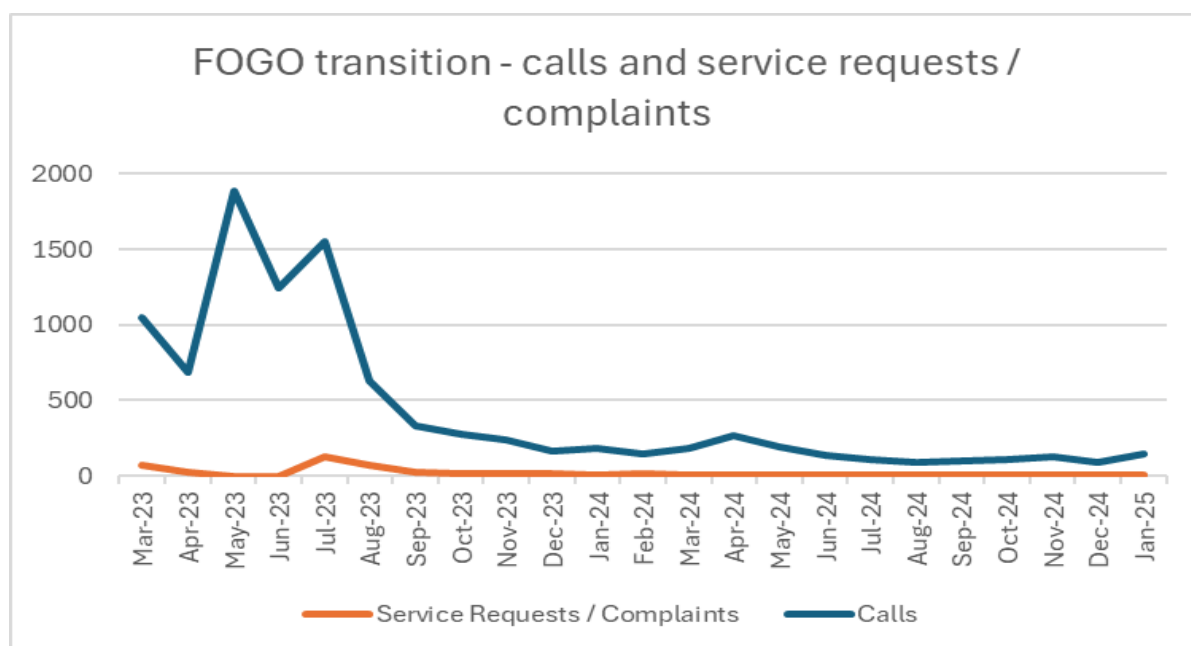


Fig 2 – Call volumes and service requests/complaints related to the introduction of the FOGO service and collection frequency change

This highlights that, after an initial spike in calls and complaints at rollout of this service, both reduced quickly as residents adapted and have remained at quite low levels for the last 12 months. Encouragingly, while complaints and enquiries relating to FOGO and the frequency service have reduced significantly, the community has increased its positive engagement with Council regarding support services like additional bins and/or requests for special consideration to access free additional bins. (More information on this engagement is detailed in section 1.2.7.).

Call and complaint volumes remain extremely low given the scale of this change. The waste team now manages approximately 1–2 escalated complaint requests per month from households with overfull rubbish bins. These cases are managed by the Waste Education Officer, who provides guidance on correct waste sorting and connects residents with options to increase rubbish bin capacity if required.

The Council-wide 2025 Community Satisfaction Survey was conducted in March 2025, with a sample size of 500 respondents representative of the community. Results from the 2025 Community Satisfaction Survey indicate that satisfaction related to waste services for all categories remain reasonably stable, however are slightly lower than the metro average. Figure 3 highlights current community satisfaction results compared to last years and Figure 4 shows the current community satisfaction results compared to average metro results.

Within the Community Satisfaction Survey scores of 7.75 (out of 10) and above are categorised as Excellent. Across all questions (average satisfaction, book hard rubbish service, weekly food and green waste collection, regular fortnightly recycling, regular fortnightly garbage collection), the Knox waste service scored Excellent for every question from the community.

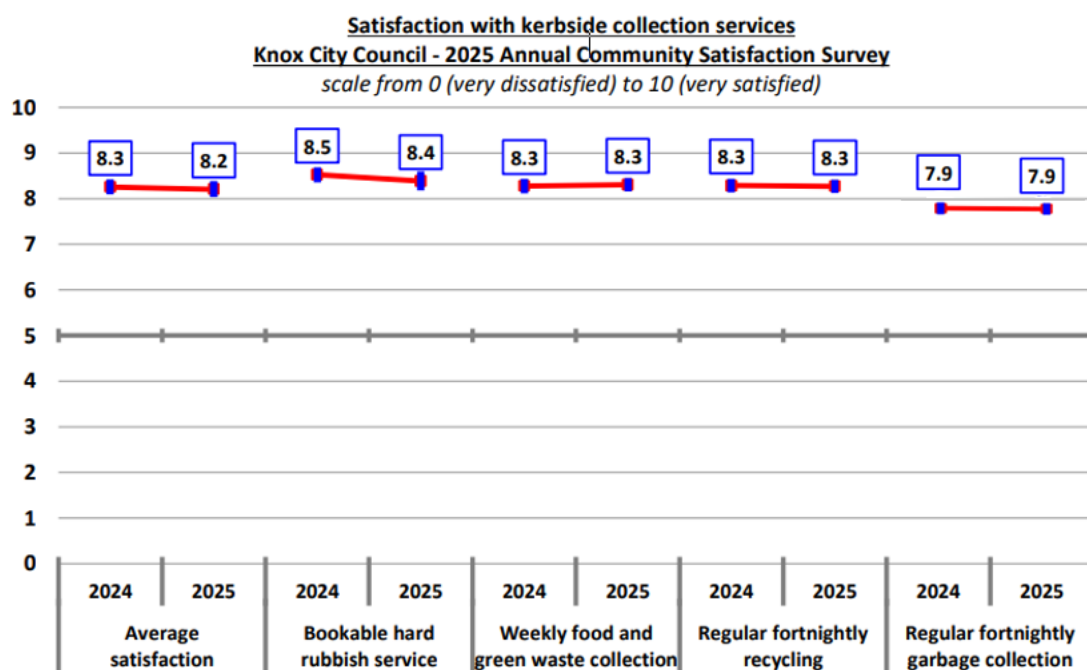


Fig 3 – Community Satisfaction Survey results related to waste services 2024 vs 2025 results

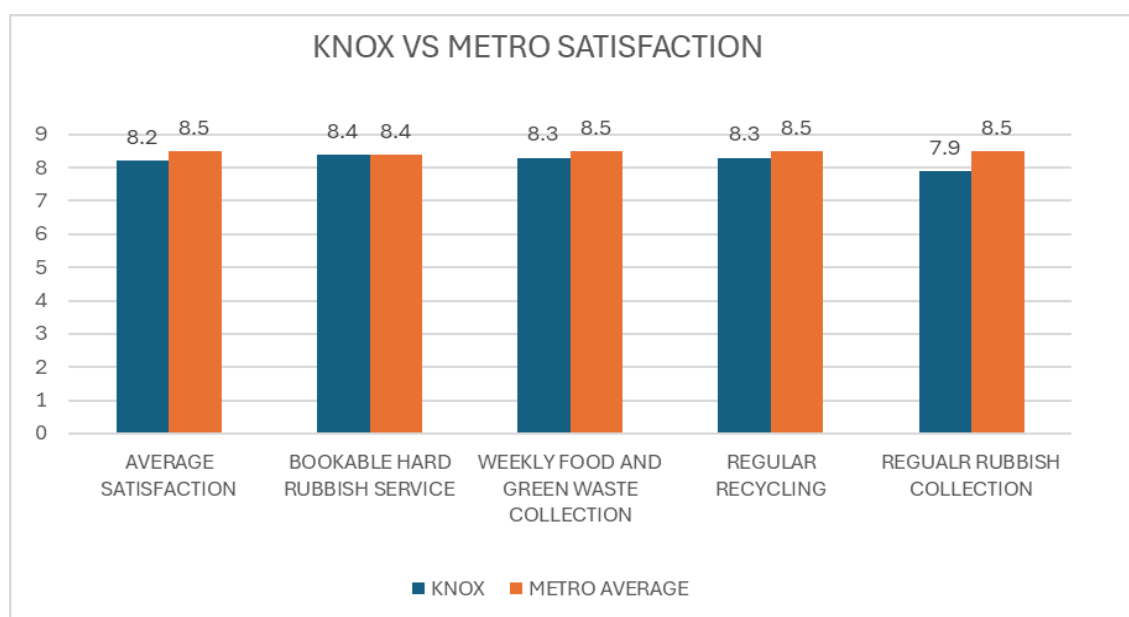


Figure 4 - Current 2025 satisfaction results compared to the METRO average.

Of the 500 respondents to the Community Satisfaction Survey, 70% rated their level of satisfaction with the regular fortnightly waste collection as 'very satisfied' (eight or more out of 10), 21% as 'neutral to somewhat satisfied' (five to seven out of 10), and 9% as 'dissatisfied'.

Reasons for dissatisfaction with the regular fortnightly garbage collection from the Community Satisfaction Survey are included below, noting around 40-50 comments relate to the frequency of the fortnightly garbage collection.

Reasons for dissatisfaction with regular fortnightly garbage collection
Knox City Council - 2025 Annual Community Satisfaction Survey
(Number of responses)

<i>Reason</i>	<i>Number</i>
General rubbish should be collected weekly not fortnightly	28
Bigger bins are needed	10
More frequent collection is needed	8
Collection is not frequent enough for bigger families	4
They forgot to collect / empty it	3
Garbage should be collected weekly because of the smell	2
It is too complicated and doesn't work due to the small size of the bins that are collected fortnightly	2
They changed the size of the bins to a smaller size	2
Due to change from weekly to fortnightly it's hard to remember which bin is on which week	1
I don't like that they come in too early	1
I have a sick husband, so we need more frequent garbage collection otherwise it gets smelly	1
I need an extra bin	1
Introducing the recycling process made the whole garbage collection process difficult	1
Need to keep it fortnightly	1
Once I couldn't empty my bin for 2 weeks	1
Rubbish is left in the vicinity after emptying	1
Should be collected weekly due to health reasons	1
Should be collected weekly to keep the crows away	1
Size of the main big bin is not enough for 2 weeks	1
Their time schedule is inconsistent	1
They are changing the lids again	1
They don't tip the bin properly	1
They need to pick up the rubbish off the streets otherwise it looks dirty	1
They try to empty the bin so quickly that it falls over dropping bits on the nature strips	1
Total	75

Figure 4a – Reasons for dissatisfaction with regular fortnightly garbage collection

1.2.5 Compostable Liners

To ensure that residents had access to an annual supply of compostable liners for their kitchen caddy, liners were made available for collection free of charge from all Knox libraries from April-June 2024. This was a huge success, with over 20,000 rolls (150 bags in each roll) being provided over a three-month period. Library staff commented on the engaging conversations they had with residents around using the food and garden service and ways to reduce waste.

In addition to the library collection points, boxes of liners were delivered to Retirement Villages and also distributed through Council's Meals on Wheels program and community events. From June 2024, liners transitioned to a postal service with residents able to request a pack directly from council to be delivered to their door. This has also been popular, with between 100-200 requests being actioned per week, at a monthly cost of approximately \$25,000.

1.2.6 Kitchen Caddies

Following the initial supply of kitchen caddies to residents along with their FOGO bin, replacement caddies have been available for collection free of charge from the Civic Centre and Knox libraries. New tenants are also able to request a caddy and roll of liners to be delivered to their home if one has not already been provided.

1.2.7 Additional Rubbish Bin Capacity

The 2024 Council report identified a 1.3% increase in overfull bins following the introduction of FOGO and changes to collection frequency. Notably, 40% of overfull rubbish bins were 80L in size, suggesting that some households may be unaware of the option to upsize their bin capacity through either paid or free services. Additionally, 57% of all overfull bins contained contamination, indicating a need for further education on waste separation and ways to reduce overall waste.

To address these findings, Officers committed to expanding waste and recycling education while promoting bin capacity options. This included:

- Introduction of a 240L rubbish bin option
- Implementation of Overfull Bin Flyers for proactive, targeted engagement, and
- Continuing Special Consideration Requests for households with additional needs.

240L rubbish bins

To support households requiring additional rubbish capacity, a 240L rubbish bin option was introduced on 1 July 2024 as an alternative to ordering a second 120L bin.

Since its introduction, 453 properties have ordered these bins. Demand for additional 120L bins has shown a downward trend aligning with this new option being available, and steps are now being taken to make the 240L the standard option for additional capacity instead of 2 x 120L bins.

Whilst upgrades of rubbish bins from 80L to 120L are still available, requests have also declined, with 344 upgrades recorded compared to 534 during the same period last year – representing a 36% decrease. Table 2 compares results from the previous six month to the last six-month periods.

Bin Upgrades	NOV 23 – JUN 24	JUL 24 – FEB 25
80L to 120L	344	287
Additional 120L	397	216
2 x 120L to 240L	N/A	45
80L to 240L	N/A	77
120L to 240L	N/A	331

Table 2 – Bin Upgrade data

Providing residents with flexible options to increase their rubbish bin capacity as needed has been well-received. Council will continue to monitor and review bin options to ensure they align with community needs.

Special Consideration Requests

Following the 2024 Council report, a review was conducted on the Special Consideration Request (SCR) service. The current eligibility categories, which provide free additional bins to households with excess waste due to medical needs or two or more children in disposable nappies, have been maintained. These categories were established after community consultation prior to the frequency change. When compared with offerings from neighbouring councils and community requirements, these categories were deemed still appropriate for supporting households with the

highest needs within Knox. Regular reviews will be conducted to ensure these categories remain relevant and responsive to the needs of the community.

To reduce administrative burden for both residents and Council, the approval period for nappy bins was extended from 1 year to 3 years, better aligning with the typical toilet-training age of 2-3 years. An age limit was also introduced for the nappy category, supporting families with two or more children in disposable nappies up to the age of 6. This aligns with average toilet-training ages and continues to support households with the greatest need. In rare cases where children remain in nappies beyond age 6, families are encouraged to reapply under the medical category.

All medical SCR approved are for 5 years.

The number of approved SCRs has remained relatively consistent, increasing slightly from 1,400 in 2024 to 1,622 in 2025. While new applications remain steady, the renewal process has been effective in retrieving bins that are no longer required (e.g., when residents move, or their circumstances change). As a result, the overall cost of providing free bins through the SCR process has not significantly increased the waste charge.

SCR costs 2024/2025	Number	Unit price (ex. GST)	Total cost (ex. GST)
Provision and fortnightly collection of additional 120L bins	1,622	\$94.52	\$153,309

Table 3 – SCR service cost summary.

Overfull bin proactive engagement

Council receives reports of overfull bins through the Bin Inspection Program contractor (All Environmental Concepts) who collects data during its weekly visual audits of kerbside bins and waste collection contractor (JJ Richards). In September 2024, Council introduced the Overfull bin flyer to proactively engage with residents and information on rubbish bin capacity options and correct waste sorting.

Overfull bins are recorded when the bin lid is ajar due to an overflow of waste at the time of presentation. The flyer, produced in six languages, has been distributed directly to 200 households to date, with copies also available at the Civic Centre and Knox libraries. Since implementing the Overfull bin flyer, records of interactions were noted for residents struggling with the fortnightly rubbish collection to determine if specific demographics could be provided extra support.

Data relating to overfull bins from the inspection program, which conducts 20,000 inspections per year, is displayed in Table 4.

Rubbish bin presentation	APR - DEC 2022	JUL 2023 – MAR 2024	APR 2024 – FEB 2025
< 50% full	24.1%	8.0%	8.4%
50-100% full	69.4%	84.2%	84.3%
Overfull (bin lid ajar)	6.5%	7.8%	7.3%

Table 4 – Rubbish bin presentation as identified by the Bin Inspection Program (BIP). Rubbish frequency change and introduction of FOGO service in July 2023. Note: total rubbish bin inspections for Apr – Dec 2022 (3,731), Jul 23-Mar 24 (2,876) and Apr 24-Feb 25 (4,063).

Encouragingly this data indicates a slight downward trend (-0.5%) in overfull bins presented since April 2024, with a corresponding increase in half full bins. While it is a slow change this does reflect positive engagement with the community and uptake of other options (both paid and special consideration) to manage their specific circumstance.

Out of 295 overfull rubbish bins, 115 bins presented with no contamination. This means 61% of overfull bins would benefit from further education and behaviour change to understand acceptable items for each bin rather than simply increasing rubbish bin capacity. Data indicates there is still scope for households to sort their waste correctly and have sufficient capacity in the rubbish bin each fortnight.

The overall impact on waste operations remains relatively unchanged, with an average of 15 bins out of 250,000 being rejected each month for being overfull (or 0.006%), where prior to FOGO implementation 10 bins were not collected on average per month (or 0.004%).

1.2.8 Waste Education

Knox's Waste Education focus in 2024 was to prioritise engagement with those who were still struggling to align with service requirements, rather than solely reinforcing messages with those who are already aligned with waste reduction and sustainability.

This was achieved by:

- Approaching residents at larger festivals and events.
- Contacting residents with contaminated bin contents to provide education on the correct way to recycle.
- Designing and rolling out overfull bin flyers as described earlier.
- Expanding our suite of education material to include easy to digest waste and recycling information available both online and in hard copy for ease of distribution
- Providing engaging and educational activities targeting children – such as the 'sort your waste game', colouring pages, and a hands-on demonstration turning bottle caps into new products.
- Phoning residents who report they are struggling with their rubbish bin capacity to talk them through options to - upsize their bin capacity, take advantage of our special consideration bins (if applicable), compost at home, reduce waste, and improve recycling.

Other key achievements for 2024 include:

- 43 events held in 2024.
- Annual Detox Your Home event fully booked, with an 18% increase in attendance from 2023. One of few Councils to secure a Detox Your Home event for 2025, with the program due to cease after this due to funding not continuing from the state.

The focus of waste education in 2025 is to improve use and understanding of current bin services to reduce contamination, save on cost, and alleviate remaining overfull bin issues.

Feedback was also sought at the February 2025 Knox Multicultural Advisory Committee to help with future waste education planning for hard-to-reach audiences. Feedback included focusing on

educational campaigns using social media and providing engagement during other multicultural events rather than running stand-alone targeted sessions.

Kerbside Audits

Kerbside audits are conducted twice a year, with the most recent audit undertaken by EnviroCom in February 2025. The interim report indicated, since the August 2024 audit, a slight increase in contamination across recycling and food and garden waste streams.

To address this, Council will engage in a targeted communications campaign focusing on common contaminants and reinforcing waste separation education. This initiative will complement existing engagement efforts and the available options for increasing rubbish bin capacity.

1.2.9 Rubbish bin lid change

Following the introduction of the food and garden service in 2023, Stage 2 of council's kerbside reform project commenced in April with lids on household rubbish bin lids changing from yellow to red to align with Australian standards. Information on our website will be updated as the rollout progresses. The public campaign will include messaging across a variety of platforms – social media, posters, banners, direct mailout, and more.

Key messages:

- Household rubbish bin lids will be changing from yellow to red from Monday 28 April
- Residents should leave their rubbish bin out on their normal collection day and leave it out until 6 pm or until the lid is changed
- Rubbish collection will continue as normal
- Changing all the lids across Knox will take at least 3 months
- Bin lid colours are changing to align with Australian standards and the Recycling Victoria policy.

1.3 REVIEW OF RUBBISH COLLECTION FREQUENCY

As outlined above, the collection frequency change conducted as part of the implementation of the Food and Garden service has achieved significant positive results for Council, the community, and the environment. However, it is acknowledged that this has been a significant undertaking for the community and presented a small cohort with difficulties in managing their waste initially, albeit reducing over time due to options to change services to meet specific needs being available.

It is also acknowledged that Councillors are hearing concerns from the community about garbage collection issues relating to capacity, smell, rodents etc. These concerns may not be fully reflected in the current, municipal wide Council data presented in this report.

The information below addresses provides a clear picture of the impact, cost, risks, and resources associated with a potential shift back to a weekly rubbish collection, as well as a comparison of Knox bin suites and services to other nearby Councils.

1.3.1 Cost and Environmental Impacts

Officers have updated estimated costs associated with changing collection frequency using current data and market rates, noting that given the requirement to tender separately for this service, rates may differ from those currently available to Council.

In modelling the impacts of the alternate service method (weekly rubbish and fortnightly FOGO and recycling) updated current market rates have been used with estimated service parameters (bins, disposal tonnages etc.) for the 25/26 financial year.

These are listed below as follows:

- **Current service** (fortnightly Rubbish)
- **Alternate service** (weekly Rubbish)

The above two service methods have been modelled for diversion rate, service cost (including collection and disposal), estimated impact upon future waste charges, and reduction in greenhouse gas emissions.

Diversion rate modelling

Given the impact of collection frequency on diversion rates, this has also been included in modelling but has been done so using estimates given the potential variables relating to a two-contract approach. Table 5 highlights variances between both models relating to waste diversion rates.

Collection model	Overall diversion rate (state target of 72% by 2025)	Tonnes collected (annual)		
		Rubbish	Organics	Recyclables
Current	73%	16,566	31,404	13,451
Alternate	59%	25,464	22,506	13,451

Table 5 - Modelling of waste diversion rates for Current and Alternate collection service based on current Knox results vs the alternate being the best performing Council with weekly garbage collection as per Figure 1.

This modelling highlights a decrease in waste diversion from landfill of an estimated 14%. This is a direct result of an estimated 8,898 tonnes of rubbish per annum more been collected and sent to landfill, through a weekly collection.

Estimated service cost comparison (collection, disposal and year 1 start-up costs)

Using the above modelling for the costing of waste disposal the table below details a cost impact estimate for year one of the proposed alternate service including collection and year one start-up costs.

This is a cost estimate using known collection rates. Rates resulting from a new contract for the additional weekly collection may be different. The figure range in Table 6, considers variables of any additional costs associated with implementing new services that are difficult to estimate.

These include IT system integration requirements, impacts on disposal costs from increased contamination, and increased resources across internal teams (waste, customer service, communications, rates, procurement etc.).

Collection Model	Collection cost**	Disposal Cost	Year one start up costs*	Total Yr 1 Annual Cost	Cost impact***
Current	\$7,932,767	\$10,536,522	NIL	\$18,469,289	NIL
Alternate	\$10,062,560- \$10,273,340	\$11,096,729- \$11,346,825	\$260,000	\$21,419,289 \$21,880,166	\$2,950,000 - \$3,410,877

Table 6 - Service cost impact modelling

* Year one costs include \$100,000 for required community education campaign (ex. resources), \$160,000 for service start up administration and service integration

** Includes \$2.5 million for the required 4-new trucks aggregated over an 8-year contract term.

*** Cost impact range estimated pending contracted bin lift cost and potential impact on waste diversion rates.

Table 6 represents an initial year one cost increase ranging between \$2,950,000 and \$3,410,877 to deliver a weekly rubbish service. A majority of the additional cost is associated with the collection component of the service, making up over 72% of the total increase.

The above modelling is consistent with data provided via the Know Your Council Website (Figure 1) and based on the best performing Council currently with weekly rubbish disposal in relation to diversion rates of 59%.

It is recognised that the modelling undertaken assumes re-introduction of a weekly rubbish collection while also maintaining a weekly FOGO collection, which is not a service mix offered by any other Council. Officers consider using the best performing Council currently with weekly rubbish disposal to be a reasonable approach to estimating what the diversion rate may be should a weekly rubbish disposal service be re-introduced at Knox. The actual diversion rate may be different than this estimate, and so officers have also modelled alternate scenarios where the diversion rate is worse (52%) and better (65%) than the estimated rate of 59%.

Table 6a provides additional cost modelling on diversion rates of 52% and 65% to provide a broader range of modelling.

Diversion Rate	Collection cost**	Disposal Cost	Year one start up costs*	Total Yr 1 Annual Cost	Cost impact***
52%	\$10,062,560- \$10,273,340	\$11,502,640- \$11,752,736	\$260,000	\$21,825,200- \$22,286,076	\$3,355,911- \$3,816,787
65%	\$10,062,560- \$10,273,340	\$10,714,840- \$10,964,936	\$260,000	\$21,037,400 \$21,498,276	\$2,568,111 - \$3,028,987

Table 6a – Additional cost modelling

To date, only one metro Council has implemented a service with weekly FOGO collection alongside a fortnightly garbage collection and decided to change garbage collection frequency at a later time. The original service (weekly FOGO, fortnightly garbage) initially proved successful, with waste diversion rates increasing from 47% to 62% within twelve months.

This Council later decided to reverse the collection frequencies, switching to weekly rubbish collection and fortnightly FOGO collection. This change led to a significant decline in diversion

rates, which fell from 62% to 49% over the subsequent three-year period as shown in Figure 5. The box shows the time period where weekly FOGO was introduced. It can be assumed that this would have increased disposal costs due to the higher rates to dispose general waste, than those of disposing FOGO material.

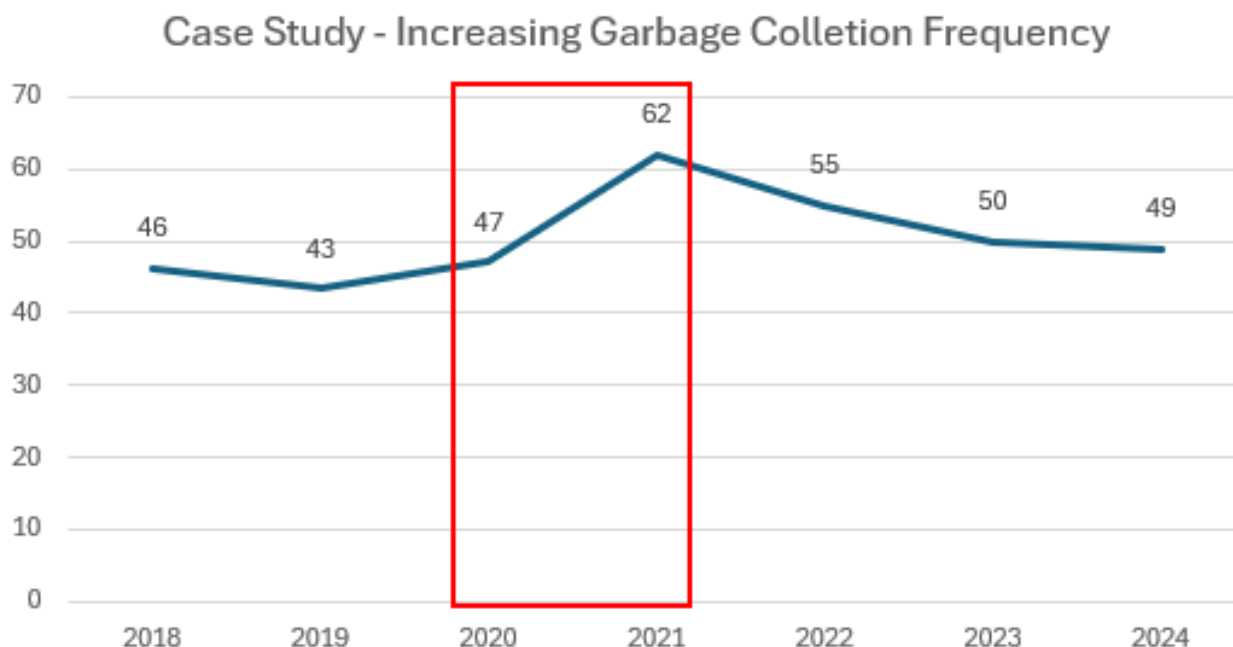


Figure 5 – Case study of Council increasing rubbish collection frequency after initially implementing fortnightly collection.

Estimated impact upon the waste charge

While the waste charge covers multiple services outside of kerbside rubbish collection and disposal, and as such is difficult to project beyond a 12-month horizon, an estimated impact can be modelled utilising the draft 25/26 waste charge and known service impacts such as recycling bin lid change and a potential glass service as per below. Figure 6 highlights projected impacts of weekly rubbish collection on the standard residential waste charge over a three-year horizon.

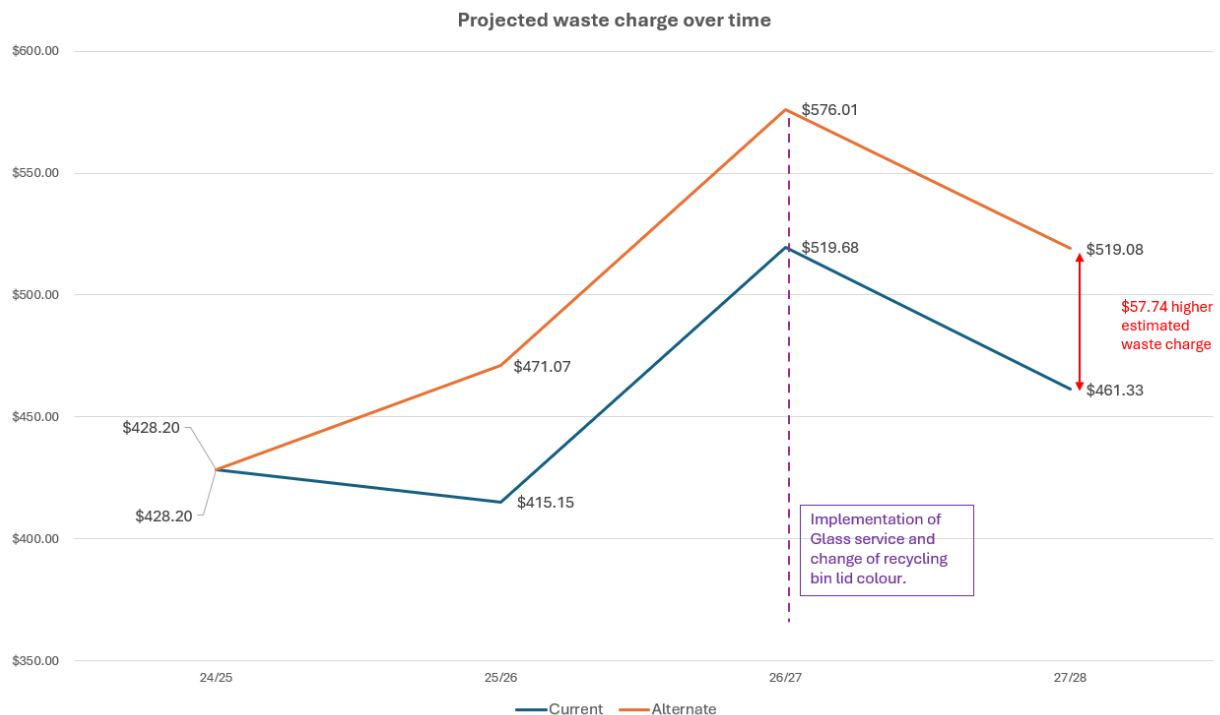


Fig 6 – Estimated impact of frequency change on the standard waste charge over time

Based on the estimated reduced diversion rate of 59%, the alternate service would equate to an estimated increase of approximately \$55.92-\$57.74 per annum to the standard waste charge levied on all properties over the next 3 years. This is higher than the draft 2025/26 fee for an individual to upgrade from an 80L bin to a 120L bin (\$48.50) which has decreased due to the fortnightly rubbish collection and decreased rubbish disposal costs. If the diversion rate was 65% the estimated waste charge increase is \$49.61 to \$51.19 which is also greater than the individual cost to upgrade from an 80L to 120L. The table below shows the draft waste charge for 2025/26, along with the estimated charges assuming a weekly rubbish collection were introduced and based on the landfill diversion rates as noted.

	Fortnightly Rubbish Collection draft 2025/26 budget	Weekly Rubbish Collection 59% Diversion	Weekly Rubbish Collection 52% Diversion	Weekly Rubbish Collection 65% Diversion
Proposed Residential Waste Charge (80L rubbish bin)	\$415.15	\$471.07 - \$472.89	\$477.72 – \$479.66	\$464.76 - \$466.34
Proposed Residential Waste Charge (120L rubbish bin)	\$463.65	\$519.57 - \$521.39	\$526.22 - \$528.16	\$513.26 – 514.82

Table 6b - Service cost impact modelling

Environmental Impact

A change to frequency of collection would also impact Councils greenhouse gas emissions levels. Table 7 models the level to which this would change related to weekly rubbish collection.

The data assumes tonnage rates as described above and a factor of 2.1 tonnes of CO₂ equivalent (CO₂e) released for every tonne of material placed in landfill.

Collection Model	Additional waste sent to landfill (Tonnes)	Additional emissions generated (Tonnes CO ₂ e)	Additional vehicle emissions (Tonnes CO ₂ e)	Total increase in emissions (Tonnes CO ₂ e)
Current	NIL	NIL	NIL	0
Alternate	8,534	17,921	216	18,137

Table 7 – Modelled greenhouse gas emission impact

1.3.2 Probity and Legal Advice

Altering bin frequency, would almost certainly impact the current contract Council have regarding waste collection. In 2024, Officers sought independent legal advice from two separate legal firms regarding Council's ability to vary contract 3149 (Bin Based Kerbside Collection Services) to accommodate a weekly rubbish service.

Should Council wish to return to weekly rubbish collection, which would require significant investment from Council and potentially extensive community engagement, a separate contract to facilitate rubbish collection on the alternate weeks, would be the most plausible option. There would be some challenges in procurement, logistics, and contract management given the unique nature of the work and the involvement of an incumbent provider delivering a similar service to Council's current collection contractor JJ Richards and Sons Pty Ltd. This would include the significant additional administration involved managing two separate contracts delivering essentially the same service at the same time, adding confusion and variables on many of Council's most common customer requests (missed or damaged bins) and increased trucks movements within local streets with associated traffic management and property damage risks.

1.3.3 Resourcing, logistics and timing considerations

A change of this scale requires careful planning, time, and community investment. With several mandated reforms already in progress and less than two years since the last frequency change, implementing another adjustment in the near future would pose significant resourcing challenges, increase the risk of community fatigue, and have substantial implications for the waste charge.

If Council is exploring a potential change in the frequency of the rubbish collection service, it may be appropriate to consider community engagement to gather feedback from the broader community on any proposed adjustments.

It should also be noted that should a decision be made to return to weekly garbage collection, this would not be logistically possible until the 26/27 financial year. This is due to the need to complete a detailed tender process for an additional contract and the successful contractors developing collection routes and purchasing vehicles etc. It is also worth noting that 26/27 is the

deadline for implementation of all state-mandated kerbside reforms (including recycling bin lid change and implementation of a glass only service).

Current outcomes highlight significant success, with Knox a state leader in waste diversion, providing affordable options to upsize rubbish capacity for those who need, and maintaining low complaint volumes.

Between now and the completion of the Kerbside Reform project in 2028, Council's focus is currently directed towards delivering state-mandated reforms and honouring commitments outlined in the Waste and Resource Strategy, including:

- Bin lid changes
- A glass collection solution - planning, implementation, and education
- Waste education – correct sorting of waste and use of FOGO service

Reverting to a weekly rubbish collection during Kerbside Reform presents risks across several areas:

- Logistical – probity, contract negotiation, multiple collection contractors, increased collection runs, bin placement, and internal/external resource demands
- Public engagement - message saturation, resident confusion, and reduced trust in Council
- Financial – additional costs outlined in this report, compounding with mandated infrastructure charges under Kerbside Reform
- Environmental – reduced landfill diversion, increased contamination, and regression in waste education progress.

Bin placement and logistics

As outlined in the Waste Management for Multi-Unit Developments (MUDs) Policy and Procedure, bins must be placed on the kerbside in a single row with a 300mm gap between them to ensure safe and efficient collection. A weekly collection of both rubbish and FOGO would result in the presentation of three bins during recycling collection weeks. Due to limited kerbside frontage, this placement would be challenging for most MUDs within Knox as well as any properties with existing restraints around kerbside parking.

Resources

Any changes to collection frequency and the promotion of these changes to residents would require significant additional resource capacity across multiple departments, including but not limited to:

- Waste Services
- Communications
- Customer service
- Rates

Funding these additional internal staffing resources can be achieved via increases to the waste charge, however consideration would need to be given to other factors within Kerbside Reform which will also act to increase the charge during the next three years.

Externally, waste collection contractors may also need additional resources to support the change.

Given the requirement to implement state-mandated reforms by July 2027 (draft timeline), accommodating such a change within existing resources would not be feasible and would require additional investment from Council.

1.3.4 Comparison between Councils

It is difficult to make a direct comparison of waste charges between Councils as each provide varying levels of service. For example, the 25/26 proposed Knox standard residential waste charge includes the provision of the bundled branch collection service and an unlimited volume hard waste collection service which together total approximately \$5 million or \$82 dollars per property.

Table 8 compares all current waste fees and charges including the standard residential waste charge, and other charges aligned to recovering all costs of waste services.

Service	Knox	Maroondah	Yarra Ranges	Whitehorse
Collection frequency	Weekly FOGO, f/n rubbish	Weekly rubbish, f/n FOGO	Weekly FOGO, f/n rubbish	Weekly rubbish, f/n FOGO
Standard service	\$428.20 80L rubbish, 240L recycling, 240L FOGO	\$365 80L rubbish, 240L recycling, 240L FOGO	\$492 80L rubbish, 240L recycling, 240L FOGO Offer a number of bin sets including 80L/120L rubbish and 120L/240L FOGO/recycling	\$359.05 80L rubbish, 240L recycling, non-mandatory FOGO
Upgrade to 120L rubbish bin	\$53.10	\$74	\$15	\$71
Additional 120L rubbish bin capacity	\$137.50 (or upgrade from 120L to 240L)	\$280	\$135	\$295 (or \$366 for 240L bin)
Free additional rubbish capacity	2 or more children in disposable nappies (up to 6 years of age) or medical needs	Not offered	Options for medical needs only	Not offered or not advertised
Additional 240L FOGO	\$142.30	\$230	\$190	\$98
FOGO opt out	-\$142.30 (eligibility criteria)	Not offered	Not offered	Mandatory FOGO yet to be introduced
Downsize FOGO to 120L	No reduction (eligibility criteria)	Not offered	-\$15	Not offered
Additional 240L recycling	\$72.65	Free	\$80	\$60

Table 8 - Current (24/25) waste fee and bin size comparison across local LGAs.

Summary of Service Options

Table 9 below provides summary outcomes of the two service options assessed in detail previously within this report.

Outcome	Current collection	Alternate collection
Achieves state diversion targets	Yes	No
Responds to requests for increased rubbish capacity	Yes Targeted response – user pays for additional Rubbish capacity as needed	Yes Blanket response – all residents pay regardless of rubbish generation
Increased annual service cost	No	Yes \$2,950,000 - \$3,410,877
Required increase to waste charge	No	Yes \$55.92 - \$57.74
Additional waste sent to landfill (per annum)	No	Yes 4,000 – 9,000 tonnes
Emissions increase	No	Yes 18,137 tCO ₂ e
Maximum bins presented for collection each week (excluding future glass bins)	2	3

Table 9 - Summary of Service outcomes

The table above indicates several concerns and policy impacts were Council to pursue an alternative model. A change in model would increase the frequency of service for all residents. The impacts include additional costs to all residents, potential of not achieving the diversions targets in the Waste and Resource Strategy and the State targets, the emissions targets in the Climate Response Plan. With either model Council would continue provide targeted support to households struggling with waste management by increasing capability (waste education) and capacity (additional bin space), ensuring ongoing review and communication.

1.4 NEXT STEPS AND FUTURE DECISION POINTS

There will be significant change and multiple decision points for Council over the next 2-3 years regarding waste and recycling reforms. The key milestones requiring Council input are outlined below. Officers will continue to present these decisions to Council in a timely manner, ensuring well considered outcomes that benefit the community while upholding Council's responsibilities as a leader in waste management.

Rubbish bin lid change

As outlined in 1.2.9 the rubbish bin lid changeover commenced implementation on 28 April 2025. Council will be updated on its progress over the course of the planned work.

Internal FOGO service

The project to roll out organics bins in the Civic Centre and Operations Centre was delayed due to new cleaning contractors coming on board in November 2024. However, planning is underway with the view to implement this by the end of 2025. Following a review of this implementation, FOGO will be offered to other council-run community centres as an opt-in service.

Recycling bin lid change

Recycling bin lids are planned to change from blue to yellow in 2026. The current timeline proposes awarding the Tender by the end of 2025, with the rollout from July–September 2026. Note that rollout dates will be affected by contractor and stock availability.

Victorian Government Household Waste and Recycling Service Standards

Officers are currently awaiting finalisation of the Victorian Government Household Waste & Recycling Service Standards (the Standards) which will come into effect 1 July 2027. These are due to be approved by the Minister for Environment by mid year, Council provided feedback on the draft standards when first released in 2024. The draft standards contain several key proposed elements that will require decision from Council in the next 2 years. These include:

Mandatory delivery of a kerbside bin-based glass only service

The Recycling Victoria policy outlines a requirement for all households to have access to glass-only recycling by 2030. Prior to the release of the draft Standards, councils had been planning for access to glass recycling through either kerbside bins or drop-off services. However, the draft standards now indicate that kerbside collection is mandatory for metropolitan councils, removing drop-off services as an option—something that was not previously made clear. Additionally, the timeline for mandatory access to glass recycling has been brought forward to July 2027.

Following the release of the draft Standards and accompanying Regulatory Impact Statement, many councils have found that the assumed positive outcomes of a kerbside system do not align with their local preparations. In response, Council provided feedback that a kerbside glass collection system was not the preferred approach and that alternative solutions—such as drop-off points or an expanded Container Deposit Scheme (CDS)—should remain viable options for councils to implement based on local needs.

Further to the above a group of 32 Councils are currently engaged in advocacy action with the state government to address Council concerns that the kerbside service places an unfair burden on ratepayers when alternatives (such as expanding the CDS) can achieve similar environmental results at far lower cost and risk to the community. Officers will communicate the outcome of the advocacy as it develops and present Council with options to manage legislated requirements.

To ensure continuity of service regardless of the outcome of advocacy to the State Government, Officers are proceeding with plans for the rollout of glass-only bin infrastructure. This includes activating collection options within the current contract and preparing to release a tender for infrastructure rollout by June 2026, with implementation scheduled for June–August 2027.

Banning of compostable liners for use in Kitchen Caddies

The draft Standards indicate that compostable liners will be banned, meaning they will no longer be accepted in the FOGO stream or recommended for lining kitchen caddies. Since the introduction of FOGO, Knox's messaging has provided residents with options for using the caddy—lining it with a compostable liner, using newspaper or paper towel, or using no liner at all. However, the majority of residents prefer to use liners due to the convenience and improved amenity. In response to the draft Standards, Council provided feedback that its preference was to continue allowing compostable liners, as they support community uptake and correct use of the service. Currently, Council provides liners free of charge to residents. An update will be provided to Council following the release of the finalised Standards, including plans for the future provision of liners.

Standardised items list including soft plastics

The draft Standards outline a detailed list of proposed standard items to be accepted in each waste and recycling stream. Several categorisations within this list may impact Council's processing contracts, requiring Officer review and potential Council decisions on future actions. A key area of focus is the proposed acceptance of soft plastics in the kerbside co-mingled recycling bin. It remains unclear how this change will affect current and future recycling processing contracts.

Soft plastics recycling continues to be a challenge in Australia. As outlined in the Waste and Resource Strategy Council's current position on soft plastics is to:

- Review outcomes of soft plastic collection trials in Victoria (latest update in February 2025 indicates ACCC has extended the Soft Plastics Taskforce to continue collection trials until 31 July 2026)
- Advocate to Government for an industry-backed mandatory national product stewardship scheme
- Support and provide feedback on reforms relating to national packaging regulations
- Provide education on sustainable purchasing such as choosing products that are plastic free or packaged in recyclable alternatives.

Officers will continue with the above approach and review this once the standards have been finalised, and a new position can be formed.

Additional Rubbish Bin Capacity

As outlined in Section 1.2.7, Council offers several options for residents needing to increase their rubbish bin capacity. Free bins provided through the Special Consideration Request process continue to effectively support community members with the highest need. Paid additional bins are becoming more accessible with reduced costs, and the introduction of the 240L rubbish bin has been well received.

Additionally, the number of overfull rubbish bins remains extremely low. Regular reviews will be conducted to ensure these services remain accessible and aligned with community needs.

Hard Waste Booking and Bundled Branch Collection Service

Contract 2887 - Hard Waste and Bundled Branch Collection is scheduled for review on 1 July 2026, with the option to extend for a further three years.

Council's current service model is one of the most generous compared to other local councils and remains highly utilised and popular within the community.

Current Service Model:

- Two hard waste collections per year with no size limit for eligible properties.
- Fortnightly city-wide bundled green waste collection (in addition to the weekly FOGO bin collection).

Most other councils provide 1-2 booked hard waste collections per year, limited to approximately 3 cubic meters per collection, often alongside a similar sized booked bundled green waste service. No other councils offer unlimited hard waste pile sizes, or a blanket fortnightly bundled green waste collection.

Service Usage Trends

	Hard Waste Collections	Hard Waste Tonnages	Bundled Green Tonnages
22/23	31,565	7,181	3018
23/24	32,638	7,544	1552
24/25 to March 25 (24/25 total projected)	25,636 (33,515)	5,878 (7,726)	1077 (1,481)

Table 10 - Hard waste and bundled branch collection data

Hard waste collections remain in high demand, with an increase in tonnage per pickup over time. The bundled green waste service has seen a 50% decline in tonnage collected post FOGO implementation, indicating a shift towards using the FOGO bin for organic waste disposal.

The 2026 service review presents an opportunity to assess potential adjustments to the service, considering changing trends and financial sustainability.

When tendering this contract in 2022, Council sought pricing for alternative service models, including:

- Capping hard waste collection size at 3 cubic meters (compared to the LGA average of 2 cubic meters).
- Extending bundled green waste collection from fortnightly to every four weeks.

Cost modelling at the time indicated that implementing both changes together would reduce service costs by 14% (approximately \$560,000 per year). Council chose to maintain existing service levels, with the intention of revisiting these options at an appropriate time. Hard waste and bundled green waste services cost Council a combined total in excess of \$5m to deliver annually.

The 2026 review will reconsider these options, as well as:

- Shifting to a booked bundled branch collection (on-request basis).
- Combine the Bundled green and hard waste services in light of weekly FOGO service access.

A summary of the review and potential changes will be presented to Council for consideration in due course.

Commercial FOGO

Providing a FOGO service to businesses is not a current priority, as state-mandated reforms apply only to residential properties. Knox will reconsider this option following the completion of Kerbside Reform. Nevertheless, if implementation were required sooner, the logistical impact of offering this as an opt-in service would be minimal.

Waste and Resource Strategy Implementation Plan

The Waste and Resource Strategy 2023-2030 will continue to be implemented and monitored over the coming years, with regular reporting to Council to provide updates. The next update to Council is planned for late 2025 to 2026, with an outline provided for interim 2025 target progression and action progression from the implementation plan below. As part of the strategy implementation, resourcing to carry out the actions until 2030 is currently being reviewed.

A summary of the monitoring plan for 23/24 can be found below (Table 11).

	Target	Baseline	23/24 results	2025 target	2030 target
Goal 1	Cut total waste generation per capita in Knox by 15% between 2020 and 2030	443 kg/person	434 kg/person	421 kg/person	377 kg/person
Goal 2	Divert 80% of waste collected in kerbside bins from landfill by 2030: interim target of 72% by 2025	45% diversion	73% diversion	72% diversion	80% diversion
	By 2030, reduce the volume of organic material going to landfill to 50% of 2020 levels: interim target of 20% reduction by 2025	54% organic material	35% organic material	34% organic material	27% organic material
	Every household in Knox has access to a separate food and organics recovery service by 2030	0	60499	Every household	Every household
	Every household in Knox has access to either new glass bin or service by 2027 (option still to be determined)	0	0	Every household	Every household
Goal 3	Increase the number of	59%	58%	72%	80%

	recycling bins with no contamination from bin inspection program to 80% by 2030: interim target of 72% by 2025				
	Increase the number of food and garden bins with no contamination from bin inspection program by 25% from 2023 levels: interim increase of 10% by 2025	87%	81%	2023 levels + 10% (97%)	2023 levels + 25% (112%)
Goal 4	By 2030 reduce the reported number of dumped rubbish and litter complaints by 20%	1,682 complaints	1,993 complaints	10% reduction (1,514)	20% reduction (1,346)
	Annually complete all required monitoring and reporting at closed landfill sites	100% complete	100% complete	100% complete	100% complete

Table 11 - Current Waste and resource strategy monitoring plan.

Advanced Waste Processing (SEMAWP)

Council is a member Council of the South East Metropolitan Advanced Waste Processing (SEMAWP) project group. This project will deliver advanced waste processing service – creating energy from our residual rubbish as opposed to traditional landfill disposal – that council plans to engage once the new facility is operational. Based in Maryvale Victoria the new facility is due to be completed in 2028/2029.

2. ENGAGEMENT

Council has engaged significantly with the community on waste services and its recently adopted strategy over the last 3 years. This has included dedicated community consultation campaigns, and significant stakeholder engagement including Councillors, contractors, and internal departments.

As described above Council has recently conducted targeted proactive engagement with properties identified as having overfull or contaminated bins, and through the Bin Inspection Program.

Council interacts with the community and traders on a daily basis in regard to all aspects of waste management services conducts regular waste education events, workshops, and community group and school incursions.

As listed in section 1.2.5, results from the recent Community Satisfaction Survey have been included in this report with waste management specific questions asked as part of that process. The community responses received were very positive and consistent with previous year's results.

Council will also have to consider if further community consultation would be required should any changes to collection frequency be pursued.

3. SOCIAL IMPLICATIONS

The services outlined in this report have the potential to engage and bring together the community and reflect positively on Council. Conversations around waste management lead to that of better purchasing decisions, recycling awareness, and understanding the value of resources. This behaviour can be particularly positive in a group setting, such as a community centre, where knowledge can be shared and disseminated to households.

One resident noted that “prior to the rubbish changes, we as a family wouldn’t have thought much about our wastage. The best thing to arise from the bin changes is that it starts the conversations in our family that we otherwise wouldn’t have had. So, even though we are at the beginning of minimising family wastage, the most important part is that it’s a journey begun.”

Any increase in residential waste charges resulting from new services, coupled with the current cost of living crisis will financially impact residents. Council is cognisant that some community members have additional needs and will continue to provide options to alleviate financial burden where possible. At present, Special Consideration Requests allow eligible families an additional rubbish bin free of charge. A small number of additional bins are also offered free on compassionate grounds.

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.

Maintaining the current collection frequency and implementing future kerbside reform projects as outlined in this report will:

- Positively impact on Council’s Net Zero 2030 target and the Community Net Zero 2040 target by ensuring all waste streams are effectively and efficiently collected to allow resource recovery and diversion of waste to landfill (resulting in reduced methane creation and lower greenhouse gas emissions)
- Create opportunities for Council or the community to adapt to climate change through continuous improvement of processes and positive behaviour change associated with waste reduction and resource value. As education and awareness increases in this space, Victoria will shift from a linear waste model to a circular, climate-resilient economy.

5. ENVIRONMENTAL IMPLICATIONS

Increasing the diversion of resources from landfill and thereby reducing the waste required to be managed into the future not only aligns with Federal and State policy settings, but also with the Knox Climate response plan, which identifies organic waste as a major contributor of greenhouse gas emissions.

Efficient, well planned, and universally available services with strong education programs also improve service utilisation and can improve local amenity through reduction in dumped rubbish and litter generation.

6. FINANCIAL AND RESOURCE IMPLICATIONS

Funding for the Kerbside Reform project is from operational Waste Management budgets. These are developed annually, and draft budgets are considered by Council via the annual budget process. The costs for the current services within this report are funded by the residential garbage charge.

Key upcoming costs for Council to manage as part of the budget process:

- Rubbish bin lid change \$1.6M in 24/25
- Recycling bin lid change \$1.7M in 26/27
- Glass service infrastructure \$2.7M (26/27)
- Glass collection \$1M (26/27) - disposal offset by reduction in co-mingled recycling

All activities above are currently captured within current and long-term operational budgets and continue to be refined over time.

Further changes to the current collection services and Kerbside Reform project are currently unbudgeted.

7. RISKS

Waste management is a highly regulated industry, and the Kerbside Reform project carries risks associated with legislative compliance and resulting reputational impacts. Council is required to conduct kerbside reforms under state government policy and the goals of the Kerbside Reform project align with both the Council and Community Plans and Knox Climate Response Plan. Effectively and efficiently conducting the works required in the project addresses the legislative and reputational risk to Council through compliance.

The project carries significant financial risk for the community, due to the scale of the services concerned and the nature of waste management markets. The risks associated with mandatory aspects of the kerbside reforms (bin lid changes and introduction of a kerbside FOGO and a to-be-determined Glass service) are managed through effective budgetary planning and identification and securing of applicable state government grant funding. Financial risk is further managed through the effective modelling and implementation of best value service methods that meet legislative requirements and environmental outcomes while also achieving the most value for the community, minimising the immediate overall cost to residents and working to mitigate future cost increases from contamination and landfill levy increases.

As an essential service strongly linked to maintaining local amenity and improving broader environmental outcomes, Council's waste services contain considerable environmental and amenity risks. The Kerbside Reform project aims to minimise and mitigate these risks by reducing waste to landfill (reducing greenhouse gas emissions) and utilising safe and efficient collection methods.

In making changes and improvements to high profile and essential services such as waste and recycling there is considerable reputational risk for Council to address. The project addresses this directly by ensuring operational decisions made are data based and effectively modelled for impacts which allows for stability and consistency for the community during the implementation process. In further reducing reputational risk an informed community is key and the project promotes transparent and comprehensive communication with the community on approved service changes, the drivers for change and support measures available.

8. KNOX COMMUNITY AND COUNCIL PLAN 2021-2025

Strategy 3.3 - Lead by example and encourage our community to reduce waste.

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. STATEMENT OF COMPATIBILITY

Aside from the state legislation already referenced in this report, no other legislative obligations, including those under the Human Rights Charter, Child Safe Standards or the Gender Equity Act are impacted by the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

Nil

8.5 Knox Multicultural Advisory Committee Recruitment and Annual Report and Knox Community Development Fund Assessment Panel Recruitment

Final Report Destination: Council
Paper Type: For Decision
Author: Multicultural Partnerships Officer, Elena Charalambous
Community Partnerships Team Leader, Jade Mainwaring
Manager: Manager Community Strengthening, Kerry Jansons
Executive: Director Connected Communities, Judy Chalkley

SUMMARY

This report will provide Council with an overview of the recruitment for both the Knox Multicultural Advisory Committee (KMAC) and the Community Development Fund (CDF) Assessment Panel. In addition, the report also provides Council with the annual report for the KMAC.

The KMAC was established in March 2009 to provide Council with advice on multicultural issues and promote greater awareness and understanding in the local community of cultural diversity in Knox.

The CDF Assessment Panel (the Panel) exists to annually assess grant applications for Council’s Community Development Fund Grant Program and make recommendations to Council regarding the allocation of the grants budget in accordance with Council’s Grant Framework Policy and Guidelines.

During February to April 2025, a recruitment process was conducted to fill vacancies for both KMAC and the CDF Assessment Panel. This report seeks approval for the appointment of recommended applicants for a two-year term, from July 2025 to June 2027.

This report also provides an overview of KMAC’s achievements from February 2024 to February 2025.

RECOMMENDATION

That Council resolve to:

1. Approve the following applicants for appointment to the Knox Multicultural Advisory Committee for the period July 2025 to June 2027, as presented in Confidential Attachment 1:

Name:	Category:
1.	Community Representative
2.	Community Representative
3.	Community Representative
4.	Community Representative
5.	Professional Industry Representative
6.	Professional Industry Representative
7.	Professional Industry Representative
8.	Professional Industry Representative

- 2. Thank the following outgoing Knox Multicultural Advisory Committee members for their valuable contribution:
 - Awi San Lun;
 - Adwin Town;
 - Iresha Buthgamuwa;
 - Nora Fernandes;
 - Wilfred Wang; and
 - Tiffany Ha.
- 3. Note the achievements of the Knox Multicultural Advisory Committee for the period February 2024 to February 2025.
- 4. Approve the applicants for appointment to the Community Development Fund Assessment Panel for the period July 2025 to June 2027, as presented in Confidential Attachment 2:

Name:	Category:
1.	Community Representative
2.	Community Representative

- 5. Thank the following outgoing Community Development Fund Assessment Panel members for their valuable contributions to the Panel:
 - Jeff Somers; and
 - Stacey Barras.

1. DISCUSSION

1.1 KMAC Terms of Reference

The current KMAC Terms of Reference (Attachment 3) is aligned with the Council Committees’ Policy 2022. The Terms of Reference were updated and approved by Council in June 2023.

The objectives of KMAC are to:

- Provide advice and recommendations to Council on multicultural issues in and beyond Knox.
- Identify issues and opportunities affecting people from multicultural backgrounds in and beyond Knox.
- Assist Council in the development of policy, strategy and advocacy initiatives related to the issues and opportunities identified.
- Advocate for increased awareness and understanding of issues and opportunities affecting multicultural communities within Knox.
- Assist Council with its communication, consultation and engagement with multicultural communities through two-way information exchange, from Council to communities and from communities to Council.
- Assist Council to promote and celebrate the benefits of cultural diversity in Knox and to build connections between different cultural groups within the Knox community.
- Assist Council to monitor the implementation of the Knox Connection, Access, Respect, Equality and Safety Strategy 2022–2027.

1.2 KMAC Selection Process

The KMAC Terms of Reference provides for Panel membership comprising a maximum of 14 community and professional/industry members including:

- One permanent representative from the Knox Interfaith Network;
- One permanent representative from the Migrant Information Centre Eastern Melbourne;
- One permanent representative from Victoria Police; and
- A maximum of two Councillors.

There are currently eight KMAC vacancies, which have occurred due to:

- One Committee member completing a two-year term and not wishing to apply for a further two-year term;
- Four Committee members completing a four-year term;
- One industry representative retiring; and
- Two industry representative vacancies.

Expressions of Interest (EOI) were sought during February 2025 from community and professional/industry members. A total of 16 EOIs were received with 12 applicants shortlisted for interview.

An Interview Selection Panel was established to interview and assess the applicants in accordance with the KMAC Terms of Reference, and comprised of a Councillor, a representative from the Migrant Information Centre (Eastern Melbourne) and two Council officers. All KMAC interviews were conducted in March 2025.

The following criteria was used when assessing the EOIs:

1. Organisations that provide services and assistance to multicultural communities in Knox community.
2. Member of a multicultural community group or organisation in Knox.
3. Strong link with multicultural community group/s in the Knox municipality.
4. Knowledge and understanding of opportunities and challenges experienced by people from multicultural backgrounds who live in Knox.
5. Understanding and capability to consult diverse community/ies in engagement opportunities.
6. Involvement in activities/programs/events that support and celebrate different cultures.

As a result of the recruitment process, it is proposed that the preferred successful candidates as listed in Confidential Attachment 1 be appointed to KMAC for a two-year term.

1.3 KMAC Achievements: February 2024 to February 2025

During the reporting period, Council officers consulted with KMAC on a number of key Council plans, policies and strategies. A particular highlight for KMAC was the valuable and insightful feedback that they provided to Council on communicating and engaging with diverse communities, including refugee communities, and exploring ways to celebrate and acknowledge the rich cultural diversity within Knox. KMAC members have supported the distribution of information to members of the community and key service providers.

The following information provides an overview of the Committee activities and contribution to key Council projects from February 2024 to February 2025:

Topic	Outcome
Dementia and Age Friendly Communities	<p>In February 2024 a representative from Council's Community Access and Support Department presented an overview of the findings from Council's Dementia Friendly Survey 2022.</p> <p>Feedback from KMAC was also sought on the Age Friendly Knox Survey 2023. The feedback collected will help inform Knox City Council's Dementia and Age-Friendly Communities priorities.</p>
Migrant Information Centre (MIC)	<p>In February a representative from MIC presented to KMAC on the organisations Access and Support Program, which provides support for older people, and young people with a disability and their carers to live at home.</p> <p>KMAC members were asked to share the program with their communities.</p>
March 2024 Cultural Diversity Week Community Celebration Event	<p>The Cultural Diversity Week community celebration was held at Carrington Park, hosted by Knox City Council in partnership with KMAC and the Knox Council Arts and Events Team.</p> <p>The event featured a one-day celebration with music, performances, food, and cultural activities, highlighting the contributions of multicultural communities in Knox, alongside First Nations representation from Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation.</p>
Draft Community Engagement Policy	<p>In April 2024 a representative from Council's Customer and Communications Team presented Council's draft Community Engagement Policy for feedback.</p>
Prepare for Extreme Weather Pack	<p>In April 2024 a representative from Council's Social Policy and Wellbeing team presented Council's Prepare for Extreme Weather Pack, an in-language brochures and translation project.</p> <p>Feedback was sought from KMAC to help develop the evaluation for the Prepare for Extreme Weather Pack report.</p>
2024 Refugee Week: Multicultural Networking Event	<p>Knox City Council hosted a Multicultural Networking Event in July 2024 at the Knox Community Arts Centre in celebration of Refugee Week. The event was organised in collaboration with KMAC members, Psylaw, Australian Iranian Society of Victoria, and key migrant and refugee service providers.</p> <p>Over 200 participants attended the event, which featured refugee and migrant storytelling, cultural cuisine, musical performances, and valuable information on services for multicultural groups.</p>
Prevention of Family Violence Funded Project	<p>In August 2024, a representative from Council's Social Policy and Wellbeing Team presented on the three-year State Government</p>

Topic	Outcome
	<p>funded Prevention of Family Violence Project in Knox.</p> <p>KMAC members gained a deeper understanding of gender-based inequalities driving family violence, particularly within multicultural communities. The Committee provided their perspective on the project from a multicultural lens and identified opportunities for further collaboration.</p>
Draft Knox Inclusive Language Guide	<p>In August 2024 a representative from Council's Social Policy and Wellbeing Team presented Council's Draft Inclusive Language Guide to seek feedback.</p> <p>KMAC members provided feedback on the Guide, which aims to provide staff with a reference for using inclusive language.</p>
Knox City Council Central Precinct Land Use Project	<p>In August 2024 a representative from Council's City Projects Department sought feedback from KMAC on Council's Central Activity Centre – Central Precinct Project.</p> <p>KMAC members gained a better understanding of the Knox Central Activity Centre Project and provided feedback on key areas of the project.</p>
Family and Children's Services	<p>In October 2024, two representatives from Council's Early Years Health and Wellbeing Team to present on Council's Maternal and Child Health Services, and various Knox playgroups.</p> <p>KMAC members gained a better understanding of Knox Maternal Child Health Services and the available in-language Knox playgroups for multicultural communities and identified future partnership opportunities.</p>
Multicultural Day at Eastern Rangers School, Ferntree Gully	<p>In October 2024, a representative from the Eastern Ranges School reached out to KMAC to support a Multicultural Incursion Day, designed to enhance the cultural knowledge of students with autism and intellectual disabilities in Knox.</p> <p>Several KMAC members supported the project, which was a great success, providing students with valuable exposure to different cultures, with positive feedback from parents.</p>

1.4 Community Development Fund Assessment Panel Terms of Reference

The current Community Development Fund Assessment Panel Terms of Reference was adopted by Council in February 2025. The objectives of the Panel are to:

- Ensure that Community Development Fund grant applications are assessed in a fair and transparent manner in the best interests of the Knox community in accordance with Council's Grants Framework Policy and the Community Fund Guidelines;
- Advise Council on the recommended allocation of funding under the Community Development Fund; and

- Ensure that the annual recommended Community Development Fund grant allocations support the Knox Council Plan 2021 – 2025.

1.5 Community Development Fund Assessment Panel Recruitment

The Terms of Reference provides for Panel membership comprising:

- A minimum of three community representatives; and
- Two Council officers (Manager/Coordinator).

An application and recruitment process was undertaken in April 2025 to fill two Community member vacant Panel positions due to retiring Panel members that had reached their tenure under the Panel Terms of Reference. One current Panel member remains on the Panel for a further year, with the option to extend for a further two years at the expiration of this tenure under the Terms of Reference.

Applications were sought from community members and advertised in alignment with the Panel Terms of Reference. A total of six applications were received. An interview panel was established to interview and assess the applicants in accordance with the Community Development Fund Terms of Reference, and comprised a retiring Panel representative, and two Council officers.

Of the six applications, five proceeded to interview with one applicant withdrawing their application. After all interviews were conducted, a further applicant requested to withdraw their application due to conflicting obligations.

The following assessment criteria was utilised throughout the application form and interview process:

- General Background and Experience;
- Understanding of Community Impact;
- Decision making and problem solving;
- Ethical considerations and Conflict of Interest;
- Diversity and Inclusion; and
- Commitment and Availability.

As a result of the recruitment process, it is proposed that the preferred successful candidates listed in Confidential Attachment 2 be appointed to the Panel for a two-year term, commencing at the commencement of the 2025 CDF round and concluding following the assessment of the 2027 CDF grants.

Should Council approve this recommendation, it will provide for a balance of new and experienced community representatives on the Panel, ensuring continuity across future years as the current members retire.

Following Council's appointment of Panel members, the Panel will meet in mid-July for induction and relevant training, including Conflict of Interest, prior to the assessment process commencing in July and August 2025.

2. ENGAGEMENT

2.1 KMAC Selection Process

The KMAC EOI process was promoted to the community through Council's website, social media and via networks, such as the Migrant Settlement Committee and the Communities Council on Ethnic Issues (CCOEI) during February 2025.

2.2 CDF Assessment Panel Selection Process

CDF Assessment Panel EOI was promoted to the community through a variety of channels including Council's website, various eNewsletters produced by Council and Seek Volunteer.

Jeff Somers, retiring Community Representative on the Panel, supported the interview process and contributed to the recommendations in alignment with the requirements of the Panel Terms of Reference.

3. SOCIAL IMPLICATIONS

KMAC's input and advice to Council on matters relating to plans, policies and programs reflects the needs of residents from multicultural communities. KMAC also provides a central point for Council and the Knox community to identify issues relevant to people from multicultural communities.

KMAC considers social implications when providing advice to Council, aligned to goals and objectives within the Community and Council Plan 2021 - 2025.

The CDF Assessment Panel Terms of Reference and the Panel's membership structure aligns with the recommendations of the Victorian-Auditor General Office report (2022) into fraud control in Local Government grants.

The ongoing involvement of community representatives in the Assessment Panel provides a local perspective on the community needs and issues that grant applications are seeking to address, as well as enhancing the accountability and transparency of Council's grant assessment processes.

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 IMPLICATIONS

There are no environmental issues related to this report.

6. FINANCIAL AND RESOURCE IMPLICATIONS

There are no financial or economic implications associated with this report. KMAC and the CDF Assessment Panel are supported by existing resources within Council's Community Partnerships and Inclusion Team in the Community Strengthening Department.

7. RISKS

The KMAC and CDF Assessment Panel recruitment process and any risks associated were managed in accordance with the relevant Terms of Reference and Council's Committees Policy 2022.

8. KNOX COMMUNITY AND 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.

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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

Attachments 1 and 2 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 personal information, being the names and details of prospective Committee members which would be unreasonable to disclose publicly, or to disclosure before they are appointed.

ATTACHMENTS

1. Attachment 3 - Terms of Reference - Knox Multicultural Advisory Committee - 2023-07-24 [8.5.1 - 5 pages]
2. Attachment 4 - TERMS OF REFERENCE - IN USE - Community Development Fund Assessment Panel TOR - 2025- [8.5.2 - 6 pages]



Knox Multicultural Advisory Committee

Directorate:	Connected Communities		
Approval by:	Council	Responsible Officer:	Community Development Officer - Culturally Diverse Communities
Approval Date:	July 2023	Review Date:	July 2027

1. Purpose

The purpose of the Knox Multicultural Advisory Committee is to provide Council with advice on multicultural issues and the promotion of greater awareness and understanding in the local community of cultural diversity in Knox.

The Advisory Committee will facilitate stakeholder engagement which supports quality decision making and in turn, achievement of Council's goals and strategies within the Community and Council Plan 2021-2025.

2. Objectives

The objectives of the Committee are to:

- Provide advice and recommendations to Council on multicultural issues in and beyond Knox;
- Identify issues and opportunities affecting people from multicultural backgrounds in and beyond Knox;
- Assist Council in the development of policy, strategy and advocacy initiatives related to the issues and opportunities identified;
- Advocate for increased awareness and understanding of issues and opportunities affecting multicultural communities within Knox;
- Assist Council with its communication, consultation and engagement with multicultural communities through two-way information exchange, from Council to communities and from communities to Council;
- Assist Council to promote and celebrate the benefits of cultural diversity in Knox and to build connections between different cultural groups within the Knox community; and
- Assist Council to monitor the implementation of the Knox Connection, Access, Respect, Equality and Safety Strategy 2022-2027.

3. Membership, Period of Membership and Method of Appointment

The Knox Multicultural Advisory Committee shall comprise a maximum of 14 community and professional/industry members including:

- One permanent representative from the Knox Interfaith Network;
- One permanent representative from the Migrant Information Centre Eastern Melbourne;
- One permanent representative from Victoria Police; and



- A maximum of two Councillors.

3.1 Selection and Recruitment of Community and Professional Industry Representative Members

The process to appoint community members will be advertised in local newspapers, on Council's internet site and through local networks, including multicultural networks in the Eastern Metropolitan Region. Applicants must make application via an expression of interest process.

Eligible community members will have an interest in and good working knowledge of multiculturalism.

The approach and method for appointing representatives will include the following:

- Community and professional/industry members will be selected by a panel comprising a Councillor, the CEO Migrant Information Centre Eastern Melbourne or their delegate and one Council Officer from the Community Wellbeing Department.
- 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.
- Council will be responsible for appointing all Councillor, community and professional/industry representative members.
- 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.

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 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.

Guests may also be invited to attend and participate at meetings at the discretion of the Committee. This would generally be for a specific purpose and/or specified period of time.

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.

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.

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 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 possible on a consensus basis.

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 Meeting Notes

Agendas and meeting notes must be prepared for each meeting.

The Agenda must be provided to members of the Committee not less than seven 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 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
- (c) submitted to the next meeting of the Committee for information.

In compliance with Section 58 of the 2020 Local Government Act and the requirements of Council's Public Transparency Policy, the agenda and minutes of this Committee will be made available on Council's website, unless:

- The information contained in the agenda and/or minutes is confidential by virtue of the 2020 Act or any other Act; or
- The public availability of the information has been deemed by the Chief Executive Officer or nominee to be contrary to the public's interest.

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 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 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 Section 131 of the 2020 Local Government Act and Chapter 5 of 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.



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 Group, they must disclose the matter to the group 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 shall participate in training on the Conduct and Interest provisions which will be run a minimum of annually by the Governance team.

10. Reporting

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 Directorate.

12. 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 should take care not to respond as a representative of the Committee.

13. Review Date

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

14. Meals

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

15. Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to these Terms of Reference. Where an update does not materially alter the 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.



Community Development Fund Assessment Panel

Directorate:	Connected Communities	Responsible Officer:	Manager – Community Strengthening
Approval Date:	24 February 2025	Review Date:	April 2026

1. Purpose

The Community Development Fund Assessment Panel (the 'Panel') exists to:

- Annually assess applications for Council's Community Development Fund grants program and to make recommendations to Council regarding the allocation of the grants budget in accordance with Council's Community Development Fund Guidelines; and
- Reflect on the ongoing implementation of the Community Development Fund at the conclusion of each funding round and recommend any appropriate changes to Council.

2. Objectives

The objectives of the Panel are to:

- Ensure that Community Development Fund grant applications are assessed in a fair and transparent manner in the best interests of the Knox community in accordance with Council's Grants Framework Policy and the Community Development Fund guidelines;
- Advise Council on the recommended allocation of funding under the Community Development Fund; and
- Ensure that the annual recommended Community Development Fund grant allocations support the Knox Council Plan 2021-25.

The Council Plan 2021-25 strategies relevant to the Panel are:

Opportunity & Innovation

Strategy 1.2 - Encourage and support opportunities for skills development and lifelong learning for all people in Knox.

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

Neighbourhoods, Housing & Infrastructure

Strategy 2.2 - Create, enhance and maintain places and spaces for people to live, work, play and connect.

Strategy 2.3 - Provide, maintain and advocate for accessible and sustainable ways to move around Knox.

Natural Environment & Sustainability

Strategy 3.1 - Preserve our biodiversity and waterways, and enhance our urban landscape.

Strategy 3.2 - Prepare for, mitigate and adapt to the effects of climate change.



Strategy 3.3 - Lead by example and encourage our community to reduce waste.

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.

Strategy 4.3 - Honour and integrate First Nations Culture into actions and environments.

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

Civic Engagement & Integrity

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

3. Membership, Period of Membership and Method of Appointment

The Panel will comprise of the following who will have equal voting rights:

- A minimum of three community representatives who represent a broad cross section of the community; and
- Two Council Officers (Managers, Coordinators and Team Leaders) with subject matter expertise where possible.

If there are no Council Officers available to participate in the Assessment Panel due to resourcing and/or workload constraints, these positions will be reallocated to community representatives.

Any Council Officer appointed to the grants Assessment Panel must not be involved in the administration of the Community Development Fund grants program.

The annual meeting to review the preceding grant process may include the retiring community representatives from that period to facilitate the crossover of ideas.

3.1 Selection and Recruitment of Community Representatives

- Community representatives will be appointed to the Panel for a period of two years, with the option to extend for a further two year term.
- Community representatives will be elected based on an Expression of Interest and a criteria-based selection process.
- Successive re-applying is permitted as part of the recruitment and selection process up to the maximum term.
- Previous representatives who have held a position on the Panel for the maximum allowable term of four years are not eligible to re-apply for a period of four years.
- Vacancies for community representatives on the Panel will be advertised broadly, including in local newspapers, on Council's website and through social media and local networks.
- In accordance with Council's Committees Policy, eligibility criteria for Panel membership will be developed and made available to prospective applicants.
- Casual vacancies which occur due to representatives being unable to complete their appointments may be filled by co-opting suitable candidates from the most recent selection process for the remainder of the previous incumbent's term. Staff will make a recommendation to the Chief Executive Officer who has delegated authority to appoint the recommended candidate to the Panel for the remainder of the previous incumbent's term. Where there are no suitable candidates identified, a formal Expression of Interest and selection process is required.
- New applicants will be required to submit an application addressing specified selection criteria and to attend a selection panel interview upon request.



- The Selection Panel will be made up of Council staff and a current or retiring community representative on the Panel, and will make recommendations for the appointment of new community representatives to Council for consideration.
- Community representatives on the Panel cannot be on more than one Council grants Assessment Panel at any time.

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 Panel.

3.2 Council Officers

An expression of interest process will be conducted internally to identify Council Officers with relevant expertise and capacity to participate in the grants Assessment Panel.

Where Council Officers are unable to be identified through the Expression of Interest process, the remaining vacancies on the Assessment Panel will be reallocated to Community Representatives.

Council Officers will be appointed to the Panel for a period of two years, with the option to extend for a further two year term.

Previous Council Officers who have held a position on the Panel for the maximum allowable term of four years are not eligible to re-apply for a period of four years.

3.3 Subject Matter Experts

A variety of Council Officers will be asked to contribute subject matter expertise during the grant assessment period.

This will not extend to a detailed assessment of each application but will seek to provide the Assessment Panel with any additional relevant background on applications (where appropriate).

3.4 Administrative support

Council Officers will be nominated by the CEO as required to provide advice and administrative support to the Panel.

4. Delegated Authority and Decision Making

The Panel acts in an advisory capacity only and has no delegated authority to make decisions on behalf of Council.

Decisions made by the Panel will be reflected as recommendations to the relevant decision maker i.e. Council.

The Local Government Act 2020 (Section 124) provides that a Councillor must not intentionally direct, or seek to direct, a member of Council staff in:

- The exercise of a delegated power, or the performance of a delegated duty or function; and/or
- In relation to advice (in a report or otherwise) provided to the Council or a delegated Committee.

The Panel cannot make recommendations outside the agreed scope detailed in its Terms of Reference.

5. Meeting Procedures

The Panel will meet approximately five to six times per year, mainly during the submission assessment period.

To proceed with a meeting, a minimum of three members are required to be present.

The Panel is not required to give public notice of its meetings and its meetings are not open to the public.



The Panel is bound by a number of related Council policies, including but not limited to, Council's Volunteer Code of Conduct and Staff Code of Conduct.

Meetings will follow standard meeting procedure protocols which are in summary:

- Be scheduled and confirmed in advance with all relevant papers distributed (as appropriate) to each member;
- Encourage fair and reasonable discussion and respect for each other's views;
- Focus on the relevant issues at hand; and
- Provide advice to Council as far as possible on a consensus basis.

6. Chair

The position of Chairperson will be held by a Council Officer.

The Chairperson's role is to ensure that all panel members have the opportunity to participate fairly in discussion, and to confirm that the panel's agreed recommendations are recorded in the meeting minutes.

If the Chair is not present at a meeting, another Council Officer who has been offering administrative support to the Panel will be appointed for the duration of the meeting.

The position of Chairperson and Council Officers offering administrative support to the Panel do not have voting rights.

7. Agendas and Meeting Notes

Agendas must be prepared for each meeting. The Agenda should be provided to members of the Panel by Council Officers as soon as practicable in advance of the meetings.

The Record meeting notes must:

- (a) Contain details of the proceedings;
- (b) Be clearly expressed;
- (c) Be self-explanatory; and
- (d) Incorporate relevant reports or a summary of the relevant reports considered.

Draft meeting notes should be:

- (a) Distributed to all Panel Members within 14 days of the meeting; and
- (b) Submitted to the next meeting of the Panel for information.

In compliance with section 58 of the 2020 Act and the requirements of the Council's Public Transparency Policy the agenda and minutes of this group will be made available on Council's website unless:

- The information contained in the agenda and/or minutes is confidential by virtue of the 2020 Act or any other Act; or
- The public availability of the information has been deemed by the Chief Executive Officer or nominee to be contrary to the public interest.

8. Voting

As this is not a decision-making committee, voting on issues is not required.



Any recommendations will generally be developed through consensus. When the Panel is unable to determine a matter by consensus, the matter will be determined by a vote. All appointed Panel members have voting rights. Council staff appointed to provide administrative support and advice to the Panel have no voting rights.

In the event of an equality of votes, the Panel should endeavour to achieve consensus through discussion and further consideration of the applications. The final decision on grants allocations is made by Council, and where differing views amongst panel members cannot be resolved this will be noted in the Officer's report for consideration.

9. Conflict and Interest Provisions

In performing the role of a specific purpose or strategic purpose committee member, a person must:

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

Where a Panel member has a conflict of interest or perceived conflict of interest in relation to a matter before the Panel, they must disclose the matter before it 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 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 shall participate in training on the Conduct and Interest Provisions which will be run by the Governance team.

10. Reporting

The Panel's recommendations will be presented as an annual report to the Council.

11. Administration Support

Administration support will be provided by relevant Officers in Council's Connected Communities Directorate.

12. Contact with the Media

Contact with the media by Panel members will be conducted in accordance with relevant Council Media Policies.

Community members should refer any media enquiries to Council officers who support the Panel and should take care not to respond as a representative of the Panel.

13. Review Date

To ensure currency, these Terms of Reference will be reviewed as a minimum every two years. If the Panel continues to have a relevant function after four years, a report will be represented to Council to review the Panel's Terms of Reference.



14. Meals

Council will provide reasonable meals for Council 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.

15. Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this Terms of Reference, such a change may be made administratively. Examples of minor administrative changes include change 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 Terms of Reference, it must be considered by Council at a Council or delegated Committee meeting.

8.6 Fraud and Corruption Control Framework Review

Final Report Destination: Council
Paper Type: For Decision
Author: Policy and Integrity Advisor, Renee Russell
Manager: Manager Governance and Risk, Andrew Dowling
Executive: Director Customer and Performance, Greg Curcio

SUMMARY

This report is to present the proposed changes to the Fraud and Corruption Control Framework to Council for endorsement.

The revised Fraud and Corruption Control Framework incorporates enhancements aimed at strengthening Council's fraud prevention and response measures.

These updates ensure compliance with legislative requirements, improve risk management, and enhance overall governance. By implementing robust detection mechanisms, transparent reporting procedures, and ongoing training programs, Council is committed to fostering a culture of integrity and accountability.

Regular reviews and training will be key to maintaining the framework's effectiveness and ensuring a strong ethical environment within the organisation.

RECOMMENDATION

That Council adopt the revised Fraud and Corruption Control Framework as set out in Attachment 1 of the officer's report.

1. DISCUSSION

Recommendations arising from Council's internal audit, 22.7: Fraud and Corruption Awareness, included that reviews be undertaken of the Fraud and Corruption Control Procedures (FCCP) and Fraud and Corruption Control Framework (the Framework).

The reviews of the FCCP were undertaken first, addressing a range of matters arising from the Internal Audit, and outstanding matters have now been addressed as part of the review of the Framework. While important, the amendments to the Framework are relatively routine in nature and are covered in more detail below.

1.1 Legislative and Regulatory Compliance

The Framework now explicitly references the Local Government Act 2020 and the Public Interest Disclosures Act 2012 to ensure legislative alignment.

The Framework highlights the role of the Victorian Auditor-General's Office (VAGO) in the detection of fraud in Councils and the role of the Audit and Risk Committee in considering VAGO's Closing Report and Management Letter.

The review confirmed the Framework is aligned with current legislation and adequately explains the role of the Victorian Auditor-General's Office (VAGO) and Audit and Risk Committee in Council's business.

1.2 Addressing Inconsistencies Between the Framework and Procedure

The review identified inconsistencies between the Framework and Procedure concerning related Council policies and external documents.

To address these inconsistencies, the following changes have been proposed:

- Section 3.2 Relevant Legislation now includes reference to:
 - **Public Administration Act 2004 (Victoria)**
Included because it directly relates to the Framework noting Section 81(1)(j) of the Act legally mandates that Councils implement adequate controls to prevent fraudulent behavior. By referencing this Act, the Framework aligns with broader public sector integrity requirements, reinforcing that Councils must act transparently and ethically in managing public resources.
- Section 3.4 Related Council Policies now includes reference to the following Council documents:
 - **Complaints Policy**
Section 4.2 of the Framework outlines what constitutes a disclosure. While disclosures are distinct from complaints, they may initially be submitted to Council as a complaint under the Complaints Policy. Including a reference to Council's Complaints Policy not only ensures alignment with the Fraud and Corruption Control Framework, but also establishes a clear link to the policy, which addresses complaints alleging corrupt behaviour (Section 8.4.1).
 - **Conflicts of Interest Guidelines**
The Conflict of Interest Guidelines help Council to reduce the risks of corruption, misconduct and bias in its operations and decision-making processes along with supporting transparency. Conflicts of interest and fraudulent behavior are closely linked because both involve ethical breaches that can compromise integrity, decision-making, and trust. It is important to link the two documents noting:
 - 1. Conflicts of Interest Create Opportunities for Fraud**
When a person has a conflict of interest, they may be tempted to engage in fraudulent acts—such as bribery, embezzlement, or financial misrepresentation—to benefit themselves or an associated party.
 - 2. Conflicts of Interest Can Lead to Unethical Decisions**
A conflict of interest arises when an individual has competing personal or financial interests that could influence their professional decisions. If left unmanaged, this situation can lead to fraudulent behaviour, where the person prioritises personal gain over ethical or legal obligations.

3. Fraud Often Stems from Concealed Conflicts of Interest

Individuals involved in fraud frequently hide their conflicts of interest. For example, an employee awarding contracts to a company they secretly own could manipulate pricing or falsify documents to cover their tracks.

4. Both Undermine Public Trust and Transparency

Whether through hidden conflicts of interest or outright fraud, these behaviors erode trust in organisations and institutions. They create an environment where unethical actions become normalised, increasing the risk of corruption.

- **Governance Rules**

In accordance with Section 60 of the Local Government Act 2020, the Governance Rules outline expectations regarding:

- Declaring and managing conflicts of interest.
- Gift declarations.

The Governance Rules also incorporate the Election Period Policy, which ensures the integrity of the process during the election period.

- **Information Security Manual**

This document outlines the information security requirements to maintain a high level of information integrity. It also highlights the potential consequences and impact on Council of information integrity loss and includes a control framework based on industry standards and regulations.

- **Recruitment and Background Check Policy**

This Policy ensures robust governance and integrity throughout the recruitment and background check processes. It outlines the rationale and procedures for requiring and renewing background checks, including:

- Police Checks.
- Working with Children Checks (WWCC).
- Victorian Institute of Teaching registration checks.
- Proof of qualifications.
- Other checks as required.

- **Staff Gifts, Benefits and Hospitality Policy**

The Framework applies to staff, contractors, and volunteers. It is crucial to highlight the relationship between the Framework, the Staff Gifts, Benefits, and Hospitality Policy, and our responsibilities under the Local Government Act 2020.

- Section 3.5, Related Council Procedures include:

- **Fraud and Corruption Control Procedure**

As the Fraud and Corruption Control Procedure is derived from this Framework, it is essential that it is closely linked to the Framework.

1.3 Linking Australian Standards

The reviewed Framework now has references to the following Australian Standards:

- Australian Standard AS/NZ ISO 31000:2018 Risk Management – Guidelines
This document helps Council to identify, analyse, evaluate and manage risks across Council in a uniform manner.
- Australian Standard Workforce Screening Standard AS 4811:2022

These Standards were updated to include the full lifecycle of personnel risk management.

Reinforcing compliance with the above Australian Standards, the Framework sets a clear benchmark for council fraud prevention controls and measures. By establishing this link, it ensures that Council follows best practices in identifying and mitigating fraud risks and assists Council to reinforce a commitment to integrity and ethical conduct within the organisation.

1.4 Highlighting Council's Reporting

This document has been revised to include a reference to Whispli, Council's anonymous reporting platform. It outlines that employees can report instances of illegal, inappropriate, or unprofessional conduct through this system, with all submissions to be investigated within 48 hours of receipt.

1.5 Structural and Terminology Updates

The document has been restructured to improve readability and accessibility, ensuring that all stakeholders can easily navigate and understand the Framework.

The Framework has been updated to incorporate the new logo. Additionally, the previously included table has been removed, and the content has been re-organised under the appropriate headings. These revisions ensure the document is consistent with the organisation's branding standards.

Terminology has been updated to align with the latest fraud prevention standards and legal references, incorporating clearer definitions and removing outdated terminology.

The definitions of fraud, corruption, and conflict of interest have been clarified to avoid ambiguity and ensure consistency across the document.

It is noted that the Framework was originally named the "Fraud and Corruption Framework". The revised document is proposed to be renamed the "Fraud and Corruption Control Framework" to better align with the Fraud and Corruption Control Procedures.

1.6 Administrative and Minor Updates

Administrative changes have been implemented to reflect updated departmental names, contact details, and legislative amendments.

The Framework will now undergo a mandatory review every two years to ensure continuous improvement and relevance. This review period will also align with the roll out of the internal Fraud Risk Assessment Program.

Additional minor amendments were made to the Framework including correcting spelling and grammar errors.

2. ENGAGEMENT

The Audit and Risk Committee was consulted on the revised Fraud and Corruption Control Framework and had no further comments or recommended changes.

3. SOCIAL IMPLICATIONS

Nil.

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 IMPLICATIONS

Nil

6. FINANCIAL AND RESOURCE IMPLICATIONS

Nil

7. RISKS

The absence of robust fraud and corruption controls in a local government setting poses significant risks to financial integrity, public trust, and operational efficiency. Without these controls, there is a heightened vulnerability to misuse of public funds, bribery, and unethical decision-making. This can lead to financial losses, legal consequences, reputational damage, and a decline in community confidence. Undetected fraudulent activity can also undermine the effectiveness of public services and hinder long-term strategic objectives.

Implementing strong fraud and corruption controls is essential for ensuring transparency, accountability, and good governance.

8. KNOX COMMUNITY AND 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Fraud and Corruption Framework Final Draft 2025 Clean version [**8.6.1** - 17 pages]
2. Attachment 2 - Fraud and Corruption Framework Final Draft 2025 Tracked Changes [**8.6.2** - 21 pages]

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Policy

Fraud and Corruption Control Framework

Approval by:	Council	Directorate:	Customer and Performance
Approval Date:	TBA	Responsible Officer:	Manager Governance and Risk
Review Date:	2027 (biennially)	Version Number:	3

1. Purpose

This Framework documents Council's approach to controlling fraud and corruption risk.

2. Context

Knox City Council is committed to the highest standards of integrity, ethical conduct, and accountability. Council has zero tolerance for corrupt conduct or fraudulent activities. Council is committed to preventing, deterring, and detecting fraudulent and corrupt behaviour in the performance of Council activities.

3. Scope

All Workers, Contractors, Consultants, Volunteers and Councillors.

4. References

4.1 Council Plan 2021- 2025

Goal 5 – Civic engagement and integrity

5.3 Ensure our processes are transparent and decisions are accountable.

4.2 Relevant Legislation

- Audit Act 1994 (Vic)
- Charter of Human Rights and Responsibilities Act 2006 (Vic)
- Crimes Act 1958 (Vic)
- Independent Broad-based Anti-Corruption Commission Act 2011 (Vic)
- Local Government Act 2020 (Vic)



- Ombudsman Act 1973 (Vic)
- Privacy and Data Protection Act 2014 (Vic)
- Public Administration Act 2004 (Vic)
- Public Interest Disclosure Regulations 2019 (Vic)
- Public Interest Disclosures Act 2012 (Vic)
- Privacy and Data Protection Act 2014 (Vic)

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

- Audit and Risk Committee Charter
- Complaints Policy
- Conflict of Interest Guidelines
- Councillor Model Code of Conduct
- Councillor Gift, Benefits and Hospitality Policy
- Disciplinary Policy & Procedure
- Governance Rules
- Information Security Manual
- Procurement Policy
- Public Interest Disclosure Procedures
- Recruiting and Selecting for Excellence
- Risk Management Framework
- Risk Management Strategy
- Staff Code of Conduct
- Staff Gifts, Benefits and Hospitality Policy

4.5 Related Council Procedures

- Fraud and Corruption Control Procedure
- Public Interest Disclosure Procedures

4.6 Related External Documents:

- Australian Standard AS 8001:2021 Fraud and Corruption Control
- AS/NZ ISO 31000:2018 Risk Management – Guidelines
- Workforce Screening Standard AS 4811:2022
- Fraud Control in Australian Government Entities Better Practice Guide (Australian National Audit Office)



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5. Executive Summary

This Fraud & Corruption Control Framework clearly documents Council's approach to controlling fraud and corruption at both strategic and operational levels and is to be read in conjunction with the Knox Fraud and Corruption Control Procedure, Risk Management Strategy and relevant legislation.

5.1 Introduction

Council is the custodian of significant public funds and assets therefore it is important that the community has assurance that these are adequately protected from fraud and corruption. Council has developed a structured framework and approach to the implementation and review of fraud and corruption prevention, detection, monitoring and reporting. This Framework is based on the Australian Standard for Fraud and Corruption Control (AS8001-2021) and has been endorsed by ELT and the Audit and Risk Committee.

The desired outcome of this commitment is the elimination of fraud and corruption throughout Council operations both internally and externally. Employees may face disciplinary action under the Disciplinary Policy and restitution of money or property lost through fraudulent activity will be pursued through legislative means. Council may prosecute people identified as committing fraud or undertaking corrupt behaviour.

Fraud and corruption control forms part of Council's risk management framework. It is a risk that Council actively seeks to identify and limit its exposure to, by reducing the potential opportunity (risk likelihood) for fraud and corruption to occur.

This Framework applies to Councillors, employees, contractors, sub-contractors, consultants, temporary staff, persons employed through a third-party agency and volunteers of Knox City Council.

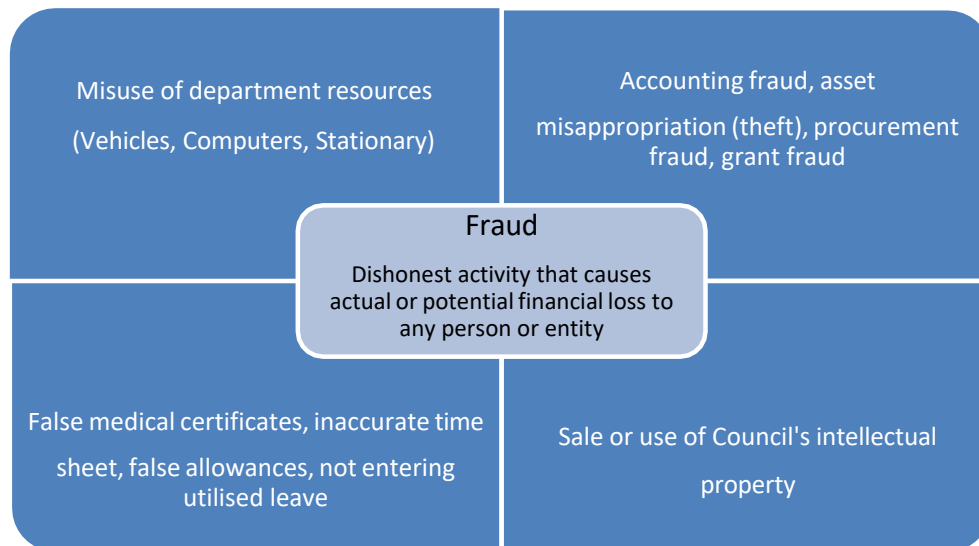
5.2 Definitions

AS 8001-2021 Fraud and Corruption Control defines fraud and corruption as:

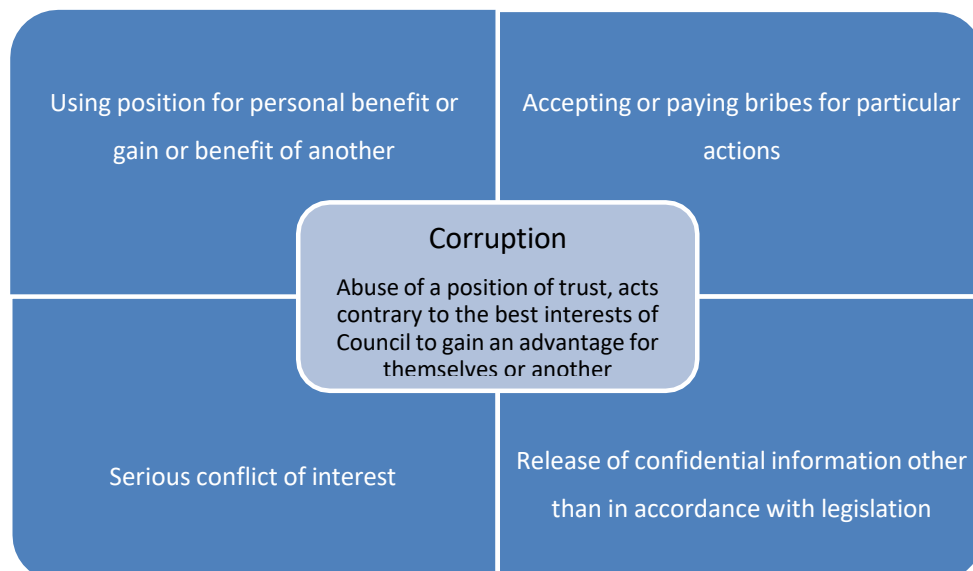
Fraud is dishonest activity causing actual or potential loss to the Council (including theft of money or other property) and where deception is used at the time, immediately before or following the activity.



This also includes the deliberate falsification, concealment, destruction or use of (or intention to use) falsified documentation and the improper use of information or position for personal financial benefit.



Corruption is dishonest activity in which a person to whom the Policy applies acts contrary to the interests of Council and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or entity or to disadvantage Council.



Conflict of Interest - a conflict between the public duty and personal interests of a Councillor, Council employee, council volunteer or council contractor that may or be perceived to improperly



influence the performance of their duties. A conflict can be actual, potential or perceived.

Disclosure – is a report about improper conduct or detrimental action of Knox City Council or its officer(s) made by an individual or group. The conduct may have occurred in the past, is currently occurring or may happen in future. It is not a disclosure if the complaint or allegation is already in the public domain.

Fraud and Corruption Control Framework – the process of planning, organising leading and controlling activity, in order to direct and control the organisation with regard to the implementation of anti-fraud and anti-corruption strategies.

Improper Conduct – at its lowest threshold level, is either criminal or serious enough to result in a person's dismissal. It may include taking or offering bribes, dishonestly using influence, committing fraud, theft, misusing information or material acquired at work, conspiring or attempting to engage in the above corrupt activity. It can also arise from the inaction of an individual or group.

5.3 Codes of conduct

Council's Fraud & Corruption Control Framework, Fraud and Corruption Control Procedure, Staff Code of Conduct and Councillor Model Code of Conduct are important documents for clearly articulating Council's objectives and expected outcomes in managing fraud and corruption. The Fraud & Corruption Control Framework and Fraud and Corruption Control Procedure establishes Council's attitude and approach to fraud and corruption control, while the Staff Code of Conduct and the Councillor Model Code of Conduct set out the high standards of ethical behaviour required in delivery of Council's commitment to these outcomes.

5.4 Related policies and procedures

The policies and procedures listed on the cover page set out expected practices and behaviours and should be read in conjunction with this Framework.

5.5 Related legislation and guidelines

The *Local Government Act 2020* now requires Council Audit and Risk Committees to monitor and provide advice on risk management and fraud prevention systems and controls. Council's Audit and Risk Committee supports Council's oversight of this policy and assigns specific duties and responsibilities to the Committee in its Charter.

The *Public Interest Disclosures Act 2012* requires Council to establish written procedures for handling of any public interest disclosures.

This Fraud Control Framework operates within an existing legislative and strategic framework. The diagram below shows the interdependency of a good Framework with complimentary programs and processes.



5.6 Australian Standard for Fraud and Corruption Control (AS8001-2021)

A new revised Australian Standard AS8001:2021 - Fraud & Corruption Control was released on 11 June, 2021. This Standard is considered the benchmark when it comes to how organisations can mitigate fraud and corruption risks.

This third edition of the standard recognises and responds to an increase in cyber-attack and technology-enabled fraud and provides upgraded guidance on the accountabilities of Councils and senior management in controlling organisational fraud and corruption risk.

This Standard is the foundation for Council's revised Fraud and Corruption Control Framework resulting in the continuance of a contemporary, practical and effective framework supported by the guidance contained in the Standard. This includes ICT measures to address cyber fraud as part of Council's Fraud and Corruption Control Framework.

This Framework is consistent with the following legislation and standards:

- The Local Government Act 2020
- The Public Interest Disclosures Act 2012 (Victoria)
- AS 8001:2021 Fraud and Corruption Control
- AS/NZS ISO 31000:2009 Risk Management Principles & Guidelines

This Framework and associated policy and procedures has also been assessed as being compatible with the Charter of Human Rights and Responsibilities Act 2006.



6. Framework and resourcing

6.1 Program for fraud and corruption control framework and review

Council operates under a distributed assurance model in accordance with the Risk Management Framework. This model provides that the following groups are all involved in effective risk management.



6.2 Fraud control resources and external assistance

The Manager Governance and Risk with the assistance of the Chief People Officer have overall responsibility for implementing and overseeing the fraud and corruption control program.

Where specialised skills are required, such as forensic accounting, computer forensic analysis, data analytics, and/or complete investigations, an external party may be enlisted to assist. Costs associated with engaging external service providers are borne by the Directorate where the work is necessary to be undertaken.

6.3 Internal audit activity in fraud and corruption control

Under this Framework the primary responsibility for the identification of fraud and corruption rests with management, however, it is also recognised that internal audit activity can also be an effective part of the overall control environment to identify fraud and corruption.

The Internal Audit program is a key independent governance tool that oversees and conducts a series of reviews, which incorporates the detection and prevention of fraud and corruption throughout the organisation. Internal Audit operates under the International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors in Australia.

Internal Audit is obligated to look out for and consider potential fraud risks to Council and the



adequacy of Council's fraud risk controls. If an internal auditor locates a fraud or identifies a potential fraud risk, they will report this to the CEO or delegate or the Audit Committee Chair.

If deemed necessary Council will utilise the role of the internal auditor in the investigation and reporting of any suspected fraud or corrupt activity.

7. Fraud and corruption prevention

7.1 Implementing and maintaining our integrity framework

The Councillor and Staff Codes of Conduct are key enablers in delivering the sound and ethical culture required in the prevention of fraud and corruption throughout the organisation.

Line Managers shall set the example with regard to exercising and demonstrating high levels of integrity in the execution of their roles and functions by regularly reminding employees of the importance of complying with Council's Staff Code of Conduct and the Fraud & Corruption Control Framework.

Clear behavioural expectations, and clear consequences for fraudulent or corrupt behaviour, will be communicated at commencement of employment or engagement with Council.

Councillors' responsibilities are articulated in the Local Government Act and the Councillor Model Code of Conduct.

7.2 Line Managers commitment to controlling the risk of fraud and corruption

Management will not be complacent and will treat fraud and corruption risks as a serious threat to the organisation

The Executive Leadership Team (ELT) and Managers will regularly be briefed on the following:

- Council's current fraud and corruption control framework;
- Information on the program and robustness of the internal control environment in regards to preventing and detecting fraud;
- The types of fraud and corruption common with the sector;
- Incidence of fraud and corruption generally in Australia;
- Information on the types of fraud and corruption that have been detected at Council over the previous five years; and
- Information of new or emerging trends in this area.

7.3 Fraud and corruption risk assessment

Risk assessments will be undertaken for all identified fraud and corruption risks in accordance with Council's current Risk Management approach.

As a minimum, the following risks will be assessed:

- Theft of cash
- Theft/misuse of assets
- Misuse of confidential corporate information



- Conflict of Interest
- Accounts payable
- Payroll practices
- Procurement
- Grant fraud
- IT and information security including cyber fraud
- Recruitment
- Misuse of credit cards

Additional risks will be identified through normal business unit operations and through the regular review of the risk register in accordance with the Risk Management Framework.

7.4 Maintaining strong internal control systems and internal control culture

Knox has an existing culture of continuous improvement. The implementation of effective systems of internal control is an integral part of this program, particularly for activities assessed as having a high predisposition to the risk of fraud and corruption.

Well planned and documented internal controls will be a major defence for avoiding fraud and corruption. When undertaking projects or reviewing existing practices into the future, consideration will be given to appropriate fraud and corruption controls in the development of outcomes.

Internal controls will be:

- Appropriately documented
- Accessible
- Reviewed and amended regularly
- Communicated effectively
- Subject to review of adherence
- Reported to Council's Audit and Risk Committee.

7.5 Communication and awareness of fraud and corruption

It is important that fraud and corruption is identified and reported at an early stage and that workers and Councillors have understanding and confidence in the system.

Workers will be provided with information on the Fraud & Corruption Control Framework so that they have confidence in knowing how to respond if this type of activity is detected or suspected.

The awareness of Council's risk of fraud and corruption controls will be made available through the following:

- Copy of the Staff Code of Conduct and Fraud & Corruption Control Framework will be included in packs for all new staff;
- A dedicated page will be maintained on the Council intranet in regards to fraud and corruption, this will include links to all relevant documents in particular the process for reporting allegations;



- Fraud and Corruption awareness training will be conducted in accordance with frequency identified through a risk assessment by way of the Learning and Development Program;
- Fraud and Corruption awareness will be conducted with Councillors at the beginning of their term with a refresher annually; and
- Any substantive changes in the framework or procedure will be communicated to all workers and Councillors.

7.6 Employment screening

Employment screening will be undertaken for all new positions. This screening process will reduce the risk of a potential security breach and will provide a high level of assurance as to the integrity, identity and credentials of prospective employees.

The following screening shall be undertaken with the express consent of the individual concerned for all prospective employees:

- Verification of identity requiring at least two forms of identity (passport, birth certificate, drivers licence, rate certificate, at least one must include photo identification);
- Police criminal history check for relevant positions;
- Working with children check – relevant identified positions;
- Reference checks with two most recent employers;
- Consideration of any gaps on employment history and the reasons for the gaps; and
- Verification of formal qualifications claimed where required for the position.

7.7 Job rotation and excess annual leave

Individual Service Units will regularly consider job rotation for positions where there are multiple officers undertaking the same or similar functions and the position is deemed a high risk from a fraud or corruption perspective - local law enforcement, parking enforcement, planning officers, contract management, cash handling, for example.

Excess annual leave will be monitored on a quarterly basis to ensure excess leave is managed.

7.8 Supplier vetting

Council will continue to undertake supplier vetting for new and ongoing suppliers in accordance with existing practices. Financial and/or Performance assessments are to be undertaken where the contract poses a key financial risk to Council or where it is a new contractor that has never been used by Council before and the risk of poor performance or financial collapse is likely to adversely affect Council. Financial and Performance assessment checks may also be undertaken where Council wishes to understand the financial and previous contract performance of the contractor or if no security is in place.

7.9 Cyber Fraud

Council acknowledges the emergence of cyber fraud as a significant fraud risk and particularly phishing campaigns. Phishing campaigns infiltrate corporate networks by sending authentic-looking fraudulent emails to users in an organisation and tricking them into performing actions such as downloading attachments or clicking on links.



Council uses Mimecast as our secure email gateway, which is the first line of defence, and in combination with Microsoft's Defender for O365 (Threat Protection) as a secondary and additional level is used to detect and filter out malicious emails and phishing.

Council has additionally added the protection provided by DMARC (Domain-based Message Authentication, Reporting and Conformance) by integrating with The Victorian Government Cyber Security Unit (CSU) DMARC program which utilises Proof Point's Email Fraud Defence for identifying and rejecting emails from spoofed 'knox.vic.gov.au' email addresses.

Additionally, Council has introduced a Cyber Awareness Education module that has a focus on phishing and is a mandatory training module for all Council users to undertake.

8. Fraud and corruption detection

8.1 Fraud and corruption detection program

Council's detection program includes the annual internal audit plan, annual financial statement, external audit, Audit Committee oversight, annual compliance plan, review of risk strategies and various reporting avenues. Other detection programs may also include:

- Post transactional reviews - a review of transactions after they have been processed. This option may identify or uncover altered documents or missing documentation, falsified or altered authorisations or inadequate documentary support.
- Acquittal and monitoring programs for grants to ensure recipients use funds as intended and according to prescribed conditions, and leftover or misspent funding is recovered.
- Data mining - the application of sophisticated (and sometimes unsophisticated) software applications and techniques where a series of suspect transactions can be identified and then investigated which can identify anomalies at an early stage.
- Analysis of management accounting reports - using relatively straight forward techniques in analysing management accounting reports, trends can be examined and investigated which may be indicative of fraudulent or corrupt conduct.

8.2 External auditor's role in the detection of fraud

As required under the Audit Act 1994 and the Local Government Act 2020, the Victorian Auditor-General's Office (VAGO) is local government's external auditor. VAGO is required to consider the risk of material misstatement in Council's financial statements, due to fraud when performing their audit (via appointed agent). The Audit Committee take an active role in considering VAGO's Closing Report and Management Letter. VAGO ultimately issue their findings in an Independent Auditor's Report, published in Council's annual report.

9. Responding to detected fraud and corruption incidents

9.1 Procedures for the investigation of detected or suspected incidents

The Knox Fraud and Corruption Control Procedure provides direction with regard to the procedures for dealing with suspected fraud or corruption. The procedure



provides:

- Appropriate measures for the comprehensive investigation of such matters based on the principles of independence, objectivity and fair due process (rules of natural justice);
- Systems for internal reporting of all detected incidents;
- Process for reporting the matters of suspected fraud and corruption to the appropriate enforcement agency; and
- For the recovery of stolen funds or property.

The procedure will be reviewed biennially to ensure that it continues to meet these objectives.

9.2 Internal reporting

The Manager Governance and Risk is the custodial owner of the Incident and Near Miss Register and ensures all incidents or near misses are recorded in the register. Incident and Near Miss Summary Reports for high or above rated fraud and corruption related incidents will be tabled at an Executive Leadership Team meeting.

- Pursuant to its Charter, the Audit and Risk Committee will receive reports regarding actual or suspected instances of fraud or corruption, serious misconduct, or breaches of ethical standards, including:
- Analysis of action taken to address such matters;
- Actions taken to report such matters to the appropriate integrity bodies; and
- Any findings and examinations by regulatory or external agencies, and internal or external audit.

9.3 Disciplinary policy

Council's disciplinary policy outlines the potential disciplinary outcomes that apply in regards to the application of this Framework and associated policy.

9.4 External reporting

The Knox Fraud and Corruption Control Procedure provides direction in regard to reporting any suspected fraudulent or corrupt conduct to any external enforcement agencies including:

- Independent Broad-based Anti-Corruption Commission (IBAC) 1300 735 135
- Victoria Police – 131 444 (Police Assistance Line for non-urgent crimes or events)

Council is committed to ensuring that all allegations, breaches of the Code of Conduct or this Policy, which are considered to be prima facie cases supported by evidence of fraudulent or corrupt conduct, are reported to the appropriate law enforcement or regulatory agency for investigation.

For the purposes of compliance with the relevant provisions of the Independent Broad-Based Anti-Corruption Commission Act 2011, Council's Chief Executive Officer is a "Relevant Principal Officer". The relevant principal officer must notify the IBAC of any matter which the person suspects on reasonable grounds involves corrupt conduct occurring or having occurred (s 57).



9.5 Policy for civil proceeding to recover the proceeds of fraud and corruption

Council will pursue recovery of any losses due to fraud or corruption where there is clear evidence of fraud and corruption and where the likely benefits of such recovery will exceed the funds and resources required to be invested in the recovery action.

9.6 Internal control review following discovery of fraud

Where fraud or corruption is detected, the relevant Manager and Director will be responsible for assessing the adequacy of the relevant internal control environment and will provide a report to the Executive Leadership Team on any recommended improvements identified.

Managers will also be responsible for ensuring that recommendations arising out of the assessment are to be clearly allocated in the report with an associated time frame.

9.7 Maintaining and monitoring adequacy of Commercial Crime insurance and other insurance related policies dealing with fraudulent or improper conduct

Council will maintain a Commercial Crime insurance policy that insures the risk of loss arising from internal fraudulent conduct. The level of the policy will be determined as part of Council's annual insurance renewal program. This will be reported annually to the Executive Leadership Team alongside Council's other insurance policies.

Insurance for external fraud and corruption, in particular theft of Council property, will also be maintained and reviewed annually by staff in conjunction with the normal annual reassessment of insurance policy cover and limits.

10. Reporting Fraud and Corruption

10.1 Procedures for reporting suspected fraud and corruption

The Knox Fraud and Corruption Control Procedure provides clear direction in regards to the procedure for staff and other relevant parties to report suspicious or known illegal or unethical conduct.

10.2 Implementing a public interest disclosures program

Council is committed to encouraging staff, customers and community to report suspicious activity at the first available opportunity, to an appropriate reporting point within the Council or where necessary to an outside authority.

The Public Interest Disclosures Act 2012 protects persons who report improper conduct by public officers against reprisals. To support this process, Council has adopted Public Interest Disclosure Procedures. These procedures can be found on the Council's website.



10.3 How to report fraud and corruption

To whom	How
Through Whispli	Council uses a reporting tool called Whispli to help employees to submit issues involving illegal, inappropriate, and unprofessional behaviour. Submissions are anonymous and we will assign your case within 48 hours to a case manager that will investigate.
Your upline Manager	Contact your Manager or Director directly
A member of SLT and ELT	Contact them directly
The CEO	<ul style="list-style-type: none"> • Contact the CEO direct • Contact the Manager Governance and Risk or Chief People Officer
The Mayor or Deputy Mayor	Councillors may choose to notify the Mayor or Deputy Mayor
Victoria Police	<ul style="list-style-type: none"> • Phone: 131 444 (for non-urgent crimes or events.) • In person: Knox Police Station
IBAC	<ul style="list-style-type: none"> • Independent Broad-based Anti-corruption Commission • Email: info@ibac.vic.gov.au • Phone: 1300 735 135 • In person: Level 1, North Tower, 459 Collins Street, Melbourne
Public Interest Disclosure Coordinator	Refer to the Public Interest Disclosure Procedure on Council's website



11. Commonly asked questions

Can I remain anonymous?	Yes. Anonymous reports can be made through Whispli, the reporting system.
Who will see my report?	<ul style="list-style-type: none"> • The person I made it to • Manager and/ or Director • Chief Executive Officer • Police or IBAC (depending on seriousness)
What happens to my report?	<ul style="list-style-type: none"> • It may be initially investigated by your Manager or Director then referred to the CEO. • Manager Governance and Risk or Chief People Officer may investigate depending on the nature of the report • May be referred to Police or IBAC
I have heard about Whistleblower but don't see it anywhere	<ul style="list-style-type: none"> • Whistleblower legislation provides for 'public interest' • Contact the Public Interest Disclosure Coordinator

12. 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 on approval of the Chief Executive Officer. 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.

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Policy

Fraud and Corruption Control Framework

Approval by:	Audit and Risk Committee; Council	Directorate:	City Strategy and Integrity Customer and Performance
Approval Date:	25 July 2022 TBA	Responsible Officer:	Manager Governance and Risk
Review Date:	25 July 2025 2027 (biennially)	Version Number:	23

1. Purpose

[This Framework documents Council's approach to controlling fraud and corruption risk.](#)

2. Context

[Knox City Council is committed to the highest standards of integrity, ethical conduct, and accountability. Knox City Council has zero tolerance for corrupt conduct or fraudulent activities. Council is committed to preventing, deterring, and detecting fraudulent and corrupt behaviour in the performance of Council activities.](#)

3. Scope

[All Workers, Contractors, Consultants, Volunteers and Councillors.](#)

4. References

[1.14.1 ~~Community & Council Plan 2021- to 2025~~](#)

[The FCCP supports Council's Mission and Vision by addressing the following Goal and Strategy in the Knox Community and Council Plan 2021 to 2025:](#)

[Goal 5 – Civic engagement and integrity “We have confidence in decision-making by building, strengthening and promoting good governance practices across government and community organisations”.](#)

[5.3 Ensure our processes are transparent and decisions are accountable.](#)



4.2 Relevant Legislation

- [Audit Act 1994 \(Victoria\)](#)
- [Charter of Human Rights and Responsibilities Act 2006 \(Victoria\)](#)
- [Crimes Act 1958 \(Victoria\)](#)
- [Independent Broad-based Anti-Corruption Commission Act 2011 \(the IBAC ActVic\)](#)
- [Local Government Act 2020 \(Victoria\)](#)
- [Ombudsman Act 1973 \(Victoria\)](#)
- [Privacy and Data Protection Act 2014 \(Victoria\)](#)
- [Public Administration Act 2004 \(Victoria\)](#)
- [Public Interest Disclosure Regulations 2019 \(Victoria\)](#)
- [Public Interest Disclosures Act 2012 \(Vic\)](#)
- [Privacy and Data Protection Act 2014 \(Victoria\)](#) [Local Government Act 2020](#)

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

- [Audit and Risk Committee Charter](#)
- [Complaints Policy](#)
- [Conflict of Interest Guidelines](#)
- [Councillor \[Model\]\(#\) Code of Conduct](#)
- [Councillor Gift, Benefits and Hospitality Policy](#)
- [Disciplinary Policy & Procedure](#)
- [Employee Code of Conduct](#)
- [Governance Rules](#)
- [Information Security Manual](#)
- [Procurement Policy](#)
- [Public Interest Disclosure Procedures](#)
- [Recruiting and Selecting for Excellence](#)
- [Risk Management Framework](#)
- [Risk Management Strategy](#)
- [Staff Code of Conduct](#)
- [Staff Gifts, Benefits and Hospitality Policy](#)

4.5 Related Council Procedures

- [Fraud and Corruption \[Control\]\(#\) Procedure](#)
- [Public Interest Disclosure Procedures](#)

4.6 Related External Documents:

- [Australian Standard AS 8001:2021 Fraud and Corruption Control](#)
- [AS/NZ ISO 31000:2018 Risk Management – Guidelines](#)
- [Workforce Screening Standard AS 4811:2022](#)
- [Fraud Control in Australian Government Entities Better Practice Guide \(Australian National Audit Office\)](#)



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2.5. Executive Summary

~~Knox City Council has zero tolerance for corrupt conduct or fraudulent activities. Council is committed to preventing, deterring, and detecting fraudulent and corrupt behaviour in the performance of Council activities.~~

This Fraud & Corruption Control Framework clearly documents Council's approach to controlling fraud and corruption at both strategic and operational levels and is to be read in conjunction with the Knox Fraud and Corruption Control Procedure, Risk Management Strategy and relevant legislation.

2.15.1 Introduction

Council is the custodian of significant public funds and assets therefore it is important that the community has assurance that these are adequately protected from fraud and corruption. Council has developed a structured framework and approach to the implementation and review of fraud and corruption prevention, detection, monitoring and reporting. This Framework is based on the Australian Standard for Fraud and Corruption Control (AS8001-2021) and has been endorsed by ~~EMTELT~~ and the Audit and Risk Committee.

The desired outcome of this commitment is the elimination of fraud and corruption throughout Council operations both internally and externally. Employees may face disciplinary action under the Disciplinary Policy and restitution of money or property lost through fraudulent activity will be pursued through legislative means. Council may prosecute people identified as committing fraud or undertaking corrupt behaviour.

Fraud and corruption control forms part of Council's risk management framework. It is a risk that Council actively seeks to identify and limit its exposure to, by reducing the potential opportunity (risk likelihood) for fraud and corruption to occur.

This Framework applies to Councillors, employees, contractors, sub-contractors, consultants, temporary staff, persons employed through a ~~third-party~~third-party agency and volunteers of Knox City Council.

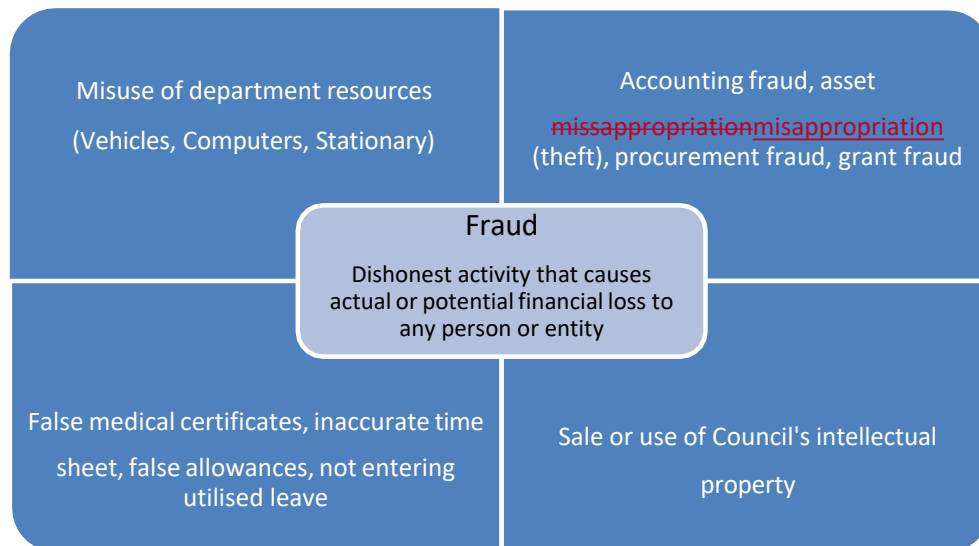
2.25.2 Definitions

AS 8001-2021 Fraud and Corruption Control defines fraud and corruption as:

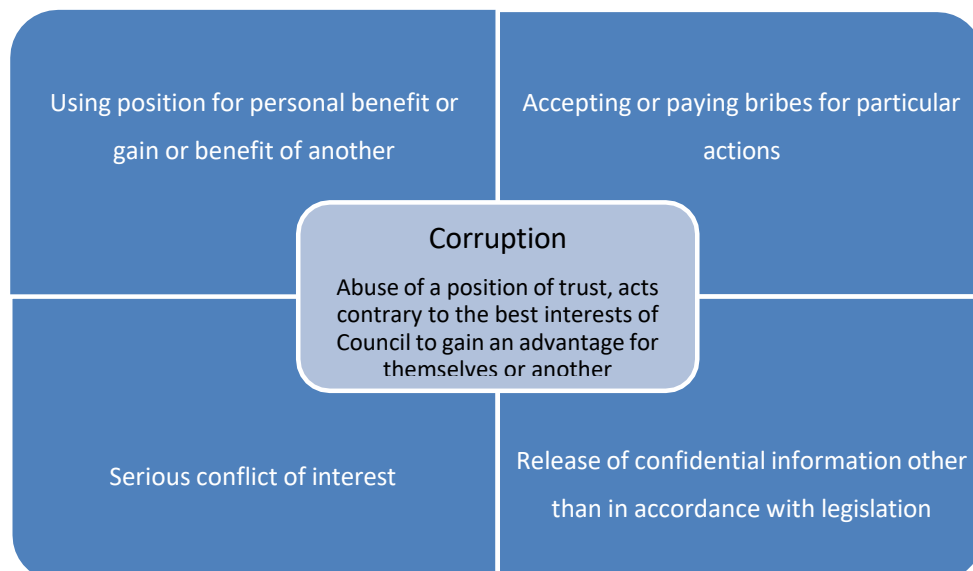
Fraud is dishonest activity causing actual or potential loss to the Council (including theft of money or other property) and where deception is used at the time, immediately before or following the activity.



This also includes the deliberate falsification, concealment, destruction or use of (or intention to use) falsified documentation and the improper use of information or position for personal financial benefit.



Corruption is dishonest activity in which a person to whom the Policy applies acts contrary to the interests of Council and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or entity or to disadvantage Council.



Conflict of Interest - a conflict between the public duty and personal interests of a Councillor, Council employee, council volunteer or council contractor that may or be perceived to improperly



influence the performance of their duties. A conflict can be actual, potential or perceived.

Disclosure – is a report about improper conduct or detrimental action of Knox City Council or its officer(s) made by an individual or group. The conduct may have occurred in the past, is currently occurring or may happen in future. It is not a disclosure if the complaint or allegation is already in the public domain.

Fraud and Corruption Control Framework – the process of planning, organising leading and controlling activity, in order to direct and control the organisation with regard to the implementation of anti-fraud and anti-corruption strategies.

Improper Conduct – at its lowest threshold level, is either criminal or serious enough to result in a person's dismissal. It may include taking or offering bribes, dishonestly using influence, committing fraud, theft, misusing information or material acquired at work, conspiring or attempting to engage in the above corrupt activity. It can also arise from the inaction of an individual or group.

2.35.3 Codes of conduct

Council's Fraud & Corruption Control Framework, Fraud and Corruption Control Procedure, [Employee Staff](#) Code of Conduct and Councillor [Model](#) Code of Conduct are important documents for clearly articulating Council's objectives and expected outcomes in managing fraud and corruption. The Fraud & Corruption Control Framework and Fraud and Corruption Control Procedure establishes Council's attitude and approach to fraud and corruption control, while the [Employee Staff](#) Code of Conduct and the Councillor [Model](#) Code of Conduct set out the high standards of ethical behaviour required in delivery of Council's commitment to these outcomes.

2.45.4 Related policies and procedures

The policies and procedures listed on the cover page set out expected practices and behaviours and should be read in conjunction with this Framework.

2.55.5 Related legislation and guidelines

The *Local Government Act 2020* now requires Council Audit and Risk Committees to monitor and provide advice on risk management and fraud prevention systems and controls. Council's Audit and Risk Committee supports Council's oversight of this ~~policy, and policy and~~ assigns specific duties and responsibilities to the Committee in its Charter.

The *Public Interest Disclosures Act 2012* requires Council to establish written procedures for handling of any public interest disclosures.

This Fraud Control Framework operates within an existing legislative and strategic framework. The diagram below shows the interdependency of a good Framework with complimentary programs and processes.



2-65.6 Australian Standard for Fraud and Corruption Control (AS8001-2021)

A new revised Australian Standard AS8001:2021 - Fraud & Corruption Control was released on 11 June, 2021. This Standard is considered the benchmark when it comes to how organisations can mitigate fraud and corruption risks.

This third edition of the standard recognises and responds to an increase in cyber-attack and technology-enabled fraud and provides upgraded guidance on the accountabilities of Councils and senior management in controlling organisational fraud and corruption risk.

This Standard is the foundation for Council's revised Fraud and Corruption Control Framework resulting in the continuance of a contemporary, practical and effective framework supported by the guidance contained in the Standard. This includes ICT measures to address cyber fraud as part of Council's Fraud and Corruption Control Framework.

This Framework is consistent with the following legislation and standards:

- The Local Government Act 2020
- The Public Interest Disclosures Act 2012 (Victoria)
- AS 8001:2021 Fraud and Corruption Control
- AS/NZS ISO 31000:2009 Risk Management Principles & Guidelines

This Framework and associated policy and procedures has also been assessed as being compatible with the Charter of Human Rights and Responsibilities Act 2006.



3.6. Framework and resourcing

3.16.1 Program for fraud and corruption control framework and review

Council operates under a distributed assurance model in accordance with the Risk Management Framework. This model provides that the following groups are all involved in effective risk management.



3.26.2 Fraud control resources and external assistance

The Manager Governance [and Risk](#) with the assistance of the [Executive Manager Strategy, People and Culture](#) [Chief People Officer](#) [has](#) overall responsibility for implementing and overseeing the fraud and corruption control program.

Where specialised skills are required, such as forensic accounting, computer forensic analysis, data analytics, and/or complete investigations, an external party may be enlisted to assist. Costs associated with engaging external service providers are borne by the Directorate where the work is necessary to be undertaken.

3.36.3 Internal audit activity in fraud and corruption control

Under this Framework the primary responsibility for the identification of fraud and corruption rests with management, however, it is also recognised that internal audit activity can also be an effective part of the overall control environment to identify fraud and corruption.

The Internal Audit program is a key independent governance tool that oversees and conducts a series of reviews, which incorporates the detection and prevention of fraud and corruption throughout the organisation. Internal Audit operates under the International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors in Australia.



Internal Audit is obligated to look out for and consider potential fraud risks to Council and the adequacy of Council's fraud risk controls. If an internal auditor locates a fraud or identifies a potential fraud risk, they will report this to the CEO or delegate or the Audit Committee Chair.

If deemed necessary Council will utilise the role of the internal auditor in the investigation and reporting of any suspected fraud or corrupt activity.

4.7. Fraud and corruption prevention

4.17.1 Implementing and maintaining our integrity framework

The [Councillor and Staff](#) Codes of Conduct are key enablers in delivering the sound and ethical culture required in the prevention of fraud and corruption throughout the organisation.

Line Managers shall set the example with regard to exercising and demonstrating high levels of integrity in the execution of their roles and functions by regularly reminding employees of the importance of complying with Council's [StaffEmployee](#) Code of Conduct and the Fraud & Corruption Control Framework.

Clear behavioural expectations, and clear consequences for fraudulent or corrupt behaviour, will be communicated at commencement of employment or engagement with Council.

Councillors' responsibilities are articulated in the Local Government Act and the Councillor [Models](#) Code of Conduct.

4.27.2 Line Managers commitment to controlling the risk of fraud and corruption

Management will not be complacent and will treat fraud and corruption risks as a serious threat to the organisation

The Executive [Management LeadershipLeadership](#) Team (ELMT) and Managers will regularly be briefed on the following:

- Council's current fraud and corruption control framework;
- Information on the program and robustness of the internal control environment in regards to preventing and detecting fraud;
- The types of fraud and corruption common with the sector;
- Incidence of fraud and corruption generally in Australia;
- Information on the types of fraud and corruption that have been detected at Council over the previous five years; and
- Information of new or emerging trends in this area.

4.37.3 Fraud and corruption risk assessment

Risk assessments will be undertaken for all identified fraud and corruption risks in accordance with Council's current Risk Management approach.

As a minimum, the following risks will be assessed:

- Theft of cash
- Theft/misuse of assets



- Misuse of confidential corporate information
- Conflict of Interest
- Accounts payable
- Payroll practices
- Procurement
- Grant fraud
- IT and information security including cyber fraud
- Recruitment
- Misuse of credit cards

Additional risks will be identified through normal business unit operations and through the regular review of the risk register in accordance with the Risk Management Framework.

4.47.4 Maintaining strong internal control systems and internal control culture

Knox has an existing culture of continuous improvement. The implementation of effective systems of internal control is an integral part of this program, particularly for activities assessed as having a high predisposition to the risk of fraud and corruption.

Well planned and documented internal controls will be a major defence for avoiding fraud and corruption. When undertaking projects or reviewing existing practices into the future, consideration will be given to appropriate fraud and corruption controls in the development of outcomes.

Internal controls will be:

- Appropriately documented
- Accessible
- Reviewed and amended regularly
- Communicated effectively
- Subject to review of adherence
- Reported to [Knox Council's](#) Audit and Risk Committee.

4.57.5 Communication and awareness of fraud and corruption

It is important that fraud and corruption is identified and reported at an early stage and that workers and Councillors have understanding and confidence in the system.

Workers will be provided with information on the Fraud & Corruption Control Framework so that they have confidence in knowing how to respond if this type of activity is detected or suspected.

The awareness of Council's risk of fraud and corruption controls will be made available through the following:

- Copy of the [Employee Staff](#) Code of Conduct and Fraud & Corruption Control Framework will be included in packs for all new staff;



- A dedicated page will be maintained on the Council intranet in regards to fraud and corruption, this will include links to all relevant documents in particular the process for reporting allegations;
- Fraud and Corruption awareness training will be conducted in accordance with frequency identified through a risk assessment by way of the Learning and Development Program;
- Fraud and Corruption awareness will be conducted with Councillors at the beginning of their term with a refresher annually; and
- Any substantive changes in the framework or procedure will be communicated to all workers and Councillors.

4.67.6 Employment screening

Employment screening will be undertaken for all new positions. This screening process will reduce the risk of a potential security breach and will provide a high level of assurance as to the integrity, identity and credentials of prospective employees.

The following screening shall be undertaken with the express consent of the individual concerned for all prospective employees:

- Verification of identity requiring at least two forms of identity (passport, birth certificate, drivers licence, rate certificate, at least one must include photo identification);
- Police criminal history check for relevant positions;
- Working with children check – relevant identified positions;
- Reference checks with two most recent employers;
- Consideration of any gaps on employment history and the reasons for the gaps; and
- Verification of formal qualifications claimed where required for the position.

4.77.7 Job rotation and excess annual leave

Individual Service Units will regularly consider job rotation for positions where there are multiple officers undertaking the same or similar functions and the position is deemed a high risk from a fraud or corruption perspective - local law enforcement, parking enforcement, planning officers, contract management, cash handling, for example.

Excess annual leave will be monitored on a quarterly basis to ensure excess leave is managed.

4.87.8 Supplier vetting

Council will continue to undertake supplier vetting for new and ongoing suppliers in accordance with existing practices. Financial and/or Performance assessments are to be undertaken where the contract poses a key financial risk to Council or where it is a new contractor that has never been used by Council before and the risk of poor performance or financial collapse is likely to adversely affect Council. Financial and Performance assessment checks may also be undertaken where Council wishes to understand the financial and previous contract performance of the contractor or if no security is in place.



4.97.9 Cyber Fraud

Council acknowledges the emergence of cyber fraud as a significant fraud risk and particularly phishing campaigns. Phishing campaigns infiltrate corporate networks by sending authentic-looking fraudulent emails to users in an organisation and tricking them into performing actions such as downloading attachments or clicking on links.

Council uses Mimecast as our secure email gateway, which is the first line of defence, and in combination with Microsoft's Defender for O365 (Threat Protection) as a secondary and additional level is used to detect and filter out malicious emails and phishing.

Council has additionally added the protection provided by DMARC (Domain-based Message Authentication, Reporting and Conformance) by integrating with The Victorian Government Cyber Security Unit (CSU) DMARC program which utilises Proof Point's Email Fraud Defence for identifying and rejecting emails from spoofed 'knox.vic.gov.au' email addresses.

Additionally, ~~KCC~~ Council has introduced a Cyber Awareness Education module that has a focus on ~~p~~Phishing and is a mandatory ~~training module~~ module for all ~~Council~~ ~~KCC~~ users to undertake.

5.8. Fraud and corruption detection

5.18.1 Fraud and corruption detection program

Council's detection program includes the annual internal audit plan, annual financial statement, external audit, Audit Committee oversight, annual compliance plan, review of risk strategies and various reporting avenues. Other detection programs may also include:

- Post transactional reviews - a review of transactions after they have been processed. This option may identify or uncover altered documents or missing documentation, falsified or altered authorisations or inadequate documentary support.
- Acquittal and monitoring programs for grants to ensure recipients use funds as intended and according to prescribed conditions, and leftover or misspent funding is recovered.
- Data mining - the application of sophisticated (and sometimes unsophisticated) software applications and techniques where a series of suspect transactions can be identified and then investigated which can identify anomalies at an early stage.
- Analysis of management accounting reports - using relatively straight forward techniques in analysing management accounting reports, trends can be examined and investigated which may be indicative of fraudulent or corrupt conduct.

5.28.2 External auditor's role in the detection of fraud

As required under the Audit Act 1994 and the Local Government Act 2020, the Victorian Auditor-General's Office (VAGO) is local government's external auditor. VAGO is required to consider the risk of material misstatement in Council's financial statements, due to fraud when performing their audit (via appointed agent). The Audit Committee take an active role in considering VAGO's Closing Report and Management Letter. VAGO ultimately issue their findings in an Independent Auditor's Report, published in Council's annual report.



6.9. Responding to detected fraud and corruption incidents

6-19.1 Procedures for the investigation of detected or suspected incidents

The Knox Fraud and Corruption Control Procedure provides direction with regard to the procedures for dealing with suspected fraud or corruption. The procedure provides:

- Appropriate measures for the comprehensive investigation of such matters based on the principles of independence, objectivity and fair due process (rules of natural justice);
- Systems for internal reporting of all detected incidents;
- Process for reporting the matters of suspected fraud and corruption to the appropriate enforcement agency; and
- For the recovery of stolen funds or property.

The procedure will be reviewed biennially to ensure that it continues to meet these objectives.

6-29.2 Internal reporting

The Manager Governance [and Risk](#) is the custodial owner of the Incident and Near Miss Register and ensures all incidents or near misses are recorded in the register. Incident and Near Miss Summary Reports for high or above rated fraud and corruption related incidents will be tabled at an Executive [Management Leadership](#) Team meeting.

- Pursuant to its Charter, the Audit and Risk Committee will receive reports regarding actual or suspected instances of fraud or corruption, serious misconduct, or breaches of ethical standards, including:
- Analysis of action taken to address such matters;
- Actions taken to report such matters to the appropriate integrity bodies; and
- Any findings and examinations by regulatory or external agencies, and internal or external audit.

6-39.3 Disciplinary policy

Council's disciplinary policy outlines the potential disciplinary outcomes that apply in regards to the application of this Framework and associated policy.

6-49.4 External reporting

The Knox Fraud and Corruption Control Procedure provides direction in regard to reporting any suspected fraudulent or corrupt conduct to any external enforcement agencies including:

- Independent Broad-based Anti-Corruption Commission (IBAC) 1300 735 135
- Victoria Police – 131 444 (Police Assistance Line for non-urgent crimes or events)

Council is committed to ensuring that all allegations, breaches of the Code of Conduct or this [Policy](#), which are considered to be prima facie cases supported by evidence of fraudulent or corrupt conduct, are [notified reported](#) to the appropriate law enforcement or regulatory agency for investigation.



For the purposes of compliance with the relevant provisions of the Independent Broad-Based Anti-Corruption Commission Act 2011, Council's [Chief Executive Officer](#) is a "Relevant Principal Officer". The relevant principal officer must notify the IBAC of any matter which the person suspects on reasonable grounds involves corrupt conduct occurring or having occurred [\(s. \(Section 57\)\)](#).

[6-59.5](#) Policy for civil proceeding to recover the proceeds of fraud and corruption

Council will pursue recovery of any losses due to fraud or corruption where there is clear evidence of fraud and corruption and where the likely benefits of such recovery will exceed the funds and resources required to be invested in the recovery action.

[6-69.6](#) Internal control review following discovery of fraud

Where fraud or corruption is detected, the relevant ~~service unit~~ Manager ~~and with~~ Director will be responsible ~~forte~~ [assessing](#) the adequacy of the relevant internal control environment and [will](#) provide a report to the Executive [Leadership Management](#) Team on any recommended improvements identified.

~~M~~[Service unit](#) managers will also be responsible for ensuring that recommendations arising out of the assessment are to be clearly allocated in the report with an associated time frame.

[6-79.7](#) Maintaining and monitoring adequacy of Commercial Crime insurance and other insurance related policies dealing with fraudulent or improper conduct

Council will maintain a Commercial Crime insurance policy that insures the risk of loss arising from internal fraudulent conduct. The level of the policy will be determined as part of Council's annual insurance renewal program. This will be reported annually to the Executive [ManagementLeadership](#) Team alongside Council's other insurance policies.

Insurance for external fraud and corruption, in particular theft of Council property, will also be maintained and reviewed annually by staff in conjunction with the normal annual reassessment of insurance policy cover and limits.

[7.10](#). Reporting Fraud and Corruption

[7-110.1](#) Procedures for reporting suspected fraud and corruption

The Knox Fraud and Corruption Control Procedure ~~is to~~ [provides](#) clear direction in regards to the procedure for staff and other relevant parties to report suspicious or known illegal or unethical conduct.

[7-210.2](#) Implementing a public interest disclosures program

Council is committed to encouraging staff, customers and community to report suspicious activity at the first available opportunity, to an appropriate reporting point within the Council or where necessary to an outside authority.

The Public Interest Disclosures Act 2012 protects persons who report improper conduct by public officers against reprisals. To support this process, Council has adopted Public Interest Disclosure Procedures. These procedures can be found on the Council's website.



|



(This section previously section 4.4)

7.310.3 How to report fraud and corruption

~~To Whom~~ ~~How~~

<u>To whom</u>	<u>How</u>
<u>Through Whispli</u>	<u>Council uses a reporting tool called Whispli to help employees to submit issues involving illegal, inappropriate, and unprofessional behaviour. Submissions are anonymous and we will assign your case within 48 hours to a case manager that will investigate.</u>
<u>Your upline Manager</u>	<u>Contact your Manager or Director directly</u>
<u>A member of SLT and ELT</u>	<u>Contact them directly</u>
<u>The CEO</u>	<ul style="list-style-type: none"> <u>Contact the CEO direct</u> <u>Contact the Manager Governance and Risk or Chief People Officer</u>
<u>The Mayor or Deputy Mayor</u>	<u>Councillors may choose to notify the Mayor or Deputy Mayor</u>
<u>Victoria Police</u>	<ul style="list-style-type: none"> <u>Phone: 131 444 (for non-urgent crimes or events.)</u> <u>In person: Knox Police Station</u>
<u>IBAC</u>	<ul style="list-style-type: none"> <u>Independent Broad-based Anti-corruption Commission</u> <u>Email: info@ibac.vic.gov.au</u> <u>Phone: 1300 735 135</u> <u>In person: Level 1, North Tower, 459 Collins Street, Melbourne</u>
<u>Public Interest Disclosure Coordinator</u>	<u>Refer to the Public Interest Disclosure Procedure on Council's website</u>



ELT or SLT

The CEO

The Mayor/
Deputy Mayor

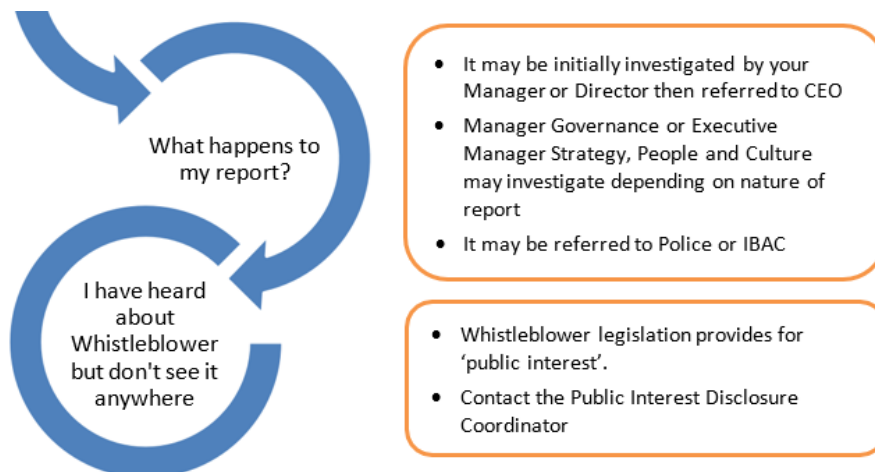
Victoria Police



8.11. Commonly asked questions

Questions and answers

<u>Can I remain anonymous?</u>	<p><u>Yes.</u></p> <p><u>Anonymous reports can be made through Whispli, the reporting system.</u></p>
<u>Who will see my report?</u>	<ul style="list-style-type: none"> <u>The person I made it to</u> <u>Manager and/ or Director</u> <u>Chief Executive Officer</u> <u>Police or IBAC (depending on seriousness)</u>
<u>What happens to my report?</u>	<ul style="list-style-type: none"> <u>It may be initially investigated by your Manager or Director then referred to the CEO.</u> <u>Manager Governance and Risk or Chief People Officer may investigate depending on the nature of the report</u> <u>May be referred to Police or IBAC</u>
<u>I have heard about Whistleblower but don't see it anywhere</u>	<ul style="list-style-type: none"> <u>Whistleblower legislation provides for 'public interest'</u> <u>Contact the Public Interest Disclosure Coordinator</u>



12. 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 on approval of the Chief Executive Officer. 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.

~~This policy will undergo a mandatory review every two years.~~

8.7 Report on the 2024 General Election

Final Report Destination:	Council
Paper Type:	For Noting
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SUMMARY

In accordance with Regulation 83 of the Local Government (Electoral) Regulations 2020, this report submits to Council the Victorian Commission's report on the conduct of the 2024 Municipal General Elections.

RECOMMENDATION

That Council receive and note the Victorian Electoral Commission's report on the conduct of the 2024 Municipal General Elections.

1. DISCUSSION

The 2024 General Election was held on 26 October 2024.

Section 263 of the Local Government Act 2020 (the Act) states that an election must be conducted by the Victorian Electoral Commission (VEC) in accordance with the Act and the Local Government (Electoral) Regulations 2020. Those regulations also require the VEC to prepare a report to the Chief Executive Officer on the conduct of the election within a period of six months after the election and which:

- Details the operational aspects of the conduct of the General Elections;
- Details the communications campaign; and
- Contains a detailed analysis of voting and voter participation.

Once received by the Chief Executive Officer, the report must be submitted to Council at the earliest practicable meeting of the Council held after the report is received.

This report provides information regarding the VEC's conduct of the 2024 Knox City Council General Election. In particular, the VEC report:

- Outlines the legislative changes that affected the 2024 elections. The most significant change for Knox was the introduction of new election requirements under the "Local Government Amendment (Governance and Integrity) Act 2024". These amendments included:
 - Close of roll extension from 57 days to 80 days before the election.
 - The timeframe for the certification of the roll increased to 23 business days to ensure CEOs and the VEC had adequate time to process enrolment applications and complete the related roll certification processes.
 - Candidates had a reduced word limit.

- Time allowed for the rejection and amendment of candidate statements was increased.
 - Close of candidate statements, photos and questionnaires amended to close on the same day as the close of nominations.
 - Mailout of ballot pack timelines was increased by one business day.
- Notes voter turnout in 2024 (86.55%) was slightly higher than the 2020 General Elections (84.2%) and informal voting was also slightly higher in 2024 at 3.06% compared to 2.56% in 2020.
- Provides detailed breakdowns of the election results in each ward
- Details post-election activities including:
 - The recount conducted for the Dobson Ward election by consent of the parties following an application to VCAT, noting the result of the recount did not change the outcome of the election.
 - The Electoral Commissioner’s application to VCAT for a review of the Baird Ward election after the VEC’s electoral integrity monitoring detected a number of fraudulently completed ballot paper envelopes returned in the election. It is understood the VEC’s most recent submission to VCAT was that VCAT find there is evidence of fraud in the Baird Ward election, but not to the extent that the fraud affected the result. The application to VCAT is still to be decided. According to a report in The Age on 8 April 2025 relating to integrity issues in the Knox and Whittlesea City Council elections, referencing material taken from the VCAT file, “the alleged beneficiaries of the schemes were unsuccessful in getting elected”. ([Tim Cowrie, ‘Handwriting, birthdates at centre of fraud probe’, The Age 8 April 2025](#)). The investigation into the fraud itself remains a separate investigation that is being led by the Local Government Inspectorate and Victoria Police.
 - The VEC’s process for following up non-voters.

A copy of the report is included at Attachment 1

2. ENGAGEMENT

Nil

3. SOCIAL IMPLICATIONS

Nil

4. CLIMATE CHANGE CONSIDERATIONS

Noting the VEC’s report is considered to have no direct implications or impacts upon Council’s Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

5. ENVIRONMENTAL IMPLICATIONS

Nil.

6. FINANCIAL AND RESOURCE IMPLICATIONS

Costs associated with the conduct of the 2024 Council election were incorporated into the 2024/25 operating budget.

7. RISKS

Failure to maintain transparent election processes and compliance with the Local Government Act 2020 and associated regulations poses a significant governance risk. It may lead to challenges to the integrity of election outcomes, legal non-compliance, reputational damage, and a loss of public trust in the democratic process.

Ensuring adherence to these requirements is essential for upholding transparency, fairness, and community confidence in local government elections.

8. KNOX COMMUNITY AND 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

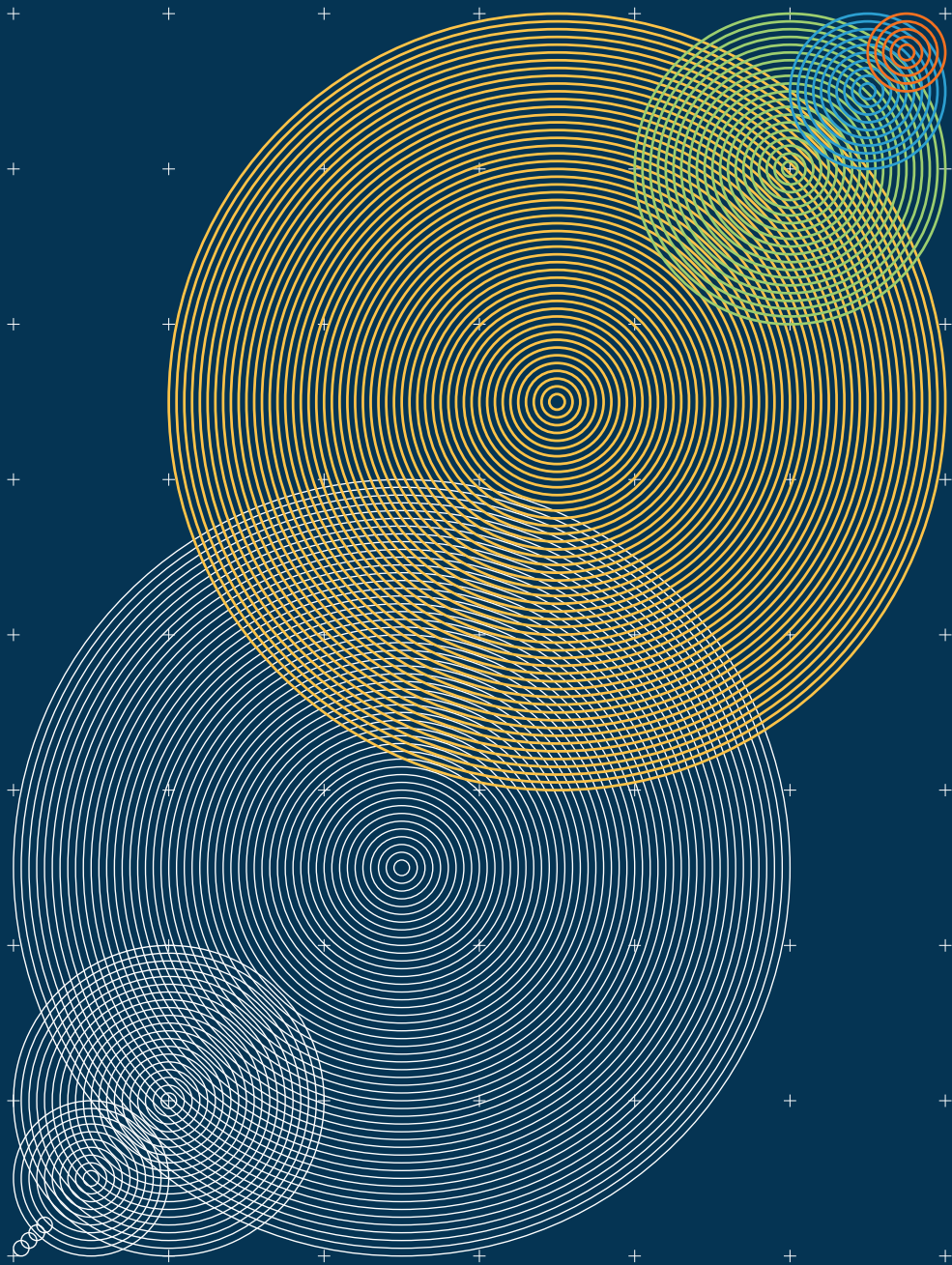
1. Attachment 1 - VEC Final Report - 2024 Election Knox City Council [**8.7.1** - 70 pages]

Election report

Knox City Council

2024 Local government elections

April 2025



Letter of Transmittal

14 April 2025

Mr Bruce Dobson
Chief Executive Officer
Knox City Council
511 Burwood Highway
Wantirna South VIC 3152

Dear Mr Dobson

Pursuant to Regulation 83 of the Local Government (Electoral) Regulations 2020, I submit this report to the Chief Executive Officer of Knox City Council on the general election held in October 2024.

Yours sincerely

A handwritten signature in black ink, appearing to read 'S. Bluemmel', with a stylized flourish at the end.

Sven Bluemmel
Electoral Commissioner

Acknowledgement of Country

The Victorian Electoral Commission (VEC) acknowledges the Aboriginal and Torres Strait Islander people of this nation, as the traditional custodians of the lands on which the VEC works and where we conduct our business. We pay our respects to ancestors and Elders, past, present, and emerging. The VEC is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Election report
Knox City Council
2024 Local government elections

Voter turnout (front cover)

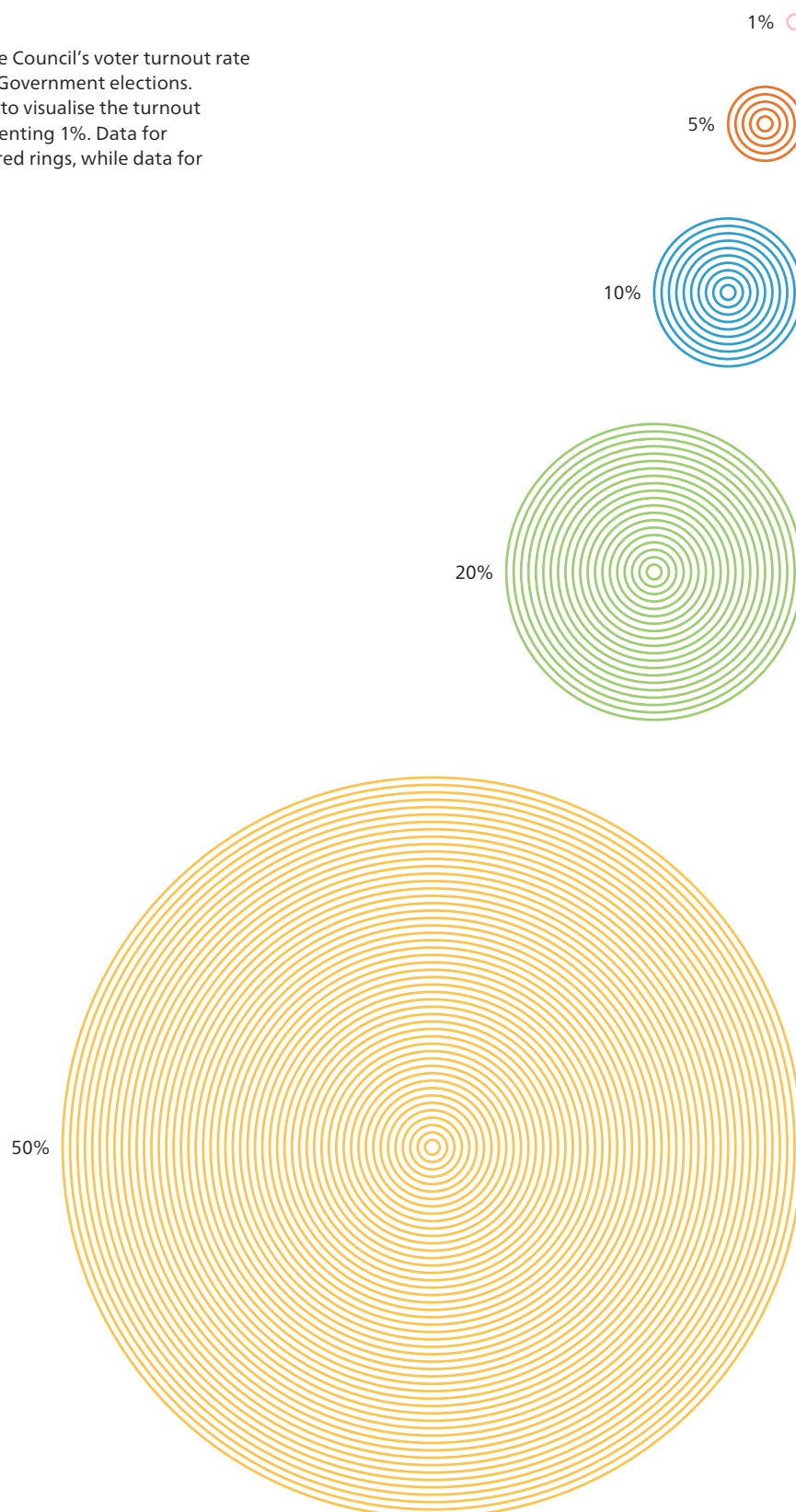
Graphic representation of the Council's voter turnout rate for the 2024 and 2020 Local Government elections.

Rings are grouped into units to visualise the turnout percentage, each ring representing 1%. Data for 2024 is depicted using coloured rings, while data for 2020 is shown in white.

Knox City Council

Turnout (2024): 85.23%

Turnout (2020): 84.38%



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1. Introduction

The Victorian local government general elections are held every 4 years as set out in the *Local Government Act 2020* (Vic) (**LG Act**). In 2024, general elections were held for 78 of the 79 Victorian councils with Saturday 26 October marking election day. In accordance with section 263(1) of the LG Act, the Victorian Electoral Commission (**VEC**) is the statutory election service provider for the conduct of local government elections in Victoria.

This report provides information on the 2024 Knox City Council general election including details of the end-to-end service delivery of electoral activities throughout the election timeline. This report also provides details of post-election activities including compulsory voting enforcement.

About the Victorian Electoral Commission

The VEC is an independent statutory authority established under the *Electoral Act 2002* (Vic) (**Electoral Act**). The VEC's principal functions are to conduct State elections, local government elections, certain statutory elections and polls, commercial and community elections, and to support electoral representation processes for local councils and the Electoral Boundaries Commission for State electoral boundaries. The VEC is also responsible for maintaining the Victorian register of electors and administering political funding and donation disclosure laws. The VEC has a mandated role to conduct electoral research, provide communication and education services, and inform and engage Victorians in the democratic process.

Sven Bluemmel is the appointed Electoral Commissioner and Dana Fleming is the appointed Deputy Electoral Commissioner. The Electoral Commissioner and Deputy Electoral Commissioner report to the Victorian Parliament in relation to the VEC's operations and activities.

The Electoral Commissioner heads the VEC's Executive Management Group that comprises the Deputy Electoral Commissioner, the Executive Director, Corporate Services and 7 Directors, each leading the main functional areas of the VEC. Each Director acts as subject matter experts and oversees legislative responsibilities under the LG Act and the Electoral Act.

The VEC has a dedicated local government election program framework that incorporates a range of programs, projects and activities that are supported through strategic planning, project management, and process mapping. The program is overseen by the VEC's Delivery Group and has sponsorship from the Executive Management Group.

Key changes

Knox City Council

2. Key changes

Changes in legislation

The *Local Government Amendment (Governance and Integrity) Act 2024* (Vic) received royal assent on 25 June 2024 and introduced a number of changes to local government electoral legislation.

The VEC implemented the necessary changes to the 2024 local government election program in response to the reforms as they applied to the elections.

Key changes from *Local Government Amendment (Governance and Integrity) Act 2024*

Close of roll	<p>The date for the close of roll was extended from 57 days to 80 days before the election. For all elections after the October 2024 general elections, including by-elections, the date for the close of roll will be 73 days before election day.</p> <p>The previous timelines were no longer viable due to an increase in the scale and complexity of local government elections, including changes to enrolment entitlements, population growth, higher number of wards, likely increase in the number of candidates, and reduction in mail services offered by Australia Post.</p> <p>By moving this date earlier, other key dates including nomination day, the lodgement date for candidate statements and questionnaires, and the period for mailing out of ballot materials have been brought forward through the <i>Local Government (Electoral) Regulations 2020</i> (Vic) (LG Regulations) providing more time to ensure they are sustainable.</p>
Certification of the roll	<p>The timeframe for roll certification was increased to 23 business days (previously 13 business days) to ensure CEOs (or their delegates) and the VEC have adequate time to process enrolment applications and complete related roll certification processes.</p>
Candidate statement word limit	<p>In response to the pandemic, the LG Regulations permitted candidate statements to be increased from 200 to 300 words for the 2020 local government elections, acknowledging that candidates at the 2020 elections would face restrictions in campaigning.</p> <p>As candidates would no longer face pandemic-based barriers to campaigning activities, the word limit was reverted to 200 words. Equivalent amendments were also applied to the <i>City of Melbourne (Electoral) Regulations 2022</i> (Vic).</p> <p>Returning to the original word limit allowed the VEC to produce smaller candidate statement booklets, reducing associated printing costs and administrative burden.</p>
Rejection and amendment of candidate statements	<p>The time allowed for a candidate to amend their statement was reduced by one day to now be the day after the close of nominations (or 38 days before election day). This aligned the periods for rejections and amendments with the earlier deadline for lodging a candidate statement, allowing additional time to print ballot packs.</p>
Close of candidate statements, photos and questionnaires	<p>The deadline for submitting a candidate statement, photograph and questionnaire was amended to close the same day as the close of nominations at 12 noon, facilitating a more efficient process for candidates and allowing the VEC more time to print ballot packs.</p>
Mailout of ballot pack	<p>The timeline for conducting the mailout of ballot materials was extended from occurring over 3 business days to 4 business days, allowing the VEC to manage the risk of mail service level reductions and provide additional safeguards against election fraud.</p>

Knox City Council

Election dates

3. Election dates

Key timelines for the 2024 local government elections	
Deadline fixed by the VEC for council primary enrolment data	Monday 15 July 2024
Close of roll	4 pm Wednesday 7 August 2024
Opening of the election office to the public	Monday 9 September 2024
Certification of the voters' roll and opening of nominations	Monday 9 September 2024
Close of nominations	12 noon Tuesday 17 September 2024
*Deadline for lodging candidate statements, photographs and questionnaires	12 noon Tuesday 17 September 2024
*Ballot draw	From 10 am Wednesday 18 September 2024
*General mail out of ballot packs to voters	Monday 7 October to Thursday 10 October 2024
*Close of voting	6 pm Friday 25 October 2024
Day prescribed as Election Day	Saturday 26 October 2024
*Close of extended postal vote receipt period	12 noon Friday 1 November 2024
Declaration of election results	No later than Friday 15 November 2024

*Dates with asterisks relate to contested elections only.

About Knox City Council

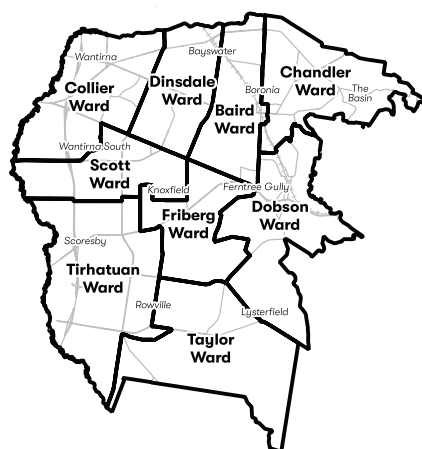
Knox City Council

4. About Knox City Council

Knox City Council is comprised of 9 councillors elected from a subdivided structure.

The structure was last reviewed in accordance with the *Local Government Act 1989* through an electoral representation review in 2015.

Figure 1: The electoral structure of Knox City Council at the general election held on 26 October 2024.



Knox City Council

Voters' roll

5. Voters' roll

The VEC prepared the voters' roll for the election under section 8(2)(c) of the Electoral Act and in accordance with section 249 of the LG Act. The close of roll for the election was 4 pm on Wednesday 7 August 2024. Pursuant to section 249(4) of the LG Act, the VEC certified the voters' roll on Monday 9 September 2024.

At certification, the voters' roll for the 2024 Knox City Council general election included 111,492 enrolled voters.

Composition of the voters' roll

Section 249 of the LG Act specifies that the voters' roll for a local government election is formed by combining 2 separate lists of voters:

1. The Electoral Commissioner's list (EC list) – list of State electors that are enrolled within that local government area.
2. The Chief Executive Officer's list (CEO list) – list of council-entitled voters.

Refer to **Appendix 1** for a breakdown of the Knox City Council general election voters' roll.

Amendments to the voters' roll

In accordance with section 250 of the LG Act, the VEC is able to amend any error or omission in the preparation, printing or copying of the voters' roll, or correct any misnomer or inaccurate description of any person, place or thing on the voters' roll. Amendments to the voters' roll are to be certified by the VEC.

All voters added to the roll were issued with a ballot pack. Where a voter was removed from the roll after the mail-out of ballot material, the VEC had systems in place to ensure that returned ballot papers from the deleted voters could be identified and excluded from the extraction and count. Where roll amendments were required, the total number of voters on the roll was updated.

Following the close of roll, the VEC made 7 amendments to the voters' roll, zero additions and 7 deletions.

6. Advertising and communication campaign

State-wide advertising

The VEC delivered a state-wide advertising campaign to maximise public awareness and participation amongst all eligible voters. Campaign activities and consistent messaging were delivered across 2 phases – enrolment and voting – and through multiple traditional and emerging mediums, including radio, digital and social media, and offline/outdoor advertising.

Public notices

The VEC published a series of public notices on the VEC website throughout the election as required by the LG Act. The notices included critical information relevant to each milestone of the election timeline.

For the 2024 general election, Council did not nominate newspapers for the public notices.

Refer to **Appendix 2** for further information in relation to the public notices.

VEC website

The VEC provided council specific information regarding the election on its website. The VEC website went live for the local government elections in early July 2024. Whilst some council-specific data remained static during the election, the website was regularly updated with content relevant to the election and at each key milestone such as close of roll, nominations, voting and results.

Media liaison

An online media briefing was held on Monday 29 July 2024. The briefing was made available to view on the VEC website for media representatives unable to join the live event. The media briefing provided an overview of the planning, timeline, legislative changes and other key information for the 2024 local council elections.

Media outlets were provided with a media handbook that outlined the election timeline and key information, and provided the VEC's head office media contacts. This was made available along with other resources from the VEC's media centre webpage. The VEC's communication team supported each election manager with managing media interest locally in their council area.

The VEC's media liaison program principally featured scheduled state-wide and tailored council-specific media releases aimed at highlighting key milestones during the election and capitalise on existing general news coverage.

More information on the VEC's media release schedule is available at **Appendix 3**.

The media program also involved a responsive media enquiry service, as well as the translation and distribution of 3 key media releases for multiple non-English news outlets in Victoria.

Social media campaign

As part of its state-wide advertising campaign, the VEC used paid promotions on social media platforms including Facebook, Instagram, Snapchat, TikTok and WeChat, targeting voters through audience segmentation.

This advertising was supported by a defined timeline of organic social media posts on the VEC's channels, designed to cover each of the key messages of the communication campaign to further extend the reach to the community and promote conversation about the democratic process.

VoterAlert advisories

State-enrolled voters can sign up to VoterAlert, our free SMS and email service, to receive reminder messages about elections that affect them. They can subscribe to messages via SMS, email, or both.

During the general election, we used VoterAlert to send direct messages on:

Wednesday 17 to Wednesday 31 July 2024 –
60,465 voters were contacted by VoterAlert messages sent by SMS and/or email reminding voters to enrol or update their details by the close of roll.

Monday 7 October to Monday 14 October 2024 –
60,660 voters were contacted by VoterAlert messages sent by SMS and/or email advising that we had commenced posting ballot packs.

Tuesday 22 October to Wednesday 23 October 2024 –
36,427 voters were contacted by VoterAlert messages sent by SMS and/or email reminding voters that it was the last week to post their ballot material back to us.

More information on VoterAlert is available at **Appendix 4**.

Voter engagement

The VEC delivered an extensive voter engagement program throughout Victoria, specific to local demographics.

Appendix 5 contains the full list of initiatives for the 2024 local government elections.

Knox City Council

Advertising and communication campaign

Democracy ambassadors

The VEC delivered education sessions conducted by our Democracy Ambassadors to a range of councils. The sessions focused on enrolment and voting for the election. These sessions were offered to councils in priority areas and delivered at no cost to council. Where resourcing allowed, requests for sessions that were not in the priority area were also fulfilled.

Two sessions were delivered for the Knox City Council election.

Blind and low-vision services

Braille and large print ballot material was available to blind and low-vision voters who registered for these products by 5 pm on Tuesday 17 September 2024.

The VEC received and processed 3 requests for braille ballot material and 3 requests for large print ballot material for Knox City Council.

Interpreting services

The VEC engaged the Victorian Interpreting and Language Services' Language Loop to provide a telephone interpreting service for telephone enquiries from voters who had a first language other than English. The VEC advertised direct lines for 20 languages other than English and a general line for all other languages.

Public enquiry service

A centralised contact centre was established to respond to telephone public enquiries. This ensured consistency in messaging, early identification of themes and trends along with the opportunity to enable election offices to focus on election administration. The call centre was also responsible for emails received during the local government elections. Any calls regarding CEO list applications were referred to the relevant councils. Outside the call centre hours of operation, a recorded service was available that provided information on enrolment and voting.

Election offices fielded phone queries from local candidates on issues directly related to their candidacy (as separate to general queries about running as a candidate).

A total of 1,300 telephone calls were recorded for Knox City Council during the 2024 local government elections. An overall total of 11,758 email queries were received for all councils.

Election manager

Knox City Council

7. Election manager

The VEC maintains a pool of trained senior election officials from across Victoria to fill election management roles for State and local government elections. Election-specific training is provided to senior election officials before they are appointed for each election.

The size of election management teams depends on the size of the council. Under the LG Act, an election manager is appointed to conduct each council's election and is supported by one or more assistant election managers.

In accordance with regulation 21(1) of the LG Regulations, the VEC appointed Diane Agius as the election manager for the 2024 Knox City Council general election.

The appointed assistant election managers were Bernard Mulholland and Monica Shearn.

Knox City Council

Election office

8. Election office

The election manager was responsible for establishing and managing the election office at Former Knox Gymnastics Centre, 4 Mossfield Avenue, Ferntree Gully. The premises were provided by the Council.

9. Candidates

Nominations opened at 9 am on Monday 9 September and closed at 12 noon on Tuesday 17 September 2024. Candidates were required to lodge their nomination forms in person at the election office. The nomination fee was \$250.

Candidate information

The VEC developed resources to support prospective candidates with the nomination process, including a candidate handbook. From mid-July, candidates could access information about nominating as a candidate for the election. The online Candidate Helper, accessible via the VEC website, went live on Tuesday 20 August 2024. Candidate Helper enabled candidates to complete most of their nomination forms and other forms online before lodging them in person with the election manager.

For the Knox City Council 2024 elections, the VEC's candidate information session was delivered in person by the election manager. Additionally, a candidate information video was available on the VEC website from Tuesday 20 August 2024.

Nominations

At the close of nominations, 30 candidates had successfully nominated for the elections, which includes any candidates who retired after the close of nominations. Candidates who withdrew before the close of nominations are not included.

The following is a breakdown of candidate nominations per ward:

- › Baird Ward - 5 nominations
- › Chandler Ward - 4 nominations
- › Collier Ward - 4 nominations
- › Dinsdale Ward - 4 nominations
- › Dobson Ward - 4 nominations
- › Friberg Ward - 2 nominations
- › Scott Ward - 2 nominations
- › Taylor Ward - 2 nominations
- › Tirhatuan Ward - 3 nominations

Ballot draws to determine the order of the names on the ballot paper were held at the election office following the close of nominations using the VEC's computerised ballot draw application.

See **Appendix 6** for the list of candidates in ballot draw order.

Candidate statements and photos

In accordance with regulation 39 of the LG Regulations, candidates were able to submit a 200-word statement and a recent photograph for inclusion in the ballot packs sent to voters. The deadline for these items was 12 noon on Tuesday 17 September 2024.

See **Appendix 6.1** for a breakdown of submitted statements and photos and **6.2** for sample ballot material.

Candidate questionnaires

In accordance with regulation 43 of the LG Regulations, candidates could also submit answers to a set of prescribed questions. The election manager accepted questionnaires from 30 of the 30 candidates at the election.

Voters could read the completed questionnaires on the VEC website or access them by contacting the election office.

Retirement of a candidate

In accordance with the LG Regulations, at any time after the close of nominations and before election day, a candidate may retire, or be retired by the VEC. A candidate can only retire if it will result in an uncontested election or if they are not qualified to be a Councillor. If the VEC believes a candidate was not entitled to nominate, it must formally query the candidate's qualification and invite written reasons why they are entitled. If the VEC remains satisfied that the candidate is not entitled, it must retire the candidate from the election.

When a candidate is retired from an election, the VEC is required to take all practicable steps to remove the retired candidate's name from ballot papers. If it is not practicable to do so, during the counting of votes the retired candidate's votes are passed on to other candidates according to voters' preferences.

There were no candidate retirements at the Knox City Council elections.

10. Voting

Ballot pack preparation and redirection

Artwork for ballot papers and candidate statements is generated using the VEC's automation tool. This tool selects from a range of pre-defined artwork templates and populates them with the relevant candidate information directly from the VEC's election management system database.

Following an extensive quality assurance process, print-ready artwork files were securely transmitted directly to the VEC's contracted ballot material printer ready for production. The VEC's contracted mail house directly printed the voters' addresses (mailing and entitlement address) and barcodes on the ballot paper envelopes in preparation for assembly and delivery of ballot packs. The VEC utilised multiple third party providers to assemble the ballot packs prior to the mail house lodging with Australia Post. The mail house allocated a secure area within its operations that was used solely for the printing, insertion, and dispatch of ballot material. This ensured the highest standards of security were met.

Electors could apply to have their ballot material redirected to an address other than their entitlement address. Voters had until the certification day for the voters' roll (also the day that nominations open) to apply for their ballot material to be redirected. The VEC arranged for ballot material to be delivered to any voter applying for redirection to the address specified in their request. For the 2024 local government elections, voters had until Monday 9 September 2024 to submit redirection requests.

The election manager received 74 requests for redirection of ballot packs for the election.

Early votes

Voters could request an early postal ballot envelope (early vote) before the general mail out of ballot packs. The election manager processed requests and issued early votes where the request was assessed as reasonable. Requests for early votes could be processed from Wednesday 18 September 2024, the day after nominations closed, until the start of the general mail out of ballot packs on Monday 7 October 2024.

Due to the timing of early votes, some early voters may not have had access to the candidate statements, photographs or questionnaires.

The election manager issued a total of 140 early votes for the election.

Mail-out of ballot packs

The VEC mailed 111,485 ballot packs between Monday 7 and Thursday 10 October 2024.

See **Appendix 7** for a breakdown of the packs sent on each day of the general mail out. The VEC did not mail ballot packs to voters who passed away between the close of roll and generation of the mail-out file.

This included 74 ballot packs which were redirected to alternative addresses for voters who had applied to redirect their ballot pack by Monday 9 September 2024.

In accordance with regulation 49(3) of the LG Regulations, no more than 35% of ballot packs were mailed or delivered to voters on any one day during the mail-out period. All ballot packs were lodged with Australia Post under the priority paid delivery timetable.

The VEC liaised closely with Australia Post during the mail-out period to confirm that ballot packs had been delivered to voters. Australia Post confirmed all ballot packs had been delivered by Tuesday 15 October 2024.

During the voting period, 1,207 ballot packs were returned to the election office by Australia Post as return-to-sender mail. In most cases, this was likely due to the addressee no longer residing at the address.

Unenrolled votes

The election manager issued unenrolled votes to people whose names could not be found on the voters' roll but said they were entitled to vote at the election. The unenrolled ballot pack included a declaration for the voter to sign. The election manager assessed the declaration and decided to admit or disallow the vote.

The election manager issued 13 unenrolled votes and following relevant checks, 7 were admitted to the count.

Replacement ballot packs

Following the general mail out of ballot packs, a voter who claimed that their ballot pack had not been received, or had been lost, spoilt, or destroyed, could apply for a replacement vote by completing an online application form or contacting the public enquiry service.

A centralised team processed applications and mailed replacement ballot packs to the postal address provided. Voters also had the option to attend the election office in the council for which they hold entitlement, to have a replacement vote issued over the counter.

864 replacement ballot packs across all wards during the voting period were issued. Please refer to **Schedule 1** for further information on replacement ballot packs issued.

Return of ballot paper envelopes

Knox City Council

11. Return of ballot paper envelopes

VEC provided voters with a priority reply paid envelope to return their completed ballot paper and ballot paper envelope. The return mail was delivered to the election office from local postal facilities or mail distribution centres. Voters could also put their ballot papers and envelope in a ballot box at the election office.

As ballot paper envelopes were returned, they were progressively checked by the election manager to ensure they had been signed by the voter. Additionally, processes were in place to ensure that only one returned ballot paper from any one voter could proceed to the extraction and count.

The election manager received a total of 85,131 returned ballot paper envelopes across all wards by the close of voting at 6 pm on Friday 25 October 2024.

In accordance with regulation 57(3) of the LG Regulations, the election manager could accept returned ballot paper envelopes until 12 noon on the Friday following the close of voting, if they thought the voter had signed the envelope before voting closed.

The election manager accepted 12,154 ballot paper envelopes across all wards during the extended postal vote receipt period.

The total returned ballot paper envelopes for Knox City Council was 97,285.

The election manager set aside 1,926 returned ballot paper envelopes that were not admitted to the extraction and counting process due to the voter not having signed the declaration envelope or, in the case of unenrolled declaration votes, an entitlement was not found for the person, or the declaration envelope was not returned with the vote.

Refer to **Schedule 1** for the total certified record of ballot papers and declaration envelopes across all wards for Knox City Council.

12. Results

Extraction

The extraction process involved separating the declaration flaps containing voters' details from each admitted ballot paper envelope, and then extracting the ballot papers from the envelopes. This 2-stage process maintains anonymity and ensures the VEC can track the number of envelopes for ongoing reconciliation.

A total of 95,359 ballot paper envelopes were admitted to the extraction process.

Ballot papers were extracted at the election office from Monday 28 October 2024. The extraction of all admitted ballot paper envelopes was completed on Thursday 7 November 2024, following the close of the extended postal vote receipt period.

If the VEC found any returned ballot paper envelopes that did not contain a ballot paper, contained more than one ballot paper, or did not contain the correct ballot paper, these were required to be rejected and not counted. There were 334 returned ballot paper envelopes rejected during the extraction activity.

Following the extraction of ballot papers from the ballot paper envelopes, a total of 95,025 ballot papers proceeded to the count.

Manual count

After extraction, the VEC counted ballot papers for all wards manually at the election office using the preferential method of counting.

The ballot papers were sorted to first preference votes for each candidate and to informal votes. At this point, the VEC counted the ballot paper votes sorted to first preferences.

If a candidate had not achieved an absolute majority of votes (>50%) on first preference votes, the VEC conducted a preference distribution. Preference distributions were required for Baird Ward, Chandler Ward, Collier Ward, Dinsdale Ward and Dobson Ward.

The VEC published provisional results on its website as they became available. Results were updated as finalised once declarations had taken place.

For a breakdown of first preference results by ward, refer to **Appendix 8**.

Recounts

At any time before a candidate is declared elected, the election manager or a candidate may initiate a recount. Election managers initiate recounts if margins in a preference distribution are close or critical. Candidates must ask for a recount in writing, with the reasons for their request. The election manager and head office staff assess candidate recount requests and either accept or deny them.

The election manager received 2 requests for a recount for Dobson Ward. Of 2 requests, none proceeded to the recount process.

Following the calculation of the provisional results for Dobson Ward, a recount of the ballot papers was ordered by VCAT. The recount was deemed necessary because the margins in the preference distribution were close/critical. The recount was performed on Monday 9 December 2024 at the VEC head office, Level 11, 530 Collins Street, Melbourne. The final results of the Dobson Ward election did not change.

Scrutineers

Scrutineers help deliver fair and transparent elections by observing election activities. They contribute to electoral integrity and help build public trust. Scrutineers can observe all activities involved in ballot paper and envelope processing.

Candidates are not permitted in election venues during extraction and counting activities and instead appoint scrutineers. Each candidate could appoint one scrutineer per election official involved in an activity. To appoint scrutineers, candidates completed a hardcopy 'Appointment and declaration of scrutineer form', which the candidate signed and submitted to the election manager. All scrutineers then had to sign the form's formal declaration in front of an election official. The declaration meant the scrutineers committed to eligibility and legal requirements and the VEC's conditions of entry.

A *Scrutineer handbook* was made available to all candidates and scrutineers with information on the role and responsibility of scrutineers during election activities. It included overviews of the activities so that scrutineers could understand what to expect during election activities they may attend. When scrutineers attended election venues they were briefed on their responsibilities and the processes they would witness. Scrutineers were instructed when and how they could challenge activities when ballot paper formality was being decided and votes were being counted. Scrutineers were allowed to notify election managers if they disagreed with the decision made by an election official on ballot paper formality or whether votes were counted for the selected candidate. Election managers reviewed the challenge and made a final decision on the ballot paper.

Results

Knox City Council

Declaration of results

In the Service Plan, the VEC committed to complete all results declarations by Friday 15 November 2024.

The results of the 2024 Knox City Council general election were declared at 2:30 pm on Monday 11 November 2024 at Knox Civic Centre, 511 Burwood Highway, Wantirna South for all wards.

The VEC website was updated following the declaration to reflect the elected candidates.

13. Election statistics

Participation

Participation is measured by the number of voters marked off the roll as a percentage of the total enrolment and can vary from turnout. The overall participation rate in the Knox City Council election was 86.55%, which is higher than the state average of 83.79% (excluding Melbourne City Council) and lower than the 86.39% rate at the 2020 Knox City Council general election.

Analysis of voter participation for the different enrolment categories shows that participation is lower for voters who are enrolled on the EC's list (86.54%) compared to voters enrolled on the CEO's list (91.50%).

Refer to **Appendix 9** for further information on participation, including a breakdown by enrolment category.

Turnout

Voter turnout is measured by the number of formal and informal ballot papers counted in the election as a percentage of voters on the voters' roll for the election.

The overall voter turnout for the 2024 Knox City Council general election was 85.23%. This is compared to the state average turnout of 81.46% (excluding Melbourne City Council). The voter turnout at the 2020 general election for the council was 84.38%.

Informality

The overall informal voting rate recorded at the 2024 Knox City Council general election was 3.06%, compared with the State average of 3.47%. An informality rate of 2.56% was recorded at the Knox City Council general election held in October 2020.

14. Complaints

Type of complaints

At local government elections, complaints generally fall into 2 broad categories:

1. Election Administration

Complaints about the conduct of the election and services to voters.

2. Election participation and conduct

Complaints about candidates and other participants in the election, at times alleging a breach of the LG Act or local laws.

Most complaints at the 2024 local government elections related to the second category, and often alleged inappropriate or illegal action by a person or group associated with the election.

Complaints process

The VEC have a streamlined complaints process during elections, developed with local councils and enforcement agencies. Complaints must be lodged in writing, then processed at head office. For the 2024 local government elections, customers could provide feedback and complaints online.

Complaints alleging a breach of the LG Act are forwarded to the Local Government Inspectorate. Complaints relating to local laws are referred to council. Complaints about the VEC's services, or the behaviour or actions of VEC staff and election officials, are the responsibility of the VEC.

The VEC is committed to responding to each complaint within 5 working days.

Complaints received

The VEC received 17 written complaints relating to the election for Knox City Council.

Please see **Appendix 10** for a description of complaints received by the VEC.

15. Post-election activities

Storage of election material

The VEC will keep all records from the election safely and secretly in accordance with regulation 79 of the LG Regulations.

Refund of nomination fees

Nomination fees were refunded to eligible candidates on Tuesday 17 December 2024. Eligible candidates include those elected or who received at least 4% of the first preference vote. Any forfeited nomination fees were remitted to the council on Tuesday 17 December 2024.

Courts and tribunals

The Victorian Civil and Administrative Tribunal (VCAT) is responsible for hearing disputes on the validity of an election under section 311 of the LG Act.

Applications for a review of the declaration of the results of an election must be lodged within 14 days of the declaration and can be made by a candidate in the election, 10 persons who were entitled to vote at the election, or the VEC.

There were 2 applications to VCAT in relation to the Knox City Council general election:

- › An application by candidate Anthony Holland disputing the validity of the Dobson Ward election, and
- › An application by the VEC in respect to suspected interference with postal votes in the Baird Ward election.

Application by Anthony Holland

Mr Holland's application sought a recount for the Dobson Ward election on the basis that there were counting anomalies observed by scrutineers.

By consent of the parties, including the VEC as the respondent, VCAT ordered a recount of all ballot papers from the Dobson Ward election to occur at the VEC's head office in Melbourne on Monday 9 December 2024. All candidates from the Dobson Ward election were notified of the recount and invited to appoint scrutineers.

The VEC conducted the recount and the result of the recount did not change the outcome of the election. There were small movements in the number of votes obtained by candidates, and the number of informal ballot papers.

Shortly after completing the recount on Monday 9 December 2024, the VEC reported the outcome

of the recount to VCAT, all candidates for the Dobson Ward election, and the Chief Executive Officer of Knox City Council.

On Wednesday 11 December 2024, VCAT Deputy President Proctor dismissed Mr Holland's application and ordered the results of the recount to be the official results for the Dobson Ward election. The VEC updated the published results accordingly.

Application by the VEC

The Electoral Commissioner applied to VCAT for a review of the Baird Ward election after the VEC's electoral integrity monitoring detected a number of fraudulently completed ballot paper envelopes returned in the election. Given the limited time for making an application to VCAT, the application needed to be made while investigative efforts continued.

All 5 candidates for the Baird Ward election were listed as respondents in the application. Most candidates have actively participated in the matter as it has been progressed by VCAT.

The application was initially heard for directions on Friday 22 November 2024 before VCAT Deputy President Proctor. As a result of that hearing, the VEC was required to file and serve its evidence and a statement of contentions by Friday 31 January 2025, although only candidates who returned a signed confidentiality undertaking were to be given some of the VEC's material. One respondent did not provide the undertaking so was not given copies of the VEC's evidence.

The matter was listed for a further directions hearing before Vice President Judge English on Thursday 6 February 2025. The purpose of this directions hearing was to check the status of the VEC's evidence and decide how the matter should progress. During the hearing, the VEC submitted that VCAT could conduct a preliminary review of the application and determine the matter without a further hearing, as the VEC's evidence showed evidence of fraud but not to the extent that it would have impacted the outcome of the election. The respondents present at the hearing broadly adopted the VEC's position, and confirmed they did not intend to bring their own evidence.

At the time of preparing this report, the matter is waiting for VCAT to complete its preliminary review and publish its decision.

Any decision by VCAT in relation to the VEC's application is separate to the referral of suspected electoral offences for investigation by the Local Government Inspectorate and Victoria Police. At the time of preparing this report, the investigation was still underway.

Non-voter follow up

Knox City Council

16. Non-voter follow up

In accordance with section 267 of the LG Act, the VEC has commenced its compulsory voting enforcement program. Any person who was required to vote at the election and failed to vote will be issued with an 'Apparent failure to vote' notice in February/March. Apparent non-voters have 28 days to respond.

People who do not respond to the notice, or do not provide a satisfactory response, may be issued with an infringement notice in April/May that will incur a penalty. Further follow-up with a penalty reminder notice in July may also occur – this stage includes the original penalty and a penalty reminder notice fee. Penalties collected on behalf of council will be reimbursed at the end of the infringement and reminder notice stages.

Additionally, during the infringement and penalty reminder notice stages, non-voters may ask for their matter to proceed directly to the Magistrates' Court.

These requests will be actioned at the conclusion of the infringement and penalty reminder notice stages. The VEC will lodge the file of any remaining non-voters with Fines Victoria at the end of the penalty reminder notice stage.

Knox City Council

Evaluating VEC services

17. Evaluating VEC services

The VEC is committed to providing high quality election services to its local government clients. Through a formal feedback and debriefing program, the VEC can gauge its performance and seek advice for future local government election projects.

Feedback from councils

The VEC invited feedback from councils on its services in December 2024 and acknowledges the receipt of feedback provided by Knox City Council. Additional feedback can be provided to the LG2024 Program Manager by emailing LGProgram2024@vec.vic.gov.au

Internal debriefing program

After every electoral event, the VEC conducts an internal debriefing program that includes input from all areas of its workforce. Internal debriefing following the local government elections began in December 2024. The VEC will publish a consolidated report on its performance and key statistics from the elections. This will be tabled in Parliament and available on the VEC website.

Evaluating VEC services

Knox City Council

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Knox City Council

Schedule 1: Record of ballot papers and declaration envelopes

Appendices

Schedule 1: Record of ballot papers and declaration envelopes

Baird Ward election	
Ballot papers printed	
Victorian Electoral Commission	15,001
Election manager	30
Total	15,031
Ballot papers issued	
General mail out	12,442
Early and replacement votes	165
Unenrolled declaration votes	3
Spoilt	0
Sub total	12,610
Unused	2,421
Total	15,031
Declarations returned	
General mail out admitted to the extraction	10,052
Early and replacement votes admitted to the extraction	355
Unenrolled declaration votes admitted to the extraction	1
Returned declarations unable to be admitted to the extraction	228
Declarations returned to sender	159
Sub total	10,795
Declarations not returned	1,815
Total	12,610

Schedule 1: Record of ballot papers and declaration envelopes

Knox City Council

Chandler Ward election	
Ballot papers printed	
Victorian Electoral Commission	14,000
Election manager	25
Total	14,025
Ballot papers issued	
General mail out	11,654
Early and replacement votes	93
Unenrolled declaration votes	0
Spoilt	0
Sub total	11,747
Unused	2,278
Total	14,025
Declarations returned	
General mail out admitted to the extraction	9,540
Early and replacement votes admitted to the extraction	228
Unenrolled declaration votes admitted to the extraction	0
Returned declarations unable to be admitted to the extraction	184
Declarations returned to sender	96
Sub total	10,048
Declarations not returned	1,699
Total	11,747

Knox City Council

Schedule 1: Record of ballot papers and declaration envelopes

Collier Ward election	
Ballot papers printed	
Victorian Electoral Commission	14,000
Election manager	20
Total	14,020
Ballot papers issued	
General mail out	11,789
Early and replacement votes	117
Unenrolled declaration votes	2
Spoilt	0
Sub total	11,908
Unused	2,112
Total	14,020
Declarations returned	
General mail out admitted to the extraction	9,985
Early and replacement votes admitted to the extraction	240
Unenrolled declaration votes admitted to the extraction	1
Returned declarations unable to be admitted to the extraction	208
Declarations returned to sender	100
Sub total	10,534
Declarations not returned	1,374
Total	11,908

Schedule 1: Record of ballot papers and declaration envelopes

Knox City Council

Dinsdale Ward election	
Ballot papers printed	
Victorian Electoral Commission	14,001
Election manager	20
Total	14,021
Ballot papers issued	
General mail out	11,832
Early and replacement votes	132
Unenrolled declaration votes	2
Spoilt	0
Sub total	11,966
Unused	2,055
Total	14,021
Declarations returned	
General mail out admitted to the extraction	9,530
Early and replacement votes admitted to the extraction	276
Unenrolled declaration votes admitted to the extraction	1
Returned declarations unable to be admitted to the extraction	221
Declarations returned to sender	182
Sub total	10,210
Declarations not returned	1,756
Total	11,966

Knox City Council

Schedule 1: Record of ballot papers and declaration envelopes

Dobson Ward election	
Ballot papers printed	
Victorian Electoral Commission	16,000
Election manager	35
Total	16,035
Ballot papers issued	
General mail out	13,492
Early and replacement votes	140
Unenrolled declaration votes	1
Spoilt	4
Sub total	13,637
Unused	2,398
Total	16,035
Declarations returned	
General mail out admitted to the extraction	11,267
Early and replacement votes admitted to the extraction	294
Unenrolled declaration votes admitted to the extraction	0
Returned declarations unable to be admitted to the extraction	241
Declarations returned to sender	140
Sub total	11,942
Declarations not returned	1,695
Total	13,637

Schedule 1: Record of ballot papers and declaration envelopes

Knox City Council

Friberg Ward election	
Ballot papers printed	
Victorian Electoral Commission	16,002
Election manager	20
Total	16,022
Ballot papers issued	
General mail out	13,581
Early and replacement votes	136
Unenrolled declaration votes	1
Spoilt	0
Sub total	13,718
Unused	2,304
Total	16,022
Declarations returned	
General mail out admitted to the extraction	11,269
Early and replacement votes admitted to the extraction	341
Unenrolled declaration votes admitted to the extraction	0
Returned declarations unable to be admitted to the extraction	222
Declarations returned to sender	148
Sub total	11,980
Declarations not returned	1,738
Total	13,718

Knox City Council

Schedule 1: Record of ballot papers and declaration envelopes

Scott Ward election	
Ballot papers printed	
Victorian Electoral Commission	15,000
Election manager	20
Total	15,020
Ballot papers issued	
General mail out	12,010
Early and replacement votes	106
Unenrolled declaration votes	1
Spoilt	0
Sub total	12,117
Unused	2,903
Total	15,020
Declarations returned	
General mail out admitted to the extraction	10,195
Early and replacement votes admitted to the extraction	241
Unenrolled declaration votes admitted to the extraction	1
Returned declarations unable to be admitted to the extraction	205
Declarations returned to sender	138
Sub total	10,780
Declarations not returned	1,337
Total	12,117

Schedule 1: Record of ballot papers and declaration envelopes

Knox City Council

Taylor Ward election	
Ballot papers printed	
Victorian Electoral Commission	16,000
Election manager	25
Total	16,025
Ballot papers issued	
General mail out	13,262
Early and replacement votes	114
Unenrolled declaration votes	2
Spoilt	0
Sub total	13,378
Unused	2,647
Total	16,025
Declarations returned	
General mail out admitted to the extraction	11,366
Early and replacement votes admitted to the extraction	245
Unenrolled declaration votes admitted to the extraction	2
Returned declarations unable to be admitted to the extraction	218
Declarations returned to sender	122
Sub total	11,953
Declarations not returned	1,425
Total	13,378

Knox City Council

Schedule 1: Record of ballot papers and declaration envelopes

Tirhatuan Ward election	
Ballot papers printed	
Victorian Electoral Commission	14,000
Election manager	30
Total	14,030
Ballot papers issued	
General mail out	11,423
Early and replacement votes	115
Unenrolled declaration votes	1
Spoilt	0
Sub total	11,539
Unused	2,491
Total	14,030
Declarations returned	
General mail out admitted to the extraction	9,680
Early and replacement votes admitted to the extraction	248
Unenrolled declaration votes admitted to the extraction	1
Returned declarations unable to be admitted to the extraction	199
Declarations returned to sender	122
Sub total	10,250
Declarations not returned	1,289
Total	11,539

Schedule 2: Certification statement

Knox City Council

Schedule 2: Certification statement

In accordance with Regulation 77, I certify that Schedule 1 of this report on the conduct of the 2024 Knox City Council local government election is a true and correct account of the number of ballot papers issued, returned and not used in this election and declarations not returned.



Sven Bluemmel
Electoral Commissioner

Knox City Council

Appendix 1: Breakdown of the voters' roll

Appendix 1: Breakdown of the voters' roll

Knox City Council election	Voters enrolled through an entitlement under section 241 of the LG Act	Voters enrolled through entitlements under sections 242–245 of the LG Act	Total voters enrolled
Knox City Council	111,148	344	111,492
Baird Ward	12,370	72	12,442
Chandler Ward	11,618	38	11,656
Collier Ward	11,763	26	11,789
Dinsdale Ward	11,784	48	11,832
Dobson Ward	13,463	31	13,494
Friberg Ward	13,548	35	13,583
Scott Ward	11,976	34	12,010
Taylor Ward	13,239	24	13,263
Tirhatuan Ward	11,387	36	11,423

Appendix 2: Public notices

Schedule of public notices

Close of roll notice	
VEC website/public notices	24 July 2024
Notice of election	
VEC website/public notices	15 August 2024
Voting details notice	
VEC website/public notices	20 September 2024
Notice of result	
VEC website/public notices	11 November 2024

Appendix 2.1: Sample public notices

Close of roll

Sample Council postal election

My council, my vote

You must be enrolled to vote

A general election for Sample Council will be held in October 2024. To be able to vote in the election, you must be enrolled by the close of roll at **4 pm on Wednesday 7 August 2024**. Two categories of voters can be enrolled to vote in the Sample Council election: State-enrolled voters and Council-enrolled voters.

State-enrolled voters

Am I enrolled to vote?

You are automatically enrolled for this election if:

- you will be 18 years of age or over on Saturday 26 October 2024 and
- you live in the Sample Council and you are on the State electoral roll for your current address.

You need to enrol if:

- you are an Australian citizen aged 18 or over on Saturday 26 October 2024 and
- you live in the Sample Council and you are not on the State electoral roll or
- you have lived at your current residential address within the Sample Council for at least a month and have not yet updated your enrolment details, including any changes to your postal address.

How do I enrol?

You can enrol online at [vec.vic.gov.au](#)

You can also download an enrolment form from the website.

All enrolment applications must be received by the Victorian Electoral Commission by the close of roll at **4 pm on Wednesday 7 August 2024**.

How can I check my State enrolment?

You can check your enrolment details online at [vec.vic.gov.au](#) at any time, or call 131 832.

Sample Council postal election

My council, my vote

You must be enrolled to vote

A general election for Sample Council will be held in October 2024. To be able to vote in the election, you must be enrolled by the close of roll at **4 pm on Wednesday 7 August 2024**. Two categories of voters can be enrolled to vote in the Sample Council election: State-enrolled voters and Council-enrolled voters.

Council-enrolled voters

Am I enrolled to vote?

To be a Council-enrolled voter, you must be:

- 18 years of age or over on Saturday 26 October 2024 and
- not a State-enrolled voter within the Sample Council.

New rules mean you are no longer automatically enrolled if you are a non-resident property owner (e.g. a landlord or a business owner that pays rates). If you are a non-resident property owner within the Sample Council, you need to apply to enrol if you wish to vote in the Sample Council election.

Who else can enrol & vote?

You may also apply to enrol if:

- you have purchased a rateable property within the Sample Council location since the last election but you are not a resident of the Sample Council, or
- you are not an Australian citizen and you live in, and pay rates for, a property within the Sample Council location, or
- you pay rates on a property you occupy within the Sample Council and have no other voting entitlement within the Sample Council, for example you are a shop tenant and pay rates to the Council for your tenancy, and you have no other voting entitlement within the Sample Council, or
- you are a director or company secretary of a corporation within the Sample Council that pays rates to Sample Council and you have no other voting entitlement within the Sample Council.

How do I apply to be a Council-enrolled voter?

If you meet any of the above criteria and wish to enrol, contact Sample Council on 0000 0000 for a council enrolment form. Council enrolment forms must be received by the Council by the close of roll at **4 pm on Wednesday 7 August 2024**.

How can I check if I am Council-enrolled?

You can check your enrolment details by contacting the Council on 0000 0000.

Thinking about standing for election?

To nominate as a candidate for Sample Council, you must:

- be an Australian citizen and enrolled on the voters' roll for Sample Council and
- be eligible to become a councillor and
- have completed the mandatory candidate training provided by Local Government Victoria before lodging your nomination with the Election Manager.

For further information, visit [vec.vic.gov.au](#)

Enrolment closes
4 pm Wednesday 7 August 2024

State-enrolled voters can register for free VoterAlert SMS and email reminders at [vec.vic.gov.au](#)




vec.vic.gov.au | 131 832


For enquiries in languages other than English:

- Arabic (Arabic) 9209 0100 • Azərbaycanca (Assyrian) 9209 0160 • বাংলা (Burmese) 9209 0161 • 普通话 (Mandarin) 9209 0106 • 廣東話 (Cantonese) 9209 0101
- Български (Croatian) 9209 0102 • বাংলা (Danish) 9209 0165 • বাংলা (Dinka) 9209 0111 • বাংলা (Greek) 9209 0103 • বাংলা (Hazaragi) 9209 0162 • Italiano (Italian) 9209 0104
- 한국어 (Korean) 9209 0192 • 한국어 (Korean) 9209 0194 • македонски (Macedonian) 9209 0105 • नेपाली (Nepali) 9209 0163 • فارسی (Persian) 9209 0195 • ภาษาไทย (Thai) 9209 0164
- Türkçe (Turkish) 9209 0110 • اردو (Urdu) 9209 0165 • Tiếng Việt (Vietnamese) 9209 0111 • All other non-English languages 9209 0112

Authorised by S. Blumenthal, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

@electionsvic

 Victorian Electoral Commission

Notice of election

Sample Council postal election

My council, my vote

Vote by post this October

Ballot packs will be mailed to voters enrolled in the Sample Council general election from Monday 7 October. Complete and return your ballot material ASAP. Ballot material must be in the mail or delivered to the election manager by **6 pm on Friday 25 October**.

If you will be away

If you will be away when ballot packs are mailed, or your address has changed since Wednesday 7 August, you can request for your ballot pack to be redirected by completing the online redirection form at [vec.vic.gov.au/redirections](#), or call 131 832.

Requests for redirection must be received by 5 pm on Monday 9 September.

Large print and braille ballot papers

Large print or braille ballot papers are available for voters who are blind or have low vision – please register by 5 pm Tuesday 10 September. To register, call 03 8620 1314 during business hours.

Early votes

If you will be away during the voting period (7–25 October), you can go to your local election office to vote in person, from 10 am on Wednesday 18 September.

The Sample Council election office is at:
Sample election office address

Sample Council postal election

My council, my vote

How to nominate as a candidate

To nominate as a candidate, you must:

- be an Australian citizen and enrolled on the voters roll for Sample Council AND
- be eligible to become a councillor should you be elected AND
- have completed the mandatory candidate training before lodging your nomination with the election manager.


To nominate, complete the nomination form and lodge it with the election manager together with the \$250 nomination fee. Nomination forms can be lodged by appointment during business hours from Monday 9 September until 12 noon on Tuesday 17 September at the election office.

Visit [vec.vic.gov.au](#) for more information and to pre-complete your nomination form using the online Candidate Helper. The online Candidate Helper will be available from Tuesday 20 August.

If you use the online Candidate Helper, print your pre-completed form and make an appointment to lodge it with the election manager along with the nomination fee.

Call the election manager from Monday 9 September on 131 832 to make a nomination appointment.

Nominations close 12 noon Tuesday 17 September.



Candidate information session

Sample time sample date at sample venue name, sample address

Candidate information kits containing nomination forms and other electoral information will be available online and from the election manager.

State-enrolled voters can register for free VoterAlert SMS and email reminders at [vec.vic.gov.au](#)




vec.vic.gov.au | 131 832


For enquiries in languages other than English:

- Arabic (Arabic) 9209 0100 • Azərbaycanca (Assyrian) 9209 0160 • বাংলা (Burmese) 9209 0161 • 普通话 (Mandarin) 9209 0106 • 廣東話 (Cantonese) 9209 0101
- Български (Croatian) 9209 0102 • বাংলা (Danish) 9209 0165 • বাংলা (Dinka) 9209 0111 • বাংলা (Greek) 9209 0103 • বাংলা (Hazaragi) 9209 0162 • Italiano (Italian) 9209 0104
- 한국어 (Korean) 9209 0192 • 한국어 (Korean) 9209 0194 • македонски (Macedonian) 9209 0105 • नेपाली (Nepali) 9209 0163 • فارسی (Persian) 9209 0195 • ภาษาไทย (Thai) 9209 0164
- Türkçe (Turkish) 9209 0110 • اردو (Urdu) 9209 0165 • Tiếng Việt (Vietnamese) 9209 0111 • All other non-English languages 9209 0112

Authorised by S. Blumenthal, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

@electionsvic

 Victorian Electoral Commission

Voting details notice

Sample Council postal election

My council, my vote

An election will be held for Sample Council.

Check the mail for your ballot pack

Ballot packs containing voting material will be mailed to enrolled voters from **Monday 7 October**.

This is a postal election only.

If you do not receive your ballot pack by **Tuesday 15 October** please visit [vec.vic.gov.au](#) to complete the online replacement form, or call **131 832** to arrange a replacement.

Candidates

Candidates who have nominated for election are listed in the ballot packs and at [vec.vic.gov.au](#).

A photo and candidate statement will also be included if provided by candidates. Responses to a candidate questionnaire, if provided, are available at [vec.vic.gov.au](#).

How to vote correctly

You must complete your ballot paper correctly for your vote to count. Put the number **1** in the box next to the candidate you want to see elected, then number all the other boxes in order of your choice. You must number **every box** and only use each number once.

Sample Council logo

How to return your ballot pack

Put your completed ballot paper in the ballot paper envelope, complete the declaration, then post it **ASAP** using the reply-paid envelope provided, or hand deliver it during election office hours to:

Sample election office address




Voting is compulsory


Voting is compulsory for all voters who were enrolled at 4 pm on Wednesday 7 August. This includes state-enrolled and council-enrolled voters.

If you don't vote and don't have a valid excuse, you may be fined.

Your completed ballot pack must be in the mail or hand delivered by **6 pm Friday 25 October**.

State-enrolled voters can register for free VoterAlert SMS and email reminders at [vec.vic.gov.au](#)

[@electionsvic](#)   

 Victorian Electoral Commission

For enquiries in languages other than English:
* Arabic (Arabic) 9209 0100 * Azərbaycanca (Azerbaijani) 9209 0160 * বাংলা (Burmese) 9209 0161 * 普通话 (Mandarin) 9209 0106 * 廣東話 (Cantonese) 9209 0101
* Hrvatski (Croatian) 9209 0102 * דאָר (Dari) 9209 0193 * Tshivhaya (Dinka) 9209 01119 * Ελληνικά (Greek) 9209 0103 * Հայերեն (Armenian) 9209 0104
* हिन्दी (Hindi) 9209 0192 * 한국어 (Korean) 9209 0194 * македонски (Macedonian) 9209 0105 * नेपाली (Nepali) 9209 0163 * فارسی (Persian) 9209 0195 * ไทย (Thai) 9209 0164
* Türkçe (Turkish) 9209 0110 * اردو (Urdu) 9209 0165 * Tiếng Việt (Vietnamese) 9209 0111 * All other non-English languages 9209 0102
Authorised by S. Bluemel, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

Reminder notice

Sample Council postal election

My council, my vote

An election is being held for Sample Council.

Check the mail for your ballot pack

Ballot packs containing voting material were mailed to enrolled voters from **Monday 7 October**.

This is a postal election only.

If you do not receive your ballot pack by **Tuesday 15 October** please visit [vec.vic.gov.au](#) to complete the online replacement form, or call **131 832** to arrange a replacement.

Candidates

Candidates who have nominated for election are listed in the ballot packs and at [vec.vic.gov.au](#).

How to vote correctly

You must complete your ballot paper correctly for your vote to count. Put the number **1** in the box next to the candidate you want to see elected, then number all the other boxes in order of your choice. You must number **every box** and only use each number once.

Sample Council logo

How to return your ballot pack

Put your completed ballot paper in the ballot paper envelope, complete the declaration, then post it **ASAP** using the reply-paid envelope provided, or hand deliver it during election office hours to:

Sample election office address




Voting is compulsory


Voting is compulsory for all voters who were enrolled at 4 pm on Wednesday 7 August. This includes state-enrolled and council-enrolled voters.

If you don't vote and don't have a valid excuse, you may be fined.

Your completed ballot pack must be in the mail or hand delivered by **6 pm Friday 25 October**.

State-enrolled voters can register for free VoterAlert SMS and email reminders at [vec.vic.gov.au](#)

[@electionsvic](#)   

 Victorian Electoral Commission

For enquiries in languages other than English:
* Arabic (Arabic) 9209 0100 * Azərbaycanca (Azerbaijani) 9209 0160 * বাংলা (Burmese) 9209 0161 * 普通话 (Mandarin) 9209 0106 * 廣東話 (Cantonese) 9209 0101
* Hrvatski (Croatian) 9209 0102 * דאָר (Dari) 9209 0193 * Tshivhaya (Dinka) 9209 01119 * Ελληνικά (Greek) 9209 0103 * Հայերեն (Armenian) 9209 0104
* हिन्दी (Hindi) 9209 0192 * 한국어 (Korean) 9209 0194 * македонски (Macedonian) 9209 0105 * नेपाली (Nepali) 9209 0163 * فارسی (Persian) 9209 0195 * ไทย (Thai) 9209 0164
* Türkçe (Turkish) 9209 0110 * اردو (Urdu) 9209 0165 * Tiếng Việt (Vietnamese) 9209 0111 * All other non-English languages 9209 0102
Authorised by S. Bluemel, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

Knox City Council

Appendix 2: Public notices

Declaration of results

Sample Council election
Declaration of results

Sample Council logo


The following candidates were elected to Sample Council at the general election held in October 2024:

Sample Ward 1 Sample elected candidate 1	Sample elected candidate 4	Sample Ward 8 Sample elected candidate 8
Sample Ward 2 Sample elected candidate 2	Sample Ward 5 Sample elected candidate 5	Sample Ward 9 Sample elected candidate 9
Sample Ward 3 Sample elected candidate 3	Sample Ward 6 Sample elected candidate 6	
Sample Ward 4	Sample Ward 7 Sample elected candidate 7	

Further details about the results are available at vec.vic.gov.au

Sample Election Manager name
Election Manager
Sample declaration date

vec.vic.gov.au | 131 832 | @electionsvic



Authorised by S. Blumenthal, Electoral Commissioner, 500 Collins Street, Melbourne, Victoria.

Appendix 3: Schedule of media releases and advisories

Knox City Council council-specific media releases and advisories

Enrol now for the Knox City Council election	Monday 29 July 2024
Call for candidates for Knox City Council election	Thursday 22 August 2024
Ballot packs mailed for Knox City Council election	Monday 7 October 2024
Voting closes soon for Knox City Council election	Tuesday 15 October 2024
New councillors for Knox City Council	Monday 11 November 2024

Statewide media releases and advisories

Victorians urged to enrol for upcoming local council elections	Monday 22 July 2024
Media advisory: 2024 local council elections briefing	Monday 22 July 2024
Last chance to enrol for Victorian council elections	Friday 2 August 2024
News alert: Enrolment closes tomorrow for October's council local elections	Tuesday 6 August 2024
Nominations open soon for Victorian local council elections	Monday 26 August 2024
Media advisory: Accessing candidate information for the 2024 Victorian local council elections	Friday 6 September 2024
Nominations for the 2024 Victorian local council elections now open	Monday 9 September 2024
Over 4.6 million enrolled for local council elections	Tuesday 10 September 2024
Time is running out to nominate for this year's local council elections	Monday 16 September 2024
Electoral Commissioner calls for transparency in the use of AI in upcoming local council elections	Tuesday 17 September 2024
Media advisory: Media attendance at local council election ballot draw	Tuesday 17 September 2024
Nominations are in for October local council elections	Wednesday 18 September 2024
Democracy ambassadors help community voices 'Be Heard'	Thursday 19 September 2024
VEC retires 16 local council election candidates	Monday 30 September 2024
Voting starts next week for Victoria's local council elections	Friday 4 October 2024

Knox City Council

Appendix 3: Schedule of media releases and advisories

Statewide media releases and advisories

Police investigate break-in at the Ballarat election office	Thursday 10 October 2024
Voters urged to request a replacement ballot pack following van theft	Friday 18 October 2024
Local council elections voting deadline looms	Monday 21 October 2024
Voters urged to request a replacement ballot pack following theft	Thursday 24 October 2024
Final day of voting	Friday 25 October 2024
Media advisory: Results timelines for Victorian local council elections	Friday 25 October 2024
Media advisory: Media attendance at results declarations	Wednesday 6 November 2024
Suspected postal vote tampering in 2 local council elections referred for inquiry	Wednesday 13 November 2024
Didn't vote in the 2024 local council elections?	Monday 17 February 2025
Non-voters asked to explain why they didn't vote in the 2024 local council elections	Friday 7 March 2025
Infringements sent to 2024 local council election non-voters	Scheduled for Monday 14 April 2025
Act on penalty reminder notice or risk enforcement action	Scheduled for Thursday 1 July 2025

Appendix 4: VoterAlert advisories

Appendix 4.1: SMS alerts

Close of roll – sent from Wednesday 17 July to Wednesday 31 July 2024

VoterAlert: Vic council elections will be held by post this Oct. Make sure your details are correct before 4pm Wed 7 Aug. More info <https://vec.vic.gov.au/LG24>. If you'd rather not open links in this message, look up the VEC website or call 131 832 to check. Unsubscribe <https://vec.vic.gov.au/voteralert>

Reminder close of voting – sent from Tuesday 22 October to Wednesday 23 October 2024

VoterAlert: return your council election ballot pack by 6pm Fri Oct 25. If your ballot pack hasn't arrived, find out how to get a replacement at <https://vec.vic.gov.au/LG24>. Ignore if you've already voted or asked for a replacement. If you'd rather not visit links in this message, look up the VEC website or call 131 832. Unsubscribe: <https://vec.vic.gov.au/voteralert>

Uncontested election – sent from Wednesday 25 September to Tuesday 1 October 2024

VoterAlert: the election in your area is uncontested, as only one person nominated per vacancy. You do not need to vote. More info: <https://vec.vic.gov.au/LG24>. If you'd rather not visit links in this message, look up the VEC website or call 131 832. Unsubscribe: <https://vec.vic.gov.au/voteralert>

Mail-out of ballot packs – sent from Monday 7 October to Monday 14 October 2024

VoterAlert: ballot packs for the local council elections are on their way, arriving by 15 Oct. Complete and return before 6pm on Fri 25 Oct. For more info visit <https://vec.vic.gov.au/LG24>, look up the VEC website or call 131 832. Unsubscribe: <https://vec.vic.gov.au/voteralert>


Knox City Council

Appendix 4: VoterAlert advisories

Appendix 4.2: Email alerts

Close of roll email

Do not reply to this email. Replies go to an unmonitored inbox. Contact us with any questions.

VoterAlert  Victorian Electoral Commission

Hi

Victorian local council elections are being held by post this October. You must be correctly enrolled by **4 pm on Wednesday 7 August**.

What you need to do

Not sure if your enrolment details are up to date? You can check online at vec.vic.gov.au/enrolment

If you've changed your address or name since you last voted in an election, you should update your details. Please also check the postal address listed on your enrolment, as this is where we will send your ballot pack.

[CHECK MY DETAILS](#)

If your details **haven't changed** since the last time you voted, get ready to vote. All voting in this election is by post. We will start posting ballot packs out from Monday 7 October.

The full list of candidates will be available on our website from 12 noon on Tuesday 17 September.

[Find out more about your council election.](#)

Voting is compulsory – don't risk a fine.

If you own properties in more than one Victorian council

Some people are eligible to enrol in more than one council. If you own or pay rates on a property in a Victorian council other than where you normally live, you can apply to enrol with that council. This is known as council enrolment.

Contact the council directly for more information about council enrolment.

[Find out more about council enrolment.](#)

You **must** vote for all councils you are enrolled in.

Electoral structure changes

Over half of Victoria's local councils have new electoral structures or have changed internal ward boundaries. You may be voting in a new ward this October.

You can check your council's ward boundaries on our [interactive map](#).

Information in your language

You can find election information in 20 languages other than English on our website.

[Find in-language information.](#)

Security

If you would rather not click any links in this email, all this information and more is on our website at vec.vic.gov.au. You can also hover over links to confirm they go to a vec.vic.gov.au website before you click them.

Be aware of scams: all emails we send you will have 'Victorian Electoral Commission <voteralert@info.vec.vic.gov.au>' as the sender. We will never ask you to enter credit card details or make payments through a website.

More information




Visit vec.vic.gov.au or call us on [131 832](tel:131832) between 8:30 am and 5 pm Monday to Friday.

Authorised by S. Blumenthal, Electoral Commissioner, 530 Collins Street Melbourne, Victoria

Our mailing address is:
Level 11, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll. Responses are not monitored.


[UNSUBSCRIBE](#)

[VEC website](#) | [Contact us](#) | [Privacy](#) | [Legal](#)

Uncontested election email

Do not reply to this email. Replies go to an unmonitored inbox. Contact us with any questions.

VoterAlert  Victorian Electoral Commission

Hi

The **Ward** election is uncontested as there were the same number of candidates as vacancies at the close of nominations.

You are not required to vote this October.

If you own properties in any other Victorian councils

You will still get a ballot pack for any other councils you are enrolled in. Please complete and return all ballot packs you receive before **6 pm on Friday 25 October**.

If you don't vote you may risk a fine.

Check your enrolment online or contact the council directly to check your enrolment details.

[Check my enrolment](#)

Security

If you would rather not click any links in this email, all this information and more is on our website at vec.vic.gov.au. You can hover your mouse over links to make sure they go to a vec.vic.gov.au website before you click them.

Be aware of scams: all emails we send you will have 'Victorian Electoral Commission <voteralert@info.vec.vic.gov.au>' as the sender. We will never ask you to enter credit card details or make payments through a website.

More information




For more information visit vec.vic.gov.au or call us on [131 832](tel:131832) between 8:30 am and 5 pm, Monday to Friday.

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[UNSUBSCRIBE](#)

[VEC website](#) | [Contact us](#) | [Privacy](#) | [Legal](#)

Appendix 4: VoterAlert advisories

Knox City Council

Ballot pack mail-out email

Do not reply to this email. Replies go to an unmonitored inbox. Contact us with any questions.

VoterAlert  Victorian Electoral Commission

Hi

You are enrolled to vote in the 2024 local council elections.

Your vote matters. Local council elections are your chance to vote on who represents you on the local community issues that you care about.

How to vote

Voting in these elections is by **post**.

We have started posting ballot packs to all enrolled voters. They will arrive by **Tuesday 15 October**.

Please follow the instructions in your ballot pack to complete your vote and mail it back to us as soon as possible.

If you're unsure, you can learn [how to fill out a ballot paper](#) on our website.

Voting closes at **6 pm on Friday 25 October**, but your local mail collection times may be earlier than this. We recommend you return your completed vote as soon as possible.

You can also drop your vote off at your local election office.

If you don't get a ballot pack

Ballot packs are in the mail and will arrive by **Tuesday 15 October**.

If you don't get a ballot pack by then, you can ask us to send you a replacement by calling [131 832](tel:131832) between 8:30 am and 5 pm, Monday to Friday.

Moved house or away from your address

If you are away from your mailing address you can request a replacement ballot pack. You can:

- call us on [131 832](tel:131832) between 8:30 am and 5 pm, Monday to Friday
- visit the election office of your **old address** to get a replacement on the spot. If you will be away during the election, you can fill in your vote there and return it straight away.

[Find my election office](#)

Find candidates

Information about candidates, including statements and candidate questionnaire responses are on our website.

[Find candidates](#)

Information in your language

Our website has information in more than 20 languages. There are also videos explaining how to vote in 10 different languages.

[Find information in your language](#)

Security

If you would rather not click any links in this email, all this information and more is on our website: vec.vic.gov.au. You can hover your mouse over links to confirm they go to a vic.gov.au website before you click them.

Be aware of scams: all emails we send you will have 'Victorian Electoral Commission <voteralert@info.vec.vic.gov.au>' as the sender. We will never ask you to enter credit card details or make payments through a website.

More information

For more information visit vec.vic.gov.au or call us on [131 832](tel:131832) between 8:30 am and 5 pm, Monday to Friday.

Authorised by S. Blumenthal, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria

Our mailing address is:
Level 11, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll. Responses are not monitored.


[UNSUBSCRIBE](#)



[VEC website](#) | [Contact us](#) | [Privacy](#) | [Legal](#)

Last week to vote email

Do not reply to this email. Replies go to an unmonitored inbox. Contact us with any questions.

VoterAlert  Victorian Electoral Commission

Reminder: voting for the 2024 local council elections closes at 6 pm this Friday 25 October.

Please ignore this email if you've already voted or asked for a replacement ballot pack.

How to vote

Voting in these elections is by **post**.

Please follow the instructions in your ballot pack to complete your vote and mail it back to us as soon as possible. You can find instructions on [how to fill out a ballot paper](#) on our website.

Voting closes at **6 pm on Friday 25 October**, but your local mail collection times may be earlier than this. We recommend you return your completed vote as soon as possible.

You can also drop your vote off at your local election office.

[Find my election office](#)

If you don't get a ballot pack

If you haven't received your ballot pack in the mail yet, you can ask us to send you a replacement by:

- visiting your election office* to get a replacement on the spot. You can fill in your vote there and return it straight away.
- calling us on [131 832](tel:131832) between 8:30 am and 5 pm, Monday to Friday
- filling in our [online form](#).

*This must be the election office for your enrolled address. [Check your enrolment details](#) if you've recently moved.

[Find my election office](#)

Information in your language

Our website has information in more than 20 languages. There are also videos explaining how to vote in 10 different languages.

[Find information in your language](#)

Security

If you would rather not click any links in this email, all this information and more is on our website: vec.vic.gov.au. You can hover your mouse over links to confirm they go to a vic.gov.au website before you click them.

Be aware of scams: all emails we send you will have 'Victorian Electoral Commission <voteralert@info.vec.vic.gov.au>' as the sender. We will never ask you to enter credit card details or make payments through a website.

More information


For more information visit vec.vic.gov.au or call us on [131 832](tel:131832) between 8:30 am and 5 pm, Monday to Friday.

Authorised by S. Blumenthal, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria

Our mailing address is:
Level 11, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll. Responses are not monitored.

[UNSUBSCRIBE](#)



[VEC website](#) | [Contact us](#) | [Privacy](#) | [Legal](#)

Appendix 5: Voter engagement program and initiatives

Program	Program details
Be Heard Democracy Ambassador program	This program provides free peer-led electoral education and information sessions to those under-represented in the electoral process. This includes people with disability and their carers, culturally and linguistically diverse (CALD) communities, people experiencing homelessness and young people. A total of 238 sessions were provided across the state reaching over 10,000 participants.
Specialist mobile enrolment	This program delivered peer-led enrolment sessions in prisons, homeless services, schools and tertiary education settings to reach young people and Aboriginal community settings across Melbourne and regional Victoria.
CALD in-language social media videos	This project produced a series of videos in 11 different languages including Auslan. Languages were chosen to reach language groups most in need of additional support. The videos provided electoral information on how to enrol, how to vote by post, and how to respond to an Apparent Failure to Vote Notice. These were widely distributed and shared through the VEC's social media platforms, community networks, and partner organisations.
Active Citizenship program	Electoral and civics education workshops were delivered to CALD community leaders in 3 locations across regional Victoria.
Aboriginal engagement	This program delivered information and engagement sessions across the greater Melbourne area and regional Victoria. These were designed to raise awareness that voting was compulsory and taking place via post. Culturally appropriate resources were produced to provide information on how to respond to an Apparent Failure to Vote Notice, including a video which was distributed and shared through the VEC's social media platforms and partner organisations.
Easy English guide	This was produced for people with low English proficiency and designed as a co-read product where a person supports the reader. These were distributed by Democracy Ambassadors as a key resource, and also available for download from the VEC's website.

Appendix 6: Final list of candidates in ballot paper order

Knox City Council

Appendix 6: Final list of candidates in ballot paper order

The candidates, in ballot paper order, were as follows:

Baird Ward election

ALLRED, Yvonne

GILCHRIST, Samantha

LOCKWOOD, Peter

SAULTRY, Gary

CHURCH, Andrew

Chandler Ward election

KENNETT, Paige

BRUCE, Ryan

HARRIS, Matt

KIDNEY, Jeff

Collier Ward election

ELDERHORST, Jesse

GRIFFITHS, Aidan

SUN, Emily

DUNCAN, Chris

Dinsdale Ward election

LEECH, Gary

Dinsdale Ward election

DEVARAPALLI, Sitha

GRASSO, Sorina

WILLIAMS, Robert

Dobson Ward election

BAKER, Meagan

HOLLAND, Tony

COX, Emily

STROUD, Joe

Friberg Ward election

CONSIDINE, Parisa

LAUKENS, Susan

Scott Ward election

WU, Lily

COOPER, Lisa

Taylor Ward election

PEARCE, Susan

MASON, Robert

Tirhatuan Ward election

ATWELL, Glen

Knox City Council

Appendix 6: Final list of candidates in ballot paper order

Tirhatuan Ward election

NADARAJAH, Segar

WILLIAMS, Andrew

Appendix 6.1: Candidate statements and photographs

Knox City Council election	Total number of candidates at close of nominations	Number of candidates that lodged a candidate statement	Number of candidates that lodged a candidate photograph
Baird Ward	5	5	5
Chandler Ward	4	4	4
Collier Ward	4	4	4
Dinsdale Ward	4	4	4
Dobson Ward	4	4	4
Friberg Ward	2	2	2
Scott Ward	2	2	2
Taylor Ward	2	2	2
Tirhatuan Ward	3	3	3

Appendix 6: Final list of candidates in ballot paper order

Knox City Council

Appendix 6.2: Sample ballot material

Outer envelope

Sample Council


If undeliverable, return to
Locked Bag 0000
LOCALITY VIC 0000

POSTAGE
PAID
AUSTRALIA
PRIORITY

STAT-ENVM938 06/24

Local council elections 2024
Postal ballot pack



Voting closes 6 pm
Friday 25 October


 Victorian
Electoral
Commission

Reply-paid envelope

Sample Council
Sample Ward

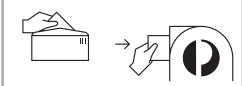
Delivery address:
Locked Bag 0000
LOCALITY VIC 0000



No stamp required
if posted in Australia



Sample Council
Sample Ward

STAT-ENVM937 03/24



Post your completed ballot pack
before 6 pm on Friday 25 October


Local post box collection times vary. Check the
collection time on your post box to make sure your
vote is in the mail on time.





Election Manager
Sample Election Office
Sample Ward
Reply Paid 00000
LOCALITY VIC 0000


Ballot paper envelope


Ballot paper
envelope

1. →

2. →

3. →

4. →

5. →

How to vote

1. Complete your ballot paper/s.


2. Put your completed ballot paper/s inside this envelope and seal it.

3. Sign the declaration on the back of this envelope.
We remove it before counting to keep your vote secret.

Voters unable to sign: Blind or low vision voters, or voters with low literacy or limited English can ask someone to sign for them. The authorised person must sign and write their name on the back of this envelope.

4. Put this ballot paper envelope into the reply-paid envelope and seal it.

5. Post it straight away.

 Victorian
Electoral
Commission

STAT-ENV-LG-003 06/24

48

Victorian Electoral Commission

574 of 805

Knox City Council

Appendix 6: Final list of candidates in ballot paper order

Candidate leaflet

Voting closes
6pm Friday
25 October 2024

All voting in this election is by post.
Post your vote before voting closes.
We cannot accept late votes.

Local post box collection times vary. Check the collection time on your post box to make sure your vote is in the mail on time.

You can also drop your vote off during business hours to:

Address line 1
Address line 2
Address line 3

For more information, visit vec.vic.gov.au or call 131 832 during business hours.


Voting is compulsory

You are enrolled to vote in this election. Voting is your right. By voting, you get to have a say in who represents you on your local council.

Voting is also a responsibility. If you don't vote, you may get a fine.

If your enrolment details have changed, it is your responsibility to update them. Visit vec.vic.gov.au/update for more information.


Sample Council
Sample Ward



Candidate leaflet

**Sample Council
election 2024
Sample Ward**


Sample Ward



Notice


The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the election manager. Candidate statements are also available at vec.vic.gov.au

Candidates may also provide answers to a questionnaire. Responses are available at vec.vic.gov.au

 Victorian Electoral Commission

How to vote multi-language leaflet
If applicable

**How to vote
leaflet**


 Interpreter

Language support

Visit vec.vic.gov.au/languages for more information in your language.

For interpreter assistance, call us. See the phone numbers on the next page.

STAT-LEAMUL01 07/24

 Victorian Electoral Commission

Ballot paper

**Sample Council
Sample Ward**

Election of 1 Councillor

Number the boxes 1 to 4 in the order of your choice.
Number every box to make your vote count.
You must not use any number more than once.

☐ CANDIDATE, Name
☐ CANDIDATE, Name
☐ CANDIDATE, Name
☐ CANDIDATE, Name

Appendix 6: Final list of candidates in ballot paper order

Knox City Council

Appendix 6.3: Sample uncontested ward leaflet**Sample Council election 2024**
Sample Ward

At the close of nominations for the Sample Council, Sample Ward election, one nomination was received for one vacancy. Therefore, Candidate Name will be elected unopposed.

You are not required to vote.

Election Manager Name
Election Manager

For more information call 131 832



Knox City Council

Appendix 7: Daily breakdown of the general mail out

Appendix 7: Daily breakdown of the general mail out

Knox City Council election	7 October 2024	8 October 2024	9 October 2024	10 October 2024	Total general mail out
Knox City Council	37,904	37,904	17,840	17,837	111,485
Baird Ward	4,230	4,230	1,991	1,991	12,442
Chandler Ward	3,962	3,962	1,865	1,865	11,654
Collier Ward	4,008	4,008	1,887	1,886	11,789
Dinsdale Ward	4,023	4,023	1,893	1,893	11,832
Dobson Ward	4,587	4,587	2,159	2,159	13,492
Friberg Ward	4,618	4,618	2,173	2,172	13,581
Scott Ward	4,083	4,083	1,922	1,922	12,010
Taylor Ward	4,509	4,509	2,122	2,122	13,262
Tirhatuan Ward	3,884	3,884	1,828	1,827	11,423

Appendix 8: Result information

Baird Ward count summary

Enrolment	12,441
Formal votes	10,067
Informal votes	299 (2.88% of the total votes)
Voter turnout	10,366 (83.32% of the total enrolment)

Candidates (in ballot paper order)	First preference votes	Percentage
ALLRED, Yvonne	2,946	29.26%
GILCHRIST, Samantha	784	7.79%
LOCKWOOD, Peter	3,612	35.88%
SAULTRY, Gary	1,524	15.14%
CHURCH, Andrew	1,201	11.93%

Successful candidates

LOCKWOOD, Peter

Chandler Ward count summary

Enrolment	11,656
Formal votes	9,429
Informal votes	298 (3.06% of the total votes)
Voter turnout	9,727 (83.45% of the total enrolment)

Candidates (in ballot paper order)	First preference votes	Percentage
KENNETT, Paige	3,286	34.85%
BRUCE, Ryan	1,179	12.50%
HARRIS, Matt	2,462	26.11%
KIDNEY, Jeff	2,502	26.54%

Successful candidates

Knox City Council

Appendix 8: Result information

Chandler Ward count summary

KENNETT, Paige

Collier Ward count summary

Enrolment 11,789

Formal votes 9,946

Informal votes 237 (2.33% of the total votes)

Voter turnout 10,183 (86.38% of the total enrolment)

Candidates (in ballot paper order)	First preference votes	Percentage
------------------------------------	------------------------	------------

ELDERHORST, Jesse	975	9.80%
-------------------	-----	-------

GRIFFITHS, Aidan	1,111	11.17%
------------------	-------	--------

SUN, Emily	3,304	33.22%
------------	-------	--------

DUNCAN, Chris	4,556	45.81%
---------------	-------	--------

Successful candidates

DUNCAN, Chris

Dinsdale Ward count summary

Enrolment 11,831

Formal votes 9,558

Informal votes 217 (2.22% of the total votes)

Voter turnout 9,775 (82.62% of the total enrolment)

Candidates (in ballot paper order)	First preference votes	Percentage
------------------------------------	------------------------	------------

LEECH, Gary	2,012	21.05%
-------------	-------	--------

DEVARAPALLI, Sitha	930	9.73%
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GRASSO, Sorina	2839	29.70%
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WILLIAMS, Robert	3,777	39.52%
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Successful candidates

WILLIAMS, Robert

Appendix 8: Result information

Knox City Council

Dobson Ward count summary

Enrolment	13,494
Formal votes	11,224
Informal votes	313 (2.71% of the total votes)
Voter turnout	11,537 (85.50% of the total enrolment)

Candidates (in ballot paper order)	First preference votes	Percentage
BAKER, Meagan	3,292	29.33%
HOLLAND, Tony	3,069	27.34%
COX, Emily	1,993	17.76%
STROUD, Joe	2,870	25.57%

Successful candidates

BAKER, Meagan

Friberg Ward count summary

Enrolment	13,582
Formal votes	11,104
Informal votes	458 (3.96% of the total votes)
Voter turnout	11,562 (85.13% of the total enrolment)

Candidates (in ballot paper order)	First preference votes	Percentage
CONSIDINE, Parisa	6,211	55.93%
LAUKENS, Susan	4,893	44.07%

Successful candidates

CONSIDINE, Parisa

Scott Ward count summary

Enrolment	12,010
Formal votes	9,980
Informal votes	420 (4.04% of the total votes)

Knox City Council

Appendix 8: Result information

Scott Ward count summary

Voter turnout	10,400 (86.59% of the total enrolment)
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Candidates (in ballot paper order)	First preference votes	Percentage
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WU, Lily	3,245	32.52%
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COOPER, Lisa	6,735	67.48%
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Successful candidates

COOPER, Lisa

Taylor Ward count summary

Enrolment	13,263
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Formal votes	11,150
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Informal votes	435 (3.75% of the total votes)
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Voter turnout	11,585 (87.35% of the total enrolment)
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Candidates (in ballot paper order)	First preference votes	Percentage
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PEARCE, Susan	7,124	63.89%
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MASON, Robert	4,026	36.11%
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Successful candidates

PEARCE, Susan

Tirhatuan Ward count summary

Enrolment	11,423
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Formal votes	9,643
--------------	-------

Informal votes	244 (2.47% of the total votes)
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Voter turnout	9,887 (86.55% of the total enrolment)
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Candidates (in ballot paper order)	First preference votes	Percentage
------------------------------------	------------------------	------------

ATWELL, Glen	5,881	60.99%
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NADARAJAH, Segar	695	7.21%
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WILLIAMS, Andrew	3,067	31.81%
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Appendix 8: Result information

Knox City Council

Tirhatuan Ward count summary

Successful candidates

ATWELL, Glen

Knox City Council

Appendix 9: Election participation statistics

Appendix 9: Election participation statistics

Participation is measured by the number of marks on the roll as a percentage of total enrolment and can vary from turnout (total ballot papers counted as a percentage of total enrolment).

Knox City Council election participation	2020	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	92.29%	90.47%	86.64%
20–24	88.08%	85.75%	80.02%
25–29	80.51%	80.04%	74.09%
30–34	80.13%	79.75%	73.31%
35–39	82.69%	81.33%	76.18%
40–44	84.28%	83.64%	78.99%
45–49	85.39%	85.39%	81.92%
50–54	87.73%	87.48%	84.69%
55–59	89.67%	89.78%	87.46%
60–64	90.15%	91.18%	89.16%
65–69	91.80%	91.45%	90.41%
70+	88.85%	90.27%	88.77%
Voters enrolled through section 241 of the LG Act	87.94%	86.54%	86.27%
Voters enrolled through sections 243–245 of the LG Act	56.71%	91.50%	60.96%
Total voters enrolled	86.39%	86.55%	84.12%

Appendix 9: Election participation statistics

Knox City Council

Baird Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	90.22%	86.64%
20–24	84.30%	80.02%
25–29	76.03%	74.09%
30–34	78.41%	73.31%
35–39	81.42%	76.18%
40–44	83.18%	78.99%
45–49	82.21%	81.92%
50–54	85.48%	84.69%
55–59	88.81%	87.46%
60–64	89.03%	89.16%
65–69	89.04%	90.41%
70+	90.52%	88.77%
Voters enrolled through section 241 of the LG Act	84.67%	86.27%
Voters enrolled through sections 243–245 of the LG Act	90.14%	60.96%
Total voters enrolled	84.70%	84.12%

Chandler Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	87.27%	86.64%
20–24	82.59%	80.02%
25–29	77.51%	74.09%
30–34	78.44%	73.31%
35–39	79.81%	76.18%
40–44	82.62%	78.99%
45–49	81.24%	81.92%
50–54	84.56%	84.69%
55–59	87.41%	87.46%
60–64	91.82%	89.16%
65–69	90.19%	90.41%
70+	90.21%	88.77%
Voters enrolled through section 241 of the LG Act	84.64%	86.27%
Voters enrolled through sections 243–245 of the LG Act	86.84%	60.96%
Total voters enrolled	84.65%	84.12%

Knox City Council

Appendix 9: Election participation statistics

Collier Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	89.37%	86.64%
20–24	87.80%	80.02%
25–29	81.61%	74.09%
30–34	83.61%	73.31%
35–39	83.81%	76.18%
40–44	83.58%	78.99%
45–49	88.24%	81.92%
50–54	88.26%	84.69%
55–59	91.09%	87.46%
60–64	92.29%	89.16%
65–69	91.34%	90.41%
70+	89.43%	88.77%
Voters enrolled through section 241 of the LG Act	87.83%	86.27%
Voters enrolled through sections 243–245 of the LG Act	92.31%	60.96%
Total voters enrolled	87.84%	84.12%

Dinsdale Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	90.16%	86.64%
20–24	80.47%	80.02%
25–29	75.56%	74.09%
30–34	75.43%	73.31%
35–39	79.19%	76.18%
40–44	83.05%	78.99%
45–49	84.40%	81.92%
50–54	85.41%	84.69%
55–59	87.68%	87.46%
60–64	89.89%	89.16%
65–69	89.42%	90.41%
70+	89.70%	88.77%
Voters enrolled through section 241 of the LG Act	83.98%	86.27%
Voters enrolled through sections 243–245 of the LG Act	91.49%	60.96%
Total voters enrolled	84.01%	84.12%

Appendix 9: Election participation statistics

Knox City Council

Dobson Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	89.86%	86.64%
20–24	86.58%	80.02%
25–29	79.04%	74.09%
30–34	80.12%	73.31%
35–39	82.85%	76.18%
40–44	85.51%	78.99%
45–49	86.02%	81.92%
50–54	87.18%	84.69%
55–59	89.81%	87.46%
60–64	90.41%	89.16%
65–69	92.01%	90.41%
70+	89.48%	88.77%
Voters enrolled through section 241 of the LG Act	86.71%	86.27%
Voters enrolled through sections 243–245 of the LG Act	90.32%	60.96%
Total voters enrolled	86.72%	84.12%

Friberg Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	88.12%	86.64%
20–24	85.99%	80.02%
25–29	79.59%	74.09%
30–34	79.03%	73.31%
35–39	80.12%	76.18%
40–44	82.95%	78.99%
45–49	84.34%	81.92%
50–54	88.11%	84.69%
55–59	89.53%	87.46%
60–64	90.31%	89.16%
65–69	93.36%	90.41%
70+	90.92%	88.77%
Voters enrolled through section 241 of the LG Act	86.45%	86.27%
Voters enrolled through sections 243–245 of the LG Act	88.24%	60.96%
Total voters enrolled	86.45%	84.12%

Knox City Council

Appendix 9: Election participation statistics

Scott Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	91.77%	86.64%
20–24	87.12%	80.02%
25–29	82.43%	74.09%
30–34	80.61%	73.31%
35–39	81.09%	76.18%
40–44	84.71%	78.99%
45–49	88.78%	81.92%
50–54	88.70%	84.69%
55–59	90.63%	87.46%
60–64	92.18%	89.16%
65–69	92.45%	90.41%
70+	89.88%	88.77%
Voters enrolled through section 241 of the LG Act	87.90%	86.27%
Voters enrolled through sections 243–245 of the LG Act	94.12%	60.96%
Total voters enrolled	87.92%	84.12%

Taylor Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	92.81%	86.64%
20–24	89.93%	80.02%
25–29	86.54%	74.09%
30–34	82.54%	73.31%
35–39	82.52%	76.18%
40–44	83.38%	78.99%
45–49	86.17%	81.92%
50–54	89.83%	84.69%
55–59	91.58%	87.46%
60–64	91.75%	89.16%
65–69	92.43%	90.41%
70+	90.64%	88.77%
Voters enrolled through section 241 of the LG Act	88.53%	86.27%
Voters enrolled through sections 243–245 of the LG Act	100.00%	60.96%
Total voters enrolled	88.55%	84.12%

Appendix 9: Election participation statistics

Knox City Council

Tirhatuan Ward election participation	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	94.63%	86.64%
20–24	86.98%	80.02%
25–29	82.01%	74.09%
30–34	79.58%	73.31%
35–39	81.19%	76.18%
40–44	83.75%	78.99%
45–49	87.11%	81.92%
50–54	89.81%	84.69%
55–59	91.44%	87.46%
60–64	92.94%	89.16%
65–69	92.84%	90.41%
70+	91.66%	88.77%
Voters enrolled through section 241 of the LG Act	87.95%	86.27%
Voters enrolled through sections 243–245 of the LG Act	94.44%	60.96%
Total voters enrolled	87.97%	84.12%

Appendix 10: Complaints

Written complaints received by the VEC

Where an outcome is a follow-up response, the customer may have replied to the VEC's response and the VEC has therefore replied to that follow-up email.

Where an outcome has no action taken, this could be an anonymous submission that doesn't contain feedback and therefore can't be passed on to another team.

Date	Nature of complaint	Action taken by the VEC
Monday 7 October 2024	LGI Complaint - Conduct of candidate away from election office	Referred to LGI
Monday 7 October 2024	LGI Complaint - Unauthorised material	Referred to LGI
Wednesday 9 October 2024	VEC Complaint - Head office procedures	Response provided
Wednesday 9 October 2024	LGI Complaint - Unauthorised material	No action
Wednesday 9 October 2024	LGI Complaint - Unauthorised material	No action
Wednesday 9 October 2024	LGI Complaint - Unauthorised material	No action
Wednesday 9 October 2024	LGI Complaint - Unauthorised material	Referred to LGI
Thursday 10 October 2024	VEC Complaint - Postal vote receipt delayed	Response provided
Monday 14 October 2024	VEC Complaint - Head office procedures; Postal vote receipt delayed	Response provided
Thursday 17 October 2024	VEC Complaint - Postal voting process	Response provided
Monday 21 October 2024	VEC Complaint - Postal vote receipt delayed	Response provided
Wednesday 23 October 2024	VEC Complaint - Postal vote receipt delayed	Response provided
Thursday 24 October 2024	VEC Complaint - Postal vote receipt delayed	Response provided
Friday 25 October 2024	VEC Complaint - Conduct of staff member	Response provided
Monday 28 October 2024	VEC Complaint - Conduct of campaign worker at election office; Scrutineering process	Response provided

Appendix 10: Complaints

Knox City Council

Date	Nature of complaint	Action taken by the VEC
Tuesday 29 October 2024	VEC Complaint - Postal vote not received by election	Follow-up response provided
Thursday 31 October 2024	VEC Complaint - Postal vote receipt delayed	Response provided

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(Victorian Electoral Commission)
April 2025

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8.8 Response to Notice of Motion 154 - Review and Update of Knox Parking Policy

Final Report Destination:	Council
Paper Type:	For Noting
Author	Senior Traffic Engineer, Sylvester Ng
Manager:	Manager Strategic Infrastructure, Matthew Hanrahan
Executive:	Director, Infrastructure, Grant Thorne

SUMMARY

At its meeting on 26 August 2024, Council endorsed Notice of Motion 154 – Review and Update of the Knox Parking Policy. This motion requested a report outlining the process and timeline for updating the Knox Parking Policy. It also called for consideration, during the policy update, of implementing a system of transferable residential parking permits that are linked to properties rather than individual vehicles.

This report provides a brief overview of the Knox Parking Policy and its implementation to date. It also outlines key considerations for the policy review, community engagement, and the anticipated timeline for delivering the final updated Knox Parking Policy by February 2026.

RECOMMENDATION

That Council:

1. Receives and notes this report in response to the Notice of Motion from the Ordinary Meeting of Council held on 26 August 2024, regarding the process and timeline for updating the Knox Parking Policy.
2. As part of the policy update, considers and investigates the implementation of a system of transferable residential parking permits that are linked to properties rather than individual vehicles.
3. Notes that a report will be presented to Council by February 2026, providing a revised Draft Knox Parking Policy for consideration.

1. DISCUSSION

At its Ordinary Meeting on 26 August 2024, Council resolved to:

- A. Request a report be presented at a Council meeting no later than March 2025 (unless deferred to a later date in consultation with the Mayor) detailing the process and timeline for updating the Knox Parking Policy.
- B. Ensures that when the policy update occurs that it considers the implementation of a system of transferrable residential parking permits, which are attached to the property rather than individual vehicles.

1.1 Status of the Policy review

The Knox Parking Policy (2018/01) was approved by Council in 2018. The purpose of the Policy is to establish a framework for implementing parking measures, which support access and equitable parking use, primarily in areas of high parking demand areas, such as activity centres and around

key trip attractors. The Parking Policy is supported by a program to develop Parking Management Plans for different areas in Knox, supporting decision making that responds to an endorsed parking priority hierarchy and provides a framework for facilitating parking needs through signage, line markings, and permits. Parking Management Plans should emphasize equitable and fair management of parking resources.

Since the Knox Parking Policy was adopted, several parking management plans have been developed and approved by Council. To date, Parking Management Plans have been developed for Boronia, Ferntree Gully, Upper Ferntree Gully, Wantirna and Bayswater, while works are ongoing to progress plans for Mountain Gate Shopping Centre and Rowville/Stud Park Shopping Centre. Council officers also use the Policy to respond to parking enquires from the community around activity centres and commercial precincts.

The Knox Parking Policy had a review date of February 2021 when it was initially approved in 2018. The rollout of the Parking Management Plans across Knox was found to be considerably more labour intensive than originally envisioned, requiring substantial community engagement and ultimately longer implementation than originally planned. Post Covid, there was a considerable shift in parking patterns across Knox, with considerable changes – such as working from home – impacting on the way that people engaged with the local activity centres. As such, there have been delays in commencing the review of the parking policy, particularly as the implementation of some parking plans were in motion at the time.

1.2 Key Considerations for the review

1.2.1 Parking Hierarchy

The original Knox Parking Policy included a parking hierarchy which informs and frames the decision making when developing a Parking Management Plan within an Activity Centre. This will be reviewed for both currency and applicability as part of the review.

1.2.2 Residential Parking Permits

In 2024, internal departments (including the City Safety and Health team) within Council held discussions on the management and costing of residential parking permits across Knox, an identified priority service planning initiative. Noting this, it is imperative that the proposed policy review should be modified to consider and identify improvements to permit parking process in Knox.

1.2.3 Transferable residential parking permits

Currently, residential parking permits in Knox are issued to an individual vehicle based on the vehicle registration number. At present, the Policy sets out how many residential permits are free, per dwelling type. In some cases, extra permits can be purchased at a charge set in the annual budget. If a transferable residential permit system was available, the household could freely transfer the permit to whichever vehicle may occasionally need to park on the road. Consequently, it could encourage households to be more responsible in managing their car parking with less permits needed. The reduction in permits could also potentially reduce the reliance on street parking. However, if a household mistakenly transfers the permit to another vehicle not belonging to the household, it could result in misuse of the permit system. As such, additional measures may need to be put in place to ensure compliance with the system.

1.2.4 Parking Zones

Parking zones are designated by the typical distances of 400m to 800m from the activity centre. However, not all major activity centres have the same development and parking intensity spreading across by equal distances into the surrounding residential neighbourhood. As such, more consideration is needed in the designation of Parking Zones rather than the single measure by distance.

1.2.5 Alignment with Parking Administration and Enforcement Audit

The Parking administration and enforcement audit was carried out in accordance with Council's Strategic Internal Audit Plan in October 2023. It assessed the parking administration and enforcement function to reveal whether the controls and processes are operating satisfactorily.

One of the audit recommendations is that the Knox Parking Policy should be reviewed and updated to ensure it references and aligns with the Parking Compliance Strategy. The audit also identifies that the review of the Knox Parking Policy should also include a review of the existing parking permit system, and the relevance and potential application of alternative permit systems.

1.3 Community Consultation

Consistent with the community consultation undertaken for both the original adoption of the Knox Parking Policy and the subsequent endorsement of Parking Management Plans for major activity centres, the review process will involve Council endorsement of a draft policy prior to commencing consultation. This consultation phase will engage the Knox community, business groups, and relevant external stakeholders.

Following the community engagement period, the updated Knox Parking Policy—incorporating any proposed amendments—will be presented to Council for final endorsement.

A Community Engagement Plan will be developed in alignment with the Knox Community Engagement Policy. It is anticipated that the consultation process will take approximately two to three months.

1.4 Internal Knox Consultation

The below Council internal teams will need to be consulted as part of the review:

City Safety and Health/Community Laws: This involves collaborating with the team responsible for ensuring that all business and unit developments comply with local laws and regulations. They offer valuable insights into legal requirements and any community-specific regulations that must be considered. They are also responsible for the administration and the enforcement aspects of the permit system.

Strategic and Statutory Planning: This team focuses on aligning proposed developments with long-term strategic goals and statutory requirements for urban growth. They assess how the policy framework will facilitate the development of strategic plans for the area, including land use, infrastructure, and environmental impact.

Economic Development: This team works on promoting local economic growth. They analyse the potential economic benefits and impact on the community's economy.

Consulting with stakeholders ensures that all aspects of the policy are thoroughly reviewed, aligned with community goals, legal requirements, and economic growth objectives. This collaborative approach facilitates informed decision-making for the review of the policy.

1.5 Process and timeline on updating the Knox Parking Policy

Considering the above actions and consultation, it is expected that an updated Knox Parking Policy can be presented to Council for consideration in February 2026. The below table gives general timeline for different tasks.

Task and action item	Timeline
Preliminary review of existing policy	June and July 2025
Internal consultation, including Councillors	August 2025
External consultation	September and October 2025
Develop and revise the draft policy	November and December 2025
Report to Council	February 2026

2. ENGAGEMENT

The review and update of the Knox Parking Policy will need inputs from internal and external stakeholders. They will be consulted in accordance with Knox Community Engagement Policy.

3. SOCIAL IMPLICATIONS

Providing a parking environment encourages safe and equitable access and movement for various users.

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.

While there may be little or no direct relevance to the plan, any improvement to car parking activities will lead to reduced use fossil fuels, particularly when less car movement seeking car parking is resulted from better car parking management.

5. ENVIRONMENTAL IMPLICATIONS

Parking availability impacts both the quality of life for residents and the operational efficiency of local businesses. It is therefore essential that all parking needs are considered in a fair and equitable manner. This is especially important considering the increasing demand for on-street parking across the municipality.

6. FINANCIAL AND RESOURCE IMPLICATIONS

Consultation on the Knox Parking Policy, the future development of Parking Management Plans, and any associated changes to line marking and signage can be accommodated within Council's existing budget. An annual operational allocation of approximately \$40,000 is available to support the planning, development, and implementation of parking management plans, including the installation of related signage, once plans are endorsed by Council.

7. RISKS

The following risks have been identified in relation to reviewing the Knox Parking Policy.

Reputational – Implementation of changes to parking measures in activity centre intersect strongly with community expectations, particularly businesses and visitors to centres. A detail consultation process can mitigate some of these risks, however proposed modifications will never please all stakeholders.

Financial – Ensuring that there is sufficient budget to both fund the development of the plan and the implementation of endorsed measures, requires utilisation of both operational budget (parking controls, utilisation audits) and capital budget (signage installation) to implement, in addition to ongoing enforcement, once operational, noting existing budget exists for each of these tasks.

People – Ensuring that the Knox community and visitors can get suitable access to employment, goods and services within activity centres requires a balanced approach where all key user groups are given due consideration to any proposed changes through the consultation process.

8. KNOX COMMUNITY AND 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 5.1 - 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Policy - IN FORCE - Knox Parking Policy - 2018 [8.8.1 - 17 pages]

KNOX POLICY



KNOX PARKING POLICY

Policy Number:	2018/01	Directorate:	Engineering & Infrastructure
Approval by:	Council	Responsible Officer:	Manager – Sustainable Infrastructure
Approval Date:	26/2/18	Version Number:	2
Review Date:	26/2/21		

1. PURPOSE

The purpose of this policy is to:

- Establish a framework that Council will follow in order to apply parking restrictions, permits and other parking measures.
- Support access and movement for road and parking users.
- Ensure the equitable use of available parking spaces across the municipality.
- Provide safe and accessible parking for residents, employees and visitors to the municipality.
- To inform and support the development of parking management plans.
- To inform and educate residents, employees and visitors to activity centres and trip attractors as to Council's approach to managing competing parking demands.

2. CONTEXT

The look and feel of cities is changing faster today than ever before. Improvements in technology, better use of land, the growth of new communities with new interests and pursuits, changing family structures, and the emergence of new types of businesses have all helped to make cities highly desirable places to live.

As Melbourne continues to grow and change, Knox is presented with challenges and opportunities. The changes in demographic trends and housing growth place pressure on our infrastructure, including the transport system to support Knox becoming a productive and liveable place.

There is continued growth in requests for parking restrictions within the municipality. This is influenced by an increase in the number of multi-unit developments, industrial and business developments, and commuter parking demand around railway stations. A consistent approach is required for managing parking within the municipality to ensure a fair and equitable use of parking resources.

This policy has been developed to facilitate the provision of on-street parking and parking in Council owned/controlled car parks and Council controlled car parks (controlled but not owned) using signage, line marking and parking permits. It aims to prioritise the differing needs of parking user groups while improving parking management within activity centres and the surrounding residential areas.

A consistent approach to parking management in Knox will also encourage compliance with parking restrictions throughout the municipality and assist with parking enforcement as part of Council's Community Laws service.

The policy will complement the 'Retrofitting of Additional On-street Parking Infrastructure on Narrow Residential Streets' Policy.

3. SCOPE

This policy should be referred to by Council when considering requests from residents or business owners to introduce or modify parking restrictions, including parking permits, on streets and Council managed carparks within Knox.

This policy only refers to Council managed streets and carparks.

4. REFERENCES

4.1 Community & Council Plan 2017-2021

- Goal 3 – We can move around easily

4.2 Relevant Legislation

- Road Safety Act 1986
- Road Safety Road Rules 2009 (Victorian Road Rules)
- Local Government Act 1989
- Knox Planning Scheme
- Disability Discrimination Act 1992

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

- Retrofitting of additional on-street parking infrastructure on narrow residential streets policy

4.5 Related Council Procedures

- Traffic Engineering Guidelines
- Civil Works Guidelines
- Standard Drawing for Construction of Parking Indents.

4.6 Related Council Plans

- Integrated Transport Plan 2015
- Carpark Asset Management Plan 2013
- Road Management Plan 2015
- Liveable Streets Plan 2012-2022

4.7 Structure Plans

- A new Plan for Rowville
- Alchester Village Place Program
- Bayswater 2020: Bayswater Activity Centre Structure Plan
- Boronia Structure Plan
- Ferntree Gully Village Place Program
- Knox Central Urban Design Framework
- Mountain Gate Place Program
- The Upper Ferntree Gully Plan

4.8 Standards and Guidelines

- Australian Standards AS/NZ 2890 Parking Facilities
- Australian Standards AS/NZ 1742.11 Manual of uniform traffic control devices – parking controls
- Austroads – Guide to Traffic Management Part 11: Parking

5. DEFINITIONS

Council	Knox City Council.
Accessible Parking	A car parking space that is accessible for people with a disability who are eligible for a permit. Users of these parking spaces must display a valid parking permit in their vehicle (obtainable as part of Council's Community Laws service).
Bicycle Parking	An area dedicated to safe parking for bicycles at a bike rail or enclosure.
Bus Zone	An area set aside for buses to safely stop at a flagged bus stop or designated rest area.
Taxi Zone	An area designated for taxis to wait for passengers.
Carpooling	Two or more people using the one vehicle to access and park in an area.
Clearway	An area of no stopping along a main traffic route which enables a constant traffic flow at peak times.
Mail Zone	An area set aside for an authorised mail van for the collection or delivery of mail. The road rules do not allow parking within 3 metres of a mail box unless otherwise signed.
Commuter Parking	Parking attributable to anyone who parks their car and then transfers to public transport for their trip. This is often (but not exclusively) associated with train travel.
Flexi-car parking	A car parking space dedicated to a car sharing service designed to reduce car ownership.

'Hockey Stick' line marking	'L' shaped line marking at the beginning and end of an area where parallel parking is permitted
Loading Zone	An area designated for the loading and unloading of goods for the servicing of businesses using a registered truck or courier vehicle.
Long term parking	Areas where parking is 5 hours or longer including areas where no restrictions apply.
Medium stay parking	Areas where 3 to 4 hour parking restrictions apply.
No Parking restrictions	A driver of a vehicle is only permitted to stop for up to 2 minutes (to drop off or pick up passengers or goods) and the vehicle cannot be left unattended.
No Stopping restrictions	A driver of a vehicle must not stop on a length of road to which the restriction applies other than to avoid an obstruction or to change direction to reverse into a parking space or driveway (Exemptions apply to authorised vehicles).
Parking Hierarchy	A structure for determining assignment and priority across composite parking needs based on safety, access and functional need.
Parking Management Plan	Development of a precinct based approach to parking within key activity areas, which proposes area wide parking controls to meet and balance key user needs. The Parking Management Plan guides decision making on parking matters.
Parking Zones	Designated precincts within an activity centre, based on proximity to the centre itself which inform the provision of parking solutions.
Permit Holder	A person who holds a parking permit that entitles them to park in a location as specified on their permit (an area, street or accessible parking bay).
Permit Parking	Parking that is restricted to businesses or residents holding a valid parking permit for a given parking area or street. The area or street is designated by signage with the wording 'Permit Holders Excepted'.
Scheduled Parking Zones	Parking zones/spaces that may have different parking restrictions in place over the course of the day to meet different competing demands (e.g. early morning loading zones, followed by short stay parking).
Short Stay parking	Areas where parking restrictions are 2 hours or less.
Travel/trip attractor	An activity or place which attracts large numbers of people and car parking such as a shopping centre, hospital, school or train station.
Work Zone	A temporary parking area for construction vehicles to allow for deliveries to construction sites.

6. COUNCIL POLICY

6.1 Introduction

Council will consider changes to parking restrictions in line with the following guidelines while aiming to provide a balance between the competing user needs within a local street or area.

Parking provision within an area will primarily be assessed utilising a decision making framework that is based on two key criteria:

- **Parking zones** - designated precincts within an activity centre, based on proximity to the centre itself which will inform the provision of parking solutions; and
- **Parking hierarchy** - a structure for determining assignment and priority across composite parking needs based on safety, access and functional need.

Having regard to the above two criteria, Council will be in a position to develop Parking Management Plans around activity centres. These Parking Management Plans will provide the basis for decision making by Council relating to future parking restrictions.

6.2 Parking Decisions

6.2.1 Parking Zones

The majority of parking concerns within Knox are focused around a combination of:

- **Activity centres** - where mixed use development demands a balancing of parking needs across key user groups, including retail, commercial, residential, (comprising multiple housing types) visitor and community use; and
- **Trip attractors** - such as schools/health facilities, where peak parking demand generates high demand for parking in areas which typically have limited capacity to support such demands.

In effect, both activity centres and trip attractors each require a balanced approach to meeting user needs.

The designation of parking zones allows Council to prioritise and balance parking provision across key user groups, having regard to the immediate function of the area. Each area around an activity centre or trip attractor will be divided into parking zones:

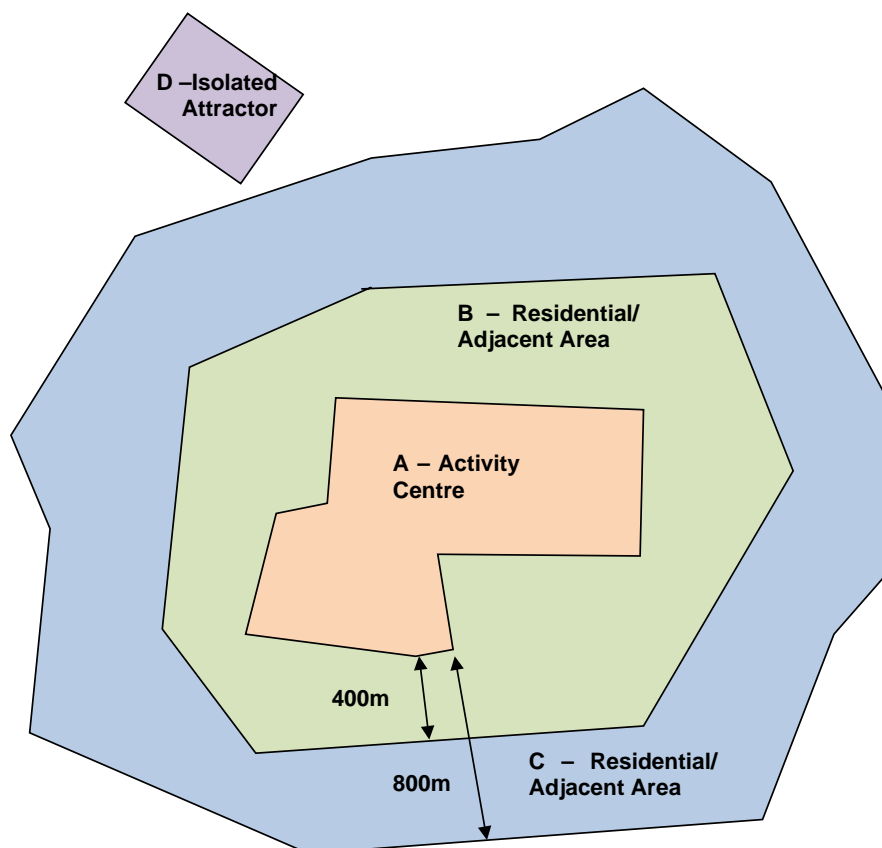
- Zone A represents the area encompassing the activity centre within easy walking distance of parking attractors. The key activity centres within Knox are identified in Appendix A.
- Zones B (typically up to 400m from the activity centre) and Zone C (typically 400m to 800m from the activity centre) represent residential/adjacent areas where parking may be impacted upon by the activity centre and the parking needs of these areas.

- Zone D is an area around an isolated attractor such as a school, sports facility or hospital affected by a high demand for parking.

A combination of parking restrictions will be considered for each zone taking into account:

- parking hierarchy;
- proximity of the street to an activity centre;
- demand for parking;
- street width;
- street function;
- traffic volume;
- capacity; and
- topography.

Diagram 1 – Parking Zones



6.2.1.1 Zone A – Activity Centre

Zone A encompasses an Activity Centre where there is a high demand for parking associated with travel both to and within the area. Parking priority will be in accordance with the Parking Hierarchy shown in Table 1.

In general within Zone A:

- Preference will be given to short stay parking in the immediate vicinity of businesses and services to ensure sufficient parking turnover. This is to ensure that priority is given to customers/shoppers to allow for ease of access to businesses;
- Access for specialised services such as accessible parking, loading, bus, mail and taxi zones will be provided where appropriate;
- To meet different competing demands, Scheduled Parking Zones may be used;
- Provision for staff will be considered in Council carparks constructed for the service of the shopping centre if capacity is available;
- Unrestricted parking for staff in off-street Council car parks furthest away from the parking attractor may be provided;
- Businesses will be encouraged to fully utilise their private parking spaces for staff before consideration of any additional staff spaces in public carparks; and
- Residents' vehicles shall predominantly be parked off-street within their properties. On-street parking for exclusive personal use are not supported.
- Limit restrictions to working hours where feasible

6.2.1.2 Zones B & C – Residential/Adjacent Areas

Zones B and C are residential/adjacent areas, approximately 400 metres and 800 metres away from an activity centre (Zone A) where the demand for parking is generally lower than within the activity centre itself. Consequently, longer parking times are allowed in these zones.

In general within Zone B and C:

- Residents' vehicles shall predominantly be parked off-street within their properties. On-street parking for exclusive personal use is not supported (ie the preference is for time based restrictions with permits for residents rather than permits only). Parking will be a mixture of medium to long term parking; and
- Parking restrictions will be considered on a case by case basis only, depending on street conditions, an assessment of competing parking user groups (e.g. business staff vs. residential) and more than 51% support from abutting property owners in each road segment.
- Limit restrictions to working hours where feasible

6.2.1.3 Zone D – Travel attractors outside activity centres

Parking around schools, hospitals, sporting facilities or other large travel attractors outside activity centres require short stay parking restrictions during operating hours to manage congestion and allow drop-off/pick-up of visitors.

In general within Zone D:

- Parking restrictions will be in place at school crossings, in line with the Victorian Road Rules. These restrictions are in place to ensure good sight lines when school crossings are operational.
- Parking restrictions during school start and finish times may be considered to support access to nearby residential properties and to reduce congestion around schools.
- Schools will be encouraged to provide accessible parking bays for school/parent use within the school carpark. If this is not feasible, on-street bays may be considered where the Australian Standards can be met and funding is available.
- Staff parking for schools should predominantly be provided within the school grounds. Any additional on-street staff parking requirements should have minimal impact on residents.
- Hospitals, child care facilities and other similar travel attractors are encouraged to provide staff and customer parking needs within their site and minimise on-street parking. Parking restrictions may be considered around these travel attractors to reduce the impact of customer, visitor and staff parking on residential areas and to ensure parking is still available for residents.
- Sports facilities may require temporary parking restrictions in local streets during sports finals to manage congestion and facilitate traffic flows.

6.2.2 Parking Hierarchy

The management and prioritisation of all new and reviewed parking restrictions and changes will be considered in line with the following parking hierarchy (Table 1). Although the types of parking have been prioritised, there may be some situations where a parking user has a higher priority.

Table 1 – Parking Hierarchy

Part A: Special Needs Parking Bays

Priority	Type of Parking	Comments	Applicable Parking Zones
Highest 1	Accessible Parking <ul style="list-style-type: none"> • Accessible Permits 	Accessible parking bays are required in carparks to provide access to facilities for people with disabilities.	A,D
2	Bicycle Parking	Safe bicycle parking is important in supporting and promoting active transport in the municipality.	A,D
3	Bus Zones	Stopping areas for buses and access to bus stops is important to support public transport in the municipality.	A,B,C,D
4	Taxi Zones	Access to taxi services near trip attractors supports residents with limited mobility, no access to a motor vehicle or who are unable to drive.	A,D
5	Mail Zones	Mail zones are used to reinforce parking restrictions near a mail box or permit general parking outside mail collection times.	A,D
6	Flexi-Car Parking/ Recharge station for Electric Cars	Car spaces are needed where motorists can easily find a booked share car or connect and pay for electricity.	A,B,C,D
7	Work Zones	Work zones are temporary parking areas used to ensure access to a work site for deliveries where parking is limited.	A,B,C,D
8	Loading Zones	Local businesses require parking for deliveries where no off-street loading facilities are available.	A,D
9	Car pooling	Staff carpooling within employee parking areas is encouraged over single occupant vehicles to reduce car use.	A,D
Lowest 10	Motorcycle Parking	Specific parking for motorcycles can be provided where small spaces are available within carparks.	A,D

Part B: General Parking Restrictions

Priority	Type of Parking	Comments	Applicable Parking Zones
Highest 1	No Stopping/No Parking Areas or Clearways	These areas are a high priority to address safety issues, regulatory requirements or ensure access.	A,B,C,D
2	Short Stay Parking <ul style="list-style-type: none"> • local school parking • visitor • customer 	Short stay parking is needed to create a high parking turnover: <ul style="list-style-type: none"> • near schools for drop off areas • near facilities for visitors or shoppers 	A,B,D
3	Local Resident Parking <ul style="list-style-type: none"> • Time based • Residential Permits 	Providing local residents and their visitors with parking within a reasonable distance of their homes.	B,C
4	Medium Stay Parking <ul style="list-style-type: none"> • visitor • customer 	Medium stay parking for customers or visitors has a lower priority as parking for longer periods impedes parking turnover.	B,C
5	Long Stay Parking <ul style="list-style-type: none"> • Staff • Business Permits 	Local employees have a lower priority as this impedes parking turnover for customers. Long stay parking may be provided further away from travel attractors. Consideration to be given to access, lighting and perceptions of safety.	A,B,C,D
Lowest 6	Unrestricted Parking <ul style="list-style-type: none"> • Commuter • Other all day parking 	Unrestricted parking is provided in carparks (for businesses or commuters) or in streets where there is a lower parking impact and demand furthest away from travel attractors.	A,B,C,D

6.2.3 Parking Management Plans

A Parking Management Plan is a local precinct plan, which provides a strategic direction for Council in assigning parking within the area.

Activity centres have a high demand for parking and the provision of parking management plans for the area around them will reduce the impact of parking while balancing the needs of all users.

Parking Management Plans are not the same as a 'Parking Overlay', which is a tool available to include in the Planning Scheme.

6.2.3.1 Parking Management Plans for Activity Areas

Council will progressively prepare parking management plans for areas around activity centres which will include consultation with local stakeholders. Priority is given to areas with the greatest level of change. A list of the activity centres in Knox and the draft program for undertaking the parking management plan in the next 5 years is shown in Appendix A.

6.2.3.2 Endorsement

On an annual basis, Parking Management Plans will be presented to Council for consideration and endorsement.

6.2.3.3 Implementation of Parking Management Plans

The implementation of Parking Management Plans will be undertaken as a staged process as parking demand increases in the various zones. Parking restrictions will be implemented as follows:

- Zone A – upon approval by Council of a Parking Management Plan;
- Zone B – within individual streets or road segment, shown to have a high parking demand and supported by more than 51% of affected residents in the road segment; and
- Zone C – within individual streets or road segment, shown to have a high parking demand and supported by more than 51% of affected residents in the road segment.

6.3 Specific Parking Requirements

6.3.1 Parking Permit Schemes

6.3.1.1 Residential

- Parking permit schemes will not be implemented to create exclusive parking for residents alone ie 'permit only' zones.
- Parking permit schemes may be implemented in combination with short/medium term parking restrictions where there is capacity in a street.
- Following implementation of a residential parking permit scheme in a street:
 - A maximum of 2 permits will be allocated for a single house within a property. A charge applies for a subsequent permit (as determined in the Council budget).
 - 1 permit per unit will be allocated up to a maximum of 4 units within a property. A charge applies for a subsequent permit (as determined in the Council budget).
 - No permits will be allocated for multi-unit developments over 5 units as on-site visitor parking is required as part of the Knox Planning Scheme.

- Parking permits will not be allocated where the provision for private residential parking (i.e. a garage) is being used for other purposes (i.e. storage).
- Permit holders will not be guaranteed a parking space and use of these spaces will be on a first come first served basis.
- Permits will be reviewed annually.

6.3.1.2 Business

- After a review of the business properties, street and carpark conditions, an assessment of competing parking user groups (e.g. business staff vs. residential) permits may be allocated within a designated area if capacity allows.
- A charge applies to all business permits (as determined in the Council budget).
- Permit holders will not be guaranteed a parking space and use of these spaces will be on a first come first served basis.
- Parking agreements with Council will be considered in private carparks where signage complies with the Australian Standards and a formal agreement is signed in line with the requirements of Council's Community Laws service. Parking agreements to include the capacity for Council to negotiate with private car park owners in regard to parking restrictions and the types of parking.
- Permits will be reviewed annually.

6.3.1.3 Accessible/Disabled

- Where possible, existing on-street and off-street accessible parking bays will be progressively upgraded to be in accordance with DDA guidelines, Australian Standards and the building code.
- In circumstances where it can be demonstrated that existing accessible parking bays are consistently experiencing over 85% occupancy rates, a new bay will be considered in the vicinity if feasible.
- New accessible parking bays will be supported where warranted, provided they can be installed in accordance with the relevant Australian Standards. A business case may need to be prepared to seek Council funding.
- Accessible parking bays will not be provided for permanent exclusive or private use.

6.3.1.4 Developer Contribution Plans

Developer contribution plans may be considered where parking is limited and additional parking is required. Any development contribution plan will depend on available land for parking and Council's determination of properties benefitting from the parking area.

6.3.1.5 Zone Restrictions

Work zones

- Work zones may be considered along the length of the property frontage for deliveries by construction vehicles where time based parking restrictions would normally apply.
- Work zones will not be provided where there are 'no stopping' restrictions and traffic management would be more appropriate.
- Work zones will generally operate during the working hours of 7am-5pm and be available outside these hours for general parking.
- When a work zone permit application is approved by Council's Traffic and Transport and Asset Preservation teams, the installation and removal of work zone signage and the reinstatement of all previous signage will be paid for by the developer/contractor.

Bus zones

- A Bus zone may be dedicated to buses at all times or during specified times. In the case of bus zones that are time based, other vehicles may use the area outside of the restricted time.
- Bus zones will only be marked with signs where other restrictions apply along a length of street in line with the road rules, 20 metres before and 10 metres after a bus stop flag, or to reinforce a bus stop in areas of high parking demand.

Loading zones

- Loading zones are time restricted to 30 minutes per loading/unloading activity. A shorter 15 minute time period will be considered where demand for loading/unloading facilities and turnover is higher.
- On-street loading zones will depend on the type of businesses and the localised demand for loading/unloading. Loading zones will only be considered in locations where road safety is not adversely impacted for any road users including workers carrying out deliveries.
- At least one on-street loading zone per 2000m² of retail space within a shopping centre will be provided where no on-site loading spaces can be accommodated.
- Businesses will be encouraged to undertake loading/unloading activities at the rear of business premises.

Taxi zones

Taxi zones may be provided in areas where there is a high demand for taxis and requests are received from residents and/or the Victorian Taxi Association.

Mail zones

Mail zones may be installed, where there are existing mail boxes within a section of road, when requested by Australia Post.

Waste collection

Council may impose parking restrictions on waste collection days on a case by case basis to allow for safe and accessible waste collection and through access for general traffic.

6.3.2 Fee-based Parking**6.3.3.1 General**

Council may consider imposing fee-based parking where the parking demand is deemed to be unsustainable or to encourage higher turnover.

6.3.4 Road Space for Parking and Access**6.3.4.1 Lane widths**

The minimum road width required for through traffic lanes and space for parking are as follows:

- Through lanes = 3 metres
- Space for parking = 2.1 metres

6.3.4.2 Road widths

In order to allow for parking on streets, the following minimum road widths (between face of kerbs) are required to meet the number of through lanes and space for parking in a street (indented parking bays are not included):

- Through only < 5.1 metres
- 1 Through lane + parking on 1 side = 5.1 metres
- 1 Through lane + parking on both sides = 7.2 metres
- 2 Through lanes + parking on 1 side = 8.1 metres
- 2 Through lanes + parking on both sides = 10.2 metres

6.3.4.3 Road Hierarchy

Each public road has been classified by the type of function the road performs and is listed as a road hierarchy classification in Council's Road Management Plan.

6.3.4.4 Parking Users

Where there are competing parking demands, priority will generally be given to those higher on the parking hierarchy (Table 1).

6.3.4.5 Parking Restriction Combinations

Parking restriction combinations within parking zones will depend on the local demand for parking, the proximity to an activity centre, parking users, road width and function of the street. The aim is to ensure a fair and equitable balance of parking between all competing user groups to ensure maximum utilisation of the available parking resource:

6.3.5 Signage

Parking signage will be installed in accordance with the Australian Standards to ensure it is easily understood by all users and is consistent and enforceable.

6.3.6 Line marking

Solid centrelines may be used to reinforce no-stopping restrictions or provide a guide to motorists as to where parking is not permitted.

Parking lanes may be used on roads with a width of 10.2 metres or wider to clearly define the on-street parking separate from the through traffic lanes.

'Hockey stick' line marking may be used in areas of high parking demand to define the clearance between parked vehicles and crossovers.

Parallel parking bays may be used where there is a need to formalise the on-street parking and/or define parking spaces clear of crossovers. Parking bays must be marked in accordance with the Australian Standards.

A yellow edge line may be used to restrict parking where signage is unsuitable.

6.3.7 Enforcement

Enforcement of the Victorian Road Rules related to parking restrictions is undertaken by Council's Community Laws service or the Victorian Police.

Residents, business owners and other customers can phone Council to report issues or log an online request of overstaying or illegal parking behaviour.

6.3.8 Technology

Technology can improve the efficiency and processing of parking fines, assessment of parking occupancy rates and mass surveillance of parked vehicles. It may also be used to inform any future decisions around the introduction of fees or revised restrictions in a particular locality. New parking technology will meet increased business and community demand for improved access to parking availability.

Council may trial or implement technology, as appropriate, to meet business or community parking demand. This may include:

- Electronic parking payment transactions
- In-ground parking sensors

- Automatic Number Plate Recognition (with GPS tag)
- Dash Cam (in vehicle parking violation photography)
- Other parking technologies as available and appropriate in meeting parking needs within the municipality
- Recharge stations for electric cars

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.

PARKING POLICY APPENDIX A

Year 1

- Ferntree Gully Village Centre
- Wantirna Mall/ Wantirna Health Precinct
- Upper Ferntree Gully Neighbourhood Activity Centre/Angliss Hospital
- Boronia Major Activity Centre

Year 2

- Bayswater Major Activity Centre
- Knox Central Principal Activity Centre

Year 3

- Rowville (Stud Park) Major Activity Centre
- Mountain Gate Neighbourhood Activity Centre
- The Basin Neighbourhood Activity Centre

Year 4

- Alchester Village Neighbourhood Activity Centre
- Studfield Neighbourhood Activity Centre
- Scoresby Village Neighbourhood Activity Centre

Year 5

- Knoxfield Shopping Centre
- Wellington Village Shopping Centre
- Knox Gate Shopping Centre
- Gateway Shopping Village
- Rowville Lakes Shopping Centre

8.9 Response to Notice of Motion 156 - Proposed Street Tree Replacement in Kavanagh Court, Hicks Court, Buckingham Drive, Trisha Drive and in Front of Taupo Court, Rowville

Final Report Destination:	Council
Paper Type:	For Noting
Author:	Manager Green Spaces & Environment, Andrew Dodd
Manager:	Manager Green Spaces & Environment, Andrew Dodd
Executive:	Director, Infrastructure, Grant Thorne

SUMMARY

This report was prepared in response to a Notice of Motion raised at the August 2024 Council meeting seeking investigation into the potential replacement of street trees in Kavanagh Court, Hicks Court, and outside 30 Taupo Court in Rowville and seeking community feedback on the street trees in Buckingham Drive and Trisha Drive. The report provides a detailed assessment of tree health, infrastructure impacts, and community sentiment, all guided by Council's Green Streets Policy.

Inspections revealed that most trees across the five streets are in good health and structure, with minor issues such as deadwood and minor footpath displacement. These are manageable through routine maintenance like pruning and asphalt wedging. Only one tree in Hicks Court was identified for removal due to structural decay. None of the other trees met the removal criteria as outlined in the Green Streets Policy.

A Community survey showed that 79% of respondents had a negative perception of the existing trees, citing issues such as leaf litter, safety concerns, and infrastructure damage. However, many acknowledged the benefits trees provide, including habitat for wildlife, shade, air quality improvements, and neighbourhood character. When asked about future management, responses were varied with some supporting retaining the current number of trees, others favoured fewer.

The broader importance of urban trees in supporting public health, environmental sustainability, and climate resilience need to be considered. Increasing canopy cover aligns with state and Council strategies, aiming for 30% coverage by 2050. Full removal and replacement of all trees would cost an estimated \$458,000 not budgeted for in current or future budgets.

RECOMMENDATION

That Council:

1. Note the information contained in this report
2. Note the removal of one tree at 7 Hicks Court within the next twelve months
3. Note the investigation, over the next twelve months of tree root issues with one tree at 7 Hicks Court and one in 28 Woodside Drive, fronting Kavanagh Court.
4. Continue to manage the street trees in Kavanagh Court, Hicks Court, Taupo Court, Buckingham Drive and Trisha Drive in accordance with the Green Streets Policy.
5. Note the Green Streets Policy and broader tree management framework will be reviewed over the next eighteen months.

1. DISCUSSION

1.1. Background

A Notice of Motion was presented at the Council meeting held 26 August 2024, NOM 156 – Proposed Street Tree Replacement in Kavanagh Court, Hicks Court, Buckingham Drive, Trisha Drive and in front of 30 Taupo Court, Rowville, where Council resolved;

1. *To receive a report at a Council meeting no later than February 2025 (unless deferred to a later date in consultation with the Mayor) to facilitate consideration of:*
 - a) *Replacing the street trees in:*
 - i. *Kavanagh Court and Hicks Court, Rowville*
 - ii. *Front of 30 Taupo Court, Rowville*
 - b) *Consulting with residents in Buckingham Drive & Trisha Drive Rowville regarding potential removal and replacement of street trees in those streets.*
2. *That the report should include an assessment of the health and structural integrity of the trees, an evaluation of any impact the trees are having on infrastructure and an assessment of the proposed tree removals against the Green Streets Policy.*

1.2. Decision Making Framework

Council's Green Streets Policy (Policy) (Attachment 1), provides clear guidelines for assessing tree removal requests, which guide current management practices. Section 6.2.3 states:

"The assessment of street tree retention or removal will include consideration of tree retention values, monetary value of the asset, liabilities, public risk, public benefit, impact on the environment and biodiversity, and existing risk to infrastructure."

Section 6.2.9 of the Policy outlines situations in which tree removal is not supported:

"Council will generally not remove a street tree to reduce the extent of leaf/flower/fruit drop, improve views, increase light to adjacent residences or gardens, or due to a dislike of the species."

Proactive street tree inspections are carried out every two years to assess structural and health concerns that could pose a risk to the community. Any issues identified during these inspections inform necessary management actions including pruning or, in some cases, removal. Additionally, Council responds to community requests for reactive inspections, on occasions where community members express tree concerns relating to specific locations. Every pro-active and reactive tree inspection assesses trees in line with the Policy.

The Policy will be reviewed over the next eighteen months. This process will include an assessment of the broader tree management framework, focusing on how Council is strategically positioned to meet its current targets in alignment with other Council plans and strategies. The review will also consider how best to balance the mitigation of community risk, the enhancement of environmental outcomes, the pursuit of State Government targets, and the delivery of a financially sustainable service.

1.3. Strategic Alignment

The Victorian Government released 'Plan for Victoria' in February 2025, which is a long-term plan for all of Victoria that addresses the needs of our diverse and growing population while safeguarding what we love about where we live, work, play and raise our families. Two key pillars of this plan are to create 'Great Places, Suburbs and Towns' and 'Sustainable Environments' that highlight the need for more trees to be planted, and natural habitats protected with an action of increasing canopy cover in urban areas to 30%.

From a continued State Government perspective, these key elements are supported in 'The Living Melbourne - Our Metropolitan Strategy' that sets the same canopy target of 30% and highlights the importance to protect and enhance the natural urban environment.

Council has set clear tree canopy cover targets, aiming for 30% coverage by 2050, as outlined in the Climate Action Plan and Biodiversity Resilience Strategy, which also focuses on protecting and enhancing the natural urban environment.

1.4. Tree Assessments

Due to the extent of the area covered by this Notice of Motion, inspections were carried out in bulk for Kavanagh Court, Hicks Court and Taupo Court in April 2025, to provide detail on the current state of these trees.



Kavanagh Court

The street comprises of eighteen *Angophora costata* (Smooth Barked Apple Myrtle) that are now at mature size and provide dense canopy coverage within the streetscape. The trees are of good

health and structure generally, with a number having minor deadwood present, which has been scheduled for minor pruning activity.

Minor footpath displacement is evident in some locations however, these pose no risk to the community and comply with Road Management Plan thresholds. Any future movement would be managed by minor maintenance activities such as asphalt wedging or grinding works. 17 trees do not currently meet removal criteria under the Policy.

Significant footpath displacement was identified in one location (28 Woodside Drive, fronting Kavanagh Court), with evidence of tree roots contributing to the damage. Currently asphalt wedging is managing the risk, however further investigation will be required on a more permanent solution such as removal or root barrier installation.

Hicks Court

The street comprises of three *Angophora costata* (Smooth Barked Apple Myrtle) that are now at mature size providing canopy coverage within the streetscape. Two trees are of good health and structure, with one leaning slightly though has good stability. Decay was identified in one location (7 Hicks Court). This tree has been scheduled for removal within the next twelve months.

Significant footpath displacement was identified in one location (7 Hicks Court), relating to a second tree on this naturestrip. Currently asphalt wedging is managing the risk, however further investigation will be required on a more permanent solution such as removal of the tree or root barrier installation.

30 Taupo Court

The tree in this location is a *Lophostemon confertus* (Queensland Brush Box) and is of good health and structure and is not impacting infrastructure, therefore does not meet any removal criteria within the Policy.

Buckingham Drive

The street comprises of seventy-eight trees in total, the predominant species being *Angophora costata* (Smooth Barked Apple), making up fifty-nine in total. *Quercus palustris* (Pin Oak), *Brachychiton populneus* (Kurrajong), *Callistemon spp* (bottlebrush), *Prunus cerasifera nigra* (Ornamental Plum), *Olea europaea* (Olive) *Melaleuca armillaris* (Bracelet Honey Myrtle), *Fraxinus oxycarpa* (Claret Ash), *Corymbia ficifolia* (Red Flowering Gum) and *Lophostemon confertus* (Queensland Brush Box) make up the remaining numbers.

At last inspection in April/May 2024, the trees are of good health and structure generally, with some minor deadwood present, which has been scheduled for minor pruning activities.

Minor footpath displacement was evident in some locations however, posed no risk to the community and complied with Road Management Plan thresholds. Any future movement would be managed by minor maintenance activities such as asphalt wedging or grinding works.

Trisha Drive

The street comprises of fifty-one trees in total, the predominant species being *Angophora costata* (Smooth Barked Apple), making up forty-five in total. *Quercus palustris* (Pin Oak), *Brachychiton*

populneus (Kurrajong), *Betula pendula* (Silver Birch) and *Corymbia ficifolia* (Red Flowering Gum) make up the remaining numbers.

At last inspection in April/May 2024, the trees are of good health and structure generally, with a number having minor deadwood present, which has been scheduled for minor pruning activity.

Minor footpath displacement was evident in some locations however, posed no risk to the community and complied with Road Management Plan thresholds. Any future movement would be managed by minor maintenance activities such as asphalt wedging or grinding works.

2. ENGAGEMENT

Households along Buckingham Drive and Trisha Drive were invited to take part in a survey via a letter, asking for levels of satisfaction with the street trees in these streets and what were considered priorities relating to ongoing management of the trees. The survey (Attachment 2) could be taken online via a QR code provided in the letter, or details were provided for e-mail or phone call submissions.

The survey, opening 23 April 2025 and closing 5 May 2025, consisted of five multiple choice questions and one free text question to gather feedback on the trees along these streets. 32 responses were received in total or 25% of the total surveys sent out, 21 from Buckingham Drive and 11 from Trisha Drive. 31 responses were received via the QR code link, with 1 being received via email.

- When asked about the general opinion of the trees in both streets, 22% of respondents felt very positive, positive or neutral with the trees in these streets, with 78% of respondents felt negative to very negative about the trees.
- When asked what benefits the trees provide to the neighbourhood, 53% of respondents noted shade and cooling, 50% of respondents noted habitat for birds and wildlife and aesthetic appeal and character, 44% of respondents noted improved air quality and 16% of respondents noted increased property value with 34% noting no significant benefits were provided.
- When asked what issues have been experienced with the trees, 94% of respondents noted leaf litter or debris drop, 75% of respondents noted safety concerns, and damage to infrastructure (footpaths, driveways etc), 19% of respondents noted blocking sunlight and views and 6% of respondents noting no significant issues. 31% of respondents noting "Other" such as sap falling on cars, grass not growing on nature strips and bird dropping concerns.
- When asked whether Council should plant more, fewer or the same number of trees, 47% of respondents noted the same number of trees should be planted, 38% of respondents noted fewer trees should be planted and 16% of respondents noted more trees should be planted.
- When asked what type of management should be prioritised, 53% of respondents noted removing trees that cause significant issues, 31% noted regular pruning and maintenance of existing trees, 13% noted replacing old or unhealthy trees with new ones and 3% noted planting more trees where possible.

As part of the survey, comments were provided in response to the free text question, providing context behind some of the survey responses (Attachment 3).

3. SOCIAL IMPLICATIONS

Studies have demonstrated a clear link between the physical and mental health of communities and that of individuals through contact with the natural environment. Studies also suggest that street trees provide valuable shade cooling the streets, improving community experience as well as increasing property values.

Anecdotally, the value of the natural environment for individual and community physical and mental health was evident during Covid19 lockdowns.

Street trees, while offering many benefits, can impact communities socially due to the maintenance demands they create, particularly the need to regularly clean fallen leaf litter and debris.

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 responding directly to several of the Plan's actions through the increase in tree canopy targets and vegetation cover. This will support urban cooling carbon sequestration and habitat corridor connectivity.

5. ENVIRONMENTAL IMPLICATIONS

The most recent canopy measure was conducted in 2018 and showed Knox municipality had a total coverage of 18%. Anecdotally, this is reducing over time due to increased weather events and development in some areas. Locally the canopy coverage of all five streets identified in this report are estimated to contribute 11,603m² of canopy within the road reserve which is equivalent to approximately 36% of the road reserve area being covered by canopy.

Canopy trees provide many benefits to the community and the natural environment. Some of the important environmental/amenity values are:

- Climate adaptation: trees sequester carbon, reducing the overall concentration of greenhouse gases in the atmosphere.
- Mitigating urban heat as shading from trees can reduce surface temperatures by 20 degrees Celsius, as well as reducing wind speeds and reducing glare.
- Energy conservation: shading from trees means that air conditioner use can often be substantially reduced, decreasing energy costs for households and businesses.
- Water filtration and retention: trees capture rainfall and intercept runoff, reducing flooding and stormwater management costs, and decrease the flow of polluted water into our waterways by intercepting and using nutrients that would otherwise be discharged to waterways; and
- Wildlife habitat: trees provide important habitats for numerous bird, insect and animal species and create habitat connectivity or 'stepping stones' between key habitat areas for fauna to disperse, such as through avenues of trees along road corridors and open space.

6. FINANCIAL AND RESOURCE IMPLICATIONS

Council currently manages trees, striking a balance between mitigating community risk, increasing environmental outcomes, striving to reach State Government and Council strategic targets, with providing a financial sustainable service.

To bulk remove all 151 street trees along all five streets identified within this report as well as replanting and establishing new trees would cost an estimated \$458,050 based on average current financial year rates. This is not budgeted for in current or future budgets. Table 4 breaks down these estimated costs.

Table 4

Street Name	Number of trees	Total removal cost	Total planting/maint.	TOTAL COST
Kavanagh Street	18	\$45,605	\$9,000	\$54,605
Hicks Court	3	\$7,600	\$1,500	\$9,100
30 Toupo Street	1	\$2,535	\$500	\$3,035
Buckingham Drive	78	\$197,600	\$39,000	\$236,600
Trisha Drive	51	\$129,210	\$25,500	\$154,710
GRAND TOTAL	151	\$382,550	\$75,500	\$458,050

7. RISKS

Council conducts proactive street tree inspections every two years to assess structural and health concerns that could pose a risk to the community. Any issues identified during these inspections inform necessary management actions including pruning or, in some cases, removal. Additionally, Council responds to community requests for reactive inspections, further reducing potential community risks.

8. KNOX COMMUNITY AND 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.

Natural Environment & Sustainability

Strategy 3.1 - Preserve our biodiversity and waterways and enhance our urban landscape.

Strategy 3.2 - Prepare for, mitigate and adapt to the effects of climate change.

Connection, Resilience & Wellbeing

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Green Streets Policy [**8.9.1** - 9 pages]
2. Attachment 2 - Summary Report Street Tree Survey [**8.9.2** - 7 pages]
3. Attachment 3 - Street Tree Survey Verbatim Comments [**8.9.3** - 4 pages]



Green Streets Policy 2019

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

1. Purpose

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

2. Context

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

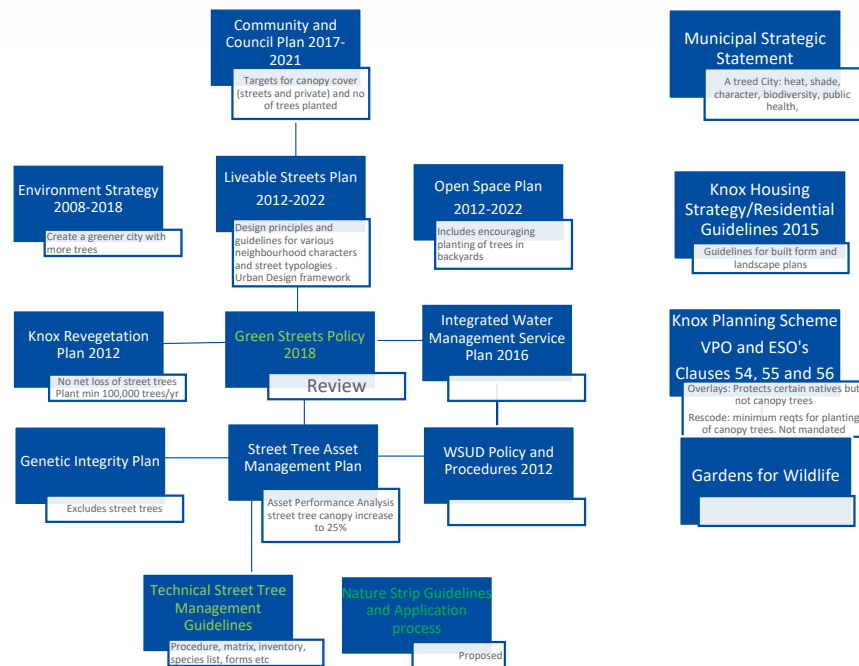
The Green Streets Policy provides the platform for decision making for two Council assets: street trees and nature strips. Whilst it is recognised that both are managed via different programs and decision making frameworks, Council considers their influence on each other and towards Councils' existing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

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

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



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



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

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

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

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

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



3. Scope

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

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

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

4. References

4.1 Community & Council Plan 2017-2021

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

4.2 Relevant Legislation

- Local Government Act 1989 – Conflict and Interest Provisions

4.3 Charter of Human Rights

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

4.4 Related Council Policies

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

4.5 Related Council Procedures

- Knox City Council Standard Drawings

4.6 Related Council Plans

Liveable Streets Plan 2012-2022

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

Action 2.1: Implement planting of Knox's key streets

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

Action 1.3: Increase shade along active transport routes

Action 2.1: Implement green streets



Action 2.3: Separation of pedestrians and traffic through plantings

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

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

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

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

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

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

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

Action 1.1: Develop plan for undergrounding power lines

Action 3.1: Develop street renewal program

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

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

Environment Strategy 2008-2018: (due for review)

Goal 1: To improve biodiversity and health of ecosystems

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

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

Goal 3: To lead engaged and empowered community

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

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

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

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

Knox Revegetation Plan 2013

Open Space Plan 2012-2022

Street Tree Asset Management Plan 2016

Knox Housing Strategy and Residential Guidelines 2015



5. Definitions

Detail any definitions within the Policy.

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



6. Council Policy

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

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

Street Tree Policy:

6.1 Tree Protection

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

6.2 Street Tree Removals

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



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



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

Street Tree Re-use

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

6.7 Community Consultation

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

6.8 Street Trees and Water

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

6.9 Biodiversity

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

6.10 Private trees

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

Nature Strips:

6.11 Existing Nature Strip plantings

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



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

7. Administrative Updates

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

Knox City Council

Report Type: Form Results Summary

Date Range: 17-04-2025 - 13-05-2025

Exported: 13-05-2025 16:28:02

Closed

Street tree survey
[Street Trees survey](#)

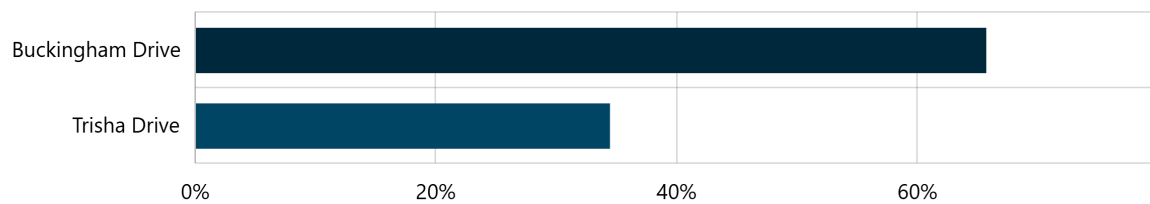
31
Contributors

32
Contributions

Contribution Summary

1. Which street do you live on? Required

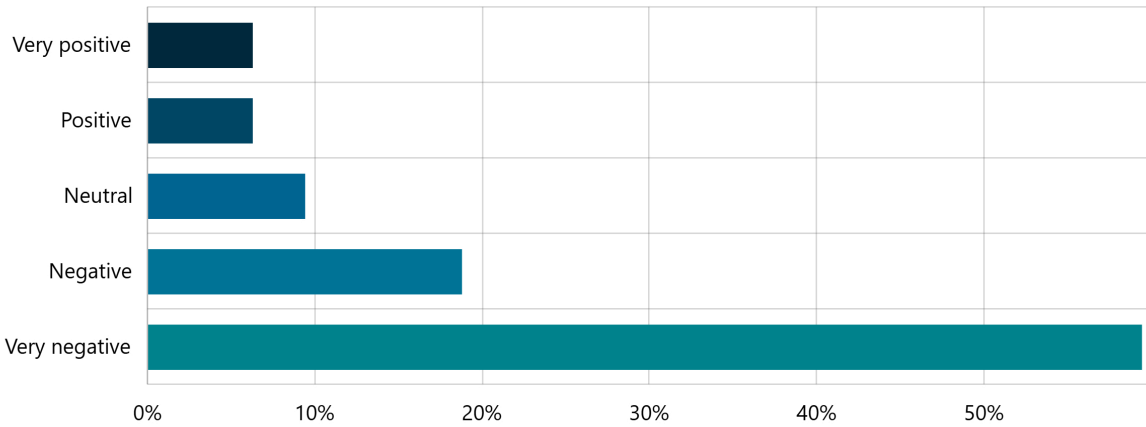
Multi Choice | Skipped: 0 | Answered: 32 (100%)



Answer choices	Percent	Count
Buckingham Drive	65.63%	21
Trisha Drive	34.38%	11
Total	100.00%	32

2. How do you feel about the existing trees on your street? Required

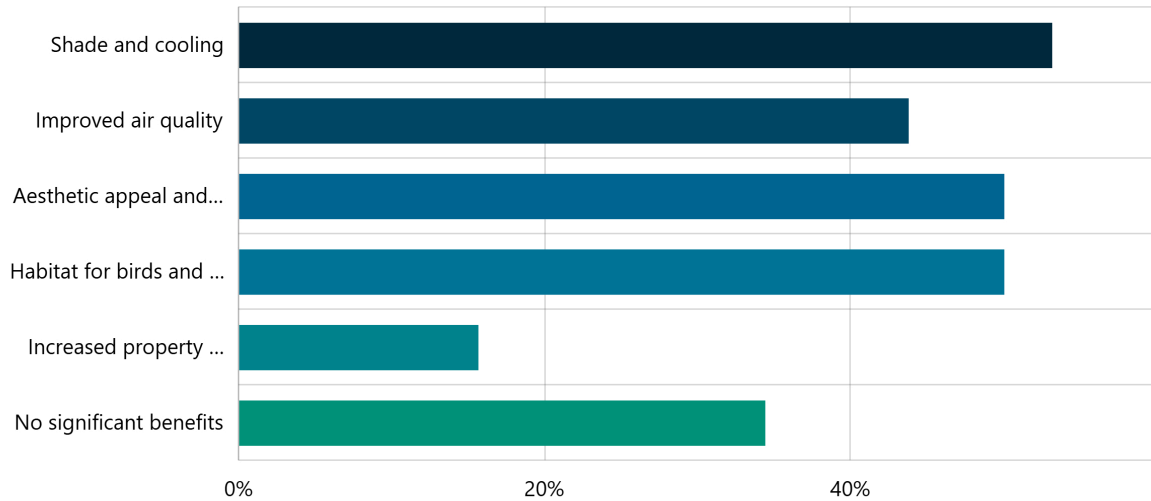
Multi Choice | Skipped: 0 | Answered: 32 (100%)



Answer choices	Percent	Count
Very positive	6.25%	2
Positive	6.25%	2
Neutral	9.38%	3
Negative	18.75%	6
Very negative	59.38%	19
Total	100.00%	32

3. What benefits do you think street trees provide to your neighbourhood? (Select all that apply) Required

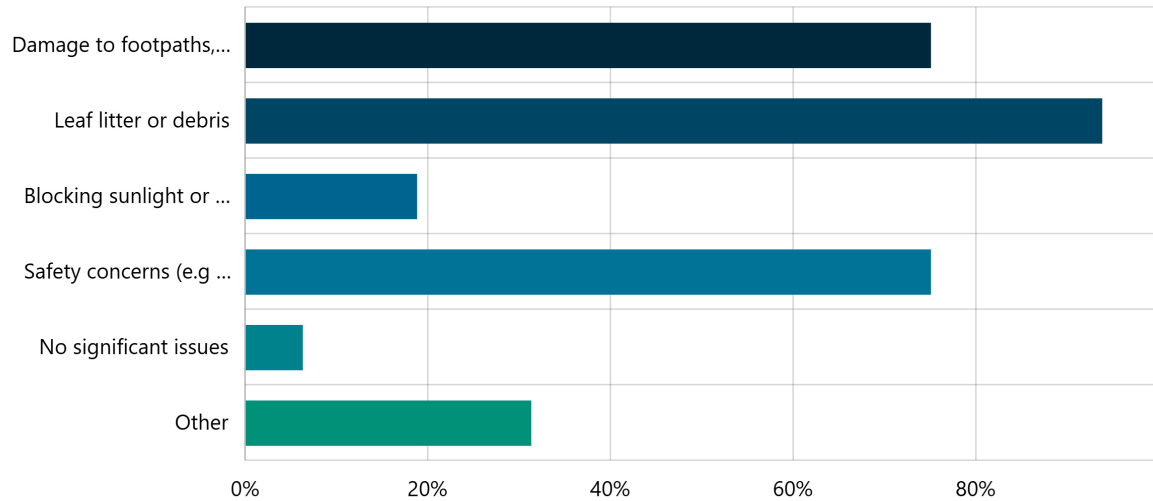
Multi Choice | Skipped: 0 | Answered: 32 (100%)



Answer choices	Percent	Count
Shade and cooling	53.13%	17
Improved air quality	43.75%	14
Aesthetic appeal and character	50.00%	16
Habitat for birds and wildlife	50.00%	16
Increased property values	15.63%	5
No significant benefits	34.38%	11

4. Have you experienced any issues with the existing street trees? (Select all that apply) Required

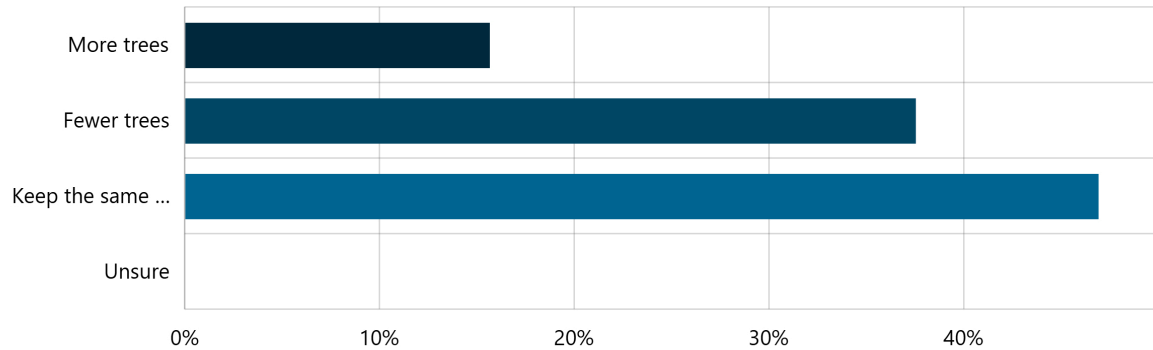
Multi Choice | Skipped: 0 | Answered: 32 (100%)



Answer choices	Percent	Count
Damage to footpaths, driveways or infrastructure	75.00%	24
Leaf litter or debris	93.75%	30
Blocking sunlight or views	18.75%	6
Safety concerns (e.g falling branches)	75.00%	24
No significant issues	6.25%	2
Other	31.25%	10

5. Would you like to see more, fewer, or the same number of street trees in your street? Required

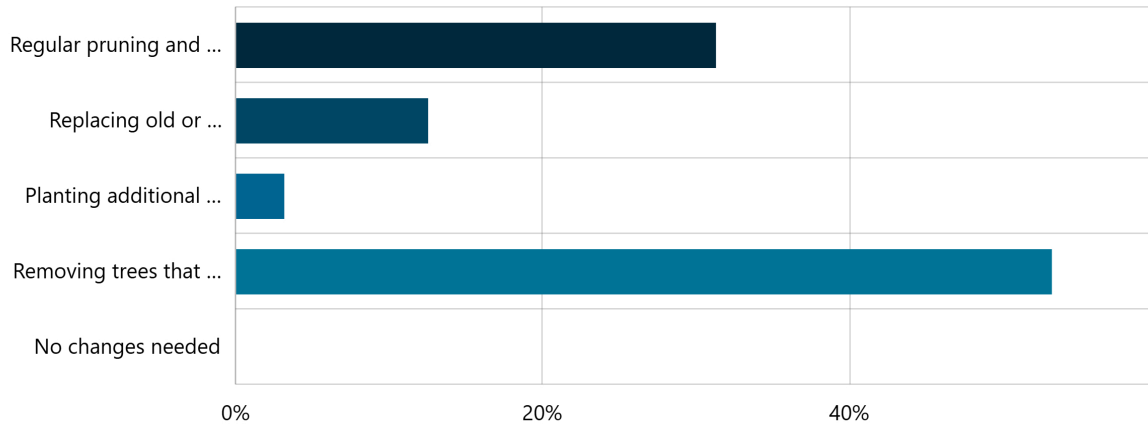
Multi Choice | Skipped: 0 | Answered: 32 (100%)



Answer choices	Percent	Count
More trees	15.63%	5
Fewer trees	37.50%	12
Keep the same number of trees	46.88%	15
Unsure	0%	0
Total	100.00%	32

6. What type of tree management do you think the Council should prioritize? Required

Multi Choice | Skipped: 0 | Answered: 32 (100%)



Answer choices	Percent	Count
Regular pruning and maintenance of existing trees	31.25%	10
Replacing old or unhealthy trees with new ones	12.50%	4
Planting additional trees where possible	3.13%	1
Removing trees that cause significant issues	53.13%	17
No changes needed	0%	0
Total	100.00%	32

7. Do you have any additional comments or suggestions about street trees in your area?

Long Text | Skipped: 1 | Answered: 31 (96.9%)

Sentiment

No sentiment data

Tags

No tag data

Featured Contributions

No featured contributions

Do you have any additional comments or suggestions about street trees in your area?	
Buckingham Drive, Rowville	Please consider the time & cost to residents due the damage caused by these gum trees as well as the clean-ups required by residents as well as Council. I would like to see these gum trees replaced with different, more suitable trees.
	Gum trees are not suitable for residential streets due to the damage they cause to roads, footpaths and rate payer's property. Cost to rate payers must be very significant. (Forgot to mention previously that due my age, I now have to pay for my roof spouting to be regularly cleaned).
	Street sweepers calling on a more regular timing in summer
	<p>Eucalyptus trees cant be the only majestic trees of Australia. There are various gums trees and silky oak and so on. U know u could switch to some other trees that drop less leaves and barks. Replacing it can be expensive and long-term plan. But U can start 2 or 4 trees at a time. In the meanwhile, send the "Street sweeping truck" more often along Buckingham drive in summer season (thats when most leaves and barks of trees fall down and get blown into our driveway and garden almost daily. V have 2 green bins and quite often its not enough to put our kitchen food waste, garden waste and road tree waste) And also have these truck driving by on fixed days of the week (like the bin truck), so that we can sweep our street tree debris from the nature strip on to the road, the previous evening. This is certainly do-able with least amount of input. A little extra budget allocation, finding another truck/driver, scheduling duties. So much of these leaves and barks are getting blown into our driveway and garden, that v thinking of putting a gate and fence. 3 problems with that ...</p> <ol style="list-style-type: none"> Significant cost to us. The front beauty or aesthetic of our house will be negatively impacted. The leaves and smaller bark pieces can still get blown over the gate and fence.
	<p>The existing trees support large populations of native birds and insects. This is important given most residents are not planting trees on their property.</p> <p>They give character to the street and valuable shade for the many walkers including children walking to and from Heany Park Primary school.</p> <p>The street character of the street is mainly due to these beautiful trees.</p>
	Needs more attractive evergreen trees with flowers as our street tree shades a lot of leaves and trucks Peel.
	<p>These trees should be removed and New Trees planted in their place.</p> <p>They cause so many issues, including Massive amounts of leaves being dropped all year round, blocking street Drains. Gum Nuts falling onto Front Nature Strips & Foot Paths, and causing slipping dangers & injuries to pedestrians walking along the path.</p> <p>Also quite dangerous when cutting front nature strips, being that the Gum Nuts fly out of the lawn mower and hit cars that are travelling along Buckingham Drive.</p> <p>I have had instances, where drivers have stopped and yelled at me when I was cutting, as gum nuts flew out and hit their cars.</p> <p>As well as the ongoing damage to FootPaths from the tree roots etc.</p>

	Removal of the eucalyptus gum trees and replating of other trees. The eucalyptus trees drop gumnuts, sap, leaves and branches causing damage to parked cars on the nature strip, safety hazard for people walking (slipping on gum nuts) and aesthetically the gum trees are not pretty. The fallen debris of gumnuts, leaves and trees have also cause our grass to die. It covers the lawn and the grass does not get sunlight and dies.
	Remove gum trees and replace with smaller trees
	Remove gum trees and replace with smaller trees like liberty ave and Salerno way
	Change the type of tree similar to Salerno way trees that don't lose bark as it makes a big mess and we don't get extra street cleaning
	The trees are an important part of the street but the wrong ones have been planted causing continuous problems from sap, falling bark mess, and damage to paths and pipes from their roots. Very much want plants on the nature strip, but ones that are suitable.
	Need to maintain the grass in the nature strip, no grass because of the big trees
	Gum trees belong in wide open spaces away from houses. Plant trees that don't grow so tall. Dandenong council have beautiful crepe myrtle trees along Cheltenham rd. Or there is a street near Albert Ave Boronia that have silver birch trees. They are less troublesome than the trees along buckingham drive. It would certainly increase the street appeal. Thankyou for asking our opinion. (can you ask vic rds to maintain the disgusting medium strips where the road barriers are covered in tall weeds)
	Remove the trees that are unsightly and have big mounds at the bottom in the nature strip that make it hard to maintain the nature strip
	Gum trees belong in the bush or more frequent street cleaning
	Plant oak trees instead of fire hazard trees (eucalyptus)
	The tree in front of our house has had a serious impact on our daily life. For example, when we park our car on the street, it often gets covered in sticky tree sap that is very difficult to clean. Falling leaves and large branches also pose a safety risk for pedestrians—especially the large pieces of bark that fall off, which are hard to clean up. In addition, the raised tree roots have made the pavement uneven, making it inconvenient and unsafe for walking.
	I love our streetscape. The birds love our streetscape! It would be so ugly to have our trees removed especially if they're replaced with deciduous/non natives. I've recently done a birdwatch survey and we have multiple species that love our trees. Being so close to the national park we should be fostering this
	The leaf fall is quite severe, especially when cars are parked on the street—tree sap often drops on the vehicles. Additionally, the tree roots have pushed up the pavement, creating uneven surfaces and potential safety hazards. My suggestion is to either remove the current trees or replace them with a different species that is more suitable for residential areas.

	The trees are a very positive asset to Buckingham Drive and it is essential that they are maintained and nurtured
Trisha Drive, Rowville	The tree I have constantly block out drains with leaves. Also has an insect during some months of the year which makes the surrounding floor, cars and anything else working the air very sticky. Wild like to see the gum trees replaced with another type of tree
	The current trees on Trisha Drive are totally inappropriate for this area. They are causing so much hardship for residents. The leaves and branches and twigs are all over in our lawns, gutters, the pathways etc. They are an occupational and safety hazard. We have to spend countless hours sweeping our gardens, blowing the leaves and cleaning our blocked gutters due to these trees. We have made constant complaints over the years which have fallen on deaf years. Enough is enough. It has nothing to do with the health of these trees but the type of trees is not NOT suited to this area. Just have a look at how bad our gardens and the roads are after heavy wind especially, although the trees and their falling leaves are a constant source of pain and frustration to us all. Please cut them and replace them with trees that are suited to the suburbs. We don't live in the forests...we live in a residential area. How come you cut the gum trees in the other streets but left Trisha Drive out. It is time the council took action. Additionally someone is going to get hurt very badly soon by tripping on the uneven path caused by the trees or tripping on the branches or fruit.
	No gum trees which grow way to big for the size of the nature strips, leaves and gum nuts which fall that I need to clean up , extreme danger of tree falling.need to remove gum trees and replace with smaller growing trees.
	I am in a corner so have two gigantic gum trees out the front and side of the house, I am unable to mow the nature strip due to the mess these trees make with fallen branches leaves and gum nuts which are also in the footpath and road. the nature and also the front lawn is dead due to the nutrients the trees are taking. I feel these trees are just too big now and look great when you look up at them but look terrible at street and pedestrian level..
	Council to take residents request in consideration. Have requested council to trim the trees before as the branches fall close to where the car is parked when there is heavy wind. Have to send few requests when things can be keep simple upfront
	Less leaves would be welcome
	Please act very soon in the removal of large gum trees that have already caused damage and continue to be problematic.
	Negative due to the Gum trees that belong in the bush. Stop planting gum trees. They are too big for suburban streets unless you are going to cut the height out of them yearly to keep them manageable
	Need smaller trees (not gums or angophoras) for the smaller native birds as well as summer shade. Gum leaves don't break down and land up on front gardens and up driveways all year.

	<p>Home insurance is increased if your home has a two story high gum tree within 20 metres.</p> <p>Gum trees should only be planted in parks. There are many other native trees. Our rates were used to hire a concrete grinder because of this issue.</p> <p>Then Council planted gum trees again to replace the old gum trees. Lunacy. Total waste of money.</p>
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8.10 Response to Notice of Motion 179 - Street Trees Bristol Place

Final Report Destination:	Council
Paper Type:	For Noting
Author:	Manager Green Spaces & Environment, Andrew Dodd
Manager:	Manager Green Spaces & Environment, Andrew Dodd
Executive:	Director, Infrastructure, Grant Thorne

SUMMARY

This report was prepared in response to a Notice of Motion raised at the March 2025 Council meeting, seeking clarity on the management of street trees in Bristol Place, Rowville. The report outlines Council's approach to tree assessments and details historical removals, recent inspections, resident complaints, and broader strategic and environmental considerations.

Council manages its street trees under the Green Streets Policy, which prioritises public safety, tree health, environmental value, and infrastructure impacts. Trees are not typically removed due to leaf drop, shade, or aesthetic preferences. Proactive inspections occur every two years, complemented by reactive assessments in response to community concerns. This approach balances community safety, environmental benefits, and strategic goals, while ensuring the service remains financially sustainable.

Over the past 15 years, five trees have been removed from Bristol Place. Reasons included poor health, declining tree health, storm damage, and infrastructure interference. The most recent comprehensive inspection, conducted in July 2024, found that 18 of the 19 trees were in good condition, with no planned removals before the next inspection in 2026. One tree, in front of number 13, was found to be in decline due to fungal infection and is scheduled for removal within the next year.

In the last ten years, eight properties have lodged 18 tree-related complaints, mostly related to leaf debris, property overhang, and tree root issues. These concerns resulted in minor maintenance actions such as pruning or footpath repairs, though many did not meet the thresholds for more significant intervention.

The broader importance of urban trees in supporting public health, environmental sustainability, and climate resilience need to be considered. Increasing canopy cover aligns with state and Council strategies, aiming for 30% coverage by 2050. Full removal and replacement of all trees would cost an estimated \$58,000 not budgeted for in current or future budgets.

RECOMMENDATION

That Council resolve to:

1. Note the information contained in this report.
2. Note that the street tree in front of 13 Bristol Place Rowville is scheduled to be removed by August 2025.
3. Continue to manage the street trees in Bristol Place in accordance with the Green Streets Policy.
4. Note the Green Streets Policy and broader tree management framework will be reviewed over the next eighteen months.

1. DISCUSSION

1.1. Background

A Notice of Motion was presented at the Council meeting held 24 March 2025, NOM 179 – Street Trees in Bristol Place, where Council resolved;

To receive a report to a Council meeting no later than May 2025 (unless deferred to a later date in consultation with the Mayor) regarding street trees in Bristol Place Rowville, including:

- 1. An outline of how Council assesses street trees for potential removal;*
- 2. An outline of reasons why any street trees in Bristol Place have been removed over the past 15 years;*
- 3. Details of the last inspection date for each of the remaining trees in Bristol Place and an indication of whether there are any current plans for further street tree removals in the near future; and*
- 4. An outline of specific tree complaints received from residents concerning street trees in Bristol Place over the past 10 years.*

1.2. Decision Making Framework

Council's Green Streets Policy (Policy) provides clear guidelines for assessing tree removal requests, which guide current management practices. Section 6.2.3 states:

"The assessment of street tree retention or removal will include consideration of tree retention values, monetary value of the asset, liabilities, public risk, public benefit, impact on the environment and biodiversity, and existing risk to infrastructure."

Furthermore, Section 6.2.9 of the Policy outlines situations in which tree removal is not supported:

"Council will generally not remove a street tree to reduce the extent of leaf/flower/fruit drop, improve views, increase light to adjacent residences or gardens, or due to a dislike of the species."

Proactive street tree inspections are carried out every two years to assess structural and health concerns that could pose a risk to the community. Any issues identified during these inspections inform necessary management actions including pruning or, in some cases, removal. Additionally, Council responds to community requests for reactive inspections, on occasions where community members express tree concerns relating to specific locations. Every pro-active and reactive tree inspection assesses trees in line with the Policy.

The Policy will be reviewed over the next eighteen months. This process will include an assessment of the broader tree management framework, focusing on how Council is strategically positioned to meet its current targets in alignment with other Council plans and strategies. The review will also consider how best to balance the mitigation of community risk, the enhancement of environmental outcomes, the pursuit of State Government targets, and the delivery of a financially sustainable service.

1.3. Strategic Alignment

The Victorian Government released ‘Plan for Victoria’ in February 2025, which is a long-term plan for all of Victoria that addresses the needs of our diverse and growing population while safeguarding what we love about where we live, work, play and raise our families. Two key pillars of this plan are to create ‘Great Places, Suburbs and Towns’ and “Sustainable Environments” that highlight the need for more trees to be planted, and natural habitats protected with an action of increasing canopy cover in urban areas to 30%. From a continued State Government perspective, these key elements are supported in the Living Melbourne - Our Metropolitan Strategy that sets the same canopy target of 30% and highlights the importance to protect and enhance the natural urban environment.

Council has set clear tree canopy cover targets, aiming for 30% coverage by 2050, as outlined in the Climate Action Plan and Biodiversity Resilience Strategy, which also focuses on protecting and enhancing the natural urban environment. The current Council Plan 2021-2025 also includes the municipal indicator: An increase in tree canopy coverage.

1.4. Historic Street Tree Removal

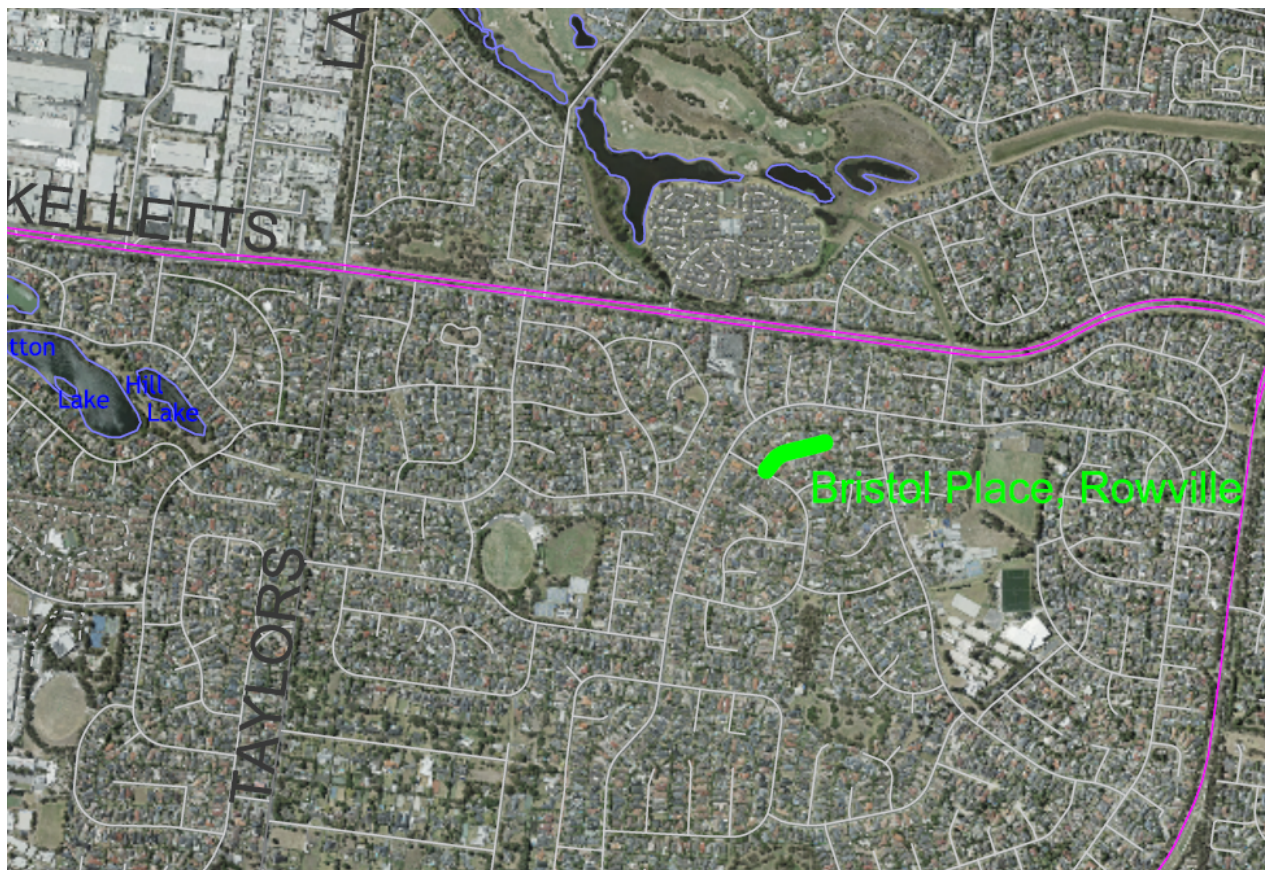
Table 1, identifies all street tree removals over the past fifteen years totalling five, identifying the tree location and known reasons for the tree being removed.

Table 1

Street No.	Removal Date	Reason
5	2012	No data available for reason of removal.
7	2014	Tree removed due to poor health and death of tree.
7	2014	Second tree removed due to poor health and death of tree.
19	2010	Tree removed due to infrastructure damage (footpath and on private property)
19	2021	Inspection revealed the tree was at the end of its useful life expectancy due to decline.

1.5. Recent Inspection History

The last bulk inspection of the nineteen street trees located along Bristol Place, Rowville was conducted on 30 July 2024.



Species of trees in this location are predominantly *Angophora costata* (Smooth Barked Apple Myrtle) at eleven locations. *Eucalyptus* (Gum), *Leptospermum* (Tea Tree), *Prunus* (Cherry Plum), *Callistemon* (Bottle Brush) and *Gleditsia* (Golden Honey Locust) species make up the remaining numbers.

The last bulk inspection of these trees identified eighteen were in good health and structure, providing good canopy coverage in each location. There was minimal overhang to property dwellings and minimal impact to infrastructure that are being managed through pruning and general maintenance practices including footpath grinding or asphalt wedging therefore they do not meet removal criteria. No further work has been proactively planned for these trees before the next scheduled inspection in 2026.

One tree located on the nature strip in front of number 13, was identified as being in moderate to poor condition due to a fungal infection with an estimated life expectancy of less than five years. This tree is to be removed by August 2025 (within 12 months of the inspection date).

1.6. Outline of Complaints

There has been a total of eighteen complaints/requests relating to the street trees along Bristol Place over the past ten years registered from eight separate properties. These complaints/requests have been for a range of issues including leaf/debris drop, root damage, property overhang, structure and health concerns. Table 2 submerses the range of issues raised.

Table 2

Issue Raised	Number Received	% of Total
Leaf/debris Drop	10	56
Overhang	3	17
Tree Roots	3	17
Tree Structure	1	5
Tree Health	1	5

Actions resulting from these concerns ranged from minor pruning, limb removal, standard footpath maintenance such as concrete grinding to no outcome due to specific requests not meeting intervention levels.

2. ENGAGEMENT

No formal public consultation occurred as a result of this report.

3. SOCIAL IMPLICATIONS

Studies have demonstrated a clear link between the physical and mental health of communities and that of individuals through contact with the natural environment. Studies also suggest that street trees provide valuable shade cooling the streets, improving community experience as well as increase property values.

Anecdotally, the value of the natural environment for individual and community physical and mental health was evident during Covid19 lockdowns.

Street trees, while offering many benefits, can impact communities socially due to the maintenance demands they create, particularly the need to regularly clean fallen leaf litter and debris.

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 responding directly to several of the Plan's actions through maintaining the canopy which assists in achieving the tree canopy targets and vegetation cover. This will support urban cooling carbon sequestration and habitat corridor connectivity.

5. ENVIRONMENTAL IMPLICATIONS

The most recent canopy measure was conducted in 2018 and showed Knox municipality had a coverage of 18%. Anecdotally, this is reducing over time due to increased weather events and development in some areas. Locally the canopy coverage in Bristol Place is estimated to

contribute 1,535m² of canopy within the road reserve which is equivalent to approximately 59% of the road reserve being covered by canopy.

Canopy trees provide many benefits to the community and the natural environment. Some of the important environmental/amenity values are:

- Climate adaptation: trees sequester carbon, reducing the overall concentration of greenhouse gases in the atmosphere.
- Mitigating urban heat as shading from trees can reduce surface temperatures by 20 degrees Celsius, as well as reducing wind speeds and reducing glare.
- Energy conservation: shading from trees means that air conditioner use can often be substantially reduced, decreasing energy costs for households and businesses.
- Water filtration and retention: trees capture rainfall and intercept runoff, reducing flooding and stormwater management costs, and decrease the flow of polluted water into our waterways by intercepting and using nutrients that would otherwise be discharged to waterways; and
- Wildlife habitat: trees provide important habitats for numerous bird, insect and animal species and create habitat connectivity or 'stepping stones' between key habitat areas for fauna to disperse, such as through avenues of trees along road corridors and open space.

6. FINANCIAL AND RESOURCE IMPLICATIONS

Council currently manages trees, striking a balance between mitigating community risk, increasing environmental outcomes and striving to reach State Government and Council strategic targets, with providing a financially sustainable service.

To bulk remove all nineteen street trees along Bristol Place as well as replanting and maintaining/establishing new trees would cost an estimated \$58,000 based on average current financial year rates. This is not budgeted for in current or future budgets.

7. RISKS

Council conducts proactive street tree inspections every two years to assess structural and health concerns that could pose a risk to the community. Any issues identified during these inspections inform necessary management actions including pruning or, in some cases, removal. Additionally, Council responds to community requests for reactive inspections, further reducing potential community risks.

8. KNOX COMMUNITY AND 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.

Natural Environment & Sustainability

Strategy 3.1 - Preserve our biodiversity and waterways and enhance our urban landscape.

Strategy 3.2 - Prepare for, mitigate and adapt to the effects of climate change.

Connection, Resilience & Wellbeing

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

Nil

8.11 Response to Notice of Motion 172 - Connecting Council with Knox Community (Reports by Councillors)

Final Report Destination:	Council
Paper Type:	For Noting
Author:	Head of Governance, Saskia Weerheim Manager Governance & Risk, Andrew Dowling
Manager:	Manager Governance & Risk, Andrew Dowling
Executive:	Director, Customer & Performance, Greg Curcio

SUMMARY

This report responds to a resolution passed at the March 2025 Council meeting following a Notice of Motion from Councillor Atwell regarding “Reports by Councillors.” The resolution requested officers to explore options to make Councillor reporting more dynamic and accessible to the Knox community.

RECOMMENDATIONS

That Council note:

1. The alternative options outlined in the report to make ‘Reports by Councillors’ more accessible and dynamic; and
2. That implementation of the proposed improvements outlined in the report is currently underway.

1. DISCUSSION

This report is in response to a resolution from the March 2025 Council meeting, from a Notice of Motion that was presented by Councillor Atwell as follows:

That Council resolve:

1. *To note that the order of business for monthly Council Meetings makes provision for Reports by Councillors, which ordinarily includes a summary of attended events and engagements, community meetings, committee meetings, and the particulars of Ward-specific and Council-wide issues of note.*
2. *To note that Reports by Councillors form part of Council meetings (including livestreaming and recordings) and are summarised in the Minutes of Council Meetings published on the Agendas and Minutes page of Council’s website.*
3. *To receive a report to a Council meeting no later than May 2025 (unless deferred to a later date in consultation with the Mayor) including:*
 - a) Amendments or alternatives to current arrangements for “Reports by Councillors” to make the information provided in these reports more dynamic and accessible to the Knox community*
 - b) An assessment of how these amendments or alternatives could enhance transparency and improve access to information about the activities, engagements and issues of the Mayor, Deputy Mayor and Councillors*
 - c) An assessment of privacy and safety considerations arising from those options and how they might be addressed.*

1.1 Current Arrangements for Reports by Councillors – Council Meetings

Currently, Councillors have an opportunity to formally report on certain matters or activities to Council and the community at each end-of-month Council meeting. Rule 19 of Council's Governance Rules allows for reports by Councillors as follows:

19. Reports by Councillors

19.1 Where the order of business for a Council Meeting makes provision for reports by Councillors, such reports may include advice regarding:

- a) meetings of any committees on which a Councillor represents Council that have been held since the last Council Meeting;*
- b) other meetings the Councillor has attended, or actions undertaken since the last Council Meeting;*
- c) any professional development activity undertaken or conference attended in association with their role as a Councillor; and*
- d) particulars of Ward issues or Council wide issues of note.*

19.2 Reports by Councillors shall be made verbally, with the exception of the particulars (i.e. dates, times and titles) of meetings attended under sub-Rule 19.1 a), b) and c) which may be submitted as a report to the Chief Executive Officer (or their delegate) within 48 hours of the meeting for inclusion in the minutes.

19.3 Unless Council resolves the contrary, reports by Councillors shall only be included in the order of business of one Council meeting per month fixed under Rule 9.

Reports by Councillors at Council Meetings are an important opportunity for Councillors to promote transparency and accountability in local government. They provide the public with clear insights into the actions and priorities of their elected representatives. By sharing updates on their activities and community engagement, Councillors help ensure that residents are informed and able to hold them accountable. This openness builds trust and encourages civic participation, strengthening the democratic process at the local level.

The time allocated for Reports by Councillors in the Governance Rules is 5 minutes per Councillor, aimed at providing sufficient time for Councillor updates while also helping ensure Council meetings do not run overtime. A summary of each report is provided in the Minutes of the meeting.

The Governance Rules provide that the Minutes shall include a summary of reports by Councillors.

1.2 Current Arrangements - Knox News

Councillors have an opportunity to share information about events and issues via their Ward Updates in the Knox News publication. This publication goes out to every household in Knox approximately every two months, and provides a high profile means of sharing important information with community members.

1.3 Amendments or alternatives to current arrangements for Reports by Councillors

Governance Officers have engaged with the Communications Team to consider changes or alternatives to current practices regarding *Reports by Councillors* with a view to making the information shared in these reports more “dynamic and accessible” for the Knox community.

Outside of Council processes, Councillors already have an opportunity to engage with the community via their own social media, enabling short, frequent updates that are easy to share and respond to.

The changes proposed aim to enhance the accessibility and relevance of Councillor reporting, making information more engaging and transparent for the community. All options have been considered with care, and none present a risk to the safety or privacy of Councillors, as appropriate safeguards would remain in place to ensure personal or sensitive information is included for publication. The options presented can be undertaken by refining existing resources (without any additional budget requirements) and with the aim of enhancing the visibility of Council meetings and Councillor information in a more efficient and sustainable manner. Implementation of the changes is already underway.

1.3.1 Website – Council Meeting Livestream Archive

Reports by Councillors are currently captured in the recording of each Council meeting.

From April 2025, Officers are including additional bookmarks on the livestream recording, enabling viewers to easily find and navigate to each Councillor’s report at the Council meetings.

1.3.2 Website – Ward Pages

Currently, information about each Councillor is available on the Mayor, Councillors and Wards webpage of the Council’s website. In addition to contact details and photographs, Councillors were invited to provide a brief personal and professional introduction—several have chosen to do so.

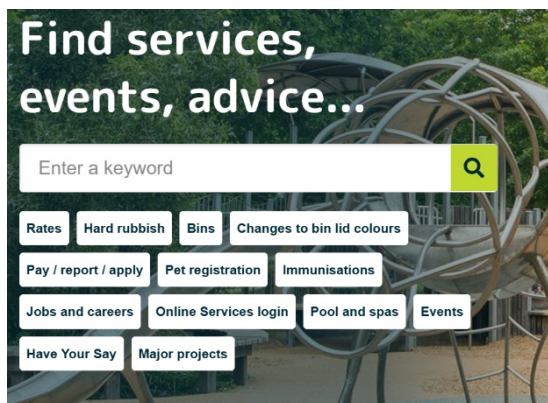
There is an opportunity to expand the content on this webpage by adding a new section titled Ward Updates, which would include direct links to each Councillor’s report within the livestream recordings.

This addition would also enable the tracking of visits to individual Councillor reports, offering valuable insights into which content resonates most with the community.

While the creation of separate pages for each Councillor was considered, maintaining the content on a single webpage ensures simpler navigation for website users and reduces the number of clicks required for the community to access relevant information. The suggested approach, together with proposals to increase visibility of the Councillor page (see section 1.3.3) balances ease of use with opportunities to enhance content and visibility.

1.3.3 Website – Improved Visibility of Councillors pages

Consideration has also been given to modifying the website shortcuts to enhance the visibility and accessibility of Councillor information to ensure that residents can more easily find relevant information about their elected Councillor. There is currently the capacity on the front page to include a direct link to the Councillor section of the website:



Making Councillor pages more accessible in turn makes it easier for residents to subsequently locate Councillor reports, whether on the livestream recordings or otherwise.

1.3.4 Reports by Councillors – Mid-month Council Meeting

Including a standing item for Councillor Reports at mid-month Council meetings was considered but is not recommended. While it could offer an additional opportunity to share upcoming community events, it would significantly impact the forward agenda by reducing the time available for the Councillor briefings scheduled to follow the mid month meeting.

2. ENGAGEMENT

Engagement has been undertaken with Council's Communications department. Benchmarking has also been undertaken with a range of metropolitan Councils and it was noted there is generally a similar level of visibility of Councillor activity on Council websites.

3. SOCIAL IMPLICATIONS

There are no social implications associated with this report.

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 IMPLICATIONS

There are no environmental implications associated with this report.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The proposals contained in this report can be met with existing resources.

7. RISKS

It is important that careful consideration be given to the implications of various provisions of the Local Government Act 2020 (the Act) and whether there is a need to document the governance

arrangements for Councillor updates through the Election Period Policy (which forms part of Council's Governance Rules). Depending on the nature, and timing of publication, more frequent reporting of Councillors' activities and views can be assessed against various provisions of the Act to ensure no unintended consequences, for example:

- Misuse of position (Section 123) - If published information favours or promotes a Councillor (or their views) in a way that goes beyond legitimate Council business, it could be seen as an improper use of public resources.
- Prohibition on Councillor or member of Council staff (Section 304) - Use of Council resources to produce or publish certain material that is considered to promote the Councillor's profile, achievements, or opinions, could be construed as:
 - electoral campaigning, potentially in breach of restrictions on publishing electoral material during the election period.Use of resources likely to affect an election outcome which can apply at any time during a Councillors' term.

These matters have particular relevance during or near an election period and are listed here for awareness as governance risks to be considered and managed.

8. KNOX COMMUNITY AND 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

Nil

8.12 Councillor Internal Resolution Procedure

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Head of Governance, Saskia Weerheim
Manager:	Manager Governance and Risk, Andrew Dowling
Executive:	Director Customer and Performance, Greg Curcio

SUMMARY

Councils must implement and adopt an internal resolution procedure for Councillors to deal with alleged breaches of the Model Councillor Code of Conduct. This report proposes, for Council's consideration, a draft Councillor Internal Resolution Procedure that meets the requirements set out in the Local Government (Governance and Integrity) Regulations 2020.

RECOMMENDATIONS

That Council adopt the Councillor Internal Resolution Procedure as set out in Attachment 1 to the Officers' report.

1. DISCUSSION

Recent amendments to the Local Government (Governance and Integrity) Regulations 2020 (the Regulations) require Councils to establish and adopt an Internal Resolution Procedure (the Procedure) to address alleged breaches of the Model Councillor Code of Conduct (Attachment 2). This Procedure must be adopted by the Council by 30 June 2025.

1.1 Councillor Conduct Framework

The Councillor Conduct Framework is based in Part 6 of the Local Government Act, which deals with council integrity. The Governance and Integrity Regulations 2020 support this by setting out key details, including the Model Code of Conduct, the Councillor Internal Resolution Procedures, and procedures for internal arbitration.

The Councillor Conduct Framework provides a structured approach for managing Councillor conduct complaints to address different levels of misconduct as follows:

Misconduct – A breach of the Model Councillor Code of Conduct.

A Council, Councillor, or group of Councillors may apply under Section 143 of the LG Act for an internal arbitration process to determine misconduct.

Serious Misconduct – Defined under Section 3 of the LG Act to include:

- Bullying;
- Disclosure of confidential information; and
- Failure to disclose a conflict of interest.

A Council, Councillor, group of Councillors, or the Chief Municipal Inspector (CMI) may apply under section 154 for a Councillor Conduct Panel to assess serious misconduct.

Gross Misconduct – Also defined under Section 3 of the LG Act, referring to conduct that:

- Demonstrates a Councillor is not of good character; or
- Is unfit to hold office.

The CMI may apply to VCAT for a ruling on gross misconduct.

In addition to formal disciplinary mechanisms, each Council must establish an Internal Resolution Procedure to handle alleged breaches of the Model Code of Conduct. The Procedure will serve as a first-step resolution process for breaches of the Model Code of Conduct and can also be used for other disputes, including interpersonal conflicts or serious misconduct complaints.

Implementing the Procedure will help Council and Councillors support accountability, maintain professional conduct, promote efficient dispute resolution, and minimise the risk of escalation and disruption to the effective conduct of Council business.

1.2 Dispute Resolution Processes

The Regulations set out that the Procedure must include a conciliation process, led by the Mayor, or if the Mayor is involved or unavailable, the Deputy Mayor or another designated person.

Conciliation is a dispute resolution process where an independent third party, a conciliator, helps those in dispute to clarify issues, explore options, and work toward an agreement. Unlike mediators, conciliators will more actively suggest solutions and encourage pathways to a resolution.

While the previous Code of Conduct included mediation as part of the internal dispute resolution process, it is not recommended for inclusion in the new Procedure due to several factors, including:

- The risk of an additional step delaying the process and frustrating the timelines set out in the LG Act for an application for arbitration.
- Cost;
- The in-built assistance of a Conciliation Support Person; and
- The potential impact on the parties.
-

Incorporating a Conciliation Support Person recognises that conciliation is a particular skill-set and that by providing the Mayor (or other Councillor conciliator) with expert assistance, the process is more likely to achieve a timely and amicable resolutions, and avoid escalation.

1.3 Overview of the Procedure

The recommended Procedure is based on a model procedure developed by Maddocks Lawyers, ensuring that the Procedure meets the requirements set out in the Regulations. Officers have subsequently reviewed and revised the model procedure to ensure it meets the needs of Council. Councillor feedback has also been considered in the drafting of the Procedure.

Revisions that have been made to the Maddocks template are as follows:

- Adding the word 'Councillor' to the title of the Procedure
- Broadening the Context section to reflect the importance of collaborative approaches to resolving disputes (section 2) Broadening the Scope section of the Procedure to include interpersonal disputes (section 3)

- Noting that the internal arbitration process is outside the scope of the Procedure (4.8 of the draft Procedure)
- The inclusion of a role for a Councillor Support Person (4.8 of the draft Procedure) whose role is to provide emotional or personal support to the Councillors involved in the process
- The inclusion of a role for a Councillor Conduct Officer – a role defined in the Local Government Act (4.10 of the draft Procedure and throughout to note where support will be provided)
- The inclusion of a role for a Conciliation Support Person (4.11 of the draft Procedure and throughout to note where support will be provided)
- Clarifying the role of the Chief Executive Officer (4.12 of the draft Procedure and throughout to note where support will be provided)
- Clarifying provisions around confidentiality (4.17 and 4.18 of the Procedure)
- Broadening the section on formal dispute resolution to include Councillor Conduct Panels (section 4.20)
- Changing the application form to include reference to interpersonal disputes
- Changing some of the wording in the annexure to more clearly reflect the process
- Minor grammatical changes

Officers have also reviewed Procedures from other Councils and noted that early adopters have also used the model procedure that was developed by Maddocks. While consistency across the sector is not mandatory, aligning with the sector is considered beneficial particularly in the context of reforms introducing a Model Councillor Code of Conduct—as coherence across the sector allows councils to apply learnings from dispute resolution outcomes elsewhere, helping to refine local approaches and contribute to continuous improvement and best practice.

As previously indicated the Regulations set out key requirements for the Procedure:

- Must include a conciliation process, led by the Mayor, or if the Mayor is involved or unavailable, the Deputy Mayor or another designated person.
- Councils may incorporate additional processes as deemed appropriate.

The Procedure must also:

- Outline how alleged breaches of the Model Councillor Code of Conduct will be addressed, including when different processes apply.
- Explain how Councillors can access the Procedure and initiate a request.
- Provide details on:
 - Roles and responsibilities of the parties involved.
 - Functions and duties of the person facilitating the process.
 - Support available from Council for the parties and facilitator.
 - Record-keeping requirements for any agreements, resolutions, or outcomes.

These requirements have been addressed in the draft Procedure.

As previously noted, the confidentiality provisions have been clarified and strengthened (4.17 and 4.18 of the draft Procedure). Even where legislation does not impose strict confidentiality, protecting the privacy of dispute resolution conversations serves the public interest by increasing the likelihood of a successful resolution. If parties fear their words may be disclosed or scrutinised outside the process, they are less likely to engage openly and constructively — reducing the chances of resolving the matter efficiently and amicably. Confidentiality creates a safe space for

honest dialogue, where individuals can acknowledge fault, explore compromises, and propose solutions without fear of reputational harm or legal consequences. This openness fosters trust in the process and significantly improves the potential for a constructive outcomes.

Maintaining confidentiality also supports timely and voluntary resolution. It promotes the preservation of relationships. When people know their discussions won't be made public, they are more likely to participate in good faith. Sensitive matters—whether personal or professional—can be addressed without causing unnecessary harm to reputations or trigger broader disruption.

Protecting the confidentiality of these conversations upholds the integrity of the dispute resolution process. If information shared in good faith can later be used out of context or against a party, it undermines trust and discourages participation. The strengthened confidentiality provisions align with principles of natural justice and administrative fairness, reinforcing good governance and ethical practice.

1.4 Process to address misconduct and serious misconduct

The Procedure includes reference to internal arbitration and Councillor Conduct Panels, which fall outside the scope of the Procedure. The Local Government Act 2020 sets out the process for internal arbitration which applies to any breach of the Model Councillor Code of Conduct. It should be noted that although the process under the Act refers to 'internal' arbitration, in fact, arbitration is conducted by an external arbiter, appointed by the Principal Councillor Conduct Registrar. A copy of an arbiter's decision must be received by Council and tabled at and recorded in the minutes of a Council meeting.

Councillor Conduct Panels are formed by the Principal Councillor Conduct Registrar to hear allegations of serious misconduct by a Councillor.

Section 4.20 of the draft Procedure refers to the internal arbitration process and the Councillor Conduct Panel provisions of the Local Government Act.

Fact sheets from the Department of Government Services regarding internal arbitration and conduct panels are included as Attachments 3 and 4 respectively.

2. ENGAGEMENT

Not applicable.

3. SOCIAL IMPLICATIONS

A robust and effective Internal Resolution Procedure helps maintain professionalism, accountability, and trust within local government.

In a complex and dynamic political environment, disagreements are not unexpected. A structured, transparent procedure that enables concerns to be raised early and constructively, facilitates prompt and respectful resolutions; supports healthy working relationships among Councillors; and promotes a culture of mutual respect.

This not only strengthens the internal cohesion of Council but also supports effective decision-making and enhances the community's confidence in Council's ability to work collaboratively and govern well on behalf of the community.

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 IMPLICATIONS

Not applicable.

6. FINANCIAL AND RESOURCE IMPLICATIONS

Promoting early and effective dispute resolution can significantly reduce costs by addressing disputes early and informally, minimising more expensive and disruptive dispute resolution options. In contrast, unresolved disputes can escalate, leading to substantial financial and resource costs, well-being and productivity impacts for the parties involved and the organisation. Explicit costs to council associated with the Internal Dispute Resolution Process would be limited to the engagement of an external Conciliation Support Person. Engaging a lawyer or consultant to conduct a conciliation is estimated to cost between \$3,000 and \$5,000 per instance, depending on the complexity and duration of the matter. Engaging a Conciliation Support Person to assist the Mayor to conduct a conciliation process, could be expected to incur similar, or slightly lower fees.

If disputes escalate outside the Procedure to internal arbitration - costs to Council will be triggered only once an application for arbitration is accepted by the Principal Councillor Conduct Registrar (PCCR) and an arbiter appointed. The PCCR has set arbiter fees at \$954 per day.

There is no specific provision in the Governance and Risk Department's operational budgets for conciliation costs.

7. RISKS

Without an effective internal resolution procedure, disputes between Councillors may go unaddressed or escalate unnecessarily, leading to a breakdown in working relationships, ineffective collaboration and ultimately impede Council's ability to make timely, well-considered decisions in the public interest.

Publicly visible dysfunction within Council can also erode community trust and confidence in local government.

These risks are acknowledged in Council's Strategic Risk Register, which includes the following risk:

Disharmony in relationships between Councillors or between Councillors and the Administration may impact on Council's reputation and decision making in the best interests of the Knox community.

The proposed Internal Resolution Procedure is a key control measure for managing this risk. In addition, adopting the Procedure within the prescribed timelines mitigates a compliance risk, as failure to do so would result in Council breaching its statutory obligation.

8. KNOX COMMUNITY AND 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Draft Councillor Internal Resolution Procedure [**8.12.1** - 9 pages]
2. Attachment 2 - Model Councillor Code of Conduct [**8.12.2** - 3 pages]
3. Attachment 3 - Fact Sheet on Internal Arbitration Processes - Nov 2024 [**8.12.3** - 17 pages]
4. Attachment 4 - Fact Sheet on Councillor Conduct Panels - Nov 2024 [**8.12.4** - 18 pages]

knox



Councillor Internal Resolution Procedure

Policy Number:	TBC	Directorate:	Customer and Performance
Approval by:	Council	Responsible Officer:	Manager Governance and Risk
Approval Date:	TBC	Version Number:	1
Review Date:	3 years from date of approval		

1. Purpose

Council must implement and adopt an internal resolution procedure that may be followed by Councillors to deal with alleged breaches of the Model Councillor Code of Conduct.

The Internal Resolution Procedure (the Procedure) is adopted under and in accordance with section 140 of the Local Government Act 2020 (Act) and regulation 12A of the Local Government (Governance and Integrity) Regulations 2020.

This Procedure will be observed when dealing with alleged breaches of the Model Councillor Code of Conduct.

2. Context

Disputes between Councillors may arise in a variety of circumstances. This Procedure provides both parties to a dispute with support and encouragement to resolve the dispute in a manner that enables the Councillors to move forward and maintain effective working relationships.

Wherever practicable, all parties should initially seek to resolve disputes through early, genuine and respectful discussion with each other. Direct communication is encouraged as the primary approach to dispute resolution, as it is often the most effective means of preventing escalation and maintaining constructive working relationships. This Procedure is designed to provide a structure that guides Councillors through a tiered dispute resolution process. It is intended to minimise the cost and disruption of disputes to Council and individual Councillors and, where possible, avoid disputes escalating and becoming the subject of internal arbitration.



3. Scope

This Procedure applies to:

- Interpersonal disputes between Councillors; and
- Disputes in which one Councillor (the Complainant) alleges that another Councillor (the Respondent) has breached the Model Councillor Code of Conduct.

It is acknowledged that this Procedure will not be suitable for resolution of all disputes between Councillors.

It is also acknowledged that disputes addressed according to this procedure may remain unresolved, and parties may escalate the matter to an internal arbitration. Internal arbitration involves the appointment of an independent arbiter by the Principal Councillor Conduct Registrar and is outside the scope of this Procedure.

4. Internal Resolution Procedure

The Internal Resolution Procedure is a process that Councillors may follow to address alleged breaches of the Model Councillor Code of Conduct. An overview of the Procedure is annexed, in the form of a flowchart.

First Stage of Internal Resolution Procedure – Discussion

- 4.1 A Complainant is encouraged to raise their issue directly with the Respondent in a respectful and courteous manner, either in person or in writing, where they feel comfortable to do so.

Councillors are encouraged to recognise that:

- (a) Certain behaviours and communications may be perceived by others to be causing issues or offence that may not have been intended;
- (b) It can provide useful insight to reflect on their own behaviour or motivation and possible contribution to the dispute, whether intended or not; and
- (c) Dealing with the dispute early is more likely to avoid the issue escalating and resolve it before it threatens the effective operation of Council.

It is useful to frame any issue from the Councillor's perspective (eg "I felt disrespected when you said / did ..."), rather than accusing another person of holding a particular position or taking a negative action deliberately. A Councillor should let the other Councillor know how they feel and ask for an explanation, rather than making accusations or assumptions.

Second Stage of Internal Resolution Procedure – Conciliation

- 4.2 Where a direct conversation between Councillors has not been successful in resolving the dispute, or a Councillor does not feel comfortable communicating directly with another Councillor, the second stage of this Procedure is conciliation.



Initiating conciliation

- 4.3 A Complainant initiating conciliation must notify the Councillor Conduct Officer of the dispute by completing a Conciliation Application Form. The Councillor Conduct Officer will notify the Mayor and Respondent(s) of the Application and provide them with a written copy of the Application. That form (see Attachment 1 to this Procedure) must:
- (a) Specify the names of the Complainant and Respondent;
 - (b) Specify the provision (or provisions) of the Model Councillor Code of Conduct alleged to have been breached;
 - (c) Detail what was said or done by the Respondent to constitute a breach of the Model Councillor Code of Conduct;
 - (d) Attach any supporting information to provide examples of the behaviour complained of (eg screenshots or emails); and
 - (e) Be dated and signed by the Complainant.

Participating in conciliation

- 4.4 Councillors are not obliged to engage in conciliation but should only decline to participate if they honestly and reasonably believe that their participation would adversely affect their health or wellbeing or would otherwise be unsafe.

A Respondent declining to participate in the conciliation must advise the Complainant and the Mayor of their unwillingness to participate, and the reasons for it. That advice must be provided no more than one week after receiving the Conciliation Application Form.

Conduct of conciliation

- 4.5 Conciliation is to be conducted by the Mayor except when the Mayor is a party to the dispute or otherwise unavailable to conduct conciliation. In that case the Deputy Mayor will assume the role of the Mayor in the conciliation process. If both the Mayor and the Deputy Mayor are parties to the dispute or otherwise unavailable to conduct the conciliation, the role of the Mayor must be performed by a Councillor jointly chosen for the purpose by the parties.

The conciliation process will be assisted by a Conciliation Support Person - a suitably qualified external person, with experience in conciliation.

When, in this Procedure, reference is made to the Mayor it includes:

- (a) The Deputy Mayor; and
 - (b) A Councillor jointly chosen for the purpose by the parties,
- when the Mayor and/or the Deputy Mayor are parties to the dispute or otherwise unavailable to conduct a conciliation.



Roles and responsibilities during dispute resolution

- 4.6 The role of the Mayor is to provide guidance to the parties to the dispute about the Standards of Conduct in the Model Councillor Code of Conduct, and actively explore whether the dispute can be resolved by agreement between them.
- 4.7 The role of the Complainant and Respondent is to explain their respective positions and, in a show of goodwill, actively explore the possibility of resolving the dispute by agreement.
- 4.8 The Complainant and Respondent may bring another Councillor with them as a Councillor Support Person. This role is optional for each party and can only be filled by another current Knox City Council Councillor. The Councillor Support Person may attend to provide emotional or personal support only. They must not speak on behalf of the Councillor or intervene in the process.
- 4.9 All Councillors are responsible for conducting themselves in a courteous and respectful manner at all times.
- 4.10 The role of the Councillor Conduct Officer is to provide the Mayor with the administrative support necessary for the implementation and conduct of the Internal Resolution Procedure, including the internal arbitration process under the Act; to engage a Conciliation Support Person to assist the Mayor; and to assist the Principal Councillor Conduct Registrar to perform the functions specified in Section 149 of the Act.
- 4.11 The role of the Conciliation Support Person is neutral and supportive, helping the Mayor to create a respectful environment in which both parties can communicate openly and constructively, and to ensure the process is impartial, balanced, and informed by contemporary dispute resolution practices. The conciliation support person does not make findings or direct outcomes but may assist the Mayor and the parties to clarify issues, explore underlying concerns, and identify options for resolution.
- 4.12 The role of the Chief Executive Officer is to support the Councillor Conduct Officer, and to provide support to the Mayor and Councillors in the performance of their roles consistent with the Act; in support of a fair and efficient dispute resolution process.

Support from Council

- 4.13 Council, through the Councillor Conduct Officer, will provide administrative assistance to the Mayor when arranging a time and place for conciliation. Council will make a venue available to the Councillors within Council's offices that is private and suited to the conciliation process.
- 4.14 The Councillor Conduct Officer, will engage the services of Conciliation Support Person to assist the Mayor in the conciliation process.
- 4.15 Council will not provide any substantive guidance or advice about the subject matter of the dispute, or pay the costs of legal advice or representation for any Councillor in connection with this Procedure. Parties to a dispute may seek their own legal or other advice at their own cost, if they choose to do so.



End or termination of conciliation

4.16 Conciliation will end or be terminated if any of the following occurs:

- (a) The parties cannot jointly choose a Councillor to conduct the conciliation within one week of being asked to do so;
- (b) The Respondent notifies the Mayor that they do not wish to participate in conciliation, and the reasons for it, within one week of receiving the Conciliation Application Form;
- (c) The Respondent does not respond to the Conciliation Application Form at all within two weeks of receiving it;
- (d) Conciliation has not occurred within four weeks of the Complainant submitting the Conciliation Application Form;
- (e) Conciliation has occurred and the parties have been unable to resolve the dispute; or
- (f) The dispute has been resolved.

The time for conciliation may be extended by agreement between the parties to the dispute, whether or not the matter has been escalated to one of the formal dispute resolution procedures outlined in the Act.

Confidentiality

4.17 Parties and other participants involved in a dispute must maintain confidentiality regarding both the substance of the dispute and the operation of this Procedure. This obligation applies during the conciliation process and continues afterward, covering all information shared, discussed, or documented as part of the process or outcome. This includes refraining from both internal and external disclosure of confidential information or information provided in confidence.

Breaches may be addressed under the Model Councillor Code of Conduct or applicable legislation.

This confidentiality obligation is subject to any overriding legal obligations, including any obligations under the Local Government Act.

Record of outcome

4.18 The Mayor must document any agreement that is reached between the Complainant and Respondent. The agreement must be signed by the Complainant, Respondent and Mayor. Copies must be provided to the Complainant, Respondent, Mayor and Chief Executive Officer and the original must be retained by the Councillor Conduct Officer.

All parties (including the Mayor, Councillor Conduct Officer, and Chief Executive Officer) must maintain confidentiality of the agreement reached.



Internal Resolution Procedure does not Apply in these Circumstances

4.19 The following disputes are not covered by this Procedure:

- (a) Differences between Councillors in relation to policy or decision making, which are appropriately resolved through discussion and voting in Council meetings;
- (b) Complaints made against a Councillor or Councillors by a member or members of Council staff, or by any other external person;
- (c) Allegations of sexual harassment;
- (d) Disclosures made about a Councillor under the Public Interest Disclosures Act 2012, which can only be made to the Independent Broad-based Anti-corruption Commission; and
- (e) Allegations of criminal misconduct, which should be immediately referred to Victoria Police or the relevant integrity authority.

Formal Dispute Resolution Procedure

4.20 This Procedure operates alongside, and does not replace, the formal dispute resolution procedures outlined in the Act. The formal dispute resolution procedure applies to misconduct, serious misconduct and gross misconduct.

Section 141 of the Act provides for an internal arbitration process concerning a breach of the Standards of Conduct set out in the Model Councillor Code of Conduct.

Section 154-156 of the Act provides for the formation of Councillor Conduct Panels to hear applications where serious misconduct is alleged by a Councillor.

5. References

5.1 Community Plan 2021-2031 & Council Plan 2021-2025

- 5.3 Ensure our processes are transparent and decisions are accountable

5.2 Relevant Legislation

- Local Government Act 2020
- Local Government (Governance and Integrity) Amendment Regulations 2024
- Public Interest Disclosures Act 2012

5.3 Charter of Human Rights

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

5.4 Related Council Policies and Procedures

- Councillor Equal Opportunity Policy
- Councillor Workplace Bullying and Violence Policy
- Interaction between Councillors and Staff Policy
- Model Code of Conduct
- Public Interest Disclosures Procedure



6. Definitions

Complainant	means the Councillor making the allegation that another Councillor has breached the Model Councillor Code of Conduct
Council	Knox City Council
Councillor Conduct Officer	as defined under the Local Government Act 2020
Respondent	means the Councillor who is alleged to have breached the Model Councillor Code of Conduct

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 on approval of the Chief Executive Officer. Examples of minor administrative changes include change to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this Policy, it must be considered by Council.



Attachment 1 Conciliation Application Form

Complainant(s):	
Respondent(s):	
Details of interpersonal dispute;	
or	
Provisions of Model Councillor Code of Conduct breached:	
Action constituting breach:	
(Include dates, times and detailed descriptions of the action complained of. Attach further documents as necessary.)	

Signed by)

)

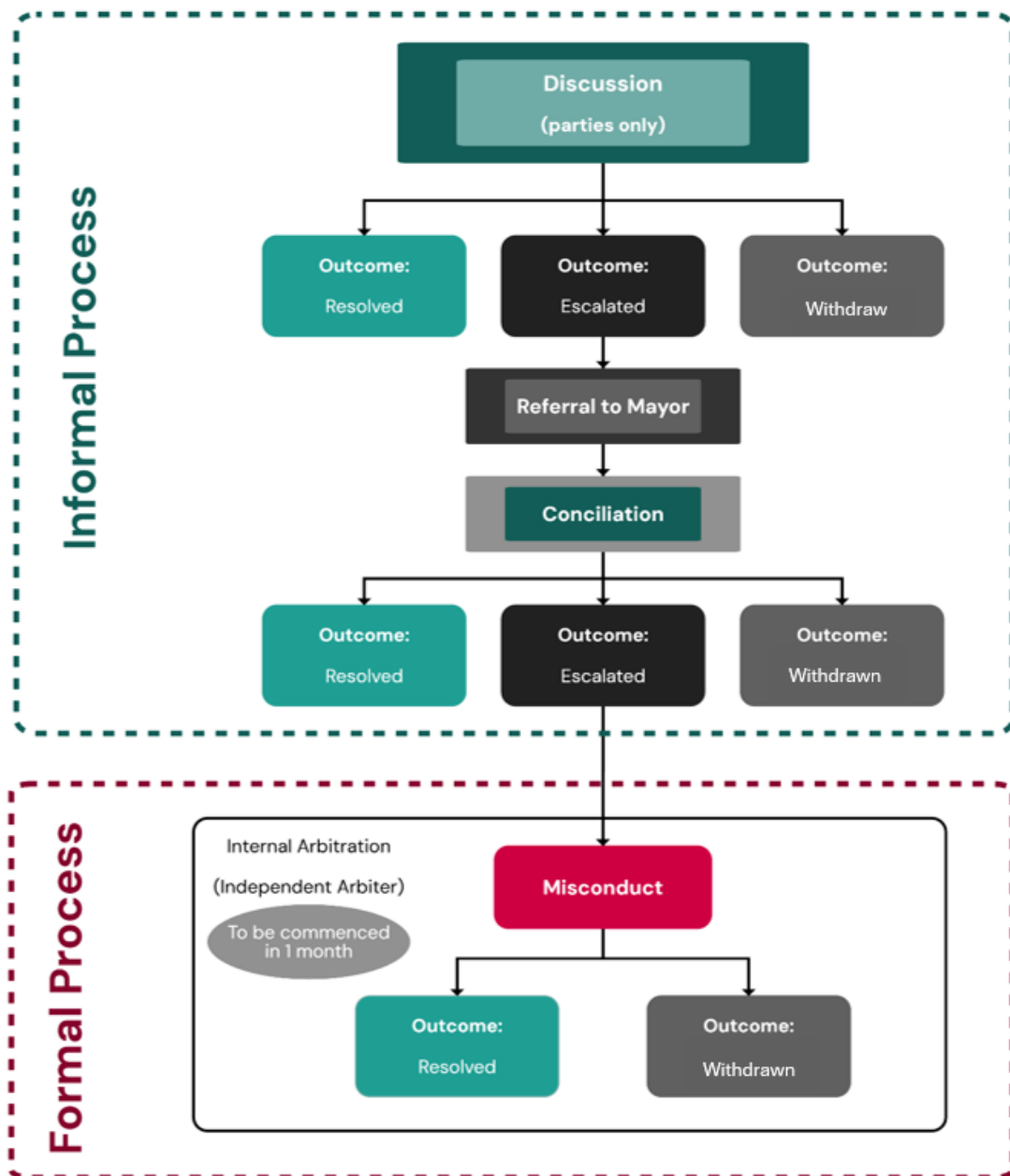
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Annexure

INTERNAL RESOLUTION PROCEDURE FLOWCHART





Model Councillor Code of Conduct

The content below is as prescribed by the Local Government (Governance and Integrity) Regulations 2020

Definitions

discrimination means unfair or unfavourable treatment of a person on the grounds of an attribute specified in section 6 of the **Equal Opportunity Act 2010**.

1. Performing the role of a Councillor

A Councillor must do everything reasonably necessary to ensure that they perform the role of a Councillor effectively and responsibly, including by—

- (a) representing the interests of the municipal community by considering and being responsive to the diversity of interests and needs of the municipal community; and
- (b) being fit to perform the role of a Councillor when acting in that capacity or purporting to act in that capacity; and
- (c) diligently using Council processes to become informed about matters which are subject to Council decisions; and
- (d) not performing or purporting to perform any responsibilities or functions of the Chief Executive Officer; and
- (e) acknowledging and supporting the Mayor in the performance of the role of the Mayor, including by—
 - (i) respecting and complying with a ruling of the Mayor as the chair of Council meetings (unless dissenting from the ruling in accordance with the Council's Governance Rules); and
 - (ii) refraining from making public comment, including to the media, that could reasonably be perceived to be an official comment on behalf of the Council where the Councillor has not been authorised by the Mayor to make such a comment.



2. Behaviours

- (1) A Councillor must treat others, including other Councillors, members of Council staff and members of the public, with dignity, fairness, objectivity, courtesy and respect, including by—
 - (a) not engaging in demeaning, abusive, obscene or threatening behaviour, including where the behaviour is of a sexual nature; and
 - (b) not engaging in behaviour that intentionally causes or perpetuates stigma, stereotyping, prejudice or aggression against a person or class of persons; and
 - (c) not engaging in discrimination or vilification; and
 - (d) supporting the Council, when applying the Council's community engagement policy, to develop respectful relationships and partnerships with Traditional Owners, Aboriginal community controlled organisations and the Aboriginal community; and
 - (e) supporting the Council in fulfilling its obligation under the Act or any other Act (including the **Gender Equality Act 2020**) to achieve and promote gender equality; and
 - (f) ensuring their behaviours and interactions with children are in line with the Council's policies and procedures as a child safe organisation and obligations under the **Child Wellbeing and Safety Act 2005** to the extent that they apply to Councillors.
- (2) A Councillor, as an individual at the workplace, must take reasonable care for their own health and safety and take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons by—
 - (a) adhering to applicable systems and policies put in place by the Chief Executive Officer to manage risks to health and safety in the workplace; and
 - (b) complying, so far as the Councillor is reasonably able, with any reasonable instruction that is given by the Chief Executive Officer to manage risks to health and safety.
- (3) A Councillor must act in accordance with any policies, practices and protocols developed and implemented under section 46 of the Act that support arrangements for interactions between members of Council staff and Councillors.



3. Good governance

A Councillor must comply with the following Council policies and procedures required for delivering good governance for the benefit and wellbeing of the municipal community—

- (a) the Council's expenses policy adopted and maintained under section 41 of the Act;
- (b) the Council's Governance Rules developed, adopted and kept in force by the Council under section 60 of the Act, including in relation to-
 - (i) conduct in Council meetings or meetings of delegated committees; and
 - (ii) requesting and approval of attendance at Council meetings and meetings of delegated committees by electronic means of communication; and
 - (iii) the Council's election period policy included in the Council's Governance Rules under section 69 of the Act, including in ensuring that Council resources are not used in a way that is intended to influence, or is likely to influence, voting at a general election or by-election;
- (c) the Council's Councillor gift policy adopted under section 138 of the Act;
- (d) any direction of the Minister given under section 175 of the Act.

4. Integrity

- (1) A Councillor must act with integrity, exercise reasonable care and diligence and take reasonable steps to avoid any action which may diminish the public's trust and confidence in the integrity of local government, including by—
 - (a) ensuring that their behaviour does not bring discredit upon the Council; and
 - (b) not deliberately misleading the Council or the public about any matter related to the performance of their public duties; and
 - (c) not making Council information publicly available where public availability of the information would be contrary to the public interest.

Note

See the public transparency principles set out in section 58 of the Act.

- (2) A Councillor must not, in their personal dealings with the Council (for example as a ratepayer, recipient of a Council service or planning applicant), expressly or impliedly request preferential treatment for themselves or a related person or entity.

5. The Model Councillor Code of Conduct does not limit robust public debate

Nothing in the Model Councillor Code of Conduct is intended to limit, restrict or detract from robust public debate of issues in a democracy.



Government
Services

Fact Sheet: Internal Arbitration Processes

The purpose of this fact sheet is to provide information to councils and councillors about the **internal arbitration process** under Division 5 of Part 6 of the Local Government Act 2020, including in relation to the requirements for making an application and the conduct of internal arbitration processes.

Version 1.0 – November 2024

Section 1: Making an application

What is an internal arbitration process?

An internal arbitration process refers to the process provided for under Division 5 of Part 6 the *Local Government Act 2020* (LG Act) in which an arbiter is appointed to a council by the Principal Councillor Conduct Registrar (PCCR) to hear an allegation of **misconduct** by a councillor.

The arbiter appointed to the council to conduct an internal arbitration process is selected by the PCCR from a panel list established by the Secretary of the Department of Government Services under section 142 of the LG Act.

What types of complaints are heard by an internal arbitration process?

An arbiter may hear an application made under section 143 of the LG Act that alleges misconduct by a councillor.

Misconduct is defined by the LG Act as a breach by a councillor of the Model Councillor Code of Conduct (Model Code of Conduct), which is set out in [Schedule 1 to the Local Government \(Governance and Integrity\) Regulations 2020](#) (G&I Regulations).¹

The Model Code of Conduct is extracted at **Appendix 1**. Local Government Victoria has also published separate guidelines regarding the requirements and operation of the Model Code of Conduct, available on the [Department's website](#).



An internal arbitration process can only deal with complaints alleging misconduct by a councillor. It is not intended to address or resolve other disagreements between councillors, such as about matters that are subject to council decisions.

It is important that councillors make applications in good faith and not attempt to use the internal arbitration process for frivolous or vexatious complaints.

¹ Section 3 of the LG Act.

Transitional matters

From 26 October 2024, all councillors are required to observe the Model Code of Conduct.²

The Model Code of Conduct replaced the earlier standards of conduct previously set out in Schedule 1 to the G&I Regulations and the previous statutory requirement for each Council to develop its own Councillor Code of Conduct which incorporated these standards of conduct.

If a complaint concerns alleged conduct of a councillor that occurred prior to 26 October 2024, any application for an internal arbitration process must be made in relation to the previous standards of conduct (i.e., the standards of conduct that were in effect at the time the conduct is alleged to have occurred).

If an application for an internal arbitration process was made prior to 26 October 2024 but is yet to be examined by the PCCR or determined by an arbiter, the application will be assessed and determined in relation to those previous standards of conduct.

An applicant that wishes to make an application in relation to alleged conduct that occurred prior to 26 October 2024 (that falls within the 3 month statutory time limit), can contact their council's Councillor Conduct Officer (CCO) who can provide them with a copy of the previous application form.

Who can make an application for an internal arbitration process?

An application for an internal arbitration process may be made by -

- a council by resolution,
- a councillor,
- or a group of councillors.³

If a member of the community believes that a councillor has breached the Model Code of Conduct and that it should be dealt with under the councillor conduct framework, it is open to them to raise these concerns with the mayor of the council or another councillor.

Do councillors need to attempt to resolve a complaint before making an application for an internal arbitration process?

Where appropriate, councillors are strongly encouraged to discuss a complaint informally and make every effort to resolve their concerns directly with the other councillor(s) involved as early as possible, with a view to maintaining effective working relationships.

Every council is required to have in place an internal resolution procedure for dealing with alleged breaches of the Model Code of Conduct.⁴ Schedule 1A to the G&I Regulations prescribes the internal resolution procedure that may be followed by councillors to deal with alleged breaches of the Model Code of Conduct. This

² Section 139(1) of the LG Act.

³ Section 143(2) of the LG Act.

⁴ Section 140 of the LG Act.

procedure must include a conciliation process that is to be conducted by the mayor and may include any other process that the council considers appropriate.

While the **council's internal resolution procedure** (CIRP) must provide an avenue for dealing with alleged breaches of the Model Code of Conduct, it may also provide councils with an effective avenue to address other types of complaints or disputes that may arise. These may include interpersonal disputes or complaints about serious misconduct.

Where a matter concerning an alleged breach of the Model Code of Conduct cannot be resolved internally, despite attempts to do so, or where use of the CIRP could be counterproductive or problematic, an application for an internal arbitration process may be made.



Councillors should attempt to resolve a complaint informally at the earliest opportunity as an application for an internal arbitration process must be made within 3 months of the alleged misconduct occurring.

What if councillors do not attempt to resolve a complaint informally?

Although it is not mandatory for councillors to participate in any informal resolution processes, the PCCR may reject an application if it does not show that sufficient or appropriate steps were taken to attempt resolve the matter or provide adequate reasons as to why no steps were taken to resolve the matter.⁵

The PCCR may also exercise their discretion to reject an application or refer a matter back to the council if satisfied that the matter the subject of the application has been or is being dealt with, or would more appropriately be dealt with by the council.⁶

The CIRP must include the form and availability of a record of any agreement, resolution or outcome reached through the process.⁷ This record may assist councillors to address this requirement in their application.

Councillors should also consider whether it would be appropriate to pursue an application in circumstances where it appears the matter has been resolved. A common example of where this might occur is where the councillor the subject of the complaint has acknowledged their behaviour and made a full and unreserved apology.



Some arbiters have criticised councillors for making internal arbitration process applications prematurely, when more conciliatory steps could have been considered to resolve the matter, or where the councillor who was the subject of the complaint had proactively taken steps to address the concerns raised with them about their conduct.

⁵ Section 144(1) of the LG Act.

⁶ Section 144(1B) of the LG Act

⁷ Schedule 1A of the G&I Regulations.

What information must be included in an application?

The G&I Regulations set out certain requirements for making an application for an internal arbitration process.⁸

An application for an internal arbitration process must specify -

- the name of the councillor alleged to have breached the Model Code of Conduct; and
- the clause of the Model Code of Conduct that the councillor is alleged to have breached; and
- the circumstances, actions or inactions of the councillor who is the subject of the application that are alleged as constituting misconduct; and
- the particulars of any evidence of those circumstances, actions or inactions of the councillors that are alleged as constituting the misconduct; and
- with respect to the matter that is the subject of the application -
 - any steps taken by the council to resolve the matter; or
 - If the council has not taken any steps to resolve the matter, the reason why the council did not take any steps to resolve the matter.



It is important that an application address all of the matters set out in regulation 11(1) of the G&I Regulations, otherwise the application will be rejected or returned to you by the PCCR.

Important points to remember when preparing an application

When describing the circumstances, actions or inactions that are alleged as constituting misconduct, the application should describe these specifically in relation to the standards of conduct of the Model Code of Conduct that the councillor is alleged to have breached.

Applicants should avoid making bare allegations or assertions in the absence of supporting detail as the basis for their application. For example, "It is alleged that at the council meeting of 1 January 2025, Councillor Y spoke in an offensive and disrespectful manner towards Councillor X which made Councillor X feel uncomfortable." An applicant must include details of the alleged conduct and describe the specific behaviour that is the subject of the application.

It is not necessary to include all evidence in an application that may ultimately be provided to an arbiter hearing the matter (e.g. screen shots of social media posts, copies of emails, newspaper clippings), however an application should describe the evidence that they intend to rely on in support of the allegations made.

⁸ Regulation 11 (1) of G&I Regulations.

Example

Councillor X makes an application for an internal arbitration process on the basis that Councillor Y has engaged in misconduct. The application -

- Specifies that Councillor Y is alleged to have breached clause 2(1) of the Model Code of Conduct requiring Councillors to treat other Councillors, members of Council staff and members of the public, with dignity, fairness, objectivity, courtesy and respect.
- Describes the actions of Councillor Y that are alleged to have breached clause 2(1) of the Model Code of Conduct, which in the particular case is:

At the Council meeting of 1 January 2025, Councillor Y failed to treat Councillor X with courtesy and respect when during the debate on Item 2, Councillor Y stood-up, interrupted Councillor X's remarks and shouted in an aggressive manner, "you are a brainless idiot".
- Specifies that Councillor Y's behaviour that occurred at the council meeting of 1 January 2025 was recorded and a copy of that recording will be provided in support of the allegation.
- States that Councillor X sought to resolve the matter in accordance with the council's internal resolution procedure but that was unsuccessful because Councillor Y refused to participate in the conciliation process.

Applications made by the council or a group of councillors

If an application is made by the council, a copy of the minutes of the council meeting recording the resolution must be included with the application.

If an application is made by the council or a group of councillors, the application must state the name and address of the councillor whom the council or the group of councillors has appointed as representative of the council or the group of councillors.⁹ This councillor will have the responsibility of being the primary contact and representing the council or group of councillors in relation to the process.

Application forms

While not mandatory, councillors are encouraged to use the **Internal Arbitration Process Application Form**, which includes prompts to assist councillors with submitting a valid application.

A copy of the application form is available on the Department's website or alternatively, may be requested from the council's CCO.



Applications and any supporting materials should be lodged as a single PDF document to assist the PCCR with processing applications.

⁹ Section 143(5) of the LG Act.

How can an application be lodged?

An application for an internal arbitration process must be made to the PCCR.

Applications can be lodged with the PCCR -

- by email to: pcc.registrar@ecodev.vic.gov.au
- by post to: Principal Councillor Conduct Registrar
Level 8, 1 Spring Street
Melbourne, VIC 3000

An applicant can also contact their council's CCO to assist with this process, however, if doing so, they should be mindful of the time limit for making an application.

What is the time limit for making an application?

An application for an internal arbitration process must be made within **3 months** of the alleged misconduct occurring.¹⁰

An application is taken to be made when it is received by the PCCR.¹¹

This requirement means that the PCCR cannot appoint an arbiter to the council to hear the matter if the PCCR receives the application more than 3 months after the alleged misconduct occurred.

It is important that an application clearly sets out the date the misconduct is alleged to have occurred. Failure to do so may result in the PCCR rejecting the application or returning the application to you.

Example

Councillor X intends to make an application for an internal arbitration process, alleging that Councillor Y breached Standard 2 of the Model Code of Conduct. The conduct complained of occurred at the previous month's council meeting. While preparing the application, Councillor X recalls other inappropriate conduct directed towards them by Councillor Y that took place more than 3 months ago.

As an application must be made within 3 months of the alleged misconduct occurring, Councillor X should not include in their application the alleged misconduct that occurred more than 3 months ago.

¹⁰ Section 143(3) of the LG Act.

¹¹ Section 143(3A) of the LG Act.

Is an application confidential?

Information relating to an internal arbitration process is confidential information within the meaning of the LG Act.¹²

This includes -

- information in an application made under section 143 for an internal arbitration process,
- information provided to or produced by the PCCR for the purposes of an internal arbitration process, and
- information provided to or produced by an arbiter for the purposes of an internal arbitration process, other than the findings and reasons.¹³

This means that councillors must keep information relating to an application confidential and out of the public domain.

The disclosure by a councillor of information the councillor knows, or should reasonably know, is confidential information constitutes serious misconduct. Additionally, intentionally or recklessly disclosing confidential information constitutes an offence under section 125 of the LG Act that carries a penalty of up to 120 penalty units.

The LG Act permits confidential information to be used in the course of an internal arbitration process, including in an application for an internal arbitration process, and for the purposes of the internal arbitration process.¹⁴

This means that councillors and members of council staff may discuss or share information relating to these processes within council, where it is shared for the purpose of the internal arbitration process, for example, for the purposes of arranging witnesses or arranging venues.

At the completion of the internal arbitration process the arbiter's decision and statement of reasons must be tabled at the next council meeting and recorded in the minutes of that meeting.¹⁵ Arbiters' decisions are also published on the Department's website.

What happens once an application is made to the PCCR?

When an application is made, the PCCR will acknowledge receipt of the application to the applicant.

The PCCR will inform the respondent councillor that an application has been made against them and provide them with a copy of the application. The PCCR will also provide a copy of the application to the council's CCO.

¹² Section 3 of the LG Act.

¹³ Section 145 of the LG Act.

¹⁴ Section 123(3) of the LG Act.

¹⁵ Section 147(4) of the LG Act.

PCCR must examine the application

Before an arbiter can be appointed to hear the matter, the PCCR is required to examine the application to determine whether or not it meets the requirements of section 144(1) of the LG Act.

In examining the application under section 144(1) the PCCR must be satisfied that -

- the application is not frivolous, vexatious, misconceived or lacking in substance; and
- there is sufficient evidence to support an allegation of a breach of the Model Code of Conduct as specified in the application; and
- the council—
 - has taken sufficient or appropriate steps to resolve the matter and the matter remains unresolved; or
 - has not taken any steps to resolve the matter but the reason for that is adequate.

Action the PCCR must take after examining an application

If after examining the application, the PCCR is satisfied that the application meets the requirements of section 144(1) of the LGA Act, the PCCR must appoint an arbiter to the council to hear the matter. The PCCR will notify both parties and the council's CCO of their decision and of the appointment of the arbiter.

The arbiter appointed to a council to conduct an internal arbitration process is selected by the PCCR from the panel list established by the Secretary to the Department of Government Services under section 142 of the LG Act.

The PCCR must reject an application or refer the matter back to the council if not satisfied of the matters set out in section 144(1) of the LG Act.¹⁶ The PCCR will notify both parties and the council's CCO of their decision and provide reasons for that decision. In these circumstances, no further action is required by either the applicant or respondent in relation to the matter.

If the PCCR believes the matter the subject of the application has been or is being dealt with, or would more appropriately be dealt with, by the council or another person or body (for example, a Councillor Conduct Panel, the CMI or IBAC), the PCCR may reject the application, refer the matter back to council, or refer the matter to that person or body.¹⁷

Related applications

If the PCCR receives an application that involves the same parties as another application for which an arbiter has already been appointed, the PCCR must forward that new application to the arbiter. Based on the subject matter of the new application, the arbiter must then decide whether to join that application with the

¹⁶ Section 144(2) of the LG Act.

¹⁷ Section 144(1B) of the LG Act.

existing application they were appointed to hear, or return the new application to the PCCR to examine in accordance with section 144(1).¹⁸

Can an application be withdrawn?

An applicant can withdraw an application by notice in writing to the PCCR at any time before the application has been examined by the PCCR.

If an arbiter has already been appointed to hear the application, the applicant may notify the arbiter in writing of their intention to withdraw the application via the council's CCO.

How long does it take for the PCCR to examine an application for an internal arbitration process?

As each application is different, there is no set timeframe in which the PCCR will examine an application to ensure it meets the requirements under section 144 of the LG Act.

Generally, the PCCR will acknowledge an application within 2-4 business days of receipt, after which they will commence their examination of the application. The PCCR will usually complete the examination of the application and notify the parties of the outcome within 15-20 business days.

Can a respondent to an application provide the PCCR with a response to the allegations?

No. The PCCR must examine the application in accordance with the LG Act and in doing so, must be satisfied of the matters set out under the LG Act. The LG Act does not permit the PCCR to consider any response or material from the respondent in respect of the application.

If an arbiter is appointed to hear the matter, the respondent will have the opportunity to respond to the allegations and present evidence to the arbiter during the course of the hearing.

¹⁸ Section 144A of the LG Act.

Section 2: Conducting an internal arbitration process

What happens if an arbiter is appointed to hear the application?

If an arbiter is appointed to hear the application by the PCCR, the arbiter will commence the internal arbitration process with the support and assistance of the council's CCO.

This typically involves the CCO contacting the parties on behalf of the arbiter in relation to preparation for and scheduling of the hearing.

The parties to an internal arbitration process are -

- the applicant, being an individual councillor, a group of councils, or the council, and
- the respondent, being the councillor, whose conduct is alleged to have contravened the Model Code of Conduct as set out in the application.

In the case of an application by a council or a group of councils, the councillor nominated as the representative of the council or the group, is responsible for representing the council or group in any hearings on the matter.

Internal arbitration process procedures

How the internal arbitration process is conducted is at the discretion of the arbiter, subject to certain requirements set out in the LG Act and G&I Regulations.

An arbiter may decide to hear each party to a matter in person or solely by written or electronic means of communication.¹⁹

The G&I Regulations provide that an arbiter must conduct the hearing with as little formality and technicality as the proper consideration of the matter permits and ensure that the hearing is not open to the public.²⁰ It also provides that an arbiter is not bound by the rules of evidence, like a Court, and may be informed in any manner the arbiter sees fit.²¹

Although these processes are intended to be informal, the LG Act provides that the rules of natural justice apply to an internal arbitration process.²² This means that an arbiter must allow a person to present his or her side of the story and must make decisions in an objective and unbiased way. Section 141(2)(b) expressly states that an arbiter must ensure that parties involved in internal arbitration process are given an opportunity to be heard by the arbiter.

In keeping with the low level of formality of these processes, section 141(2)(c) of the LG Act specifically states that a councillor who is a party to an internal arbitration process does not have a right to representation unless the arbiter considers that representation is necessary to ensure that the process is conducted fairly. If a councillor wishes to be legally represented on this basis, it is open to them to seek leave from the arbiter.

¹⁹ Regulation 11(3)(a) of the G&I Regulations.

²⁰ Regulation 11(2) of the G&I Regulations.

²¹ Regulation 11(3)(b) of the G&I Regulations

²² Section 141(d) of the LG Act.

What does the internal arbitration process look like in practice?

There is no standard, or 'one size fits all' approach, however a 'typical' internal arbitration process may consist of -

- an initial directions hearing conducted in person or online via MS Teams or Zoom
- written submissions and/or supporting material being provided to the arbiter by each party, and
- a hearing conducted in-person on council premises or at another venue arranged by the council.

How the arbiter decides to conduct the matter may depend on a range of factors, such as the nature and scope of the allegations, whether the alleged facts are in dispute, whether the parties intend to call witnesses, and whether the arbiter has granted leave for any of the parties to have legal representation.

Please note that arbiters typically prefer to hold hearings in-person for a number of important reasons, including the following -

- it allows the arbiter to engage with the parties more directly and immediately and enhances the ability of the arbiter to assess the credibility of evidence put forward
- it ensures procedural fairness in that consistent practices and procedures are applied to the hearing and determination of all complaints
- it ensures that the matters disclosed during the arbitration process are kept confidential and that the privacy of all parties is protected, which is more difficult to ensure in an online environment.



Parties should raise any queries or concerns about the conduct of the internal arbitration process with the arbiter via their council's CCO.

What to expect at a directions hearing

A directions hearing (if held) provides an opportunity for the arbiter to clarify how the matter will be conducted and direct the parties in preparation for the arbitration hearing.

The types of matters that may be discussed at a directions hearing include -

- what kind of information each party intends to rely on to support their case (e.g. council meeting recordings, witness lists/statements, copies of social media posts)
- how the parties should gather and present the information that supports their case
- timelines for submitting information that each party seeks to rely on at the hearing
- when and where the hearing will be held.

What to expect at a hearing

How a hearing is conducted is a matter for the arbiter and as a preliminary matter the arbiter will advise the parties on the conduct and format of the hearing and what is expected of the parties in relation to the hearing.

A hearing enables an arbiter to understand the issues in dispute and hear and weigh up relevant evidence and submissions about the issues in question. Hearings are not open to the public and all information discussed in a hearing is confidential.

A hearing will generally consist of the following people -

- the arbiter
- the applicant (or where there is more than one applicant councillor, the applicants' appointed representative)
- the respondent
- the council's CCO, and
- the transcription/recording service provider.

During the hearing the parties will be given an opportunity to present their case and evidence (including any witnesses) and also address any evidence presented by the other party. The arbiter will listen to and consider the evidence, ask the parties questions or seek clarification about matters raised, and encourage an efficient use of time.

Further, section 145A of the LG Act gives an arbiter the power to -

- request that a person (including other councillors) attend a hearing and answer questions;
- request information from the applicant, the respondent or the council, including confidential information held by the council;
- direct the applicant or respondent to attend a hearing or provide information, including confidential information.

Are the parties required to participate in the internal arbitration process?

The failure by a councillor to comply with the council's internal arbitration process constitutes serious misconduct under the LG Act. A council, a councillor, a group of councillors or the CMI can make an application under section 154 of the LG Act for a Councillor Conduct Panel to make a finding of serious misconduct. If a Councillor Conduct Panel makes a finding of serious misconduct it may impose more serious sanctions on a councillor, including suspending the councillor for up to 12 months.

Additionally, an arbiter is permitted to discontinue the hearing if -

- the arbiter considers that the applicant has not responded, or has responded inadequately, to a request for further information, or
- the applicant has failed to attend the hearing.²³

²³ Regulation 11(3)(c) of the G&I Regulations.

What sanctions can an arbiter impose after a finding of misconduct?

Generally, following the completion of the hearing, the arbiter will reserve their decision and make their determination at a later date.

If, after completing the internal arbitration process, the arbiter determines that a councillor has failed to comply with the Model Code of Conduct, the arbiter may make a finding of misconduct against the councillor.²⁴

If an arbiter has made a finding of misconduct against a councillor, the arbiter may do any one or more of the following -

- direct the councillor to make an apology in a form or manner specified by the arbiter;
- suspend the councillor from the office of councillor for a period specified by the arbiter not exceeding 3 months;
- direct that the councillor be removed from any position where the councillor represents the council for the period determined by the arbiter;
- direct that the councillor is removed from being the chair of a delegated committee for the period determined by the arbiter;
- direct a councillor to attend or undergo training or counselling specified by the arbiter;
- direct that the councillor is not to attend or participate in a council meeting specified by the arbiter that occurs after the meeting at which the decision and statement of reasons are tabled;
- direct that the councillor is ineligible to hold the office of Mayor or Deputy Mayor for a period specified by the arbiter not exceeding 12 months.²⁵

Who will receive a copy of the arbiter's decision, and will it be made public?

An arbiter is required to provide a written copy of their decision and statement of reasons to the council, the parties and the PCCR.²⁶ A copy of the arbiter's decision and statement of reasons must be tabled at the next council meeting and recorded in the minutes of that meeting.²⁷

If the arbiter's decision and statement of reasons contains any confidential information, the confidential information must be redacted from the copy of the decision tabled at the Council meeting. Confidential information is redacted by the arbiter (not the council) under subsection 147(5) of the LG Act.

The PCCR will also arrange for a copy of the decision to be published on the Department's website.

²⁴ Section 147(1) of the LG Act.

²⁵ Section 147(2) of the LG Act.

²⁶ Section 147(3) of the LG Act.

²⁷ Section 147(4) of the LG Act.

What happens if a councillor fails to comply with a sanction imposed by an arbiter?

The failure by a councillor to comply with a direction given to the councillor by an arbiter under section 147 of the LG Act constitutes serious misconduct. A council, a councillor, a group of councillors or CMI can make an application under section 154 of the LG Act for a Councillor Conduct Panel to make a finding of serious misconduct.

If a Councillor Conduct Panel makes a finding of serious misconduct it may impose more serious sanctions on a councillor, including suspending the councillor for up to 12 months.

Can the decision of an arbiter be appealed?

If a councillor is dissatisfied with an arbiter's decisions it is open to the councillor to obtain independent legal advice about their rights.

It is open to a person affected by a decision of an arbiter to seek judicial review of the decision from the Victorian Supreme Court under the *Administrative Law Act 1978*.

Appendix 1 – Model Councillor Code of Conduct

1. Performing the role of a Councillor

A Councillor must do everything reasonably necessary to ensure that they perform the role of a Councillor effectively and responsibly, including by—

- (a) representing the interests of the municipal community by considering and being responsive to the diversity of interests and needs of the municipal community; and
- (b) being fit to perform the role of a Councillor when acting in that capacity or purporting to act in that capacity; and
- (c) diligently using Council processes to become informed about matters which are subject to Council decisions; and
- (d) not performing or purporting to perform any responsibilities or functions of the Chief Executive Officer; and
- (e) acknowledging and supporting the Mayor in the performance of the role of the Mayor, including by—
 - (i) respecting and complying with a ruling of the Mayor as the chair of Council meetings (unless dissenting from the ruling in accordance with the Council's Governance Rules); and
 - (ii) refraining from making public comment, including to the media, that could reasonably be perceived to be an official comment on behalf of the Council where the Councillor has not been authorised by the Mayor to make such a comment.

2. Behaviours

- (1) A Councillor must treat others, including other Councillors, members of Council staff and members of the public, with dignity, fairness, objectivity, courtesy and respect, including by—
 - (a) not engaging in demeaning, abusive, obscene or threatening behaviour, including where the behaviour is of a sexual nature; and
 - (b) not engaging in behaviour that intentionally causes or perpetuates stigma, stereotyping, prejudice or aggression against a person or class of persons; and
 - (c) not engaging in discrimination or vilification; and
 - (d) supporting the Council, when applying the Council's community engagement policy, to develop respectful relationships and partnerships with Traditional Owners, Aboriginal community controlled organisations and the Aboriginal community; and

- (e) supporting the Council in fulfilling its obligation under the Act or any other Act (including the **Gender Equality Act 2020**) to achieve and promote gender equality; and
 - (f) ensuring their behaviours and interactions with children are in line with the Council's policies and procedures as a child safe organisation and obligations under the **Child Wellbeing and Safety Act 2005** to the extent that they apply to Councillors.
- (2) A Councillor, as an individual at the workplace, must take reasonable care for their own health and safety and take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons by—
- (a) adhering to applicable systems and policies put in place by the Chief Executive Officer to manage risks to health and safety in the workplace; and
 - (b) complying, so far as the Councillor is reasonably able, with any reasonable instruction that is given by the Chief Executive Officer to manage risks to health and safety.
- (3) A Councillor must act in accordance with any policies, practices and protocols developed and implemented under section 46 of the Act that support arrangements for interactions between members of Council staff and Councillors.

3. Good governance

A Councillor must comply with the following Council policies and procedures required for delivering good governance for the benefit and wellbeing of the municipal community—

- (a) the Council's expenses policy adopted and maintained under section 41 of the Act;
- (b) the Council's Governance Rules developed, adopted and kept in force by the Council under section 60 of the Act, including in relation to—
 - (i) conduct in Council meetings or meetings of delegated committees; and
 - (ii) requesting and approval of attendance at Council meetings and meetings of delegated committees by electronic means of communication; and
 - (iii) the Council's election period policy included in the Council's Governance Rules under section 69 of the Act, including in ensuring that Council resources are not used in a way that is intended to influence, or is likely to influence, voting at a general election or by-election;
- (c) the Council's Councillor gift policy adopted under section 138 of the Act;
- (d) any direction of the Minister given under section 175 of the Act.

4. Integrity

- (1) A Councillor must act with integrity, exercise reasonable care and diligence and take reasonable steps to avoid any action which may diminish the public's trust and confidence in the integrity of local government, including by—
 - (a) ensuring that their behaviour does not bring discredit upon the Council; and
 - (b) not deliberately misleading the Council or the public about any matter related to the performance of their public duties; and
 - (c) not making Council information publicly available where public availability of the information would be contrary to the public interest.

Note

See the public transparency principles set out in section 58 of the Act.

- (2) A Councillor must not, in their personal dealings with the Council (for example as a ratepayer, recipient of a Council service or planning applicant), expressly or impliedly request preferential treatment for themselves or a related person or entity.

5. The Model Councillor Code of Conduct does not limit robust public debate

Nothing in the Model Councillor Code of Conduct is intended to limit, restrict or detract from robust public debate of issues in a democracy.



Fact Sheet: Councillor Conduct Panels

The purpose of this fact sheet is to provide information to councillors about **Councillor Conduct Panels** under Division 7 of Part 6 of the Local Government Act 2020, including in relation to the requirements for making an application for a Councillor Conduct Panel and the conduct of Councillor Conduct Panels hearings.

Version 1.0 – December 2024

Section 1: Making an application for a Councillor Conduct Panel

What is a Councillor Conduct Panel?

A Councillor Conduct Panel (CCP) hearing refers to the process provided for under Division 7 of Part 6 the *Local Government Act 2020* (LG Act) in which a CCP is formed by the Principal Councillor Conduct Registrar (PCCR) to hear an allegation of **serious misconduct** by a councillor.¹

The CCP formed to hear an application that alleges serious misconduct comprises two people selected by the PCCR from a panel list established by the Minister for Local Government under section 153 of the LG Act.²

What types of complaints are heard by a Councillor Conduct Panel?

A CCP may hear an application made under section 154 of the LG Act that alleges serious misconduct by a councillor.

Serious misconduct is defined in section 3 of the LG Act to mean –

- (a) the failure by a Councillor to comply with the Council's internal arbitration process;
- (b) the failure by a Councillor to comply with a direction given to the Councillor by an arbiter under section 147;
- (c) the failure of a Councillor to attend a Councillor Conduct Panel hearing in respect of that Councillor;
- (d) the failure of a Councillor to comply with a direction of a Councillor Conduct Panel;
- (e) continued or repeated misconduct by a Councillor after a finding of misconduct has already been made in respect of the Councillor by an arbiter or by a Councillor Conduct Panel under section 167(1)(b);

¹ Section 154(1) of the LG Act.

² Section 156 of the LG Act.

- (f) bullying by a Councillor of another Councillor or a member of Council staff;
- (g) conduct by a Councillor that is conduct of the type that is sexual harassment of a Councillor or a member of Council staff;
- (h) the disclosure by a Councillor of information the Councillor knows, or should reasonably know, is confidential information;
- (i) conduct by a Councillor that contravenes the requirement that a Councillor must not direct, or seek to direct, a member of Council staff;
- (j) the failure by a Councillor to disclose a conflict of interest and to exclude themselves from the decision making process when required to do so in accordance with this Act.

The grounds of serious misconduct are further outlined below.

Non-compliance with the Councillor Conduct Framework (grounds (a)-(e))

Serious misconduct includes the failure to comply with the council's internal arbitration process or with a direction given to the councillor by an arbiter, and the failure to attend a CCP hearing or to comply with a direction of a CCP. It also includes continued or repeated misconduct after a finding has already been made against a councillor by an arbiter or a CCP.

These provisions reinforce the authority and integrity of internal arbitration process and CCP processes and determinations made by arbiters and CCPs.

It is important to note that grounds (a)-(e) of serious misconduct are not concerned with non-compliance with the **council's internal resolution procedure (CIRP)** under section 140 of the LG Act. The CIRP is supplementary to internal arbitration or CCP processes and is a matter for each council and the councillors involved.

Bullying (ground (f))

Bullying is defined in section 3 of the LG Act, which provides that -

"bullying by a Councillor means the Councillor repeatedly behaves unreasonably towards another Councillor or a member of Council staff and that behaviour creates a risk to the health and safety of that other Councillor or member of Council staff".

Bullying is defined in the same way it is defined in the Commonwealth Fair Work Act 2009, which is the definition used by WorkSafe Victoria. This is repeated, unreasonable behaviour that creates a risk to health and safety.

To meet the definition of bullying under the LG Act, an application must show that -

- there is **repeated unreasonable behaviour** towards another councillor or member of council staff;
- the behaviour is by a councillor; and
- the behaviour creates a **risk to the health and safety** of that other councillor or member of council staff.

This means that a single occurrence of unreasonable behaviour will not meet the definition of bullying under the LG Act. For example, isolated comments directed to a councillor by another councillor at a council meeting or in an email will not amount to bullying if it is a one-off incident. Further, the repeated unreasonable behaviour must be directed towards the same councillor or member of councillor staff rather than towards individuals at large.

To ensure that mayors are supported to hold councillors to account for poor behaviour in accordance with their role, the LG Act makes clear that reasonable steps taken by a mayor carried out in a reasonable manner is not bullying.³

Sexual harassment (ground (g))

Serious misconduct includes conduct by a councillor that is conduct of the type that is sexual harassment of a councillor or a member of council staff.

Sexual harassment under the Act has the same meaning given by section 92 of the *Equal Opportunity Act 2010*.

Section 92(1) of the *Equal Opportunity Act 2010* states that a person sexually harasses another person if he or she -

- makes an unwelcome sexual advance, or an unwelcome request for sexual favours, to the other person; or
- engages in any other unwelcome conduct of a sexual nature in relation to the other person—
in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated that the other person would be offended, humiliated or intimidated.

Section 92(2) states that conduct of a sexual nature includes -

- subjecting a person to any act of physical intimacy;
- making, orally or in writing, any remark or statement with sexual connotations to a person or about a person in his or her presence;
- making any gesture, action or comment of a sexual nature in a person's presence.

Further information about sexual harassment is available on the Victorian Equal Opportunity and Human Rights Commission website [here](#).

Confidential information (ground (h))

Serious misconduct includes, subject to certain exceptions, conduct where a councillor intentionally or recklessly discloses information that they know, or should reasonably know, is confidential information.⁴

Confidential information is defined in section 3 of the LG Act. An application that alleges disclosure of confidential information should specify the class of confidential information under section 3 that is alleged to have been disclosed.

The disclosure of confidential information also constitutes an offence under the LGA Act, which may result in criminal prosecution and conviction.

³ Section 18(3) of the LG Act.

⁴ Section 125 of the LG Act.

Directing council staff (ground (i))

Serious misconduct includes conduct by a councillor that contravenes the requirement that a councillor must not direct, or seek to direct, a member of council staff.

Section 124 of the LG Act provides that a councillor must not intentionally direct, or seek to direct, a member of council staff -

- in the exercise of a delegated power, or the performance of a delegated duty or function, of the council; or
- in the exercise of a power or the performance of a duty or function exercised or performed by the member as an authorised officer under this Act or any other Act; or
- in the exercise of a power, or the performance of a duty or function the member exercises or performs in an office or position the member holds under this Act or any other Act; or
- in relation to advice provided to the council or a delegated committee, including advice in a report to the council or delegated committee.

This reflects that powers are given to the council as a whole, and that an individual councillor does not have the legal authority to instruct or direct a member of council staff or the council administration.

Directing a member of council staff also constitutes an offence under the LG Act, which may result in criminal prosecution and conviction.

Failure to disclose a conflict of interest (ground (j))

Serious misconduct includes the failure by a councillor to disclose a conflict of interest and to exclude themselves from the decision-making process when required to do so in accordance with the LG Act.

An application alleging serious misconduct on the ground that a councillor has failed to disclose a conflict of interest may only be made by the CMI.

Failure to disclose a conflict of interest also constitutes an offence under the LG Act, which may result in criminal prosecution and conviction.

Information about how to make a complaint to the Local Government Inspectorate is available at: <https://www.lgi.vic.gov.au/make-complaint-local-government-inspectorate>

Who can make an application for a Councillor Conduct Panel?

An application for a CCP may be made by –

- a council by resolution,
- a councillor,
- a group of councillors, or
- the Chief Municipal Inspector (CMI).⁵

An application for a finding of serious misconduct that alleges that a councillor has failed to disclose a conflict of interest **may only be made by the CMI**.⁶

If a member of the community believes that a councillor has engaged on serious misconduct and that it should be dealt with under the councillor conduct framework, it is open to them to raise these concerns with the mayor of the council, another councillor or the CMI.

Do councillors need to attempt to resolve a complaint before making an application for a Councillor Conduct Panel?

Where appropriate, councillors are strongly encouraged to attempt to discuss a complaint informally with the other councillor(s) concerned. They should make every effort to resolve their concerns directly with those involved as early as possible, with a view to maintaining effective working relationships.

Every council is required to have in place an internal resolution procedure for dealing with alleged breaches of the Model Code of Conduct.⁷ Schedule 1A to the G&I Regulations prescribes the **council's internal resolution procedure** (CIRP) that may be followed by councils to deal with alleged breaches of the Model Code of Conduct. This procedure must include a conciliation process that is to be conducted by the mayor and may include any other process that the council considers appropriate.

Whilst the CIRP must provide an avenue for dealing with alleged breaches of the Model Code of Conduct, it may also provide councils an effective avenue to address other types of complaints or disputes that may arise. These may include interpersonal disputes or complaints about serious misconduct.

Where a matter alleging serious misconduct cannot be resolved internally, despite attempts to do so, or where use of the CIRP could be counterproductive or problematic, an application for a CCP may be made.



Councillors should attempt to resolve a complaint informally at the earliest opportunity as applications for a CCP must be made within 12 months of the alleged serious misconduct occurring.

⁵ Section 154(2) of the LG Act.

⁶ Section 154(4) of the LG Act.

⁷ Section 140 of the LG Act.

What if councillors do not attempt to resolve a complaint informally?

Although it is not mandatory for councillors to participate in any informal resolution processes, the PCCR may reject an application if an application does not show that sufficient or appropriate steps were taken to attempt to resolve a matter or provide adequate reasons as to why no steps were taken to resolve the matter.⁸

The PCCR may also exercise their discretion to reject an application or refer a matter back to the council if satisfied that the matter the subject of the application has been or is being dealt with, or would more appropriately be dealt with by the council.⁹

A CIRP must include the form and availability of a record of any agreement, resolution or outcome reached through the process. This record may assist councillors to address this requirement in their application.

Councillors should also consider whether it would be appropriate to pursue an application in circumstances where it appears the matter has been resolved. A common example of where this might occur is where the councillor the subject of the complaint has acknowledged their behaviour and made a full and unreserved apology.

What information needs to be included in an application?

The LG Act sets out certain requirements for making an application for a CCP.¹⁰

The application for a CCP must specify –

- where the application is made by the council or a group of councillors, the name and address of the councillor whom the council or the group of councillors has appointed as their representative – this councillor will have the responsibility of being the primary contact; and
- the ground or grounds of serious misconduct; and
- the circumstances, actions or inactions of the councillor who is the subject of the application that are alleged as constituting serious misconduct; and
- the particulars of any evidence of those circumstances, actions or inactions of the councillor that are alleged as constituting serious misconduct; and
- with respect to the matter that is the subject of the application-
 - any steps taken by the council to resolve the matter and the reason why the matter was not resolved; or
 - If the council has not taken any steps to resolve the matter, the reason why the council did not take any steps to resolve the matter.



It is important that an application addresses all of the matters set out in section 154 of the LG Act, otherwise the application will be rejected or returned to you by the PCCR.

⁸ Section 155(1)(c) of the LG Act.

⁹ Section 155(2) of the LG Act.

¹⁰ Sections 154(6) and 154(7) of the LG Act.

Important points to remember when preparing an application

When describing the circumstances, actions or inactions that are alleged as constituting serious misconduct, the application should describe these specifically in relation to types of serious misconduct that the councillor is alleged to have breached.

Applicants must do more than simply set out bare allegations or assertions as the basis for their application. For example, "Councillor Y approached a parking enforcement officer and requested that the parking enforcement officer to withdraw a parking fine." An applicant must include supporting details of the alleged conduct and describe the specific behaviour that is the subject of the application. For example, "On 1 January 2025, I witnessed Councillor Y approach Mr Smith, a parking enforcement officer of the Council outside the customer service centre. Councillor Y expressed concern that a parking fine had been issued against Mrs Jones. Councillor Y explained that Mrs Jones is elderly and will struggle to afford the fine and asked Mr Smith to 'Withdraw the parking fine and issue a warning'".

It is not necessary to include all evidence in an application that may ultimately be provided to a CCP hearing the matter (e.g., screen shots of social media posts, copies of emails, newspaper clippings), however an application should describe the evidence that they intend to rely on in support of the allegations made.

Example

Councillor X makes an application for a CCP on the basis that Councillor Y has engaged in serious misconduct. The application -

- Specifies that Councillor Y is alleged to have engaged in serious misconduct on the ground that Councillor Y bullied Councillor X.
- Describes (having regard to the definition of bullying under the LG Act) the repeated unreasonable behaviour of Councillor Y that is alleged to constitute bullying, which in the particular case are:
 - At the Council meeting of 1 January 2025, during the debate on Item 2, Councillor Y stood up, interrupted Councillor X's remarks and shouted in an aggressive manner, "you are a brainless idiot".
 - On 10 January 2025, Councillor Y made a social media post which made insulting and false statements about Councillor X. The social media post included words to the effect of: "Councillor X is a brainless idiot and nobody likes them" and "Councillor X has not read a single council report".
 - On 12 January 2025, Councillor Y arranged for all councillors to have a social gathering following a councillor briefing. Councillor X was the only Councillor not to be informed of the gathering or receive an invitation and found out about the gathering from another councillor.
- Specifies that Councillor Y's behaviour has caused a risk to Councillor X's health and safety in that Councillor X has been unable to attend councillor briefings and is suffering from stress and anxiety levels following the alleged incidents.
- Specifies that:
 - Councillor Y's behaviour that occurred at the council meeting of 1 January 2025 was recorded and a copy of that recording will be provided in support of the allegation.

- Councillor Y's statements on social media occurred on 10 January 2025 and a copy of that social media post will be provided in support of the allegation.
- Councillor Y sent the invitation for the gathering to all councillors via email on 10 January 2025 except for Councillor X and a copy of that email will be provided in support of the allegation.
- Medical evidence will be provided showing that Councillor X has suffered from stress and anxiety levels following the alleged incidents.
- States that Councillor X attempted to resolve the matter in accordance with the council's internal resolution procedure but that was unsuccessful because Councillor Y refused to participate in the conciliation process.

Applications made by the council or a group of councillors

If an application is made by the council, a copy of the minutes of the council meeting recording the resolution must be included with the application.

If an application is made by the council or a group of councillors, the application must state the name and address of the councillor whom the council or the group of councillors has appointed as representative of the council or the group of councillors.¹¹

This councillor will have the responsibility of being the primary contact and representing the council or group of councillors in relation to the process.

Application forms

While not mandatory, councillors are encouraged to use the *Councillor Conduct Panel Application Form*, which includes prompts to assist councillors with submitting a valid application.

A copy of the application form is available on the Department's website or alternatively, may be requested from the council's Councillor Conduct Officer (CCO).

Applications and any supporting materials should be lodged as a single PDF document to assist the PCCR with processing applications.

How can an application be lodged?

An application for a CCP must be made to the PCCR.

Applications can be lodged with the PCCR -

- by email to: pcc.registrar@ecodev.vic.gov.au
- by post to: Principal Councillor Conduct Registrar
Level 8, 1 Spring Street
Melbourne, VIC 3000

You can also contact your council's CCO to assist you with this process, however, if doing so, you should be mindful of the time limit for making an application.

¹¹ Section 156(7) of the LG Act.

What is the time limit for making an application?

An application for a CCP must be made within **12 months** of the alleged serious misconduct occurring.¹²

An application is taken to be made when it is received by the PCCR.¹³

This requirement means that the PCCR cannot form a CCP to hear the matter if the PCCR receives the application more than 12 months after the alleged serious misconduct occurred.

Further, an application that alleges bullying by a councillor or another councillor or a member of council staff must not allege behaviour by the councillor that did not occur within the previous 12 months.¹⁴

It is important that an application clearly sets out the date the serious misconduct is alleged to have occurred. Failure to do so may result in the PCCR rejecting the application or returning the application to you.

Example

Councillor X intends to make an application for a CCP, alleging that Councillor Y engaged in bullying behaviour. While preparing the application, Councillor X recalls other inappropriate conduct that was directed to them by Councillor Y that took place more than 12 months ago.

As an application must be made within 12 months of the alleged serious misconduct occurring, Councillor X should not include in their application any alleged behaviour that constituted bullying that occurred more than 12 months ago.

Is an application confidential?

Information relating to a CCP is confidential information within the meaning of the LG Act.¹⁵

This includes -

- information provided to or produced by the PCCR for the purposes of an application for a CCP to be formed;
- information, other than a decision or reasons for a decision, that is provided to, or produced by, a CCP, for the purposes of conducting the CCP hearing;
- any part of a statement of reasons or any other document under the control or possession of the CCP that the CCP determines contains confidential information.

This means that councillors must keep information relating to an application for a CCP confidential and out of the public domain.

¹² Section 154(3) of the LG Act.

¹³ Section 154(3A) of the LG Act.

¹⁴ Section 154(3B) of the LG Act.

¹⁵ Section 169 of the LG Act.

The disclosure by a councillor of information the councillor knows, or should reasonably know, is confidential information constitutes serious misconduct. Additionally, intentionally or recklessly disclosing confidential information constitutes an offence under section 125 of the LG Act that carries a penalty of up to 120 penalty units.

Section 125(3) of the LG Act permits confidential information to be used in the course of a CCP, including in an application for a CCP, and for the purposes of the CCP hearing.

This means that councillors and members of council staff may discuss or share information relating to these processes within council, where it's shared for the purpose of the CCP, for example, for the purposes of arranging witnesses or arranging venues.

At the completion of the CCP process the CCP's decision and statement of reasons must be tabled at the next council meeting and recorded in the minutes of that meeting. CCP decisions are also published on the Department's website.

What happens once an application is made to the PCCR?

When an application is made, the PCCR will acknowledge receipt of the application to the applicant.

The PCCR will inform the respondent councillor that an application has been made against them and provide them with a copy of the application. The PCCR will also notify the council's CCO of the application.

PCCR must examine the application

Before an arbiter can be appointed to hear the matter, the PCCR is required to examine an application to determine whether or not it meets the requirements of section 155(1) of the LG Act.¹⁶

In examining the application under section 155(1) of the LG Act, the PCCR must be satisfied that –

- the application is not frivolous, vexatious, misconceived or lacking in substance; and
- there is sufficient evidence to support an allegation of serious misconduct as specified in the application; and
- the council—
 - has taken sufficient or appropriate steps to resolve the matter and the matter remains unresolved; or
 - has not taken any steps to resolve the matter but the Principal Councillor Conduct Registrar is satisfied as to the Council's reasons for not taking any steps.

¹⁶ Section 155(1AA) of the LG Act.

Action the PCCR must take after examining an application

After examining an application for a CCP, the PCCR must take the following action if satisfied of the matters set out in section 155(1) of the LG Act –

- form a CCP to hear the matter the subject of the application without undue delay; and
- if the application alleges serious misconduct of the type relating to the release of confidential information or seeking to direct a member of council staff, provide a copy of the application to the CMI.¹⁷

A CCP is formed by the PCCR by selecting two members from the panel list established by the Minister for Local Government.¹⁸ The Minister must establish the panel list of eligible persons in accordance with section 153 of the LG Act.

The PCCR must ensure that at least one of the two people selected on the CCP is an Australian lawyer who has been admitted to the legal profession for at least 5 years, and this person selected is the chairperson for the CCP.¹⁹

The PCCR must reject an application or refer the matter back to the council if not satisfied of the matters set out in section 155(1) of the LG Act.²⁰ However, if an application for a CCP is made by the CMI, the PCCR must form a CCP to hear the matter and has no discretion to reject the application.²¹

If the PCCR believes the matter the subject of the application has been or is being dealt with, or would more appropriately be dealt with, by the council or another person or body (for example, the CMI or IBAC), the PCCR may reject the application, refer the matter back to council, or refer the matter to that person or body.²²

The rejection or referral of an application by the PCCR does not, however, prevent a further application being made for a CCP in respect of the same conduct by that councillor.²³

Related applications

If the PCCR receives a *subsequent application* that appears to be related to an existing application for which a CCP has been formed, the PCCR must –

- forward the subsequent application to the existing CCP; or
- reject the subsequent application on the basis the PCCR considers it is frivolous, vexatious, misconceived or lacking substance.²⁴

¹⁷ Sections 155(1A) and 156(1) of the LG Act.

¹⁸ Section 156(1) of the LG Act.

¹⁹ Sections 156(3) and 156(4) of the LG Act.

²⁰ Section 155(3) of the LG Act.

²¹ Section 155(4) of the LG Act.

²² Section 155(2) of the LG Act.

²³ Section 155(5) of the LG Act.

²⁴ Section 157(1) of the LG Act.

If a CCP receives a subsequent application, the CCP must decide either –

- to join the subsequent application to the existing application before the CCP; or
- to return the subsequent application to the PCCR, who must examine the subsequent application in accordance with section 155 of the LG Act.²⁵

Can an application be withdrawn?

An applicant can withdraw an application by notice in writing to the PCCR at any time before the application has been examined by the PCCR.

If a CCP has already been formed to hear the application, the applicant may notify the CCP in writing of their intention to withdraw the application via the PCCR.

How long does it take for the PCCR to examine an application for a Councillor Conduct Panel?

As each application is different, the time required for the PCCR to examine an application to ensure it meets the requirements under section 155 of the LG Act will vary.

As a general guide, the PCCR will endeavour to acknowledge an application within 2-4 business days of receipt, after which the PCCR will seek to notify the parties of the outcome of the examination within 15-20 business days.

Can a respondent to an application provide the PCCR with a response to the allegations?

No. The PCCR is required to examine an application in accordance with the LG Act and in doing so, must be satisfied of the matters set out under the LG Act. The LG Act does not permit the PCCR to consider any response or material from the respondent in respect of the application.

If a CCP is subsequently formed to hear the matter, the respondent will have the opportunity to respond to the allegations and present evidence to the CCP at that time.

What may happen to an application for a Councillor Conduct Panel where the type of serious misconduct alleged is also an offence that can be prosecuted in court?

The following types of serious misconduct are also offences which carry penalties of up to 120 penalty units, and can be prosecuted by the CMI in court –

- seeking to direct a member of council staff under section 124 of the LG Act;
- the release of confidential information under section 125 of the LG Act;
- a failure to comply with conflict of interest requirements under section 130 of the LG Act.

If an application for a CCP to make a finding of serious misconduct has been made against a councillor in respect of directing a member of council staff or disclosing

²⁵ Sections 157(2) and 157(3) of the LG Act.

confidential information, and the PCCR is satisfied of the matters set out in section 155(1), the PCCR must provide a copy of the application to the CMI. The CMI has the power to then require a CCP to suspend or stop the consideration of a matter in order to commence an investigation into the matter.

If an application for a CCP to make a finding of serious misconduct has been made against a councillor in respect of this conduct, a councillor must not be separately charged with an offence in respect of the same conduct by the CMI, unless –

- the CCP application is withdrawn;
- the CMI requires the CCP to suspend or stop the matter;
- before the CCP makes a determination against the councillor, that councillor ceases to be a councillor;
- the matter or behaviour has been referred to another law enforcement agency.²⁶

Similarly, if a councillor has been charged with an offence with respect of this conduct, a separate application for a CCP to make a finding of serious misconduct against the councillor must not be made for the same conduct.²⁷

²⁶ Section 158 of the LG Act.

²⁷ Section 159 of the LG Act.

Section 2: Conducting a Councillor Conduct Panel hearing

What happens if a Councillor Conduct Panel is formed to hear the application?

If a CCP is formed to hear the application by the PCCR, the CCP will commence the hearing with the support and assistance of the PCCR and the council's CCO.

Under the LG Act, this involves the CCP –

- fixing a time and a place for the hearing to be conducted; and
- serving a written notice (either via post or electronic means) of the time and place of the hearing on –
 - the applicant (being an individual councillor, a group of councillors, the council, or the CMI);
 - the respondent (being the councillor, whose conduct has prompted the application); and
 - the council.²⁸

Councillor Conduct Panel procedures

How the CCP is conducted is at the discretion of the CCP, subject to certain requirements set out in the LG Act.

The LG Act requires a CCP to conduct a hearing before it can make a determination under section 167 of the Act.²⁹

The LG Act provides that a CCP must conduct the hearing with as little formality and technicality as the proper consideration of the matter permits and ensure that the hearing is not open to the public.³⁰ Further, a CCP is not bound by the rules of evidence, like a Court, and may be informed in any manner the CCP sees fit.³¹

Although these processes are intended to be informal, the LG Act provides that the rules of natural justice apply to a CCP.³² This means that the CCP must allow a person to present his or her side of the story and must make decisions in an objective and unbiased way. Section 163(3) of the LG Act expressly states that a CCP must ensure that parties involved in a CCP hearing are given an opportunity to be heard by the CCP.

In keeping with the low level of formality of these processes, section 163(2)(b) of the LG Act specifically states that a councillor who is a party to a CCP does not have a right to representation unless the CCP considers that representation is necessary to ensure that the process is conducted fairly. If a councillor wishes to be legally represented on this basis, it is open to them to seek leave from the CCP.

²⁸ Section 160 of the LG Act.

²⁹ Section 163(1) of the LG Act.

³⁰ Section 163(2)(a) of the LG Act.

³¹ Section 163(2)(e) of the LG Act.

³² Section 163(2)(f) of the LG Act.

What does the Councillor Conduct Panel process look like in practice?

There is no standard, or one size fits all approach, however a typical CCP hearing may consist of -

- an initial directions hearing conducted in person or online via MS Teams or Zoom,
- written submissions and/or supporting material being provided to the CCP by each party, and
- a hearing conducted in-person on council premises or at another venue arranged by the council.

How the CCP decides to conduct the hearing may depend on a range of factors, such as the nature and scope of the allegations, whether the alleged facts are in dispute, whether the parties intend to call witnesses, and whether the CCP has granted leave for any of the parties to have legal representation.

Please note that CCPs typically prefer to hold hearings in-person for a number of important reasons, including:

- it allows the CCP to engage with the parties more directly and immediately and enhances the ability of the CCP to assess the credibility of evidence put forward,
- it ensures natural justice in that consistent practices and procedures are applied to the hearing and determination of all complaints, and
- it ensures that the matters disclosed during the CCP hearing are kept confidential and that the privacy of all parties is protected, which is more difficult to ensure in an online environment.



Parties should raise any queries or concerns about the conduct of the CCP process directly with the CCP via the PCCR or their CCO.

What to expect at a directions hearing

A directions hearing (if held) provides an opportunity for the CCP to clarify how the matter will be conducted and direct the parties in preparation for the hearing to be conducted.

The types of matters that may be discussed at a directions hearing may include -

- what kind of information each party intends to rely on to support their case (e.g. council meeting recordings, witness lists/statements, copies of social media posts)
- how the parties should gather and present the information that supports their case
- timelines for submitting information that each party seeks to rely on at the hearing
- when and where the hearing will be held.

What to expect at a hearing

How a hearing is conducted is a matter for the CCP and as a preliminary matter, the CCP will advise the parties on the conduct and format of the hearing and what is expected of the parties in relation to the hearing.

A hearing enables the CCP to understand the issues in dispute and hear and weigh up submissions and relevant evidence about the issues in question. Hearings are not open to the public and all information discussed in a hearing is confidential.

A hearing will generally consist of the following people -

- the CCP members,
- the applicant (or where there is more than one applicant councillor, the applicants' appointed representative),
- the respondent,
- the council's CCO, and
- the transcription/recording service provider.

During the hearing the parties will be given an opportunity to present their case and evidence (including any witnesses) and also address any evidence presented by the other party. The CCP will listen to and consider the evidence, ask the parties questions or seek clarification about matters raised, and encourage an efficient use of time.

Further, section 161 of the LG Act gives the CCP the power to -

- request that a person (including other councillors) attend a hearing and answer questions;
- request information from the applicant, the respondent or the council, including confidential information held by the council;
- direct the applicant or respondent to attend a hearing or provide information, including confidential information.

Do the parties need to participate in the Councillor Conduct Panel process?

The failure by a councillor who is a respondent to a CCP hearing to attend a CCP process, or the failure of a councillor to comply with a direction of a CCP, constitutes serious misconduct under the LG Act.

What sanctions can a Councillor Conduct Panel impose after a finding of serious misconduct?

Generally, following the completion of the hearing, the CCP will reserve its decision and make their determination at a later date.

After conducting the hearing, the CCP may –

- make a finding of serious misconduct against a councillor;
- make a finding of misconduct against a councillor (provided the application for a CCP was made within 3 months after the breach occurred);
- whether or not a finding of misconduct or serious misconduct against a councillor has been made, determine that remedial action is required;
- dismiss the application.³³

Where remedial action is required, the CCP may direct the councillor to attend mediation, training and counselling and may set reasonable conditions as part of this.³⁴ Any expenses incurred by councillors in attending mediation, training or counselling must be paid by the council.³⁵

If a CCP makes a finding of serious misconduct against a councillor, the councillor becomes ineligible to hold the office of Mayor or Deputy Mayor for the remainder of the council's term, unless the CCP directs otherwise.³⁶

Further, if a CCP makes a finding of serious misconduct, the CCP may –

- reprimand the councillor;
- direct the councillor to make an apology;
- suspend the councillor from office for a period not exceeding 12 months;
- direct that the councillor is ineligible to chair a delegated committee of the council for a period not exceeding the remainder of the council's term.³⁷

If a CCP makes a finding of misconduct against a councillor, the CCP may –

- direct the councillor to make an apology;
- suspend the councillor from office;
- direct that the councillor be removed from any position where the councillor represents the council for a period determined by the CCP;
- direct that the councillor be removed from being the chair of a delegated committee for a period determined by the CCP.³⁸

³³ Section 167(1) of the LG Act.

³⁴ Sections 167(6) and 167(7) of the LG Act.

³⁵ Section 167(8) of the LG Act.

³⁶ Section 167(2) of the LG Act.

³⁷ Section 167(3) of the LG Act.

³⁸ Section 167(4) of the LG Act.

Who will receive a copy of the Councillor Conduct Panel's decision, and will it be made public?

Under the LG Act, after a CCP has made a determination, the CCP must give a copy of the decision, and within 28 days of making a determination give a written statement of reasons for the decision, to –

- the council;
- the parties to the matter;
- the Minister for Local Government; and
- the PCCR.³⁹

A copy of the CCP decision and written statement of reasons given to the council must be –

- tabled at a council meeting specified by the CCP, or otherwise the next council meeting; and
- recorded in the minutes of that council meeting.⁴⁰

If the CCP's decision and statement of reasons contains any confidential information, the confidential information must be redacted from the copy of the decision tabled at the council meeting. Confidential information is redacted by the CCP (not the council) under subsection 168(3B) of the LG Act.

The PCCR will also arrange for a copy of the decision to be published on the Department's website.

What happens if a councillor fails to comply with a sanction imposed by a Councillor Conduct Panel?

The failure by a councillor to comply with a direction given to the councillor by a CCP constitutes **serious misconduct** under the LG Act.

Can the decision of a Councillor Conduct Panel be appealed?

If a councillor is dissatisfied with a CCP's decision it is open to the councillor to obtain independent legal advice about their rights.

It is open to a person affected by a decision of a CCP to apply to the Victorian Civil and Administrative Tribunal (VCAT) for merits review of the CCP's decision.⁴¹

An application to VCAT for review must be made within 28 days of the CCP giving a statement of reasons.⁴²

³⁹ Sections 168(1) and 168(3) of the LG Act.

⁴⁰ Sections 168(2) and 168(3A) of the LG Act.

⁴¹ Section 170(1) of the LG Act.

⁴² Section 170(3) of the LG Act.

8.13 Revised Audit and Risk Committee Charter

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Manager Governance & Risk, Andrew Dowling
Manager:	Manager Governance and Risk, Andrew Dowling
Executive:	Director, Customer and Performance, Greg Curcio

SUMMARY

A review of the Audit and Risk Committee Charter has been undertaken. Following its review, the Audit and Risk Committee has recommended the revised Charter be presented to Council for consideration.

RECOMMENDATION

That Council resolve to adopt the revised Audit and Risk Committee Charter as set out in Attachment 1 of this report (subject to acceptance of tracked changes).

1. DISCUSSION

As per the current Audit and Risk Committee Charter (Section 5.10), the Audit and Risk Committee must assess the adequacy of its Charter at least every two years. The current Charter was adopted by Council at its February 2023 Council meeting.

A revised Audit and Risk Committee Charter (the Charter) was presented to the Audit and Risk Committee (ARC) on 12 December 2024. Following feedback from the ARC, further revisions have been made and a final revised Charter endorsed out of session for presentation to Council.

A number of changes have been made to the revised Charter which are set out in Attachment 1 (with changes tracked).

Formatting updates have been made throughout the document (not tracked), replacing dot points with numbered lists in many instances to improve clarity and ease of referencing the Charter. A new table of contents has also been inserted.

Material content changes proposed are summarised below:

- **Internal Control Environment – Clause 4.2 - pg. 5**
 - An addition has been made to item 4.2.1 to broaden the Committee's scope, from the adequacy and effectiveness of individual policies, ensuring it extends more holistically to Council's framework for maintaining relevant and current policies.
 - This addresses the Committee's role in addressing the broader processes and systems that govern how policies are reviewed, updated, and refreshed.
- **Internal Control Environment – Clause 4.9 - pg. 5**
 - The former clause 4.4.9 is proposed to be removed as it pertains to operational coordination between internal and external auditors, a function better suited to

management and reflects the Committee's focus on higher order governance responsibilities.

- **Internal Audit – Clause 4.4 - pg. 7**
 - Formal provision has been made in clause 4.4.11 for the Committee Chairperson or their delegate to participate in the evaluation panel during the procurement of internal audit services, in line with Council's Procurement Policy.
 - This will strengthen the link between the Committee and the internal audit function, allowing the Committee to provide valuable insight into the selection process.
- **Committee Governance – Clause 5.1 – Page 8**
 - A change has been made to clause 5.1.2 to reflect the current custom and practice that the Mayor of the day is traditionally a member of the Audit and Risk Committee.
- **Independent Members – Clause 5.2 – Page 9**
 - New headings have been created to improve the structure and clarity.
 - Clause 5.2.1 has been updated to identify appropriate stakeholders to be consulted when preparing advice to Council on the re-appointment of independent members.
 - Clause 5.2.2 has been updated to clarify the circumstances in which a casual vacancy has been created. A change has been made to specify that a casual vacancy can be filled at the discretion of Council for a period of up to 3 years. This aligns with the term limits in clause 5.2.1 and will help ensure casual vacancies are filled in a manner which supports an orderly rotation of membership.
- **Charter Review – Clause 5.10 – Page 12**
 - Clause 5.12 has been updated to include provision to document both when the Charter was last reviewed by the Audit and Risk Committee.
 - This reflects the Committee's obligation in Clause 5.10 to review the Charter every two years and submit requests to Council for revisions or amendments.

Feedback was also received suggesting Council might wish to give consideration to the current tenure limit of 2 terms (6 years) to 3 terms (9 years).

- Tenure limits for independent members is ultimately a balance between continuity and independence.
- The current 6-year term limit allows independent members to gain sufficient organisational understanding over a period, while mitigating the risks associated with prolonged service, such as diminished objectivity. It enables independent members to provide continuity across election terms, ensuring the Committee retains institutional knowledge and stability during times of change. Limiting tenure to six years helps maintain Committee independence by encouraging regular renewal and the introduction of fresh perspectives into the Committee's deliberations.
- In a 2016 report on Audit Committee Governance, the Victorian Auditor General's Office referenced the 2016 Standing Directions from the Minister for Finance which indicate that Victorian public sector agencies should appoint committee members for an initial term of up to three years and for no more than three terms of three years.

While the matter of term limits was raised, this was not an issue the Committee formed a recommendation on, noting that it would raise conflict of interest considerations for existing members.

While the current six-year term limit has served Council well, and officers have not recommended a change to the maximum tenure in the Charter; it is officers' view that either a maximum six, or maximum nine-year term would achieve the desirable balance between continuity and independence.

2. ENGAGEMENT

Not applicable

3. SOCIAL IMPLICATIONS

A strong Audit and Risk Committee Charter can contribute to community trust in the integrity, transparency, and accountability of Council operations.

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 IMPLICATIONS

Not applicable.

6. FINANCIAL AND RESOURCE IMPLICATIONS

There are no financial or resource implications arising from recommended amendments to the Audit and Risk Committee Charter. Changes to the term limits of independent members could impact on the costs associated with the changeover of membership, however the change would not have a material impact on the Governance and Risk Department's budget.

7. RISKS

The Audit and Risk Committee is an essential part of Council's governance and risk oversight. A clearly defined and up-to-date Charter strengthens the Committee's ability to operate with independence, clarity, and purpose - supporting Council's broader efforts to manage risk, ensure compliance, and maintain organisational integrity.

8. KNOX COMMUNITY AND 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Revised Audit and Risk Committee Charter 2025 - Tracked [**8.13.1** - 14 pages]

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Audit & Risk Committee Charter
Adopted by Council – May 2025

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1. Introduction

Knox City Council is committed to good governance, public transparency and accountability to the Knox community. The Audit and Risk Committee is established to strengthen Council's governance, risk management, financial management; and to drive continuous improvement.

Knox Council's Audit and Risk Committee (the Committee) is an independent Advisory Committee, established under section 53(2) of the *Local Government Act 2020* (the Act).

The Committee provides an autonomous link between Council, Management and its external and internal auditors and assists in providing independent advice, assurance and recommendations to Knox Council on matters relevant to the Committee's Charter.

2. Purpose of the Committee and Charter

This Charter has been developed in accordance with section 54(2) of the Act and sets out the Committee's objective, governance arrangements and duties and responsibilities.

The Committee's role is to support Council in discharging its oversight and accountability responsibilities related to:

- a. Compliance with Council's policies, procedures and governance principles;
- b. Overarching governance principles;
- c. Effectiveness of Council's system of internal controls, including fraud and corruption prevention;
- d. Council's risk management framework;
- e. Financial and performance reporting;
- f. Internal audit and external audit functions; and
- g. Statutory and legislative compliance.

The Committee will engage with Management in a constructive and professional manner in discharging its responsibilities and formulating its advice to the Council.

The Committee will advise Council on how best to fulfil its responsibilities and facilitate decision making by providing a formal forum for communication and liaison between the Council members and Management, internal auditors and external auditors.



3. Committee Authority

The Committee is directly responsible to Council for discharging its responsibilities as set out in this Charter and its Annual Work Plan.

The Committee has the authority to:

- a. Establish and regularly review its Annual Work Plan to enable it to discharge its responsibilities effectively, pursuant to the requirements of this Charter;
- b. Approve internal and external audit plans;
- c. Endorse documents, policies and reports that must be approved by Council, including annual financial reports, annual performance statements, new or revised policies and other documents that assist in maintaining a strong internal control environment;
- d. Provide advice and make recommendations to Council on matters within its areas of responsibility as prescribed in the Act;
- e. Retain counsel of relevant independent experts where it considers that is necessary in order to execute its responsibilities, subject to prior agreement with the Chief Executive Officer;
- f. Seek any relevant information it requires from Council, Council Officers (who are expected to cooperate with the Committee's requests) and external parties;
- g. Meet with Council Officers, internal and external auditors and other parties as required to discharge its responsibilities; and
- h. Meet annually with the External Auditors and the Internal Auditors respectively without Management present.

The Committee has no executive authority, no delegated financial responsibilities and no delegated authority from Council, unless specifically provided by Council from time to time. Any such authority shall be temporary and may only relate to specific matters as resolved and directed by Council.

The Committee will through the Chief Executive Officer have access to appropriate support to enable it to discharge its responsibilities effectively.

4. Committee Duties and Responsibilities

The Committee will discharge the following duties and responsibilities:

4.1 Financial and Performance Reporting

- 4.1.1 Review Council's annual financial report and annual performance statement prior to their approval focusing on:
 - a) Whether they are complete and consistent with information known to Committee members;



- b) The reporting requirement of Accounting Policies and approved Accounting Standards and Treatments;
- c) The assumptions used and process applied in making significant accounting estimates;
- d) Compliance with accounting standards and other reporting requirements of financial and non-financial information;
- e) Significant changes to the content of the reports, the operating results, financial position and performance indicators in comparison to the previous year; and
- f) Adequate disclosure of Council's financial performance and position.

4.1.2 Review and recommend the adoption of the annual financial report and annual performance statement to Council and review any significant changes and the reasons for the changes that may arise subsequent to any such recommendation;

4.1.3 At least annually review significant accounting and external reporting issues, including complex or unusual transactions, transactions and balances in areas where judgement is required, changes to accounting policies, audit adjustments, performance variations, legal risk or contractual exposures, recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the annual financial report and the audit thereof;

- a) At least annually review changes to the Local Government Performance Reporting Framework and understand the impact of those changes on Council's performance indicators;
- b) Review with Management and the external auditors the results of the audit, including any difficulties encountered by the auditors and how they were resolved; and
- c) Review the appropriateness of the format and content of periodic management financial reports and performance statements to Council as required.

4.2 Internal Control Environment

- 4.2.1 Review the adequacy and effectiveness of key policies, procedures, systems and controls on a regular basis [including Council's framework for ensuring policies remain relevant and current](#);
- 4.2.2 Review the systems and processes implemented by Council for monitoring compliance with relevant legislation and regulations and the results of Management's response to any instances of non-compliance;
- 4.2.3 Receive reports on local government performance audits undertaken by Victorian Auditor-General's Office (VAGO), Independent Broad-based Anti-



Corruption Commission (IBAC), Local Government Inspectorate, Victorian Ombudsman and other relevant integrity bodies to consider relevant findings and recommendations for action where appropriate;

- 4.2.4 Consider whether systems and controls are reviewed regularly and updated where required, including testing compliance;
- 4.2.5 Consider significant changes to systems and controls to assess whether those changes significantly impact Council's risk profile;
- 4.2.6 Review and assess whether the control environment is consistent with Council's Governance Principles; and
- 4.2.7 Obtain briefings on any significant compliance matters.

4.3 External Audit

- 4.3.1 Annually review and approve the external audit scope and plan proposed by the external auditor;
- 4.3.2 Be briefed annually by the external auditor on the audit scope and strategy at the commencement of each year's audit process;
- 4.3.3 Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope of work or access to information;
- 4.3.4 Ensure that significant findings and recommendations made by the external auditor, and Management's responses are received, appropriate and are acted upon in a timely manner;
- 4.3.5 Review the effectiveness of the external audit function and ensure that VAGO is aware of the Committee's views;
- 4.3.6 Consider the findings and recommendations of any relevant performance audits undertaken by VAGO and monitor Council's responses to them; and
- 4.3.7 Meet with the external auditor at least annually without Management in attendance.

4.4 Internal Audit

- 4.4.1 Annually review and approve the rolling three-year strategic internal audit plan with a focus on:
 - a) Internal controls over significant areas of risk, including non-financial management system controls;
 - b) Internal controls over revenue, expenditure, assets and liabilities processes;
 - c) Efficiency, effectiveness and economy of significant Council programs;
 - d) Compliance with regulations, policies, best practice guidelines; and
 - e) Contractual arrangement.
- 4.4.2 Review progress on delivery of the annual internal audit plan;
- 4.4.3 Review and approve proposed scopes for each review in the annual internal audit plan;

- 4.4.4 Review reports on internal audit reviews, including recommendations for improvement arising from those reviews;
- 4.4.5 Meet with the leader of the internal audit function at least annually without Management in attendance;
- 4.4.6 Monitor action by Management on internal audit findings and recommendations;
- 4.4.7 Review the effectiveness of the internal audit function and ensure that it has appropriate authority within Council and has no unjustified limitations on its work;
- 4.4.8 Review the appropriateness of special internal audit investigations and assignments undertaken by the internal auditor at the request of Council or the Chief Executive Officer;
- 4.4.9 ~~Facilitate liaison between the internal and external auditors to promote compatibility, to the extent appropriate, between their audit programs;~~
- 4.4.910 Review the performance of the internal auditor, including adhering to appropriate professional and quality standards; and where performance is not considered satisfactory, report to Council and make a recommendation on the termination of the internal audit contractor and to subsequently undertake a process for the appointment of a new internal auditor contractor;
- 4.4.11 The Chairperson or their delegate will participate in the evaluation panel considering the procurement of internal audit services pursuant to the provisions of Council's Procurement Policy (as adopted or amended from time to time).
- 4.4.101 Ensure that the Committee is aware of and appropriately represented with regard to any proposed changes to the appointment of the internal audit service provider, including being appropriately briefed on the need for any proposed change.

4.5 Risk Management

- 4.5.1 Review annually the effectiveness of Council's risk management framework, ensuring it has the appropriate risk management processes and adequate management information systems in place;
- 4.5.2 Review Council's risk appetite statement and the degree of alignment with Council's risk profile;
- 4.5.3 Review Council's risk profile and the changes occurring in the profile from meeting to meeting;
- 4.5.4 Review Council's treatment plans for significant risks, including the timeliness of mitigating actions and progress against those plans;



- 4.5.5 Gain assurance that Council has appropriate insurance and claims management processes in place.
- 4.5.6 Review the effectiveness of business continuity and disaster recovery plans; and
- 4.5.7 Review the approach to business continuity planning arrangements, including whether business continuity and disaster recovery plans have been regularly updated and tested.

4.6 Ethical Behaviour, Fraud and Corruption

- 4.6.1 Review and monitor Council's Fraud and Corruption Control Framework, including fraud preventative systems and controls, policies, awareness programs and reporting channels biannually;
- 4.6.2 Receive reports from Management about actual or suspected instances of fraud or corruption, serious misconduct, or breaches of ethical standards including analysis of the underlying control failures and action taken to address each event;
- 4.6.3 Review reports by Management about the actions taken by Council to report such matters to the appropriate integrity bodies; and
- 4.6.4 Review findings and examinations by regulatory or independent agencies or internal or external audit, confirming that Management have taken actions as a result of the findings.

5. Committee Governance

5.1 Membership

The Committee will consist of a majority of members who are not Councillors, comprising five members appointed by Council as follows:

- a) Three (3) Independent Members; and
- b) Two (2) Councillors ([traditionally one of whom is the Mayor](#)).

Council employees are not able to be members of the Committee.

Where the Mayor is not otherwise appointed to the Committee, they will serve as an ex-officio member of the Committee with no voting entitlement.

Any Councillor, not appointed to the Committee, may attend a Committee meeting as an observer only and will have no opportunity to participate in the debate and no voting entitlement.

5.2 Independent Members

[5.2.1 Terms and Reappointment](#)

Independent members will be appointed for three year terms.



Subject to section 5.2.2, At-at the conclusion of their first term, independent members may be reappointed for one additional three-year term subject to satisfactory performance, to a maximum of six years' service in total.

Recommendations to Council regarding re-appointments may be informed by consultation with key stakeholders, including the Mayor, Councillor-members of the Committee, and the Chairperson. If the role under review is that of the current Chairperson, consultation may be alternatively involve the previous Chairperson (if available) or another independent member. Chairperson is (for the previous Chairperson if the role under review is that of the Chairperson).

Independent member's terms of appointment should be arranged so that there is an orderly rotation of membership and avoidance of more than one independent member retiring at the same time in order to provide continuity and minimize the loss of knowledge.

5.2.2 Casual Vacancies

Where an independent member has not been in attendance for two consecutive meetings, without submitting an apology or having been granted a leave of absence, a casual vacancy will be created and their membership revoked.

In the event of an independent member resigning or retiring before the expiry of their term, the vacancy may be filled, at the discretion of the Council, for the remainder of the resigning member's term.

A casual vacancy will also be created in the event of an independent member resigning or retiring before the expiry of their term.

A casual vacancy may be filled, at the discretion of the Council, for an initial term of up to three years, giving regard to an orderly rotation of membership and avoidance of more than one independent member retiring at the same time.

5.2.3 Recruitment and Selection

Independent members must collectively have expertise in financial management and reporting and risk management and also experience in public sector management.

New independent members' vacancies will be publicly advertised in appropriate places such as statewide and local newspapers, Council's website, Australian Institute of Company Directors, Governance Institute of Australia and other appropriate channels.

A 'Recruitment and Selection Panel', comprising the Chief Executive Officer, Mayor, Councillors and the Chairperson, will be established to recommend the preferred appointment to Council for consideration.

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The Recruitment and Selection Panel shall assess applications for membership against appropriate criteria. The criteria shall fall within the areas of:

- a) level and breadth of senior business, management, finance and accounting and/or audit experience and qualifications;
- b) level of familiarity with Government operations, including financial reporting, auditing requirements, risk management, business ethics and corporate governance; and
- c) previous Audit and/or Risk Committee experience.

Independent members should have the ability to provide Councillors, the Chief Executive Officer and Management with well-rounded and professional advice concerning the adequacy of Council's administrative, operational, financial and accounting systems and controls, performance reporting regimes, and risk management processes.

5.2.4 Remuneration and Insurance

Remuneration will be paid to independent members as approved by Council from time to time, with annual increases limited to increases in the Consumer Price Index (CPI All Group Melbourne) adjusted annually on July 1.

Independent members have professional indemnity insurance coverage under Council's Liability Mutual Insurance (LMI) policy when acting in that capacity and within the scope of their duties for and on behalf of Council, subject to the policy terms and conditions.

5.3 Councillor Members

Councillor members will be appointed to the Committee by Council annually in November.

Should an appointed Councillor member not be able to attend a Committee meeting, Council can appoint an alternate member to act in such circumstances, either on a meeting by meeting basis or for the remainder of their term.

5.4 Committee Member Regulatory Obligations

Committee members must be fully aware of their obligations and responsibilities under section 53 of the Act. These obligations relate to misuse of position as a member of the Committee (section 123), confidential information (section 125) and conflict of interest (sections 126 to 131).

5.5 Chairperson

The Chairperson of the Committee must be an independent member.

The Committee will appoint the Chairperson of the Committee.



If the Chairperson is unable to attend a meeting, the members in attendance at the meeting will appoint a temporary Chairperson for that meeting from among the attending members.

5.6 Meetings

The Committee will meet at least quarterly, with the authority to convene additional meetings, as and when required.

A schedule of meetings will be developed annually and adopted by the Committee.

A quorum shall comprise at least one Councillor member and two independent members.

All Committee members are requested to attend each meeting in person, although members can attend through electronic means and will be included as part of the quorum.

Committee meetings are not open to the public and all meeting agendas, minutes and proceedings are deemed confidential.



Matters before the committee may, at the discretion of the Chairperson, be resolved by consensus rather than vote. Where a vote is required or conducted all members will have one vote. The Chairperson shall have a casting vote on the occasion where there is an equal tally of votes on a matter.

Where a matter is required to be dealt with by the Committee between meetings, it may be undertaken by circulating a resolution. A report outlining the matter and a request to vote on the item will be sent by Council's management via email, with the outcome endorsed and minuted at the next Committee meeting.

The Chief Executive Officer, Director Customer and Performance, Manager Governance & Risk, and Chief Financial Officer (or their nominated representatives) will attend all meetings.

The Committee will invite other members of Council's Management team, the internal and external auditors and other staff as appropriate to attend meetings.

The Committee and External and Internal Auditors will meet without Management at least once per annum to discuss issues of relevant interest.

Committee members and the internal auditor and external auditor can request the Chairperson to convene additional meetings if they feel that is justified to address unexpected matters that may have arisen.

Meeting agendas and appropriate briefing materials will be provided to members at least one week before each meeting.

Minutes will be taken at each meeting, documenting attendance, formal decisions and actions arising.

Minutes will be circulated to the Chairperson for approval within one week of the meeting occurring and also presented for formal endorsement at the next meeting of the Committee.

The Chairperson will sign the minutes following the confirmation of the minutes at a subsequent meeting.

The Manager Governance & Risk will ensure administrative support is provided to the Committee.



5.7 Disclosures to Committee

The Committee will ascertain at each meeting whether the work of the Internal Auditor has been obstructed in any way. Where the Internal Auditor's response is that the work has been obstructed, the Chairperson will ascertain from the Chief Executive Officer what action will be taken to remedy the issue. Where it is alleged that the Chief Executive Officer has obstructed the Internal Auditor's work, the Chairperson will consult with the Mayor to ascertain what resolution can be reached.

If it is considered that the obstruction is substantiated, and is of an ongoing nature that creates a risk to effective internal audit practices, the Chairperson will consult with the Chief Executive Officer and the Mayor to seek a resolution.

Where the matter cannot be resolved through this process the matter will be referred to Council for appropriate attention.

In order to ascertain whether there are any issues that the Committee should be aware of, the Chief Executive Officer or their representative attending each meeting should be questioned as to whether there are any breaches of legislation or practices that should be brought to the Committee's attention.

Where issues are disclosed and substantiated, the Committee members will seek from the Chief Executive Officer an explanation as to what appropriate actions are to be taken to remedy same.

Where the Chief Executive Officer is alleged to have caused the breach of legislation or practices and a satisfactory resolution is not arrived at, the Chairperson will consult with the Mayor and the Chief Executive Officer in an attempt to resolve the issue. Where no satisfactory resolution can be reached through this process, the matter will be referred to Council for appropriate attention.

5.8 Planning and Reporting

The Committee will prepare a bi-annual report to Council through the Chief Executive Officer on the Committee's activities, findings, recommendations and functions.

The Chairperson will be invited to address Council at least once per annum on the activities and performance of the Committee.

The second of these reports will be presented to Council after the meeting at which the annual financial report and the annual performance statement have been considered and recommended to Council for adoption, such report indicating how the Committee has discharged its responsibilities as set out in this Charter for the previous year.



5.9 Performance Evaluation

The Committee shall undertake a process to evaluate its performance at least annually each year and report the outcomes of the evaluation process to Council through the Chief Executive Officer or the Committee's bi-annual report, including recommendations for any opportunities for improvement.

The evaluation will include feedback from both Committee members and Management who have regular interactions with the Committee.

5.10 Review of Charter

The Committee shall review and assess the adequacy of this Charter every two years or earlier if necessary and submit requests to Council through the Chief Executive Officer for revisions and improvements for approval.

[The Charter was last reviewed by the Audit & Risk Committee at its meeting in December 2024 and in out of session consultation in May 2025.](#)

5.11 Administrative Updates

From time to time, circumstances may change leading to the need for non-material changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively by the Chief Executive Officer. Examples of minor administrative changes include grammatical corrections, changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor legislative amendment that does not have material impact on the Charter.

Administrative changes should be reported to the next Audit Committee and notified to Councillors.

Where any change or update may materially change the intent of this policy, it must be considered by the Committee and Council.



8.14 Knox Community Grants Review

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Community Partnerships Team Leader, Bryony Lee
Manager:	Manager Community Strengthening, Kerry Jansons
Executive:	Director Connected Communities, Judy Chalkley

SUMMARY

Across the organisation there are six grant streams with an annual budget allocation in 2024-25 financial year of \$1,433,163. The Community Strengthening Team administer the Minor Grant Program, Community Development Fund and Community Partnership Fund:

Grant Stream	2024-25 Budget Allocation
Community Development Fund	\$370,658
Community Partnership Fund	\$787,360
Minor Grant Program	\$155,145
Leisure Minor Capital Works	\$100,000
Biodiversity Buddies	\$10,000
Individual Excellence Grants	\$10,000
Total	\$1,433,163

Knox grants are currently administered in accordance with Council's overarching Grant Framework Policy, implemented in 2022 upon recommendation of the Victorian Auditor General's Office (VAGO), with underlying procedures and/or guidelines for each individual grant program.

Council's Community Partnerships Team has undertaken a review of the following Community Grant Programs:

- Minor Grant Program; and
- Community Development Fund.

The Minor Grant Program and Community Development Fund Grant Programs were due for review March 2025. Administering these grant programs over the last 12 months highlighted opportunities for overall improvements, enhancing the grant programs integrity and effectiveness, and improving the overall quality moving forward.

The Review has also considered the relevance of the current grant programs and their respective strategic objectives. The overall objectives of the review were to ensure that:

- Funding areas are aligned to the Council and Health and Wellbeing Plan and address community need;
- Grant programs are accessible and equitable;
- Best practice principles are utilised throughout Council's grant programs;
- Internal processes and guidelines are consistent; and
- Grant programs are flexible in responding to community need and /or emerging issues or trends.

RECOMMENDATION

That Council:

- 1. Notes the Knox Community Grants Review.
- 2. Endorses the updated Knox Community Grants Framework Policy.
- 3. Endorses the Knox Community Grants Guidelines 2025-2026.

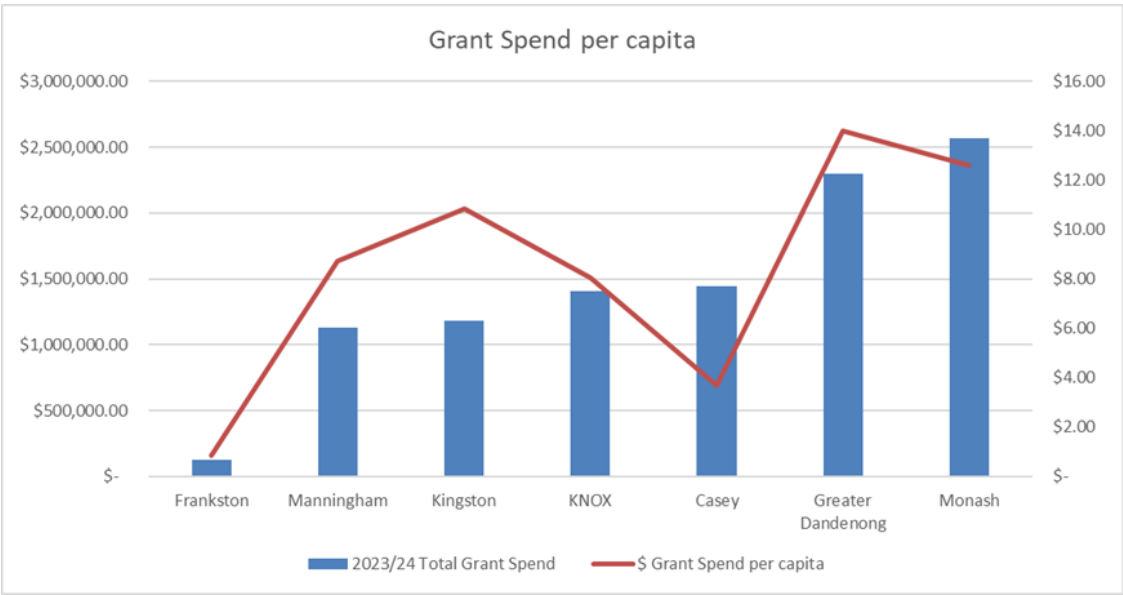
1. DISCUSSION

1.1 Benchmarking

Council’s Community Partnerships Team participated in two benchmarking exercises during 2024, with Maroondah City Council (community grants only) and the City of Kingston (all grants). Maroondah’s benchmarking focused on all aspects of community grants, whilst Kingston's focus was on budget allocation. Benchmarking from these exercises has been included in this review where relevant.

1.2 Grants Budget Allocation

Council's annual grant budget allocation is approximately \$1,433,163. Benchmarking data across six Local Government Areas (LGAs) indicates that Knox’s grant budget sits within the median range of the benchmarked LGAs. The chart below shows this comparison, including grant spend per capita.



The 2024-25 budget allocation for the Minor Grant Program, Community Development Fund and Community Partnership Fund is shown below.

Grant Stream	2024/25 (Current) Budget Allocation
Community Development Fund	\$370,658
Community Partnership Fund	\$787,360
Minor Grant Program	\$155,145
TOTAL	\$1,313,163

Looking ahead at the 2025-26 budget allocation (effective 1 July, 2025) and the Councillor budget proposal to take into consideration ongoing community needs and the increasing demand for

support services, it is proposed to reallocate a portion of the Minor Grants and Community Development Fund budgets to create a new grant stream specifically towards addressing short term, essential support for the Knox Community. Council can better support local organisations providing essential services, ensuring vulnerable Knox residents can access essential support whilst still providing organisations access to the Community Development Fund for broader projects relating to community wellbeing.

It is proposed that if this change is approved, it will be implemented as the 'Emergency Relief Fund', effective from 1 July 2025. The Emergency Relief Fund will highlight Council's commitment to responding to residents in Knox experiencing the need for essential support. The Emergency Relief Fund will be open until the budget allocation is exhausted, with applications presented to Council each month for consideration. A review of the Program would be presented to Councillors after 12-months if the new grant stream is implemented.

Criteria and eligibility of the new grant stream is outlined in Attachment 2.

The proposed budget breakdown for 2025-26 would be:

Grant Stream	2024-25 (Current) Budget Allocation	2025-26 Proposed Budget Allocation
Community Development Fund	\$370,658	\$309,365
Community Partnership Fund	\$787,360	\$791,523
Minor Grant Program	\$155,145	\$121,696
Emergency Relief Fund	\$0	\$100,000
Total	\$1,313,163	\$1,322,584

1.3 Council's Grant Framework Policy

Council's Grant Framework Policy was implemented in 2022 upon recommendation of the Victorian Auditor General's Office (VAGO) to provide a consistent guide in the allocation, management and review of all Council's grant programs for the Knox community. The Grant Framework Policy (Attachment 1) is the overarching Policy that outlines how all of Knox's grant programs are administered. The Policy has been reviewed as part of the Review to ensure it is updated to reflect any changes in regulations, and to incorporate any additional items that are consistent across each of the grant programs at Knox.

The Grant Framework Policy was due for review in April 2026, however in order to meet the Child Safety regulations, the review has been brought forward in line with this Grants Review.

The Grant Framework Policy currently outlines that each grant program will have underlying Grant Procedures. Procedures are a formal, step-by-step process of how each grant program is managed, operational workflows and administrative requirements. It is recommended these more formal Procedures be transitioned into Guidelines for the Minor Grants Program, Emergency Relief Fund and Community Development Fund. Guidelines are more flexible, user centric documents intended for public use. They define objectives, eligibility criteria and the overall framework for the grant program and importantly are easier to understand for applicants. Other Knox grant streams that do not form part of this Grant Review project will look to transition into Guidelines when they are up for review.

Benchmarking against neighbouring LGAs has shown that many Councils have adopted a more user-friendly approach by implementing comprehensive grant guidelines rather than procedures.

A summary of the recommended changes to the Grant Framework Policy is outlined in the Table below:

Section	Update
Section 2 – Context	Inclusion of Child Safety Requirements.
Section 4.3 – Relevant Legislation	Add - Child Wellbeing & Safety Act 2005.
Section 4.6 – Related Council Procedures	Minor adjustment to language used.
Section 5 – Definitions	Add the following defined words: <ul style="list-style-type: none"> – Acquittal – Assessment Panel. Minor adjustment to language used.
Section 6.1 – Grant Procedures	Amend Guidelines for Minor Grants, Community Partnership Fund and Community Development Fund.
Section 6.3 – Applications	Amend “Procedure” to “Guidelines.”
Section 6.5 – Assessment Process	Amend “Procedure” to “Guidelines.” Amend “weighted” criteria to “assessment criteria” as not all grants have weighted criteria, however all grants have assessment criteria.
Section 6.10 – Funding Agreement	Include a statement that all funding conditions outlined in the Funding Agreement must be met prior to a grant payment being released as Child Safety Requirements now form part of Funding Agreements for some grant streams.
Section 6.15 – Financial Acquittal	Remove 5% condition on unspent grant funds and maintain the dollar amount of \$150 for unspent grant funds due to the administration costs outweighing the value of the returned funds. Organisations will be encouraged to utilise funds under \$150 towards other project costs.
Section 6.15 – Financial Acquittal	Include an item stating that groups may not be eligible for future Knox grants if the acquittal is outstanding.
Section 6.19 added – Grant Recipients behavior	Include the requirement that funded organisations must behave in a manner aligned to Knox Council’s values. “Grant recipients must demonstrate behavior that aligns with and supports the core values of Knox City Council. This includes, but is not limited to, conducting activities in a manner that promotes respect, integrity, inclusivity, accountability, and responsibility. Organisations that do not adhere to these values may be required to return grant funds to Council and may not be eligible for future grant funding.”

1.4 Insights and Recommendations

This section outlines the insights and recommendations of the Minor Grant Program and Community Development Fund analysis, including recommendations for potential adjustments or reallocation of funding to better meet the needs of the community.

1.4.1 Minor Grant Program Overview and Insights

The Minor Grant Program has a current budget allocation of \$155,145 for the 2024-25 financial year and is a responsive funding source to assist a wide range of community led activities across Knox that support volunteer effort and civic participation. Applications are received monthly and presented to Council for consideration.

The Program responds to the needs of the community, contributing to an estimated project value of \$2.2M over the past five years, as detailed by community groups within their applications. The Program is popular amongst community groups, with the 2024-25 with a high uptake each year.

The Minor Grant Program was last reviewed, and recommendations approved by Council in April 2024, with minor changes to eligible projects implemented. This current Review aims to enhance the spread of funding and budget allocation and has considered benchmarking and funding history of the Program.

The Program receives an average of 101 applications a year, with an average grant amount provided of \$1,751. The highest volume of funded applications is for equipment, making up 31% of all funded Minor Grants. The top 3 organisation seeking funding for equipment are Sport and Leisure, Early Years and Active Ageing seeking various equipment including iPad’s, training equipment and play equipment.

The Table below demonstrates benchmarking of Minor Grant equivalents regarding limits and frequency:

LGA	Grant Name	Grant Amount	Frequency
Knox	Minor Grant Program	\$3,000	Monthly
Maroondah	Small Equipment Grants	\$750	Monthly
Yarra Ranges	Monthly Grants	\$1,500	Monthly
Manningham	Community Strengthening	\$3,000	Assessed quarterly
	Equipment	\$1,500 (50% co contribution requirement)	

1.4.2 Minor Grant Program Recommendations

The most significant recommendations to the Minor Grant Program are outlined below:

- Application Limits - Currently, organisations can apply for up to \$3,000 per financial year, with a maximum of \$5,000 over three consecutive financial years. However, this financial cap has proven to be a barrier for some groups, limiting their ability to fully access funding. As a result, it is recommended that the \$5,000 limit over three consecutive financial years be removed in future rounds.

Additionally, it is proposed that the maximum amount an organisation can apply for in a single financial year be reduced to \$2,000. It is anticipated that this adjustment will not significantly impact the majority of applicants, whilst still ensuring the sustainability and equitable distribution of available funds.

The Table below outlines the recommended changes for the Minor Grant Program for the 2025-26 Financial Year, effective 1 July, 2025. Full recommendations are shown in Attachment 3 – DRAFT – Community Grants Guidelines.

Minor Grant Program Procedure Recommendations		
Section	Recommendation	Expected Outcome
Minor Grant Program Annual Application Limit	Reduce the annual application limit from \$3,000 to \$2,000.	With the implementation of a \$2,000 limit, it is anticipated that a greater number of applications will be able to be funded across the Minor Grants Program and enable fairer access across organisations in Knox. The average grant amount funded across the program is \$1,751, and it is envisaged that this will have minimal impact on funded projects.
Minor Grant Program three-year funding \$5,000 cap.	Remove the three-year funding cap of \$5,000.	This will ensure organisations can continue to access Minor Grant funding each financial year, up to \$2,000, and contribute to supporting smaller annual events. The three-year funding cap is often misleading and amending this will simplify the process and work in with the reduction of the annual limit.
Amusement rides	Exclusion update: Use of amusement rides is updated to include “use and hire” of amusement rides.	To provide clarification on the intent of the exclusion. The intent is - Costs associated with the hire of the amusement rides and inflatables are excluded.
Equipment co-contribution requirement	Include a Clause where applications for, or including, items of equipment will not be supported without a minimum of a 10% co-contribution by the applicant towards the equipment costs. Note: maximum co-contribution would be \$200 under the Minor Grant Program.	To align with Community Development Fund recommendations

1.4.3 Community Development Fund Program Overview and Insights

The Community Development Fund (CDF) is a grants program that aims to develop, enhance and support the involvement of not-for-profit community groups with projects, programs or equipment which respond to identified needs in the Knox community. It has an annual budget allocation of approximately \$385,000 (Financial Year 2024-25) and grants are assessed and allocated annually.

The CDF Program is currently offered over four general categories including:

- Category 1 – General projects, programs, activities, or equipment (\$3,000 - \$20,000);
- Category 2 – Equipment only (\$3,000 - \$20,000);
- Category 3 – Community festivals and events (\$15,000); and
- Category 4 – Community functions (\$5,000).

The CDF Program has provided approximately \$1,967,367 worth of grant funding in support of 257 projects in the Knox community over the past five years, contributing to an estimated value of these projects of \$2,741,259 as described by community groups in their applications.

The Table below details Knox's approval rate in comparison to neighbouring LGAs in the 2024-25 funding round:

LGA	Total Applications Received 2024-2025	Number of Successful Applications in 2024-2025	Success Rate
Maroondah	109	81	75%
Banyule	95	43	45%
Knox	72	35	49%
Manningham	67	53	79%
Whitehorse	120	89	74%
Yarra Ranges	204	146	72%

When benchmarked against neighbouring LGAs, the Knox CDF Program approval/success rate is relatively low. Analysis of past applications indicates a number of factors that could have contributed to this, including available grant categories and eligibility within CDF.

The Table below demonstrates each of the current CDF Program categories, total applications received, approval rates and the total allocation provided over the past five years:

CDF Application Category	Total Applications 2020-2025	Total Approved Applications 2020-2025	Approval Rate 2020-2025	Total \$ Provided 2020-2025	Average Grant Awarded 2020-2025
Category 1 - General Projects, programs, activities, or equipment (\$3,000 - \$20,000)	264	166	62%	\$1,381,948	\$8,325
Category 2 - Equipment only (\$3,000 - \$20,000)	83	64	77%	\$398,744	\$6,230

CDF Application Category	Total Applications 2020-2025	Total Approved Applications 2020-2025	Approval Rate 2020-2025	Total \$ Provided 2020-2025	Average Grant Awarded 2020-2025
Category 3 - Community Festivals & Events (\$15,000)	41	27	66%	\$178,227	\$6,601
Category 4 - Community Function (\$5,000)	7	3	43%	\$8,447	\$2,816
Total	395	260	65%	\$1,967,367	\$7,655

Category 1 – General Projects, Programs, Activities or Equipment – is a broad category and receives the highest volume of applications. The types of projects falling into this category range from food relief to major equipment purchases.

The top three organisation types seeking funding under the CDF Program are sport and leisure, multicultural organisations and community service organisations. Collectively, these make up 45% of all applications received.

Approval rates, however, vary significantly between these organisation types, with multicultural organisations receiving the second lowest approval rate across the CDF Program. This may indicate that the application and assessment process need adjustments to ensure that grant information and application processes are accessible for all applicants. The Community Partnerships Team will work with multicultural groups in Knox, together with the Multicultural Partnerships Officer, to develop and provide specific training and resources via our Community Training Program and Grants Information Sessions that will help build capacity of our multicultural groups for future grant applications.

Organisations with the lowest volume of applications are from organisations working specifically in the categories of animal aid, First Nations, and gender equity.

The highest volume of applications received under the CDF Program relates to equipment purchases, with the 2024-25 Program providing \$109,461 worth of equipment funding over 12 applications, making up just under 30% of the total 2024- 25 CDF Program budget.

The current equipment funding limit is \$20,000, with the five-year average equipment grant awarded being \$6,320. Benchmarking against other LGAs, as shown in the Table below, reveals that this limit is notably higher at Knox. Based on this comparison and the five-year average, it is recommended to reduce the equipment funding cap to \$5,000, with a co-contribution of at least 10% required from the applicant.

This adjustment is expected to promote a more equitable distribution of funds, making it accessible to a wider range of community organisations for community strengthening activities. It will also have minimal impact on future equipment applications, considering the five-year average of \$6,320.

Requiring a co-contribution from the applicant helps to encourage a sense of ownership and responsibility, making the funding more sustainable and impactful.

LGA	Current Equipment Limit
Maroondah	\$750
Banyule	\$10,000
Knox	\$20,000
Manningham	\$1,500 (50% co-contribution requirement)
Whitehorse	\$1,000
Yarra Ranges	\$750

1.4.4 Community Development Fund Program Recommendations

Given the complexity of this review, the recommendations have been split into two sections:

- Community Development Fund administrative changes; and
- Community Development Fund Funding Category Changes.

As outlined in Section 1.3 - Grant Framework Policy, the main administrative change for the CDF Program is the consolidation of the grant guidelines and grant procedure documentation. This will ensure processes are easier for applicants to understand and enable flexibility for the programs to respond to community need.

The equipment limit is also recommended to be reduced in the CDF Program to enable a greater spread of funding in the program, and minor administrative updates in relation to event permits and minor capital facility upgrades.

The Table below outlines the recommended changes for the CDF Program for the 2025-26 Financial Year, effective 1 July 2025. Full recommendations are shown in the newly developed Grant Guidelines shown in Attachment 2.

Community Development Fund Program Recommendations		
Section	Recommendation	Expected Outcome
Equipment Limit	Reduce the limit on equipment (either stand-alone applications or part of bigger grants) to \$5,000 and introduce a co-contribution from the applicant of at least 10% (minimum contribution would be \$500).	Encourage greater spread of applications from more diverse communities and ensure funding is spread equitably amongst community organisations. Ensure the CDF Program can respond to community needs beyond equipment.
Event Permits	Include a Clause that requires applications for events/functions to ensure appropriate permits have been obtained.	Highlights the importance of compliance where permits are required.
Capital or Facility Upgrades	Project & Event eligibility "Capital or Facility Maintenance" to be updated to "Capital or Facility Upgrades".	Provide clarity on the original exclusion's intent, which is to exclude major capital works projects.

1.4.5 Proposed CDF Program Categories

As part of the review and benchmarking process, the current CDF Program categories have been assessed, and the generic nature of these categories has been found to be too broad.

New grant categories have been developed to better align with community needs and to provide clearer guidance for the allocation of CDF Program funds. This process involved a comprehensive review of current community priorities, emerging trends and feedback from stakeholders.

The new categories are designed to be more specific, addressing distinct areas of need within the community, such as cultural celebrations and events, mental health support, social inclusion, active ageing, or environmental sustainability. By narrowing the focus of each category, the funding allocation process becomes more targeted, ensuring that resources are directed where they are most needed and can have the greatest impact. These new categories provide a structured approach that supports both immediate community needs and long-term strategic goals.

The Table below shows the 2025–26 Proposed CDF Program Categories:

Proposed 2025 - 2026 Community Development Fund Program Categories		
Category	Example Projects	Limit
Active Ageing For activities, programs or projects that promote social connection, health and wellbeing, volunteer engagement for positive ageing in Knox.	<ul style="list-style-type: none"> Digital Literacy Community Lunches Exercise/walking groups <p>Applications should support senior's groups to provide participation outcomes and encourage intergenerational connections that value the contribution of older people in Knox.</p>	\$5,000
Community Strengthening Projects or programs that strengthen the Knox community through a diverse range of activities, services and programs that are responsive to community need and provide benefit to the Knox community.	<ul style="list-style-type: none"> Community Food programs and food literacy Mental health and wellbeing Social connection, inclusion, and diversity Volunteer coordination <p>Applications will need to demonstrate significant benefit to Knox residents and include strategies for sustainable delivery of programs beyond the CDF Program. Applications are encouraged to show inclusion for diverse communities such as LGBTIQ+, First Nations, Culturally and Linguistically Diverse (CALD).</p>	\$15,000
Cultural Celebrations and Community Events For projects, programs or events that increase awareness and understanding of diverse cultures within the community and enhance	<ul style="list-style-type: none"> Contribution towards Cultural celebrations, community events and educational programs/projects <p>It is encouraged that projects, programs or events are open to the general public, and where possible, joint partnerships from various community groups in Knox.</p>	\$3,000

Proposed 2025 - 2026 Community Development Fund Program Categories		
Category	Example Projects	Limit
social inclusion and participation for all residents of Knox.	A community event usually attracts less than 500 people.	
Active Communities To assist with capacity building of sport and leisure clubs to deliver programs/projects that promote club wellbeing, diversity, inclusion, gender equity, volunteer engagement and retention.	<ul style="list-style-type: none"> Indigenous round Mentoring and leadership training for women and girls and gender diverse people Training programs to upskill club members on cultural competency, governance, volunteer engagement, harm prevention, gender equity, mental health, etc. <p>Applications will need to show consideration of diverse communities such as LGBTIQ+, First Nations, CALD, Gender Equity and contribute to the Club's sustainability.</p>	\$5,000
Arts & Events To assist Not-For-Profit community organisations with the delivery of community festivals, events and creative activities	<ul style="list-style-type: none"> Music Festival showcasing local artists Local annual art shows Art murals <p>Proven experience in holding an event previously. Engaging and using local artists.</p> <p>To qualify as an eligible event in this category, the event must be open to the wider community and attract more than 500 people.</p>	\$15,000
Small Equipment Grants To assist Not-For-Profit organisations with small, essential equipment purchases that enhance the sustainability of the organisation.	<ul style="list-style-type: none"> Soccer goal, goal post padding, new netting, court rollers, blowers, gardening equipment & tools, fridges, etc. <p>Applications will need to show a level of co-contribution for equipment only grants, with a minimum of 10% of equipment costs to be funded by the applicant.</p>	\$5,000
Environment and Sustainability To assist Not-For-Profit community organisations with projects or purchases that support the natural environment and sustainability or supports capacity building or participation numbers of an environmental group.	<ul style="list-style-type: none"> Revegetation and weed control programs, habitat restoration projects, recycling programs, environmental education, or skill development <p>Applications will need to demonstrate positive biodiversity and / or sustainability outcomes in alignment with Council strategies.</p>	\$5,000

1.4.6 Community Partnership Fund Program Overview and Insights

The Community Partnership Fund (CPF) Program is the most substantial of Council’s various grant streams with a total allocation in 2024-25 of \$787,367 allocated amongst 21 locally based not-for-profit organisations, with an anticipated total investment over the 2022–26 four-year funding period of \$3,126,789.

The purpose of the CPF Program is to support the provision of free and low-cost services that are accessible to any resident in Knox and strengthens Council’s commitment to effective partnerships with key service providers. The Partnership Fund is a four-year agreement that expires in June, 2026.

In the final year of the Community Partnership Fund, a review will be conducted to ensure that the future priorities of this funding program align with the Council and Health and Wellbeing Plan 2025-29. The proposed framework for the 2026-30 Partnership Fund Program will be presented to a future Meeting of Council.

1.4.7 Fund Recommendations

In response to the Councillors’ budget proposal, which highlights the ongoing community need and the growing demand for immediate support services, the Community Partnerships Team has responded with the introduction of a new grant stream. This initiative, aimed at providing short-term, essential support and relief for the Knox community, is set to be implemented as the “Emergency Relief Fund” if approved, with an effective start date of 1 July, 2025.

The Emergency Relief Fund will highlight Council’s commitment to responding to residents in Knox experiencing the need for immediate, short-term relief. The Emergency Relief Fund will be open until the budget allocation is exhausted, with applications presented to Council each month for consideration.

The purpose of the fund is to provide an accessible and responsive funding source for local service providers based in Knox, or servicing Knox residents, to develop and deliver essential relief such as food, clothing, bedding, vouchers, medication and other vital services that support individuals in need within the Knox community.

The Emergency Relief Fund will operate under two tiers, based on the amount requested as follows:

Application Amount	Assessment and Determination	Grant Accountability and Acquittal
Up to and including \$500	Assessed and determined by the CEO or delegate. Reported to Council at next ordinary meeting of Council.	Acquittal showing proof of expenditure/purchase (i.e. receipt, paid invoice, bank statement).
\$501 to \$10,000	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Acquittal showing proof of expenditure/purchase (i.e. receipt, paid invoice, bank statement).

The Emergency Relief Fund, as with all Council grant programs, will be underpinned by Council’s Grant Framework Policy which outlines all grant programs require published assessment criteria.

As such, it is proposed that applications will be assessed and reviewed by the officers on the following criteria:

- Clear organisational need or opportunity – the project addresses a specific, evidence-based need or opportunity within Knox (30%);
- Consultation and Partnership – The application demonstrates consultation or collaboration with other organisations (20%);
- Organisational Capacity – the organisation has the capacity to effectively deliver the project (25%); and
- Project Budget – the project budget is well structured and reasonable.

An assessment matrix will be developed by Officers, and applications will be presented to Council each month for consideration and decision.

Full guidelines and program details can be found in Attachment 2.

2. ENGAGEMENT

Consultation and engagement with other LGAs and subject matter experts from the following Council Teams were sought during this review:

- Active Communities
- Governance
- First Nations Lead
- Multicultural Partnerships Officer
- Gender Equity & Health Promotion Officer
- Biodiversity
- Community Access & Support
- Events

3. SOCIAL IMPLICATIONS

Council's Community Grant Programs have a broad reach in the number of Knox community services and organisations accessing them. The Grant Programs are continuing to address the increasing needs of support for Knox residents. The collaborative partnerships that have been established through these grant programs continue to address issues and opportunities that reflect the Council and Health and Wellbeing Plan priorities and help maintain a strong network of resources for the Knox community.

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 IMPLICATIONS

There are no environmental issues directly associated with this report.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The projected costs associated with the administration and implementation of the Minor Grant, Community Development Fund and Community Partnership Fund Programs have been accounted

for in Council's budget projections. There are no recommendations as part of this report that will impact budget projections.

7. RISKS

Any risks associated with administering the Minor Grant, Community Development Fund and Community Partnership Fund Programs are managed through the Council Grant Framework Policy's relevant grant Procedures/Guidelines. Acquittal documents are produced for each grant allocated by Council and evidence of expenditure must be provided by the funded organisation.

The Procedures/Guidelines and Council's Grant Framework Policy sets out an open and transparent grant program that meets the principles of good governance and is compliant with the requirements of the Local Government Act 2020.

8. KNOX COMMUNITY AND COUNCIL PLAN 2021 - 2025

Opportunity & Innovation

Strategy 1.2 - Encourage and support opportunities for skills development and lifelong learning for all people in Knox.

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

Neighbourhoods, Housing & Infrastructure

Strategy 2.2 - Create, enhance and maintain places and spaces for people to live, work, play and connect.

Natural Environment & Sustainability

Strategy 3.1 - Preserve our biodiversity and waterways, and enhance our urban landscape.

Strategy 3.2 - Prepare for, mitigate and adapt to the effects of climate change.

Strategy 3.3 - Lead by example and encourage our community to reduce waste.

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.

Strategy 4.3 - Honour and integrate First Nations Culture into actions and environments.

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.

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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Policy DRAFT Final Council Grant Framework Policy Clean Copy 2025 03 18 [8.14.1 - 10 pages]
2. Attachment 2 - REVISED DRAFT Guidelines Community Grants 2025 05 13 [8.14.2 - 20 pages]



Council Grant Framework

Policy Number:	2022/1	Directorate:	Connected Communities
Approval by:	Council	Responsible Officer:	Manager Community Strengthening
Approval Date:	TBC	Version Number:	03
Review Date:	26 April 2026		

1. Purpose

The purpose of this Policy is to provide a consistent guide for the allocation, management and review of all of Council's grant programs to the Knox community.

2. Context

Council provides an annual budget for a suite of grants which support and encourage community, business and individual activity and service delivery in Knox, for the benefit of the Knox community. Council will also, from time to time, allocate budget for special or specific purpose grants to respond to emerging community need.

All of Council's grant programs are underpinned by the following principles:

- Funded projects will provide benefit to the Knox community and help meet Council objectives;
- Responsiveness to current and changing needs;
- Encouragement of collaboration and partnerships;
- Consistency, equity and transparency; and
- Accountability for public funds.

Council is also committed to addressing the following:

Best-practice grant-making

Council is committed to best practices and continuous improvement in its grant programs. Council will monitor the grant-making environment, as well as respond to feedback about its grant making processes to improve programs and procedures on an ongoing basis.

Access and Equity

Council is committed to access and equity through all facets of its operations including through its grant programs. To identify people from diverse backgrounds, staff will ensure they collect all relevant data. Wherever possible, sex- disaggregated data will be collected to inform planning, monitoring and evaluation of projects, programs and services in order to support Council's gender and equity goals.



Climate and Sustainability

Council is committed to tackling climate change and to support the community to adapt to climate change impacts. Council adopted the Climate Response Plan in 2021, which identifies actions to achieve zero greenhouse emissions for Council by 2030 and for the community by 2040. Council grants programs will provide opportunities to increase community impact and improve understanding of how climate change intersects with Council-funded program and service outcomes.

Electronic Gaming Machines

Council recognises that electronic gaming machines can pose a threat to public health and wellbeing due to the harm this activity can cause for individuals, families and the community. Council is committed to mitigating the negative impacts of electronic gaming in the municipality by adopting a harm minimisation approach in relation to the use of electronic gaming machines. As such, Council grant funds cannot be used to support applications from electronic gaming machine operators or for events that rely on venues with electronic gaming machines.

Alcohol

Council recognises that alcohol misuse can result in harmful impacts to our local community and as such, Council grant funds cannot be used for the purchase of alcohol in any circumstances.

Child Safety

Under the Child Wellbeing and Safety Act 2005, all organisations in Victoria that provide services or facilities for children and young people under 18 years of age are required by law to comply with the Victorian Child Safe Standards.

Grants recipients of Knox City Council who provide services, programs or activities that include children and young people must be aware of their legislative obligations and may be required to demonstrate these to Council in the grants application and funding agreement stages. Council's child safety requirements cover the following:

1. Council requires grant recipients to ensure their compliance with all relevant child safety legislation, and with their responsibilities and requirements as a 'contractor' as outlined in Council's Child Safety and Wellbeing Policy (available at [Child Safe Policy | Knox](#)). If the Standards apply to community funded programs, activities or services, the Provider must:
 - a. implement and comply with the Standards at all times; and
 - b. supply Council with a copy of their child safety policy at any time upon reasonable request.

Information on the Child Safe Standards is available at <https://ccyp.vic.gov.au/child-safe-standards/>.

2. Under the Worker Screening Act 2020 (Vic), people engaging in child-related work must obtain a Working with Children (WWC) Check. Grant recipients must:
 - a. ensure that all their relevant employees, contractors and volunteers who are providing the services or facilities in any Council-funded program hold a valid and current WWC Check (or for interstate visitors, an equivalent Check from their home State/Territory) as per the requirements outlined in Council's Child Safety and Wellbeing Policy;
 - b. maintain an up-to-date register of WWC Checks;
 - c. provide evidence of a valid and current WWC Check for each of their employees, contractors and volunteers providing the services or facilities to Council at any time upon reasonable request; and



- d. notify Council immediately if any of their employees, contractors or volunteers who are providing the services or facilities to Council have their WWC Check suspended or revoked, or are issued with a WWC Check Exclusion.

Information about the WWC Check is available at <https://www.workingwithchildren.vic.gov.au/>.

3. Scope

This Policy applies to all grants allocated via the following ongoing Council grant programs including:

- Individual Excellence Grants;
- Biodiversity Buddies Grants;
- Minor Grants Program;
- Leisure Minor Capital Works Program;
- Community Development Fund Program; and
- Community Partnership Fund Program.

The Policy also applies to any one-off or ongoing grants that Council creates to respond to community need at the time.

This Policy will prevail over all other policies relevant to the above Council grant programs where inconsistencies are found.

4. References

4.1 Community Plan 2021-2031

4.2 Council Plan 2021-2025

- **Key Direction 1: 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. We value our natural and built environment.
- **Key Direction 2: 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.
- **Key Direction 3: Natural environment and sustainability** - Knox's natural environment is protected and enhanced to ensure sustainability for future generations.
- **Key Direction 4: Connection, resilience and wellbeing** - Knox is a place to call home. Our community is strong, healthy and we support and respect each other.
- **Key Direction 5: Civic engagement and integrity** - Knox Council is a trusted and respected leader in our community, acting appropriately and ensuring all voices are heard.

4.3 Relevant Legislation

- Local Government Act 2020 (Vic)
- Child Wellbeing and Safety Act 2005

4.4 Charter of Human Rights

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



4.5 Related Council Policies

- Election Period Policy.
- Electronic Gaming Machines Policy.
- Complaint Handling Policy and Procedure.
- Knox City Council Governance Rules (Chapter 5 – Conflicts of Interest).
- Fraud and Corruption Control Framework.

4.6 Related Council Documents

- Individual Excellence Grants Procedure.
- Biodiversity Buddies Grants Procedure.
- Minor Grants Program Guidelines
- Community Development Fund Program Guidelines.
- Community Partnership Fund Program Guidelines.
- Community Development Fund Assessment Panel Terms of Reference.
- Leisure Minor Capital Works Grant Scheme Procedure.
- Leisure Minor Capital Works Grant Scheme Assessment Panel Terms of Reference.
- Knox Council Integrated Risk Management Process.
- Knox City Council Fraud & Corruption Control Procedure.

5. Definitions

Acquittal	Means the information provided by the grant recipient that proves funds have been spent responsibly and in line with the guidelines of each grant program.
Auspice	An established not-for-profit legal entity that agrees to take responsibility for the grant obligations of an unincorporated or informal or newly established group with no legal status.
Assessment Panel	A specific purpose committee to provide recommendations to Council on grant allocations.
CEO	Means the Chief Executive Officer of Knox City Council.
Community Group(s)	A legal entity who provide services, support or activities to the Knox community.
Council	Knox City Council, whether constituted before or after the commencement of this Policy.
Delegate	Means a Council officer(s) selected by the CEO to administer a grant process.
Funding agreement	An agreement between the grant recipient and Council that documents the agreed objectives of the funded project/activity and the reporting and accountability requirements of the grant.
Grant	Means a sum of money given to an individual or organisation with the expectation that the money will be used for an agreed and specific purpose.
GST	Goods and Services Tax.
Individual(s)	Means a resident(s) of the Knox Municipality.



Legal Entity	An incorporated association, a co-operative, a company limited by guarantee, share or a trust or other organisation established under an Act passed by the State or Commonwealth.
Not-for-profit	Means a group or organisation that is not operating for the profit or gain of its individual members; and any profit or surplus is directed back into the operation of the organisation to carry out its purpose.

6. Council Policy

6.1 Grant Procedures/Guidelines

All Council grant programs will have accompanying procedures/ guidelines (with some to be developed or updated after the commencement of this Policy) that outline the eligibility and other specific information for each Council grant. Any amendments that materially change the intent of each procedure/guideline, must be considered and approved by the CEO.

From time to time minor administrative changes may need to occur to grant procedures/guidelines. Where an update does not materially alter procedures/guidelines, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, the grant management software that Council uses, changes to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact.

6.2 Promotion

All Council grant programs will be promoted widely within Knox to the targeted audience using the following approaches, where appropriate:

- Council's website and social media channels; and/or
- Media release; and/or
- Paid advertisement in community newspapers; and/or
- Opt-in email subscription lists via Smarty Grants; and/or
- Council newsletters and other Council publications; and/or
- Community information sessions; and/or
- Phone contact.

Additional assistance such as interpreters will be provided where required to ensure an equitable process for all applicants

6.3 Applications

- 6.3.1 All applicants must be able to demonstrate a positive benefit to the Knox community.
- 6.3.2 Council grant procedure/ guidelines will specify the application process.

6.4 Record keeping

All Council grant program records will be managed through Council's Smarty Grants portal. This system aims to track interactions between Council and each unique grant applicant.

Applications and funding agreements will also be stored in Council's central record keeping system, Knox Explorer.



6.5 Assessment Process

Assessment will be carried out in the following manner:

- 6.5.1 Applications will first be assessed for eligibility outlined in this Policy and the relevant grant procedure/guidelines.
- 6.5.2 Applications that are deemed ineligible at this first point will not be included in the following parts of the assessment process.
- 6.5.3 Grant procedures/guidelines will clearly specify the assessment criteria. These criteria will be made available to all applicants and assessors. Applications will be assessed against the program's criteria.
- 6.5.4 Where practicable, an assessment report summarising all relevant assessor comments, will be developed for presentation to the Assessment Panel as a tool to assist with assessment.
- 6.5.5 The assessment report will include details of the application and the assessors will be given Assessor access to Smarty Grants (where applicable) to view the full application and supporting documents where possible.
- 6.5.6 Where applicable, each assessor will undertake an individual assessment of each application prior to the Assessment Panel process.

6.6 Assessment Panels

- 6.6.1 Where practicable and subject to the individual grant program procedure, an Assessment Panel will be appointed and may comprise:
 - 6.6.1.1 a mix of community representatives and Council officers,
 - 6.6.1.2 Council officers only,
 - 6.6.1.3 community representatives only.
- 6.6.2 Assessment Panels that comprise Council officers only should include officers who are subject matter experts as well as at least one officer representative from an unrelated department.
- 6.6.3 Council officers that assist applicants with information or support to complete their applications, or with the administration of a particular grant program, will not become members of relevant grant assessment panel they help to administer or support as part of their role.
- 6.6.4 Community representatives can only be appointed to one grant Assessment Panel at any time.
- 6.6.5 The Assessment Panel will be led by a Chair (a Council officer) and the Chair will be supported by an officer responsible for administrative oversight of the particular program. This officer will provide the Chair with the following support:
 - Confirmation that the grant application and evaluation process were completed in accordance with the Grant Framework Policy and individual grant procedure.
 - Confirmation that all queries were resolved, to the extent possible, before initial assessments were made.
 - Any conflicts of interest that were identified among assessment panel members or applicants were managed in accordance with Council's Governance rules.



- A Panel Assessment report that outlines all matters relevant to the application and the assessor's initial assessment.
- Any other issues of relevance to the individual grant.
- The Chair will then lead the Assessment Panel through a consensus decision making process.
- Where the collective Assessment Panel decision differs from any prior individual assessment, a collective agreement will be reached. These recommendations will be noted in the Minutes.
- Written assessment will be recorded for each application including the reason for approval or decline and where relevant, the reason why an application did not receive the full allocation.
- Panel Assessment meetings will be minuted and saved in Council's central record system, Knox Explorer.
- A report containing the Assessment Panel's recommendations will be prepared by the Council officer responsible for administrative oversight of the particular grant program. All recommendations of Grant Assessment Panels will go to Council for approval, except those made under delegation of the CEO.

6.7 Decision-making

The final decision regarding successful applications will be made by Council or by CEO delegation. The decision will be recorded in Smarty Grants and reasons for the decision will be given to applicants.

6.8 Conflicts of Interest

- 6.8.1 All members of assessment panels and Council officers must identify any conflicts of interest they may have in relation to grant programs they are involved in as assessors or administrators, declare all conflicts of interest and exclude themselves from any decision making processes in relation to a matter in which they have a conflict of interest; this includes any discussions that occur as a precursor to the decision being made.
- 6.8.2 Council officers who are involved in the administration or support of a particular grant program will not become a member of a related grant assessment panel. This does not preclude Council officers from participating in other grant assessment panels for other grant programs. They must still declare any conflicts of interest.
- 6.8.3 Council's Governance Rules (Chapter 5) will be followed in relation to conflict of interest procedures and a Conflict of Interest Disclosure form must be completed for members of grant assessment panels (including community / industry / business representatives; Council officers; and by the officers involved in grant administration of that particular program).
- 6.8.4 Grant applicants must disclose conflicts of interest at the time of application, particularly where they work or volunteer for Knox City Council. Disclosures will be managed in accordance with Council's Governance Rules (Chapter 5).
- 6.8.5 All members of grant assessment panels and Council officers, including those involved in the administration of grants, must not make improper use of information acquired because of their position, or release information that they know of, or should reasonably know, is confidential information.

**6.9 Notification process**

Notification of successful and unsuccessful applications will take place as soon as practicable after the decision is made.

Successful applicants will be informed by:

- Email; and
- An announcement on Council's website.

Unsuccessful applicant will be informed via email with an offer of feedback and contact details of the officer to provide feedback. Council's decision in relation to funding applications is final.

6.10 Funding Agreements

All successful grant recipients will be required to enter into a funding agreement with Council. The funding agreement will set out the terms of the grant based on the applicant's application. Council will use a standard funding agreement relevant to each grant program. Any contract negotiations, within the ambit of the approved grant, will be carried out between the relevant Council representative and the successful recipient's appointed representative.

The funding agreement must be signed and returned to Council with all funding conditions outlined in the funding agreement met prior to the grant payment being released.

Funded organisations have three months from the date of the Council meeting to complete and return their signed funding agreement. Every effort will be made to secure a signed funding agreement before the money is returned to the grants pool. For community groups and not-for-profit organisations, a copy of the signed funding agreement will also be forwarded to the Committee of Management to ensure transparency and to provide more information on acquittal requirements and outcome reporting.

6.11 Payment arrangements

Payment will be made by Knox City Council to the nominated bank account by electronic funds transfer. The bank account must be in the name of the successful applicant entity or nominated auspice (except in the case of the Individual Excellence Grants). The individual grant procedures will provide more information about grant payment arrangements.

6.12 GST Treatment

- Where an applicant is registered for GST, GST will not be paid for any part of a grant for salary or project management costs.
- Where an applicant is registered for GST, GST will be paid for grants for equipment and other items that attract GST.
- GST will not be included as part of a grant to entities not registered for GST (though non-GST registered entities may still apply for Council grants depending on the individual grant guidelines).

6.13 Reporting and Monitoring

The reporting arrangements for each individual grant program are specified in each individual grant procedure and within the standard funding agreement. Any project specific items or conditions to be reported on will be identified in the contract.



All reporting is to be completed via Council's Smarty Grants portal. Monitoring may be undertaken via telephone, meeting or network meeting.

6.14 Performance

Whilst every effort is made to ensure that projects go smoothly, grant recipients may fail to deliver on aspects of their contract for a range of reasons. For applicants with the following:

- 6.14.1 **Variation requests** – any requests for variation to the approved project must be made in writing. A written response to such requests will be provided by Council. Variations to project details are expected to deliver similar outcomes as initially approved by Council.
- 6.14.2 **Extension requests** - any requests for an extension of a funding agreement must be made in writing. A written response to such requests will be provided by Council. Extensions will not be accepted beyond a twelve-month period from the original acquittal date in the Funding Agreement, unless extenuating circumstances can be demonstrated.
- 6.14.3 **Unspent Grant Funds** - In the event that an applicant can no longer complete any or all of the approved project, unspent grant funds will be returned to Council and any partial expenditure must be acquitted on the relevant forms.

6.15 Financial acquittal

Financial acquittal is required for all Council grants. A financial acquittal report must be submitted:

- Via Council's Smarty Grants portal on the form provided by Council;
- By the date agreed in the funding agreement;
- With supporting documents including receipts or other supporting documentation that shows expenditure of Council grant funds. Further information about the types of supporting documentation will be outlined in the individual grant procedures.

Any unspent Council grant money in excess of \$150 must be returned to Council.

Failure to meet the above criteria may result in an applicant being:

- Required to return allocated funding to Council; and/or
- Becoming ineligible for future Council grants.

Applicants who have not provided adequate grant acquittal documentation within two years of the original grant approval date will be referred to Council's Finance Department for debt retrieval, and may not be eligible for future Knox grant funding.

6.16 Project Outcomes

The success of the funded activity will be assessed through a final report via Council's Smarty Grants portal (along with the financial acquittal). The specific grant procedures and/or funding agreement will outline Council's expectations around outcome reporting.

As with the financial acquittal, failure to meet the requirement to report on project outcomes may result in an applicant being:

- Required to return allocated funding to Council; and/or



- Becoming ineligible for future Council grants.

6.17 Complaints and dispute resolution

Council is committed to sound decision-making processes to ensure fair and reasonable outcomes for the Knox community. Council values complaints and encourages people to contact us when they have a problem with our services, actions, decisions, and policies. If a complaint or dispute arises through Council's grant making processes, Council's Complaint Handling Policy and Procedure will be followed.

Where there is a complaint or dispute between assessment panel members, the Terms of Reference for that Panel will provide guidance.

6.18 Fraud and corruption control

Council recognises that there are specific fraud and corruption risks related to the administration of public funds through grant making. Council maintains a Fraud and Corruption Control Framework and Risk Register which provides guidance to all parties around fraud or corruption risk in the grant making process.

6.19 Grant recipients

Grant recipients must demonstrate behavior that aligns with and supports the core values of Knox City Council. This includes, but is not limited to, conducting activities in a manner that promotes respect, integrity, inclusivity, accountability, and responsibility. Organisations that don't adhere to these values may be required to return grant funds to Council and may not be eligible for future grant funding.

7 Administrative Updates

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

Knox City Council Community Grants Guidelines 2025-2026

April 2025



Image Credit: Outer East Food Share Pop Up Market

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Introduction

Knox Council provides an annual budget to a range of grant programs designed to capture the priorities of the community and enable or community to thrive. All our grant programs are underpinned by the following principles:

- Funded projects/activities will provide benefit to the Knox community and help meet Council's objectives.
- Co-operation and collaboration between groups is encouraged.
- Grants processes will be consistent, equitable and transparent; and
- Grants processes will support and strengthen community groups in developing local solutions to local needs.

The community grants outlined in these guidelines are:



We welcome and encourage applications from a wide range of groups, including but not limited to:

First Peoples, LGBTQI+, Seniors, Organisations representing or supporting diverse cultural communities and people with a disability.

We also encourage partnership and collaboration between organisations.

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Who can apply?

Organisations who meet the following criteria are eligible to apply for the Minor Grant Program, Emergency Relief Fund or Community Development Fund:

- **Operational location:** the organisation must operate within the boundaries of Knox or provide services to Knox residents.
- **Australian Business Number:** The organisation must have an Australian Business Number (ABN) or complete a Statement by Supplier form.
- **Governing body:** The organisation must have a Committee of Management or similar governing body that accepts responsibility for administering the grant.
- **Working With Children:** Employees, contractors, and volunteers (aged 18 and over) involved in the organisation must hold a valid and current Working with Children Check if the organisation provides services, facilities, or activities for children or young people under 18 years old. A signed statutory declaration is required as part of the application.
- **Previous grant expenditure:** The organisation must have provided evidence to Council's satisfaction regarding the expenditure of any previous grants received from Council.
- **No outstanding debts:** The organisation must have no outstanding debts to Knox City Council.
- **Not-for-profit status:** The organisation must be a not-for-profit legal entity that provides services, support, or activities to the Knox community.
- **Public liability insurance:** The organisation must hold adequate public liability insurance appropriate for the activity outlined in the application.
- **Required permits and plans:** The organisation must have obtained any necessary permits or plans required by law specific to the activity.
- **Electronic Gaming Machines policy:** The organisation must not operate Electronic Gaming Machines, in accordance with Council's Electronic Gaming Machine Policy.

The Knox logo, featuring the word "knox" in a bold, lowercase, sans-serif font.

Application Process

How to apply

All our grant programs are accessed through the Smartygrants online platform where you can read more about the grant and view the application form. Once you begin your application, you can upload documents and save and return to your application as often as you like before submitting to us.

When will I know the outcome of my application?

All applicants will be notified of the outcome of their application by email. If approval is required at a Council meeting, you will be notified of the outcome in the days following the meeting.

What happens if my application is successful?

Successful applicants will be required to enter into a formal funding agreement which sets out the details of the grant. The agreement will clearly define what the grant is for and specify the terms and conditions to foster effective project delivery and the protection of public funds.

What happens if my application is unsuccessful?

If you are not successful, we encourage you to talk to us and seek feedback on your application and make further applications in the future.

Your Privacy

As part of the Information Privacy Act Statement of Consent, Council collects information from grant applicants for the purpose of registering and administering grant applications for the specified funding period. The information may also be used to send you relevant associated information and to ascertain satisfaction with our services. The information will not be disclosed except as required by law. In particular, the information will not be disclosed to others for marketing purposes.

Administrative Updates

Occasionally, circumstances may require minor administrative updates to this document. If the change doesn't significantly affect the guidelines, it can be made administratively and approved by the CEO. Examples include changes to department or position names, government department names, or minor legislative amendments with no major impact. Any change that could materially alter the intent of the procedure must be considered by Council.

I need help!

If you are having difficulty applying online, we are here to help. Contact the Community Partnerships Team on 03 9298 8000 or email cdf@knox.vic.gov.au.

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What can't grant funds be used for?

- **Organisations, projects or programs outside Knox** unless they offer clear benefits to Knox residents.
- **Projects run by political or religious groups** to promote core beliefs.
- **Retrospective payments or expenses** for activities or expenses undertaken before Council approval.
- **General fundraising or funding** for prizes sponsorships, donations, trophies, or gifts.
- **Electronic Gaming Machines** – for events or activities at venues with electronic gaming machines.
- **State or Federal government responsibilities** – projects may not be an event or activity that is the core funding responsibility of another level of government.
- **Alcohol** – grant funds cannot be used for the purchase of alcohol in any circumstances. This includes items that support the consumption and/or storage of alcohol.
- **Operating expenses** – items that usually form part of your reasonable operating budget such as wages, rent, maintenance, utilities, cleaning, insurance etc) unless it can be demonstrated to Council's satisfaction that exceptional circumstances warrant consideration. For sporting clubs, this includes routine or everyday equipment required for playing sport (i.e., balls).
- The use or hire of **inflatables, amusement rides, or fireworks**.
- **Camps for children or young people under 18** that include overnight stays.
- **Transport costs** unless transport is a significant barrier that can only be addressed with grant funding.
- **Printed merchandise or branded materials** primarily used to promote another organisation.
- **Expenditure contributing to carbon emissions** when more sustainable options are available, such as single use plastics or excessive printing.
- **Recurring applications** – for the same or substantially same project, event, activity or equipment purchase that has been approved for two previous consecutive financial years unless significant community need can be demonstrated.
- **Catering expenses** that exceed 20% of the total grant amount being requested.
- For any **items of equipment** without a co-contribution of at least 10%.
- **Educational institutions and State or Federal Government departments** and agencies are excluded from Knox Grant programs.

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Funding Conditions

Funding agreements

All successful applicants are required to enter into a funding agreement. Funding agreements detail the terms and conditions of the grant, the relevant accountability requirements relating to the delivery of the project and financial reporting expectations.

Use of grant funds

Funding may only be used for the purpose stated in the grant application and funding agreement, unless exceptional circumstances prevent delivery of agreed projects. In which case, grant recipients must seek approval from Council for any proposed changes to expenditure or acquittal timeframes.

What happens if circumstances change impacting the delivery of our project?

We understand from time to time, circumstances may change. Please contact the Community Partnerships Team on 03 9298 8000 to discuss your project and any foreseeable impacts to the delivery of your project.

Child Safe Standards

Knox City Council has a zero tolerance for child abuse. Organisations that provide services or facilities for children are required by law to comply with the Victorian Child Safe Standards to safeguard children. Obligations are detailed on the Commission for Children and Young People (CCYP) website. Council will request information and evidence from your organisation in support of these obligations as part of the Funding Agreement.

The role of an Auspice

An auspice arrangement occurs when a larger organisation helps a smaller group apply for and manage a grant. The larger organisation, known as the auspice, manages the grant funds and provides public liability insurance for the event or activity.

To use an auspice, you'll need to provide proof of their agreement, typically in the form of a letter, which should be uploaded with your grant application on SmartyGrants. The auspice must meet the Eligibility Criteria in the "Who Can Apply" section of the guidelines.

Events or artwork on Council owned sites

If your event or project is being planned on Council land or installed in/on a Council owned building, you will need to ensure that all relevant permits and/or event applications are submitted prior to submitting your grant application.

Alignment with the values of Knox City Council

Grant recipients must demonstrate behaviour that aligns with and supports the core values of Knox City Council. This includes, but is not limited to, conducting activities in a manner that promotes respect, integrity, inclusivity, accountability, and responsibility. Organisations that don't adhere to these values may be required to return grant funds to Council and may not be eligible for future grant funding.

Alignment with Knox Council and Health and Wellbeing Plan

All applications for funding must demonstrate benefit to the Knox community and will be considered in relation to the objectives and directions of Knox City Council and Health and Wellbeing Plan.

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Definitions

Acquittal	Means the information provided by the grant recipient that proves that funds have been spent responsibly and in line with the guidelines of each grant program.
Assessment Panel	A specific purpose committee to provide recommendations to Council on the Community Development Fund grant allocations.
Auspice	An established not-for-profit legal entity that agrees to take responsibility for the grant obligations of an unincorporated or informal or newly established group with no legal status.
Chief Executive Officer	Means the Chief Executive Officer of Knox City Council.
Community Group/Organisation	Means a legal entity which provides services, support or activities to the Knox community.
Community Representative	A member of the community appointed by Council to participate in the Panel Assessments.
Council	Means Knox City Council, whether constituted before or after the commencement of these Guidelines.
Delegate(s)	Means a Council Officer selected by the Chief Executive Officer to administer the Grant Programs.
Event	Means an event, celebration, conference, performance or exhibition open to the community and held within the boundaries of Knox City.
Funding Agreement	Means an agreement between the grant recipient and Council that documents the agreed objectives of the grant and the accountability requirements of the grant.
Grant	Means a sum of money given to an organisation with the expectation that the money will be used for an agreed and specific purpose.
GST	Goods and Services Tax.
Individual	Means a resident of the Knox Municipality.
Legal Entity	An incorporated association, a co-operative, a company limited by guarantee or a trust or other organisation established under an Act passed by the State or Commonwealth.
Not-for-Profit Group	A group or organisation that is not operating for the profit or gain of its individual members and any profit or surplus is directed back into the operation of the organisation to carry out its purpose.

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Minor Grants Program

The Minor Grants Program provides accessible funding to support community-led activities in Knox that promote volunteer effort, civic participation, and align with the Knox Council and Health and Wellbeing Plan.

Grants are available for small, short-term projects, equipment purchases, or repairs, with a maximum grant of \$2,000. Applications are assessed and allocated monthly.

Minor Grants operate under three tiers based on the amount requested as follows:

Application Amount	Assessment and Determination	Grant Accountability and Acquittal
Up to and including \$500	Assessed and determined by the CEO or delegate. Reported to Council at next ordinary meeting of Council.	Electronic Funds Transfer consent for payment and Acquittal showing proof of expenditure / purchase (i.e. receipt, paid invoice, bank statement).
\$501 to \$1,000	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement and Acquittal required that show proof of expenditure / purchase (i.e. receipt, paid invoice or bank statement) and benefit of grant.
\$1,001 to \$2,000	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement and Acquittal required that show proof of expenditure / purchase (i.e. receipt, paid invoice or bank statement) and benefit of grant.

Minor Grant Applications that may be supported

- Small, incidental (secondary or miscellaneous) amounts for one-off projects, activities or equipment purchases or repairs that will benefit Knox residents.
- Applications that support groups to minimise waste or adapt to climate change are encouraged.
- Be for funds that will be expended within 12 months from receipt of the grant.
- Be for an amount of no more than \$2,000.

Minor Grant Applications that won't be supported

- Applications that are more appropriately funded under another Council grant program.
- For the same, or substantially same project, activity or equipment purchase by the same applicant approved within the current financial year unless significant community need can be demonstrated.
- Items typically included in an organisation's operating budget (e.g., salaries, rent, maintenance, utilities, insurance) will not be funded unless exceptional circumstances are demonstrated to the Council's satisfaction.
- For Sporting clubs, grant funding will not support the purchase of routine or everyday sports equipment required for playing sport (i.e.: balls)
- Requests for catering costs of more than 20% of the total grant amount being requested.



Crisis Response Provision for Minor Grants

In the event of a declared emergency or exceptional circumstance, such as a natural disaster or pandemic impacting the municipality, Council or it's delegate may waive specific clauses in this document to enable appropriate support to community organisations.

Budget Allocation

If the Minor Grants Program budget allocation is exhausted before May, the Program will be suspended immediately. New applications will not be accepted until the beginning of the new financial year.

Application Submission Deadlines

Applications must be submitted at least 15 working days before the Council meeting to allow time for assessment. Late applications for the May Council meeting will be carried over to the new financial year. No Minor Grants will be awarded in June due to end-of-year processes. Applicants will be notified if their application is delayed until the new financial year.

Minor Grants Program Oversight

The Minor Grant Program and any allocation and payment of Minor Grants will be temporarily suspended prior to any Council election or by-election in accordance with Council's Election Period Policy.

Minor Grant Program Application Process

All applications must be completed through the Smartygrants Online Portal, which can be found here: <https://KnoxMinorGrantsApplication>

Dates to Remember	
21 July 2025	July submission cut off
11 August 2025	Council Meeting
18 August 2025	August submission cut off
8 September 2025	Council Meeting
22 September 2025	September submission cut off
13 October 2025	Council Meeting
20 October 2025	October submission deadline
10 November 2025	Council Meeting
17 November 2025	November submission deadline
8 December 2025	Council Meeting

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Emergency Relief Fund

The Emergency Relief Fund is a new grant program at Knox Council that offers accessible funding to local service providers in Knox or those servicing Knox residents, enabling them to deliver **immediate and essential support** to individuals in need within the Knox community.

Immediate and essential support may include the provision of food, bedding, clothing, vouchers, medication and other vital services, along with community meals and new initiatives aimed at addressing immediate and essential needs of individuals requiring support in Knox.

All Emergency Relief Fund Applications are assessed and allocated monthly with applications completed through the Smartygrants Online Portal, which can be found here: **XXXX TBD**

The Emergency Relief Fund operates under two tiers based on the amount requested as follows:

Application Amount	Assessment and Determination	Grant Accountability and Acquittal
Up to and including \$500	Assessed and determined by the CEO or delegate. Reported to Council at next ordinary meeting of Council.	Electronic Funds Transfer consent and Acquittal showing proof of expenditure / purchase (i.e. receipt, paid invoice, bank statement).
\$501 to \$10,000	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement and Acquittal showing proof of expenditure / purchase (i.e. receipt, paid invoice, bank statement).

Emergency Relief Fund Applications that can be supported:

- Projects that focus on assisting people in Knox with an immediate crisis or those with unmet essential needs.
- Initiatives focussing on acquiring and distributing food and other emergency supplies such as bedding and clothing.
- Projects that involve purchasing items to store rescued food.
- Capacity building of services in Knox to enable and expand continued support of people in Knox.

Emergency Relief Fund Applications that won't be supported:

- Multiple applications from the same applicant.
- Funding requests for individuals.
- Projects that don't demonstrate community wellbeing or enhance access and inclusion.
- Projects from applicants whose primary mission does not align with the purpose of this fund, which is enabling the delivery of **immediate and essential relief and support** to individuals in need Knox.
- Applications for costs relating to core business activities, such as wages, salaries, rent, utilities etc.
- Fundraising activities.



Emergency Relief Fund Application Process

All Emergency Relief Fund Applications will first be reviewed by Council Officers for eligibility outlined in these guidelines and the Grant Framework Policy and recommended to Council based on the following criteria.

- ✓ **Clear Organisational Need or Opportunity** – the project addresses a specific, evidence-based need or opportunity within Knox – 30%.
- ✓ **Consultation and Partnership** – The application demonstrates consultation and collaboration with other organisations – 20%.
- ✓ **Organisational Capacity** – The organisation has the capacity to effectively deliver the project 25%.
- ✓ **Project Budget** – The project budget is well structured and reasonable – 25%.

Applications will be presented to Council each month for consideration and decision.

Dates to Remember	
21 July 2025	July submission cut off
11 August 2025	Council Meeting
18 August 2025	August submission cut off
8 September 2025	Council Meeting
22 September 2025	September submission cut off
13 October 2025	Council Meeting
20 October 2025	October submission deadline
10 November 2025	Council Meeting
17 November 2025	November submission deadline
8 December 2025	Council Meeting

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Emergency Relief Fund Application Submission Deadlines

For applications to be considered at a Council meeting, they must be received at least 15 working days prior to the meeting date to provide enough time to assess and report the application to Council.

Applications received after the closing date for presentation to the May Council meeting, will be held over until the new financial year. No Emergency Relief Fund applications will be awarded in June to allow for end of financial year processes.

Emergency Relief Fund Funding Requirements

Recipients of the Emergency Relief Fund grants are strongly encouraged to participate in Knox Emergency Relief Network.

Emergency Relief Fund Program Oversight

The Emergency Relief Fund and any allocation and payment of Emergency Relief Fund Grants will be temporarily suspended prior to any Council election of by-election in accordance with Council's Election Period Policy.

Emergency Relief Fund Budget Allocation

If the Emergency Relief Fund budget allocation is exhausted before May, the Program will be suspended immediately. Applicants will be advised if their applications cannot be processed.

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Community Development Fund

The Community Development Fund is an annual grant program designed to capture the priorities of the Community and enable our community to thrive. It provides grants to develop, enhance and support the sustainability of not-for-profit organisations in the delivery of projects or programs that benefit the Knox community. The funding period is November 2025 to November 2026. Council will provide an allocation in each annual budget to fund the Community Development Fund program. The 2025-2026 Funding Categories are outlined below:

Community Development Fund Category	Objectives	Requirements
Active Ageing Up to \$5,000	For activities, projects or programs that promote social connection, health and wellbeing, volunteer engagement for positive ageing in Knox.	Applications should provide participation outcomes and encourage intergenerational connections that value the contribution of older people in Knox.
Community Strengthening Up to \$15,000	For projects or programs that strengthen the Knox community through the support of a diverse range of activities, services and programs that are responsive to community needs and significantly benefit the Knox community.	Applications will need to demonstrate significant benefit to Knox residents and include strategies for sustainable delivery (if required) of the project beyond the grant program.
Cultural Celebrations and Community Events Up to \$3,000	To support projects, programs or events that increase awareness and understanding of diverse cultures within the community and enhance social inclusion and participation for all residents of Knox.	Applications should demonstrate collaboration and partnership where possible. A community event usually attracts less than 500 people.
Arts and Events Up to \$15,000	To assist community organisations with the delivery of Community Festivals, Events and Creative Activities	Applications should demonstrate engaging with and showcasing local artists, musicians, theatre performers etc. To qualify as an eligible event in this category, the event must be open to the wider community and attract more than 500 people.
Environment and Sustainability Up to \$5,000	To assist community organisations with projects or purchases that support the natural environment and sustainability or supports capacity building or participation numbers of an environmental group.	Applications will need to demonstrate positive biodiversity and/or sustainability outcomes in alignment with Council strategies.
Active Communities Up to \$5,000	To assist with capacity building of sport and leisure clubs to deliver programs and projects that promote club wellbeing, diversity, inclusion, gender equity, volunteer engagement and retention.	Applications will need to show consideration of diverse communities and contribute to the sustainability of the club.
Small Equipment Grants Up to \$5,000	For small, essential equipment purchases that enhance the sustainability of the organisation.	Applications will need to show a minimum co-contribution of 10% of the cost of the equipment contributed by the applicant.

The logo for Knox City Council, featuring the word "knox" in a bold, lowercase, sans-serif font.

Community Development Fund Applications that may be supported

- Applications demonstrating clear project goals, defined outcomes, and a detailed plan and budget.
- Applications that clearly support Council's strategic objectives and priorities captured in the Council Plan and Health and Wellbeing Plan 2025-2029.
- Community need is demonstrated and addressed within the application.
- Projects and events that demonstrate collaboration with other local organisations and services, share resources within the community, and involve volunteers will be favourably considered.

Community Development Fund Applications that won't be supported

- Applications that are submitted after the submission period closes will not be eligible.
- Projects that are more appropriately funded under another Council grant program.
- Applications for the same or similar project funded by CDF for three consecutive years (except for annual community events) will only be considered if significant community need is demonstrated.
- Projects relating to capital or facility upgrades or maintenance. For example, projects that primarily focus on improvement, replacement, disposal or addition to fixed assets such as land, building and facilities.
- Operating Expenses relating to the day-to-day costs incurred in carrying out your usual business. This includes expenses such as salaries for existing positions, insurance, utilities, cleaning and general maintenance.
- Applications for equipment must include a co-contribution from the applicant of at least 10%.



Community Development Fund Application and Assessment Process

All Community Development Fund Applications must first be discussed with the Community Partnerships team for eligibility outlined in these guidelines. You can contact the team on 03 9298 8000.

The 2025-2026 Community Development Fund information sessions, opening and closing dates are shown below, and we encourage you to attend the Grant Information Sessions.

Dates to Remember	
7th May 2025	Knox City Council Grant Program Information Session
14th May 2025	Grant Writing Training Session
26th May 2025	Applications open (9am)
29th May 2025	Knox City Council Grant Program Information Session
30th June 2025	Applications close (5pm)
27th October 2025	Council meeting (endorsement of Panel recommendations)

Community Development Fund Assessment Criteria

All Community Development Fund applications are assessed on the following weighted criteria:

- Clear demonstration of community need and proposed project objectives – 30%.
- The capacity of the organisation applying for the grant to deliver the project and manage the grant – 25%.
- The degree to which the project is shown to have a clear financial need, is feasible and financially viable – 20%.
- The level of benefit to Knox residents – 15%.
- Demonstration of consultation and partnership with others – 10%.

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Community Development Fund Application Process

The annual Community Development Fund submission round will be widely publicised and promoted to the Knox community.

All applications are to be submitted via the Knox City Council Smartygrants Portal, and must include:

- ✓ Your current Public Liability Insurance Certificate of Currency
- ✓ Your most recent full year financials
- ✓ Quotes to support the proposed expenses/budget.
- ✓ Evidence of your organisation's legal status
- ✓ Project Plan

How are Community Development Fund applications assessed?

Applications are evaluated by the Community Development Fund Assessment Panel, which consists of approved Community Representatives, with support from Council Officers.

The assessment is conducted in accordance with the Community Development Fund Assessment Panel Terms of Reference.

In addition, expert advice is gathered from relevant Council Officers who provide subject matter expertise on specific submissions. This Officer advice is presented to the Assessment Panel as an additional resource to assist in their thorough review and consideration of each application.

How are Community Development Fund applications decided?

After the funding round, a report is presented to Council, summarising the recommendations from the Community Development Fund Assessment Panel. Council will then consider and endorse these recommendations.

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Acquittals

What is an acquittal?

An acquittal is a report that the successful grant applicant submits, showing how the grant was spent and the outcomes of the funded activity. This report helps confirm that the funding was used as intended. Submitting an acquittal is required. If you don't complete it or provide the necessary documentation, it may affect your ability to apply for future grants.

Why is an acquittal important?

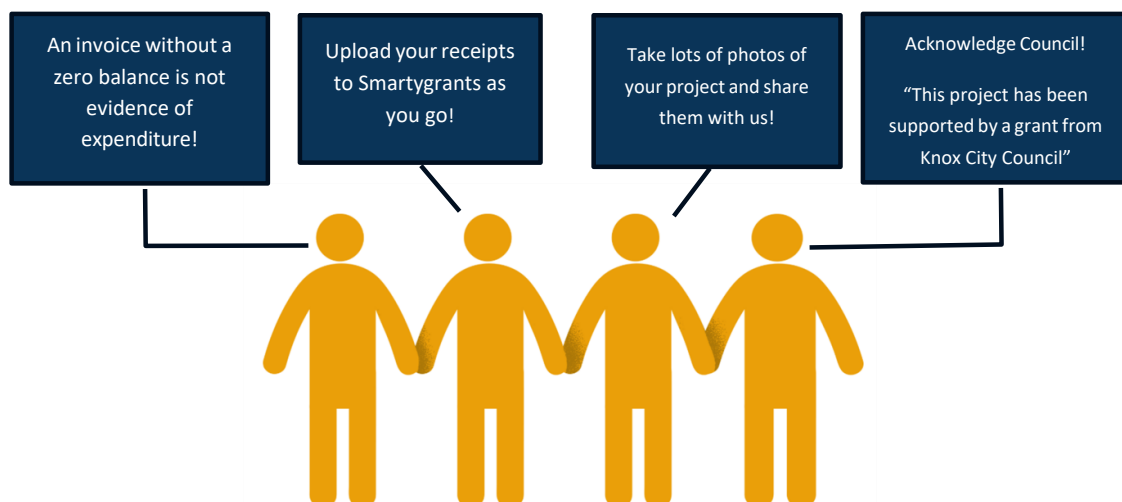
An acquittal is important to ensure public funds are used responsibly, according to the Funding Agreement and grant program guidelines. Applicants must provide evidence of purchases and confirm the funds were spent on approved items.

If the acquittal report is incomplete or missing, your organisation may not be eligible for future Knox City Council grants. Additionally, any unreported funds will need to be returned to the Council.

Tips for a successful acquittal

- ✓ Complete and submit the acquittal online using the Smartygrants Portal
- ✓ Submit the acquittal as soon as possible at the completion of your project/event.
- ✓ Upload evidence of acknowledgement of council funding
- ✓ Include your receipts or other evidence of payment to the value of the grant. Remember – these need to show payment or a zero balance!
- ✓ Attach photos or videos of your project/event.
- ✓ Provide a summary of the benefit to the community. We love to hear your stories!
- ✓ If required – return any unspent grant funds to Council.

Top Tips for a successful acquittal!



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References

Knox City Council Plans

- Knox Council and Health and Wellbeing Plan 2025-2029

Relevant Legislation

- Local Government Act 2020
- Child Wellbeing and Safety (Child Safe Standards Compliance and Enforcement) Amendment Bill 2021

Charter of Human Rights

- This guideline has been assessed against and complies with the Charter of Human Rights.

Related Council Policy

- Council Grant Framework Policy (April 2025)
- Election Period Policy
- Electronic Gaming Machine Policy
- Complaint Handling Policy and Procedure
- Knox City Council Governance Rule (Chapter 5 Conflicts of Interest)
- Fraud and Corruption Control Framework
- Child Safe Policy

Related Council Documents

- Knox City Council Fraud and Corruption Control Procedure
- Community Development Fund Assessment Panel Terms of Reference
- Community Events in Knox – Information Pack

8.15 Attendance at the National General Assembly of the Australian Local Government Association

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Head of Governance, Saskia Weerheim
Manager:	Manager Governance & Risk, Andrew Dowling
Executive:	Director, Customer & Performance, Greg Curcio

SUMMARY

Councillor Meagan Baker has expressed an interest in joining the delegation to attend the 2025 National General Assembly (NGA) convened by the Australian Local Government Association (ALGA). Councillor Baker has indicated her attendance would be funded as a professional development opportunity, as provided for under section 6.4.4 of the Councillor Expenses and Support Policy.

This report seeks Council's approval for interstate travel in accordance with the requirements of Council's Expenses and Support Policy (refer Attachment 1).

RECOMMENDATION

That Council resolve to:

1. Note Councillor Baker's proposed attendance at the 2025 National General Assembly (NGA) convened by the Australian Local Government Association (ALGA).
2. Note that Councillor Baker will fund her attendance as a professional development opportunity pursuant to section 6.4.4 of the Councillor Expenses and Support Policy (Councillor Induction and sector training).
3. Approve the reimbursement of interstate travel expenses for Councillor Baker associated with her attendance of ALGA's NGA pursuant to Section 6.2 (Transport and travel) and 6.4.4 (Councillor Induction and sector training) of the Councillor Expenses and Support Policy.
4. Note Council's previous decision at the Council meeting on 24 February 2025 regarding Councillor attendance at the NGA as set out in the officers' report; and consistent with that decision, require Councillor Baker to submit a report to Council outlining the key benefits and learnings derived from their attendance at ALGA's NGA including its impact on their role and the community in accordance with Section 6.4.1 of the Councillor Expenses and Support Policy.

1. DISCUSSION

The 2025 National General Assembly of Local Government (NGA) will be held in Canberra from 24-27 June 2025. This year's NGA theme is 'National Priorities Need Local Solutions'.

The event is facilitated by the Australian Local Government Association (ALGA) who provide a national voice of local government for 537 councils across the country. ALGA members include state and territory local government associations.

As per previous years, Knox City Council is intending to send a delegation of Councillors to the NGA in Canberra for the purposes of participating and engaging in advocacy and discussion on matters of national importance to local government. At the Council meeting of 24 February 2025, Council made the following resolution:

That Council resolve to:

- 1. Note the proposed attendance at the Australian Local Government Association's (ALGA's) National General Assembly (NGA) by the Mayor Lisa Cooper, Deputy Mayor Glen Atwell, Cr Chris Duncan, Cr Peter Lockwood and Cr Susan Pearce;*
- 2. Note attendance and interstate travel for the Mayor Lisa Cooper, Deputy Mayor Glen Atwell, Cr Peter Lockwood and Cr Chris Duncan is permitted and will be funded pursuant to section 6.5.1 of the Councillor Expenses and Support Policy (Attendance at the Australian Local Government Association (ALGA) National General Assembly);*
- 3. Note Cr Susan Pearce has agreed to fund her attendance as a professional development opportunity pursuant to section 6.4.4 of the Councillor Expenses and Support Policy (Councillor Induction and sector training);*
- 4. Approve the reimbursement of interstate travel expenses for Councillor Pearce associated with her attendance of ALGA's NGA pursuant to Section 6.2 (Transport and travel) and 6.4.4 (Councillor Induction and sector training) of the Councillor Expenses and Support Policy;*
- 5. Note the proposed attendance at the ALGA NGA by the Chief Executive Officer, having been requested by the Mayor to support the delegation to the NGA in accordance with section 6.5.1 of the Councillor Expenses and Support Policy (Attendance at the Australian Local Government Association (ALGA) National General Assembly);*
- 6. Commence a review of the Councillor Expenses and Support Policy with a particular focus on whether provisions regarding Councillor attendance at ALGA remain fit for purpose and meet Council's representation and advocacy needs; and*
- 7. Require Councillors to submit a report to Council outlining the key benefits and learnings derived from their attendance at ALGA's NGA including its impact on their role and the community in accordance with Section 6.4.1 of the Councillor Expenses and Support Policy.*

Since this meeting, Councillor Meagan Baker has expressed an interest in also attending the 2025 National General Assembly (NGA) of Local Government, in accordance with Section 6.4 of the Councillor Expenses and Support Policy (Attachment 1).

Councillor Baker has elected to fund her attendance as a professional development opportunity, in line with Section 6.4.4 of the Policy, which relates to Councillor Induction and Sector Training.

While Section 6.4.4 of the policy permits Cr Baker's attendance as a professional development opportunity, Council approval is still required as the attendance involves interstate travel, pursuant to Sections 6.2 (Transport and Travel) of the Councillor Expenses and Support Policy.

A report from Councillors attending ALGA providing a synopsis of the NGA and any outcomes from their attendance will be provided at a subsequent Council meeting.

1.1 RELEVANT EXTRACTS FROM THE COUNCILLOR EXPENSE AND SUPPORT POLICY

Transport and travel (section 6.2)

General Provisions (section 6.2.1.)

The following general provisions shall apply when determining any expenses to be met or reimbursed by Council:

- Subject to section 6.5.1 interstate or overseas travel expenses must be applied for, and approved by Council resolution, in advance of the travel occurring.

Representing Council (section 6.5)

Attendance at the Australian Local Government Association (ALGA) National General Assembly (NGA) (section 6.5.1)

The Mayor and up to three additional Councillors are entitled under this section to have met or reimbursed, the costs for attending and representing Council at the Annual National General Assembly of the Australian Local Government Association (ALGA), which provides Councils with the opportunity to participate and engage in advocacy and discussion on matters of national importance to local government.

Where more than three Councillors, other than the Mayor, wish to claim an entitlement under this section, the Mayor shall consult with Councillors seeking to reduce the number of Councillor delegates to four. Priority will be given to Councillors who have not previously attended the NGA in the current term of Council. Where, following consultation with the Mayor, more than four Councillors wish to claim an entitlement under this section, the matter shall be referred to Council for determination.

The total cost for attending the NGA (excluding meals and transport costs) under this section shall not be deducted from individual Councillors' Conference, Seminar and Representation Expenses entitlement.

At the request of the Mayor, and subject to available budget provisions, the Councillor delegation to the NGA may be supported (at Council's expense) by the Chief Executive Officer or another member of the Executive Leadership Team.

Conferences, Seminars, Training and Professional Development (section 6.4)

Annual Budget Allocation for Conferences, Seminars, Training, Professional Development and Representation (section 6.4.2)

Subject to consideration and approval of the annual Council budget, an allocation for Conferences, Seminars, Training, Professional Development and Representation of:

- \$5,500 will be made in respect of each Councillor;
- \$7,000 for the Deputy Mayor; and
- \$11,000 for the Mayor;

for use within a given mayoral year at the discretion of the individual Councillor. Allocations are not cumulative as between mayoral years.

Councillor Induction and sector training (section 6.4.4.)

A Councillor who is not entitled (or seeking) to be reimbursed for attending the Australian Local Government Association (ALGA) National General Assembly (NGA) in accordance with Section 6.5.1, may fund their attendance at the NGA from their individual Councillor training and development budgets. (For the purposes of this section, the costs of attending the NGA shall include all registration, travel, meals, accommodation and incidental expenses).

2. ENGAGEMENT

N/A

3. SOCIAL IMPLICATIONS

N/A

4. CLIMATE CHANGE CONSIDERATIONS

N/A

5. ENVIRONMENTAL IMPLICATIONS

N/A

6. FINANCIAL AND RESOURCE IMPLICATIONS

Based on previous experience, it is estimated that the costs per person will be in the order of:

- NGA registration: ~\$1,100
- Accommodation: ~\$1,050
- Flights: ~\$680
- Petrol and car parking (if any person elects to drive to Canberra): ~\$400
- Other out of pocket expenses: ~\$200

There is sufficient capacity in the 2024/25 budget to meet the above estimated costs.

7. RISKS

N/A

8. KNOX COMMUNITY AND 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. STATEMENT OF COMPATIBILITY

There are no legislative obligations under the Human Rights Charter, Child Safe Standards or the Gender Equity Act that are incompatible with the recommendation in this report.

11. CONFIDENTIALITY

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

ATTACHMENTS

1. Attachment 1 - Councillor Expenses and Support Policy [**8.15.1** - 25 pages]



Policy & Procedure



Councillor Expenses and Support

Policy Number:	2003/21	Directorate:	Customer and Performance
Approval by:	Council	Responsible Officer:	Manager Governance and Risk
Approval Date:	11 June, 2024	Version Number:	5
Review Date:	3 years from date of approval		

1. Purpose

This document assists Councillors, members of delegated committees, Council staff and the community to understand the entitlements of the Mayor, Councillors and members of Delegated Committees by outlining:

- entitlements for reimbursement of reasonable bona fide out-of-pocket expenses incurred while performing the duties of a Councillor or a member of a delegated committee.
- entitlements to have reasonable bona fide expenses associated with performing the duties of a Councillor or a member of a delegated committee paid on their behalf.
- Councillors' entitlements to professional development support and resources.
- The facilities, resources and support considered necessary and appropriate for Councillors to perform their duties in accordance with the requirements of the Local Government Act 2020 (the Act).

This document also sets out:

- The process and standards for claiming expenses.
- The process and standards for reporting and accountability.

2. Context

Part 2, Division 6 of the Act provides for the payment of allowances; the reimbursement of expenses; and the provision of resources and facilities to the Mayor, Councillors and members of delegated committees for the purpose of supporting them perform their duties.

Councillors and members of delegated committees are entitled, under section 40 of the Act, to reimbursement of expenses reasonably incurred in the performance of their duties.

This policy ensures that the reimbursement of these expenses is in accordance with the Act and meets the Act's principles of public transparency; achieving the best outcomes for the municipal community; and ensuring the ongoing financial viability of the council.

Section 41 of the Act requires Council to adopt and maintain an expenses policy in relation to the reimbursement of out-of-pocket expenses for Councillors and members of delegated committees.



3. Scope

This Policy applies to the Knox City Council Mayor, Councillors and delegated committee members and specifically addresses a broad range of expenses including:

- Transport and travel;
- Information and Communications Technology
- Conference, seminars, training and professional development;
- Meals and refreshments; and
- Carer Support

This policy is not intended to prescribe for every possible situation that may arise. Any situation that is not adequately covered by this policy will be determined in accordance with section 6.15 or referred to Council for determination by resolution.

Any cost or expense (or portion thereof) which should reasonably be borne by another entity, or for which another entity is reasonably liable, is outside the scope of this policy and shall not be paid or reimbursed by Council.

The payment of allowances for the Mayor, Deputy Mayor and Councillors is outside of the scope of this policy and will be determined according to the requirements of section 39 of the Act.

4. References

4.1 Community Plan 2021-2031

4.2 Council Plan 2021-2025

Key Direction 5: Civic engagement and integrity

Ensure our processes are transparent and decisions are accountable.

4.3 Relevant Legislation

- Local Government Act 2020
- Carers Recognition Act 2012

4.4 Charter of Human Rights

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

4.5 Related Council Policies

- Governance Rules
- Public Transparency Policy
- Councillor Media Policy
- Election Period Policy
- Email, Internet & Web Browsing Policy
- Information Management Security Policy
- Password Policy



5. Definitions

the Act	Means the <i>Local Government Act 2020</i> as amended.
Bona fide	Means honest; genuine; actual; authentic; acting without the intention of defrauding.
Carer	Mean a carer as defined under section 4 of the Carers Recognition Act 2012.
Civic function	A ceremonial or celebratory Council event (including reception or ball).
Council	Means Knox City Council, being a body corporate constituted as a municipal Council under the <i>Local Government Act 2020</i> .
Delegated Committee	Means a Delegated Committee established under section 63 of the Act.
Duties as a Councillor	<p>Means duties performed by a Councillor that are necessary or appropriate for the purposes of achieving the objectives of a Council having regard to any relevant Act, regulations, Ministerial guidelines or Council policies.</p> <p>Such duties include, but not are not limited to, attendance at:</p> <ul style="list-style-type: none"> • Council Meetings, Delegated Committee Meetings, or other committee meetings; • Briefing sessions, workshops, or other meetings with Council staff; • Training sessions, professional development opportunities and conferences (as an attendee and / or speaker) which: <ul style="list-style-type: none"> – Are consistent with Council's objectives; – Will cover or present material with application / importance / relevance to current or future issues faced by the Council; and – Are within the General, or Councillor's annual budget allocations. • Conferences or other meetings as Council's nominated representative or delegate. • Civic or ceremonial functions convened or scheduled by the Council, Mayor or Chief Executive Officer; • Meetings with individual community members, organisations and community groups; • Other meetings, inspections or events attended by a Councillor in an official capacity relevant to their duties.
Duties as a Delegated Committee Member	Means duties performed by a member of a Delegated Committee who is not a Councillor, that is necessary or appropriate for the purposes of achieving the objectives of the Committee having regard to any relevant Act, regulations, Ministerial guidelines Instrument of Delegation or Council policy.



Expenses	<p>Means expenses</p> <ul style="list-style-type: none"> initially incurred by a Mayor, Councillor or member of a delegated committee for which a claim is subsequently made for reimbursement; and expenses incurred by Council for or on behalf of a Mayor, Councillor or member of a delegated committee.
Fair and reasonable (in relation to expenses, support and resources)	<p>Means:</p> <ul style="list-style-type: none"> An amount, level or type that is consistent with what a reasonable person would pay or accept, if they were not a Councillor or member of a delegated committee, in the same or similar circumstances for the same or similar item. An amount that represents value for money and minimises waste or extravagance
Material cost	<p>Means a cost greater than 10% of the:</p> <ul style="list-style-type: none"> total once-off expense incurred; or monthly expense incurred.
Professional development	<p>Means the process of improving and increasing the capabilities, knowledge, mindset or skillset of councillors through access to education and training opportunities, whether through outside organisations or in the workplace.</p>
Reasonable personal use	<p>Means personal use that:</p> <ul style="list-style-type: none"> is infrequent and brief, and/or does not have a cost to Council, or a material cost to Council in the context of the expense in question. does not interfere with the operation of Council. does not unreasonably interfere with another councillor's use of Council's resources and facilities. does not compromise the security of the Council's systems or assets. does not impact on Council's electronic storage capacity. does not decrease Council's network performance, or consume bandwidth or data in a manner that could interfere with the service provided to others (e.g. large email attachments can decrease system performance and potentially cause system outages; streaming content can consume large amounts of bandwidth on Council's network, or data from Council's mobile plan). corresponds to Council's procedures for email maintenance and archiving documents. is not an unacceptable use, as defined.
Representing Council	<p>Representing Council means external-facing responsibilities focused on promoting Council's interests and position; or where Council receives an official invitation seeking Council representation at an event</p>



Term of office	<p>In accordance with Section 29 of the Local Government Act 2020, the term of office of a Councillor elected at a general election commences on the day that the Councillor takes the Oath or affirmation of Office and expires at 6.00am on the day appointed for the next general election.</p> <p>In terms of this policy, the term of office for any Councillor elected as a result of an extraordinary vacancy expires at 6.00am on the day appointed for the next general election.</p>
Tools of trade	<p>Includes the following items of information and communications technology equipment provided to conduct business as a Councillor:</p> <ul style="list-style-type: none"> • Laptop and or Tablet Computer • Printer/Copier/Facsimile/Scanner • Mobile Communication Device (eg Smartphone)
Unacceptable use	<p>Means use:</p> <ul style="list-style-type: none"> • To create or exchange messages that are offensive, harassing, obscene or threatening. • To visit web sites containing objectionable (including pornographic) or criminal material. • To store publish or transmit material that is offensive, obscene, abusive, defamatory or unlawful. • That exchanges any confidential or sensitive information contrary to law. • That infringes intellectual property laws. • That transmits files or viruses that cause a negative impact on Council's computer system. • Of software that is unauthorised. • That is for electioneering purposes or any other purpose prohibited by law.

6. Council Policy

6.1.1. Policy Principles

The following principles represent the foundation of Council's Policy on payment or the reimbursement of expenses for the Mayor, Councillors and delegated committee members. The following principles also represent the foundation of Council's Policy on the provision of resources and facilities to support the Mayor and Councillors:

- Public resources will be used prudently and solely in the public interest, in accordance with the Councillor Conduct principles as prescribed in the Act.
- Public resources will be allocated in a fair and equitable manner taking into account individual needs and circumstances, to facilitate the full participation of all Councillors.
- The provision of support and resources, and the reimbursement of expenses must be accountable and transparent to the community.
- Expenses must be:
 - Fair, reasonable and bona fide;



- actually incurred in the performance and discharge of a Councillor's or delegated committee member's duties;
 - adequately substantiated; and
 - in accordance with statutory requirements and community expectations.
- Support and resources provided must be:
 - fair and reasonable;
 - reasonably necessary to meet the legitimate needs of Councillors when performing their duties; and
 - in accordance with statutory requirements and community expectations.
- Councillors must reimburse Council for any costs incurred which relate to personal use which is not specifically authorised in this Policy.
- Council will provide reasonable additional support, facilities and/ or equipment for any Councillor with a disability to enable them to perform their duties.

6.2. Transport and travel

6.2.1. General Provisions

The following general provisions shall apply when determining any expenses to be met or reimbursed by Council:

- Subject to section 6.5.1 interstate or overseas travel expenses must be applied for, and approved by Council resolution, in advance of the travel occurring.
- Expenses will only be met or reimbursed by Council where undertaking the duties of a Councillor is the primary and predominate purpose of travel.
- Travel shall be by the most practical mode and route possible, and be reasonable in the circumstances taking into account factors such as duration and total cost of travel.
- Costs should be minimised by sharing travel arrangements where reasonable and practicable.
- The amount paid or reimbursed by Council for air travel shall not exceed the cost of economy class air travel to the relevant destination.
- Where private travel is undertaken in conjunction with travel related to the duties of a Councillor:
 - All costs incurred for private purposes must be clearly delineated and documented pre-departure.
 - Council will not directly pay for or reimburse any costs related to private travel.
- The quantum of expenses met or reimbursed by Council will generally be on the basis of the actual cost incurred and the form of transport used. However, Council may reimburse an amount less than the amount claimed, where the actual expense incurred is considered unreasonable, taking into account for example, the alternative models of travel available.



- Council will not reimburse expenses for travel to Council or Delegated Committee meetings, meetings of Council committees, formal briefing sessions and civic and ceremonial functions.

6.2.2. Mayoral Vehicle

A fully maintained motor vehicle will be made available to the Mayor for the duration of their term, including for reasonable personal use.

The make and model of vehicle will be determined in accordance with Council Policy or at the discretion of the Chief Executive Officer.

Reserved parking will be provided for the Mayoral Vehicle at the Civic Centre.

6.2.3. Private Vehicle Use

Councillors and members of a delegated committee using their own private vehicles to carry out their duties as a Councillor or a delegated committee member may be reimbursed travel expenses. Reimbursement shall be on a per-kilometre basis at the rate prescribed for deductions for work-related car expenses by the Australian Taxation Office (ATO) using the cents per kilometre method.

Where a Councillor or delegated committee member uses a car for interstate travel in accordance with this policy, the amount paid or reimbursed by Council to undertake the interstate travel (inclusive of tolls, car parking and additional accommodation costs) shall not exceed the cost of economy class air travel and transfers to the relevant destination.

Parking will be provided for Councillors' private vehicles at the Civic Centre.

6.2.4. Council Vehicle Use

In exceptional circumstances, where practicable and by prior arrangement through the Chief Executive Officer, a Council pool vehicle may be made available for use by a Councillor where use of a private vehicle or other means of transport is not available or convenient.

All use of Council pool vehicles must be reasonably necessary to discharge the duties of a Councillor and pool vehicles may not be used for personal use.

Council does not have an allocated pool vehicle for use by Councillors and availability of vehicles is subject to operational demands upon the fleet.

Any Councillor use of Council pool vehicles is subject to relevant Council policies and procedures.

6.2.5. Tolls and Car Parking Costs

Councillors and delegated committee members may be reimbursed for the cost of:

- Car parking for the reasonable duration required to perform their duties.
- Fees for use of toll roads (EastLink and CityLink) incurred in attending to their duties.

The most value for money parking options should be sought. Where premium, valet or personalised parking services are used, the amount paid or reimbursed by Council shall not exceed the cost of standard parking facilities available in reasonable proximity.

6.2.6. Public Transport

Councillors and delegated committee members may be reimbursed for the cost of using public transport incurred in attending to their duties as a Councillor.



6.2.7. Taxi Costs (including ride share and other fare based services)

Where it is not practicable or cost effective to use public transport, a Council or private motor vehicle, Councillors and delegated committee members may be reimbursed for taxi costs incurred in attending to their duties.

Where a Councillor or a delegated committee member uses a ride share service or other service providing a vehicle and driver, the amount paid or reimbursed by Council shall not exceed the cost of an equivalent taxi service.

Councillors may request a "Cab-Charge" voucher from Council for the payment of taxi services.

6.2.8. Overseas Travel

Overseas travel expenses will only be incurred or reimbursed in accordance with a specific Council resolution made prior to the travel being undertaken.

Expenses relating to overseas travel, accommodation, meals and reasonable entertainment will be met or reimbursed by Council in accordance with the resolution.

6.2.9. Exclusions

Council will not directly pay for, or reimburse, the costs of any infringements incurred, including:

- For road, traffic or parking offences.
- For public transport offences.

6.2.10. Travel Expenses not covered by the foregoing.

Where travel expenses are proposed to be incurred outside this section or there is doubt as to the application of this section to expenses incurred, then the provisions of section 6.15 of this Policy can be applied.

6.3. Information and Communications Technology (ICT)

6.3.1. Selection and Provision of Councillors' ICT Equipment

The following tools of trade will be made available to each Councillor to assist them perform their duties as a Councillor:

- one mobile telephone: Wi-Fi and mobile data (ie 3G, 4G, or 5G) enabled with a voice mail or voice to text service.
- one mobile tablet or laptop computer: Wi-Fi and mobile data (ie 3G, 4G, or 5G) enabled.
- one multi-function copier/printer/scanner – if requested. One replacement set of toner cartridges will be provided upon request per Council term.
- monitor with a second monitor available on request.
- headphones suitable for tablet / laptop based MS Teams and Zoom meetings.

The capital costs of Councillors' tools of trade are not an expense for the purposes of this policy.



Council will directly pay for the expenses associated with providing a mobile data plan for tools of trade through plans established periodically according to Council's usual procurement processes.

The make, model, and functionality of Councillors' tools of trade will be subject to consultation with Councillors, but will otherwise:

- Be selected in accordance with Council's ICT strategy and the usual standards and processes applied across Council for its business activities;
- Not exceed, nor be less than, the standard or specifications of equipment available to staff (including Directors and the Chief Executive Officer);
- Be consistent across the Councillor group to enable more efficient training, support and asset management;
- Be reviewed at the commencement of each electoral term; and
- Be upgraded at the end of their useful life or otherwise in accordance with Council's ICT strategy and the usual standards and processes applied across Council for its business activities.

Where a reasonable mobile data (ie 3G, 4G, 5G) connection cannot be accessed at a Councillor's normal place of residence, expenses for an alternative solution can be considered in accordance with section 6.15 of this Policy.

6.3.2. Selection and Installation of ICT Software

Councillors' tools of trade will be equipped with a range of approved software. Software selected will be subject to consultation with Councillors, but will otherwise be selected and upgraded in accordance with Council's ICT strategy and the usual standards, processes and security safeguards applied across Council's network.

The installation of additional software on Councillor tools of trade is subject to consultation with the IT Department.

Councillors must not load pirated, suspect or illegal software or content onto any Council provided device. Council has the right to audit a tool of trade, including applications and information, to ensure compliance with the law and this policy. The Chief Executive Officer has the authority to delete any inappropriate information or unauthorised software from a Council provided tool of trade.

The cost of approved software selected and made available to all Councillors is not considered an expense for the purposes of this policy.

6.3.3. Use of ICT Equipment

Councillors must maintain the integrity and the configuration of the tools of trade provided, protect and generally ensure the safe custody and operation of such equipment and the information they contain.

Councillors' tools of trade are to be used for their duties as a Councillor, however reasonable personal use (as defined) of Councillors' tools of trade is permissible. Councillors' tools of trade must not be used to conduct personal business or other unacceptable uses.

Councillors should take all reasonable steps to ensure that Council provided tools of trade are not used in breach of this policy by third parties.



Councillors will be provided an opportunity to review the costs associated with their tools of trade at regular intervals, in order to identify and reimburse Council for private usage which is beyond reasonable personal use.

6.3.4. International Roaming

Councillors travelling overseas travel in accordance with section 6.2.8 may have international roaming provisioned on their tools of trade for the duration of the trip in accordance with Council's resolution.

International use of tools of trade in all other circumstances requires approval of the Chief Executive Officer prior to departure and the quantum of expense to be met or reimbursed by Council shall be limited to \$100 per Councillor per 4 week period.

6.3.5. User Accounts and Data

Councillors will be provided a user account enabling access to:

- Their tools of trade and any associated local, network, or cloud based storage.
- An email account on Council's @Knox.vic.gov.au domain.
- Software provided in accordance with section 0.
- Other data and resources relevant to their duties as a Councillors.

Councillors' use of the accounts and data provided via their tools of trade (or any other method) are subject to the various codes, policies and procedures set out Section 4.

Council will typically provide personalised user accounts and avoid generic (ie ward based) accounts to ensure the privacy and confidentiality of Councillors' data following the end of a Councillor's term of office.

6.3.6. Damage, Loss or Theft of Equipment

Any damage sustained to Councillors' tools of trade will be repaired at Council's expense. Device covers are highly recommended and may be supplied by Council.

Where a mobile device is damaged, lost or stolen a Councillor must:

- report the damage, loss or theft to the Information Technology Team as soon as practicable; and
- where requested, provide a Statutory Declaration including the details of the device and the circumstances of the damage, loss or theft.

All stolen or lost tools of trade will be subject to a remote wipe by Council.

6.3.7. Return of Councillor Equipment

All Councillor equipment must be returned to Council:

- upon request; and or
- at the conclusion of a Councillors' term of office.

Council staff will take appropriate steps to remove / destroy any data stored on Councillor equipment that is returned, before it is disposed of or re-deployed.



6.3.8. Disposal of Redundant Councillor Equipment

Councillors will be provided with an opportunity to purchase (at market value) the tools of trade that have been provided to, and used by them, if they are determined by the Director Customer and Performance to be redundant or additional to Council's needs.

Any equipment purchased must be returned to Council beforehand, to enable corporate software and personal information to be removed, in accordance with section 6.3.7.

Tools of trade are not considered redundant or surplus to Council's needs if they:

- are of a type and specification still being procured or deployed for use by Council; and/or
- are of a type and specification that are appropriate to retain for redeployment to other Councillors or staff members, Council programs or activities.

Equipment that remains relevant and useful to Council's needs will not be made available to Councillors for purchase.

The market value of any tools of trade to be sold in accordance with this section will be determined by the Director Customer and Performance; having regard to contemporary market rates for the sale or trade-in value of such equipment. Records of how the market value(s) was determined will be maintained by the Director Customer and Performance.

Once notified of the opportunity to purchase the equipment and the market value, a Councillor must inform Council of their intent to purchase or not within 7 days.

Any equipment not purchased must be returned to Council promptly in accordance with a notification from the Director Customer and Performance.

6.3.9. Transfer of mobile telephone number

A Councillor wanting to retain their Council owned mobile telephone number at the conclusion of may request the number be transferred to them.

Any associated costs in the transfer and any fees or charges incurred at this time and after will be met by the Councillor wanting to transfer the number.

6.4. Conferences, Seminars, Training and Professional Development

6.4.1. General Provisions

Council recognises the need for Councillors to attend training, conferences, seminars and professional development activities in order to be kept informed on relevant local government matters and to assist them performing their roles as Councillors. Generally, and as defined in this Policy, professional development means the process of improving and increasing the capabilities, knowledge, mindset or skillset of Councillors.

Annual budget provisions for conferences, seminars, training and professional development are addressed in Section 6.4.2.

Prior approval to attend the training and development activity must have been obtained from either the Chief Executive Officer or resolution of Council for expenses to be paid or reimbursed to Councillors.

The expenses paid or reimbursed to Councillors may include:

- 6.4.1.1 registration fees.



6.4.1.2 accommodation costs other than in the metropolitan area.

6.4.1.3 reasonable cost of meals and refreshments.

Where appropriate, Councillors will present a short synopsis of the event (written or verbal) at the next practicable Council meeting as part of their monthly Councillor report, following attendance at a conference, seminar, training or professional development.

Conferences, training or professional development conducted or delivered by Council staff are not considered expenses for the purposes of this policy, (including the cost of ancillary meals and refreshments including in accordance with Section 6.8).

A delegated committee member may have training and professional development expenses paid or reimbursed by Council in accordance with a specific Council resolution made prior to the training or activity being undertaken.

Expenses relating to registration fees, accommodation and meals will be met or reimbursed by Council in accordance with the resolution.

6.4.2. Annual Budget Allocation for Conferences, Seminars, Training, Professional Development and Representation

Subject to consideration and approval of the annual Council budget, an allocation for Conferences, Seminars, Training, Professional Development and Representation of:

- \$5,500 will be made in respect of each Councillor;
- \$7,000 for the Deputy Mayor; and
- \$11,000 for the Mayor;

for use within a given mayoral year at the discretion of the individual Councillor. Allocations are not cumulative as between mayoral years.

6.4.3. Accommodation and Meals at Conferences, Seminars, Training and Professional Development

Where it is understood that a Councillor training and development activity involves related costs, such as accommodation or meals, these should be identified prior to registration.

If not included in the cost of the registration, the cost of meals and beverages (within reasonable limits) for the duration of the training and development activity may be reimbursed to Councillors and delegated committee members.

Appropriate accommodation, as selected by the Chief Executive Officer or delegate, for the duration of the training and development activity may be paid by Council. Accommodation expenses within the metropolitan Melbourne area will not be paid or reimbursed to Councillors or delegated committee members.

Accommodation and meal expenses should be consistent with Table 3 in the annual determinations of the Australian Taxation Office regarding reasonable accommodation and meal expenses (See for example Taxation Determination TD 2023/3 included at Appendix 1, or subsequent determinations as circulated to Councillors from time to time.)

6.4.4. Councillor Induction and sector training

A mandatory induction and training program will be conducted for all Councillors at the commencement of each electoral term. Periodically throughout the Councillors' terms of office, Councillors will also have access to program of training and professional development opportunities including:



- 6.4.1.1 Meeting procedures
- 6.4.1.2 Chairing of meetings
- 6.4.1.3 Media training
- 6.4.1.4 Governance training (for example, Australian Institute of Company Directors course)
- 6.4.1.5 Financial training
- 6.4.1.6 Information Technology usage
- 6.4.1.7 Team Building and interpersonal skills
- 6.4.1.8 MAV/VLGA Councillor Development Programs
- 6.4.1.9 Cranlana Colloquium

- An allocation for these expenses will be made, subject to consideration and approval in the annual Council budget.
- A Councillor's entitlement to have met or reimbursed the cost of undertaking the Australian Institute of Company Directors', Company Directors Course is subject to and conditional upon the course commencing prior to the calendar year in which a general election is to be held.
- Additional training and professional activities outside of the above program must be funded separately as an expense from individual Councillor budget allocations in accordance with Section 6.4.2.
- A Councillor who is not entitled (or seeking) to be reimbursed for attending the Australian Local Government Association (ALGA) National General Assembly (NGA) in accordance with Section 6.5.1, may fund their attendance at the NGA from their individual Councillor training and development budgets. (For the purposes of this section, the costs of attending the NGA shall include all registration, travel, meals, accommodation and incidental expenses).

6.5. Representing Council

6.5.1. Attendance at the Australian Local Government Association (ALGA) National General Assembly (NGA)

The Mayor and up to three additional Councillors are entitled under this section to have met or reimbursed, the costs for attending and representing Council at the Annual National General Assembly of the Australian Local Government Association (ALGA), which provides Councils with the opportunity to participate and engage in advocacy and discussion on matters of national importance to local government.

Where more than three Councillors, other than the Mayor, wish to claim an entitlement under this section, the Mayor shall consult with Councillors seeking to reduce the number of Councillor delegates to four. Priority will be given to Councillors who have not previously attended the NGA in the current term of Council. Where, following consultation with the Mayor, more than four Councillors wish to claim an entitlement under this section, the matter shall be referred to Council for determination.

The total cost for attending the NGA (excluding meals and transport costs) under this section shall not be deducted from individual Councillors' Conference, Seminar and Representation Expenses entitlement.



At the request of the Mayor, and subject to available budget provisions, the Councillor delegation to the NGA may be supported (at Council's expense) by the Chief Executive Officer or another member of the Executive Leadership Team.

6.5.2. Attendance at Fundraising and Charitable Events

Council will directly pay for or reimburse the cost of ticketed events for Councillors invited, in their role as a Councillor, by written invitation to attend Fundraising or Charitable Events:

- a) Conducted by a neighbouring municipality, or municipality in the Municipal Association of Victoria's Metropolitan East Region; or
- b) Where prior approval has been given by Council, or the Chief Executive Officer in consultation with the Mayor (or in the case of Mayoral expenses, the Deputy Mayor), and the event benefits the Knox Community.

6.5.3. Appointments to External Organisations

Each year, and from time to time, Council resolves to appoint Councillors to represent it on a number of external organisations.

For these organisations the nominated Councillors or their substitute are to be Council representatives at regular meetings of these organisations and any special events, with partners where appropriate.

Councillors are entitled to have paid by Council, or reimbursed, reasonable bona fide costs associated with representing Council on such organisations subject to expenditure in excess of \$500 per annum per delegate (including substitute nominees) per organisation being approved in advance by Council.

6.6. Attendance by a Councillor's Spouse or Partner

6.6.1. Attendance at Functions of Victorian Councils

Where there is a mutual expectation of partners attending, Council will directly pay for or reimburse the reasonable costs of a Councillor's spouse or partner attending functions:

- a) held by Knox City Council; or
- b) held by other Victorian municipalities

A mutual expectation of partners attending would arise for example where:

- A spouse / partner is specified on the invitation; and
- The event is a dance, ball, or gala, to which a partner would typically be invited; or
- The event is of a nature where other attendees will be accompanied by partners.

6.6.2. Attendance at other seminars, conferences or civic functions

Attendance at any seminar, conference or civic function by a councillor's spouse / partner shall be at the expense of the councillor except where:

- a) Prior approval has been given by Council or the Chief Executive Officer in consultation with the Mayor (or in the case of Mayoral expenses, the Deputy Mayor); and
- b) Attendance by a councillor's spouse / partner is considered to be necessary or appropriate to support the business or representational needs of Council; and



- c) Sufficient provision exists in the approved annual budget for conferences and seminars.

In order to effectively manage GST liability – all arrangements for a Councillor’s spouse or partner’s attendance may be requested to be paid for by the Councillor, with reimbursement provided by Council.

6.7. Other Support

Where a Councillor attends an event on behalf of Council, the following support can be provided when required and as follows:

- Administrative support managing invitations and RSVPs provided by the Executive Assistant to the Mayor and Councillors.
- Provision of talking points for the Mayor (or delegate), for events where a formal invitation is received to attend and speak.
- Providing background information for Councillors attending other events if requested.
- Support associated with the wearing (and security of) of the Mayoral Robes and Chain for events where formal attire is considered necessary and appropriate.
- Taking photos of Councillors (using Councillor’s devices) at events on request, provided such requests are incidental to, and not disruptive to the officer’s role at the event.

6.8. Meals and Refreshment

6.8.1. General Provisions

Council will provide reasonable meals (typically either a buffet style meal or plated meal) during evenings of Council meetings, Delegated Committee meetings, Issues Briefings and other key meetings as determined by the Chief Executive Officer in consultation with the Mayor.

Reasonable meals may also be provided when other Council events or meetings are held at times that immediately follow or extend through normal mealtimes.

Council will provide reasonable refreshments for Councillors’ in their office and meeting space.

6.8.2. Alcohol

Where this policy makes allowance for refreshments or meals for the Mayor, Councillors or Committee members, in the absence of a prior resolution of Council, the cost of alcoholic beverages shall not be met or reimbursed as an expense except:

- Where they cannot be reasonably avoided (such as where alcoholic beverages are included as part of the ticket price of an event or function.)
- Where the Chief Executive Officer has determined the provision of alcoholic beverages is appropriate at a Knox City Council civic or other function involving members of the community, having regard to:
 - The nature and purpose of the function.
 - Community expectation and the policy principles set out in section 6.1.1.



- The impact alcohol can have on the safe, competent and professional performance of the duties of a Councillor, or other attendees.

6.9. Carer Support

Council will directly pay for, or reimburse fair and reasonable childcare / family care expenses incurred by Councillors whilst discharging their duties as a councillor. The total expense paid for, or reimbursed, by Council must exclude any applicable rebates or subsidies.

Council will directly pay for, or reimburse fair and reasonable childcare / family care expenses incurred by a delegated committee member whilst discharging their duties as a member of a delegated committee. The total expense paid for, or reimbursed, by Council must exclude any applicable rebates or subsidies.

Family care relates to care provided to any immediate family member who is either a child or a sick, elderly, or disabled person. A child is defined as a person up to, but not including, 16 years of age.

Council may also make reasonable adjustments, and directly pay for or reimburse fair and reasonable additional expenses incurred by a Councillor who is breastfeeding.

Eligible care does not include care performed by a direct relative (spouse, domestic partner, son, daughter, mother, father, brother or sister of the Councillor or their spouse or partner).

Council will provide reimbursement of costs where the provision of carer services is reasonably required when a councillor or delegated committee member who is a carer incurs reasonable expenses in the performance of their duties.

Each claim must be substantiated by a receipt from the caregiver showing the dates and times care was provided and a written statement identifying the duty performed by the Councillor.

6.10. Professional Memberships

Council will directly pay for, or reimburse the cost of the following memberships:

- Australian Institute of Company Directors
- The Victorian Local Government Association
- The Australian Local Government Women's Association

Other memberships, which are considered demonstrably beneficial to Council or the performance of the duties of a Councillor, may be considered in accordance with section 6.15 of this Policy.

6.11. Subscriptions

Councillors can access The Age newspaper as part of a Your Library Membership.

Council will directly pay for, or reimburse the cost of a subscription to The Herald Sun newspaper.

Other subscriptions may be considered in accordance with section 6.15 of this Policy.

6.12. Miscellaneous Support and Expenses

All Councillors will be provided with:



- Standard stationery and office consumables held or obtained generally for the organisations requirements.
- Personalised business cards.
- Names badges, including for a spouse or partner.
- A page on Council's website including, but not limited to, a photo, contact details, term dates and committees. Additional information may be included at the request of individual Councillors, subject to approval by the Chief Executive Officer.
- Any safety equipment required for a Councillor's duties. This equipment is to be returned to the organisation promptly upon the completion of the activity/duty for which the articles were required.
- Council business papers, personal mail and other Council information will be couriered to Councillors' place of residence weekly or as required.

The Chief Executive Officer shall also provide an appropriate level of secretarial/administrative support for the Mayor and Councillors.

6.12.1. Donations and/or sponsorship

Donations and/or sponsorship made by a Councillor will be made on their own behalf and not on behalf of Council, except in accordance with a prior resolution of Council.

Councillor donations and/or sponsorship not in accordance with a prior resolution of Council will not be reimbursed by Council.

6.12.2. Insurance Policies

Councillors and delegated committee members are covered under the following Council insurance policies while discharging, in good faith, the duties of civic office including attendance at meetings of external bodies as Council representatives:

- Public Liability Insurance;
- Professional indemnity Insurance;
- Councillors and Officers liability Insurance;
- Personal Accident (accompanying partners are also covered) Insurance;
- Travel Insurance; and
- Work Cover (as a deemed employee).

The insurance does not cover criminal or willful acts.

The Council will pay the insurance policy excess in respect of any claim made against a Councillor or member of a delegated committee arising from Council business where any claim is accepted by Council's insurers, whether defended or not.

6.12.3. Legal Expenses

Other than by specific Council resolution, any legal expenses incurred by a Councillor shall be the responsibility of that Councillor.

6.12.4. People Assist Program



Council provides a People Assist Program to staff which is also available for use by Councillors. The program provides professional and confidential support services for personal or work related issues for Councillors and their immediate family at no cost.

Councillors can access the People Assist Program for up to four free hours, per issue.

6.13. Office and Meeting Space

At the Civic Centre there shall be provided:

- A Mayoral Office
- A separate, shared office space provided for use by Councillors
- A Councillors' Room.

All spaces will be determined by the Chief Executive (in consultation with Councillors) and suitably equipped for computer use, photocopying, reading, research and meetings.

Councillors will be provided with 24 hour security access to the Councillors' Room and shared office space. The Mayor shall have 24 hour security access to the Mayoral Office.

Subject to availability, other Council meeting/function rooms owned and controlled by Council may be booked by Councillors for use free of charge for meetings and other functions, provided the Councillor is in attendance and the use is necessary or appropriate for performing the duties of a Councillor or the conduct of Council business.

6.14. Ward Meetings

An annual budget provision will be made (and reviewed annually as part of the Council budget process) for the reasonable costs associated with holding one Ward Meeting per calendar year.

6.14.1. General Provisions

Ward Meetings are conducted as an informal feedback session for the benefit of Councillors. It is not intended that detailed information be provided by staff on the progress of projects or upcoming projects.

Ward meetings are held at the discretion of individual Councillors who are responsible for setting the agenda, preparing relevant content and conducting their Ward meetings.

Councillors are requested to indicate their intention to hold Ward Meetings at the commencement of each calendar year.

Ward meetings may be held at the Civic Offices, or at a convenient location within the Ward as selected by the Councillor.

Refreshments provided shall be limited to tea, coffee and biscuits.

Ward meetings will not be held during an election period.

6.14.2. Staff Attendance

Council staff typically do not participate in Ward Meetings.

At the request of the Ward Councillor, a staff member may attend to act as a note taker.



Councillors may request the attendance of a specific Council Officer to discuss a specific item. The Chief Executive Officer is responsible for determining the attendance and role of Council officers at Ward Meetings.

6.14.3. Advertising

Advertising will be conducted via Council's website and social media channels, and signage at Council's Civic Centre and local libraries.

Additional advertising may be considered in accordance with section 6.15 of this Policy.

6.15. Other Expenditure Not Specified

Where any expense sought to be paid for, or reimbursed to, a Councillor is not covered by this Policy or exceeds the budgetary limits in section 6.4.2 the following process shall apply:

- The Councillor shall make application prior to incurring any expense.
- For expenses \$300 or less and generally within the terms of section 75 of the Act and in compliance with this Policy:
 - The Chief Executive Officer shall confer on the matter with the Mayor (or in the case of Mayoral expenses, the Deputy Mayor).
 - The Chief Executive Officer may then determine the matter and inform the Councillor, providing reasons for their decision.
- For expenses greater than \$300 the matter will be referred to Council for consideration and determination.

Where there is any uncertainty or disagreement as to an entitlement; or where there is any failure to comply with this Policy, the following process shall apply:

1. The Chief Executive Officer shall confer on the matter with the Mayor (or in the case of Mayoral expenses, the Deputy Mayor).
2. The Chief Executive Officer may then determine the matter, or a proposed course of action to resolve the disagreement / uncertainty or the non-compliance, and inform the Councillor, providing reasons for their decision.
3. If the matter remains unresolved it will be referred to Council for consideration.

If the Chief Executive Officer and Mayor have been party to the decision which is the subject of the uncertainty / disagreement:

1. The Chief Executive Officer shall refer the matter to the Director Customer and Performance for independent review.
2. The Director Customer and Performance shall confer with the Manager Governance and Risk and determine the matter, or agree a proposed course of action to resolve the disagreement / uncertainty or the non-compliance.
3. The Director Customer and Performance will inform the affected Councillor of the proposed course of action to resolve the disagreement / uncertainty or the non-compliance.
4. If the matter remains unresolved it will be referred to Council for consideration.



6.16. Claims and records

6.16.1. Form of claims

All claims must be made on the form provided and be complete as to all specified detail.

Councillors and delegated committee members may also be periodically requested to certify details of expenses incurred on their behalf.

The following substantiation rules apply to all expense claims.

- A claim for reimbursement must be supported by written evidence, being a receipt, tax invoice or similar document that sets out the relevant particulars. This means a document from the supplier of the goods or services the expense is for, setting out:
 - the name or business name of the supplier; and
 - the amount of the expense, expressed in the currency in which it was incurred; and detailing any GST paid, and
 - the nature of the goods or services; and
 - the date the expense was incurred; and
 - the date the document was made.
- Where this documentation is not available a statutory declaration must be submitted to support the claim.

Incomplete claims or claims which are outside this Policy will be initially referred to the claimant Councillor for further advice.

Claims which are not in accordance with this Policy will be considered under section 6.15.

6.16.2. Timeframe for submission of claims

Councillors and delegated committee members are required to submit claims in a timely manner to ensure transparency and timely accountability.

Claims for reimbursement of expenses in the September, December and March quarters must be submitted by the close of business of the following month.

Claims for reimbursement of expenses in the June quarter must be submitted within 7 working days of the end of financial year.

Claims for reimbursement which are not in accordance with the above timeframes will not be processed unless Council resolves to accept the claim.

6.16.3. Assessment of claims

The Chief Executive Officer will oversee the processing of all claims by the Governance Department.

Where a claim appears incomplete or outside this Policy it will be initially referred to the claimant Councillor for further discussion. Unresolved issues will be managed in accordance with Section 6.15.



6.17. Accountability

Council is committed to accountability and transparency for reimbursement of expenses and the provision of resources and facilities to Councillors. This Policy will be posted on Council's website.

Quarterly reports of all councillor and delegated committee member expenses will be provided to council, and the council's Audit and Risk Committee.

The report will include:

- expenses incurred on behalf of councillors and delegated committee members during the quarter;
- reimbursement claims made by councillors and delegated committee members during the quarter; and
- reimbursements made by councillors and delegated committee members during the quarter.

In accordance with Council's Public Transparency Policy, Council maintains a public register which includes details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor in the previous 12 months, including—

- the name of the Councillor;
- the dates on which the travel began and ended; and
- the destination of the travel; and
- the purpose of the travel; and
- the total cost to the Council of the travel, including accommodation costs.

Council's annual report shall include information regarding all Mayoral and Councillor expenses (whether paid directly by Council or reimbursed to the Councillor) broken down into categories as required by the Act:

- Transport and Travel
- Communications Equipment
- Conferences, Seminars, Training and Professional Development
- Professional Memberships
- Carer Support
- Other Expenses

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 on approval of the Chief Executive Officer. 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 Extract from Taxation Determination TD 2023/3 - Income tax: what are the reasonable travel and overtime meal allowance expense amounts for the 2023-24 income year?

Table 3: Reasonable amounts for domestic travel expenses – employee's annual salary \$247,021 or more

Place	Accomm. (\$)	Food and drink (\$) breakfast 38.90 lunch 55.00 dinner 77.00	Incidentals (\$)	Daily total (\$)
Adelaide	211	as above	32.90	414.80
Brisbane	257	as above	32.90	460.80
Canberra	246	as above	32.90	449.80
Darwin	293	as above	32.90	496.80
Hobart	235	as above	32.90	438.80
Melbourne	265	as above	32.90	468.80
Perth	265	as above	32.90	468.80
Sydney	265	as above	32.90	468.80
All country centres	\$195 or the relevant amount in Table 4 if higher	as above	32.90	variable

<https://www.ato.gov.au/law/view/pdf/pbr/td2023-003.pdf>

	ALLOCATION NO:
	<h2>Claim Form – Carer Costs</h2> 

Application for Payment or Reimbursement of Carer Costs

Councillor Name:		
Date(s) claimed for:		
Councillor or Delegated Committee Duties undertaken whilst carer support is provided		
Names of person or organisation providing care		
Costs	Hours	
	Hourly Rate	\$
Declaration:	<p>I declare that the above claim is submitted in accordance with the requirements of the Councillor Support Policy and Procedure and:</p> <p><input type="checkbox"/> Is net of any rebates or subsidies;</p> <p><input type="checkbox"/> Is not for care provided by a direct relative (as defined);</p> <p><input type="checkbox"/> the expenses claimed are fair, reasonable, bona fide and reasonably necessary to enable me to perform my duties as a Councillor; and</p> <p><input type="checkbox"/> I have included appropriate supporting documentation in including a receipt from the caregiver.</p>	
Councillor Signature		Date:
CEO Signature:		Date:

	<div style="border: 1px solid black; padding: 5px; display: inline-block; margin-bottom: 10px;">ALLOCATION NO:</div> <h2 style="margin: 0;">Claim Form – Travel Expenses</h2> <div style="text-align: right;">  </div>
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Application for Payment or Reimbursement of Travel Expenses

Councillor Name:		
Description of Expenses claimed:		
Councillor Duties or Delegated Committee undertaken necessitating travel		
Value of expenses claimed	Travel	\$
	Accommodation	\$
	Attendance/ Registration	\$
	Meals/Drinks	\$
	Other Costs, specify	\$
	Total	\$
Declaration:	<p>I declare that the above claim is submitted in accordance with the requirements of the Councillor Support Policy and Procedure and:</p> <p><input type="checkbox"/> That undertaking the duties of a Councillor was the primary and predominate purpose of travel;</p> <p><input type="checkbox"/> the expenses claimed are fair, reasonable, bona fide; and</p> <p><input type="checkbox"/> I have included appropriate supporting documentation.</p> <p>I further understand that details of this travel will be disclosed publicly in accordance with Section 222 of the Local Government Act.</p>	
Councillor Signature		Date:
CEO Signature:		Date:

	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">ALLOCATION NO:</div> <h2 style="text-align: center; margin: 0;">Claim Form – General Expenses</h2> <div style="text-align: right;">  </div>
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Application for Payment or Reimbursement of General Expenses

Councillor Name:		
Description of Expenses claimed:		
Councillor Duties or Delegated Committee undertaken relevant to expenses incurred		
Value of expenses claimed	Type of expenses	Value
		\$
		\$
		\$
		\$
		\$
	Total	\$
Declaration:	<p>I declare that the above claim is submitted in accordance with the requirements of the Councillor Support Policy and Procedure and:</p> <p><input type="checkbox"/> the expenses claimed are fair, reasonable, bona fide; and</p> <p><input type="checkbox"/> I have included appropriate supporting documentation.</p>	
Councillor Signature		Date:
CEO Signature:		Date:

9 Supplementary Items
Nil

10 Notices Of Motion

10.1 Notice Of Motion No. 181 - Glass Recycling Bin - Purple Lid

The following notice of motion was lodged by Councillor Williams in accordance with Council's Governance Rules:

I hereby give notice that it is my intention to move the following motion at the Council Meeting on 26 May 2025

That Council:

1. Supports measures to reduce waste and improve recycling.
2. Notes that the Municipal Association of Victoria (MAV) May State Council meeting held on 16 May 2025 considered several Motions regarding the glass recycling bin.
3. Notes the significant estimated financial implications associated with implementing a separate kerbside glass recycling service, estimated at approximately \$4.5 million in the first year and \$1.5 million annually (approximately \$24 per property) thereafter for Knox City Council.
4. Acknowledges the success and high utilisation of the Victorian Container Deposit Scheme (CDS) within Knox, with over 3.2 million containers returned in March 2025 alone, at no cost to Council.
5. Writes to the Minister for Environment – The Hon. Steve Dimopoulos, Minister for Local Government - The Hon. Nick Staikos and local Members of Parliament Ms Daniela De Martino, Mr Jackson Taylor, The Hon. Kim Wells, to:
 - a. Request an extension to the mandated timeframe for the introduction of a separate glass recycling service until national standardisation of kerbside services and CDS has been implemented;
 - b. Advocate for the expansion of the Victorian CDS to include wine and spirit bottles, aligning with other states in Australia;
 - c. Requests that the Victorian Government review the effectiveness of the Container Deposit Scheme and assess that against the usage of the glass recycling service that has been rolled out by councils to date; and
 - d. Request that the Victorian Government share the Business Case it prepared on kerbside glass recycling for Victoria.

11 Urgent Business

12 Questions Through the Chair

13 Confidential Items

13.1 CEO Performance Review

A confidential report is circulated under separate cover 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 regarding the Chief Executive Officer that would be unreasonable to disclose in a public report.