

# Council and Health and Wellbeing Plan 2025-2029

Progress report quarter three:  
2025-2026



knox



# About the plan

The Council and Health and Wellbeing Plan 2025-2029 was adopted on 23 June 2025 and is our promise to the Knox community. It sets out what we will do to respond to changing needs and has been shaped by our aspirations, needs, values and priorities. It informs long term financial planning with annual actions and performance measure targets represented in each Annual Budget.

To develop the Council and Health and Wellbeing Plan 2025-2029 we engaged over 1,100 community members to make sure the plan reflects the vision, values and aspirations of the people of Knox.

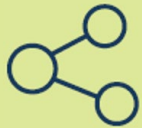
# Our Community Vision 2035

Our Community Vision describes our collective long-term hopes and aspirations for Knox. It helps us to 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.”**

# Our themes

We have 6 key themes to focus on that help achieve our Community Vision. These themes reflect the priorities and aspirations of our community.



**Enhancing community connection to vital services and resources**

Our community can access important local services and resources 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.



**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.



**Embracing connection, inclusion and diversity**

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



**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.



**Planning our future city**

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

# Our health and wellbeing priorities

We understand 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.



**Reduce harm from alcohol, smoking, vaping and gambling**



**Promote equal participation opportunities and celebrate our diverse community**



**Support access to affordable and nutritious food**



**Create opportunities for active living**



**Advocate for equity across our community**



**Support prevention of all forms of violence by promoting safety and respect**



**Build resilience to emergencies and threats, including climate change**






**Improve social connection and mental wellbeing**

## How to read this report

### Actions

This report details the progress of the Council and Health and Wellbeing Plan 2025-2029 actions that are funded in the current financial year. These are the major initiatives that will be delivered during this financial year.

Progress status is reported based on the following colour coding:

Complete	On schedule	Behind schedule
		

### Performance measures

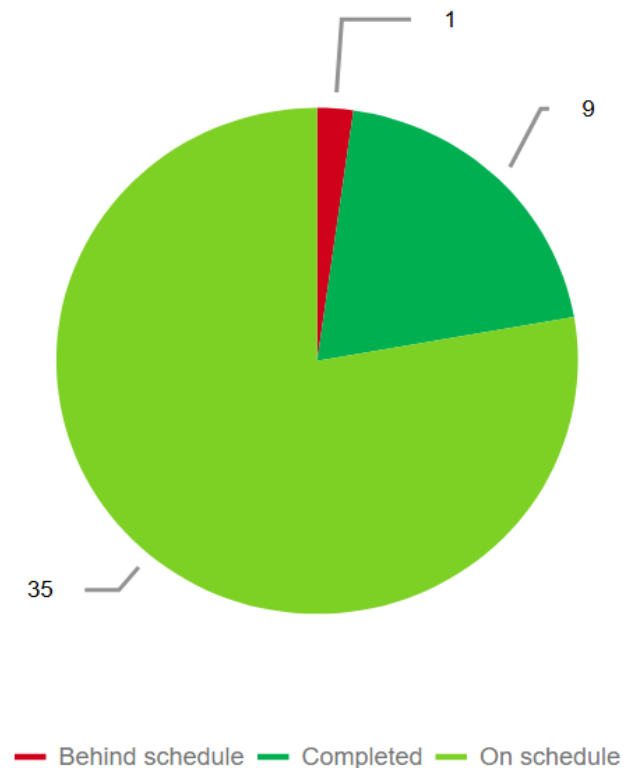
The Quarter 4 will include the Council and Health and Wellbeing Plan 2025-2029 performance measures which demonstrate progress towards achieving each Strategic Objective. The data reflects year-to-date results and will be updated again in Quarter 4. Each measure is tracked against its annual target as set out in the Annual Budget.

# Progress Report Quarter 3, 2025-2026

## 2025-26 actions summary


There are 45 actions to be delivered in 2025-2026. As of the latest reporting period, the overall implementation of these actions is progressing well, with nine actions completed, 35 actions on schedule and one action is behind schedule.


Theme	Complete	On schedule	Behind schedule	Grand Total
Enhancing community connection to vital services and resources	0	7	0	7
Embracing connection, inclusion and diversity	1	8	1	10
Caring for and enhancing our environment	0	7	0	7
Leading, listening and governing responsibly	3	5	0	8
Being a strong voice for safety	2	4	0	6
Planning our future city	3	4	0	7
<b>Total</b>	<b>9</b>	<b>35</b>	<b>1</b>	<b>45</b>





# Theme 1: Enhancing community connection to vital services and resources



## Actions

Action	Progress	Comments	Status
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.	75%	<p>Following Council adoption of the Ferntree Gully Cemetery Masterplan on 15 December 2025, an internal working group has been established to oversee and coordinate delivery, ensuring clear governance, accountability, and alignment between strategic objectives and operational requirements.</p> <p>Planning has commenced for the procurement of concept design services for new niche walls and memorial elements. Scope definition and procurement planning are underway, with the process to include opportunities for Council input into final design outcomes.</p> <p>Landscaping works along the external boundary in The Glade are also in progress. These works are intended to maintain a landscaped outlook for nearby properties following the future removal of the existing internal hedge to accommodate new niche walls.</p>	On schedule 

Action	Progress	Comments	Status
<p>Implement Economic Development's 2025-26 events program to strengthen capacity building for local businesses.</p>	<p>75%</p>	<p>The 2025-26 Economic Development Events Program continues to be delivered, offering a mix of networking and upskilling opportunities. Events held in Quarter 3 included the <i>International Women's Day Business Networking Event</i>, <i>Generating Cash Flow</i> workshop and <i>Business with Purpose</i> networking event.</p>	<p>On schedule </p>
<p>Promote <i>Your Library</i> activities, programs and events that focus on lifelong learning, increase social connection and improve access to technology.</p>	<p>75%</p>	<p>Regular Library Programming Meetings are held between Council and <i>Your Library</i> to identify opportunities for collaboration or alignment with Council programs and priorities. Community Strengthening also meet on an 8-weekly basis with Your Library representative to discuss and collaborate on library related matters. Council also promotes <i>Your Library</i> school holiday programming each school holidays as well as other ad hoc promotion of <i>Your Library</i> events and activities</p>	<p>On schedule </p>



Action	Progress	Comments	Status
<p>Improve our shared path network through new and renewed upgrades including the Liverpool Road shared path.</p>	<p>75%</p>	<p>The Knox Cycling Action Plan is guiding shared path priorities for 2025-26. Construction of the Green Spine path in Chandler Road, Boronia is complete. Planning and land agreements are progressing for the Liverpool Road path, with the aim of commencing works before the end of the financial year.</p> <p>Design work continues for Brenock Park Drive shared path and Railway Trail shared path between Upper Ferntree Gully Station and Mount Dandenong Tourist Road. Preliminary scoping for the shared path through Ferntree Gully Station between Underwood Road and Alpine Street section was completed following December 2025 engagement and consultation with Metro Trains Melbourne (MTM) to commence soon.</p> <p>Investigations are also underway for future shared path projects in Railway Parade, Burwood Highway to Quarry Road, and the Stud Road service road in Scoresby.</p>	<p>On schedule </p>



Action	Progress	Comments	Status
<p>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.</p>	<p>75%</p>	<p>One strategic meeting was held in Quarter 3 between Council officers and Department of Transport and Planning (DTP) to discuss key pipeline, traffic engineering and road safety matters.</p> <p>Council officers and Councillor Lockwood continued to participate in the Eastern Transport Coalition (ETC), which is preparing a State election advocacy document featuring initiatives such as improved bus connections between Vermont South, Mountain Highway and Bayswater, and a feasibility study for a Bayswater to Stud Park bus link via Henderson Road.</p> <p>Through the ETC, Council is also identifying priority safe arterial road crossings to improve access to frequent bus services. Regular meetings are continuing with the Level Crossing Removal Project team on the Boronia Station Precinct Upgrade, covering design, land matters and project risks.</p>	<p>On schedule</p> 

Action	Progress	Comments	Status
<p>Lead and deliver the Knox Food Relief Taskforce and actively participate and contribute to the Knox Emergency Relief Network.</p>	<p>75%</p>	<p>The taskforce continues to build upon the work outlined in Quarter 2. Further conversations around advocacy and how we can work together as a combined effort continue. The student project continues to be built upon in the Food Relief Dialogue where the report delivered by previous placement is now being disseminated and advocacy strategies identified and shared across the Knox Emergency Relief Network (KERN).</p> <p>In March, Council co-presented with Outer East Foodshare at the 2026 National Local Government Creating Healthier Food Environments Symposium, run by Deakin Uni. The presentation was on the establishment of the food hub run by outer east FoodShare in Wantirna, and how it could be replicated in other local government areas.</p>	<p>On schedule </p>
<p>Collaborate with Yarra Ranges Shire and Maroondah City Council to develop the Bayswater Business Precinct Spatial Plan.</p>	<p>75%</p>	<p>Council continues to contribute to this initiative. A draft spatial plan has been prepared and under review for finalisation with a view to officers presenting the draft spatial plan to Council for endorsement in Quarter 4 2025-26 or Quarter 1 of 2026-27 for the purpose of community engagement.</p>	<p>On schedule </p>


## Theme 2: Embracing connection, inclusion and diversity



### Actions

Action	Progress	Comments	Status
Strengthen the ongoing partnership with sessional kindergarten providers operating from Council facilities through enhancement of processes and partnership meetings.	85%	<p>The first partnership meeting was held on 19 February 2026 and will continue on a quarterly basis for the remainder of the year.</p> <p>Strong attendance has continued into this year, with our Central Registration Participating Kindergartens inclusive of extended activities around kindergarten provision.</p> <p>Further work is ongoing in relation to the Kindergarten Reform changes.</p>	On schedule 
Consider the child perspective in service delivery, decision making and design through a Child Friendly Cities Education Campaign to build capability of our staff.	85%	<p>Stage One: Awareness has been fully executed this quarter, with multiple activities being undertaken as per Educations and Communication Plan.</p>	On schedule 

Action	Progress	Comments	Status
<p>Deliver targeted programs for priority population groups, including intergenerational initiatives, for example an annual fishing program, to strengthen community connections.</p>	<p>75%</p>	<p>A focus this quarter has been intergenerational programs that connect older residents with children and young people. A total of 87 people participated in intergenerational activities, including a Mahjong summer school holiday program and an intergenerational playgroup held every Friday morning at the Knox Children and Family Centre in Bayswater.</p> <p>Supported by the Positive Healthy Ageing team, and in partnership with the Youth Services team, Unicorns of the Hills and Coonara Community House (CCH) launched a new program in 2026 offering life skills workshops with an intergenerational focus. This quarter, two 6-week sewing programs were delivered in Term 1 with full participation, involving participants aged 19 to 55+.</p> <p>Strong interest has been demonstrated in life skills sessions delivered in a safe and supportive environment. Further sessions are planned for Terms 2, 3 and 4, with a range of program options currently under consideration.</p>	<p>On schedule </p>
<p>Undertake the Knox Aquatics Feasibility Study.</p>	<p>50%</p>	<p>Quarter 3 has seen Stage 1, the technical assessment for Knox Leisureworks completed.</p> <p>Stage 2, the strategic review to assess the needs and provision of aquatics across the municipality, has now commenced. It is anticipated that Stage 2 will continue beyond Quarter 4.</p>	<p>Behind schedule </p>




Action	Progress	Comments	Status
Deliver sporting club capacity-building sessions in partnership with key stakeholders.	75%	During Quarter 3, a number of sporting club capacity-building sessions were delivered in partnership with stakeholders. These included a Child Safe Standards workshop delivered in partnership with Cricket Victoria, Football Victoria and Tennis Victoria; a Preventing Vaping Among Young People session held at a local sports club; and the implementation of the 'Vic Kids Eat Well Program' pilot at three sporting clubs to improve food and drink environments.	On schedule 
Deliver the 2025-26 actions of the Alcohol Statement of Commitment implementation plan.	75%	Knox Local Drug Action Team (LDAT) has had two meetings (29 January and 26 March) with LDAT members who are from community health, women's health services and prevention and responses organisations to progress planning for community engagement to reduce harm from alcohol in Knox.	On schedule 
Deliver volunteer training sessions and promote opportunities to strengthen social and community networks and reduce loneliness.	75%	Three community training sessions were delivered this quarter: <i>3Rs of Family Violence</i> with 14 attendees; <i>Volunteering - Recruitment and Retention</i> with 14 attendees; and <i>Fundraising for Community Groups</i> with 17 attendees. Four Community Strengthening e-bulletins (one was a special edition) were also distributed to 780 subscribers.	On schedule 




Action	Progress	Comments	Status
<p>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.</p>	<p>75%</p>	<p>The Knox Community Safety, Health and Wellbeing Advisory Committee met on 12 March with the new Chair, Councillor Lisa Cooper. The meeting included presentations regarding food relief in Knox, an 'In the Spotlight' section from Uniting to hear about the work they are doing in the homelessness space and more. The meeting was well attended. The members of the Advisory Committee also completed a survey in February regarding their preferences around meeting times, agenda items, and general feedback to ensure meetings meet their needs.</p> <p>In February Knox Fest hosted an activation celebrating cultural diversity through activities including Persian calligraphy, Indian dance, Tai Chi, Greek Zorba dance and Mahjong, with strong community engagement and positive feedback.</p> <p><b>The Women of Knox: Celebrating Culture and Leadership</b> event was held in March, with over 70 attendees, marking Cultural Diversity Week and International Women’s Day. The evening featured a panel of local women sharing their leadership journeys, a cultural fashion show, and a shared dinner showcasing diverse cuisines. The event was MC’d by two KMAC members and co-designed with a KMAC working group to reflect community voices.</p>	<p>On schedule</p> 


Action	Progress	Comments	Status
<p>Review the Reconciliation Action Plan 2023-2025 and develop the next iteration of the plan.</p>	<p>70%</p>	<p>Community Partnership and Inclusion are conducting ongoing engagement in relation to the Reconciliation Action Plan (RAP) 2026-2028, including meetings and engagements with community and key Council teams. General community engagement was conducted at Knox Fest in February 2026.</p> <p>The RAP has been drafted and is currently with Reconciliation Australia for feedback. Once feedback has been received, the RAP will then be taken to Executive Leadership Team (ELT) and Council for review.</p>	<p>On schedule </p>
<p>Deliver the bi-annual Youth Summit to hear from the voices of young people on issues which are important to them.</p>	<p>100%</p>	<p>Youth Services delivered the Youth Summit in August 2025 for young people aged 12 to 18 years. Every secondary school in Knox was invited, with six schools represented on the day. 68 students registered and 50 attended. The event was supported by 16 Youth Advisory Committee members. Key topics discussed included life skills and education, outdoor and recreation activities and how Council communicates with young people. Youth Services will use the insights from the Summit to guide service delivery for the next 18 months.</p> <p>In September, two young people presented the Summit outcomes to Councillors, and their contribution was well received.</p> <p>Youth Services is also working with Council's Communications and Engagement team to develop a plan to engage the 16-to-25-year age group in further consultation opportunities.</p>	<p>Complete </p>

## Theme 3: Caring for and enhancing our environment

### Actions



Action	Progress	Comments	Status
Progressively replace fleet vehicles with zero/low emission vehicles.	80%	Ongoing replacement to low emission alternatives at fleet change over points.	On schedule 
Finalise the first draft of the 10-year Open Space Strategy.	45%	A briefing was held with Councillors on 13 April 2026 on the Open Space Strategy. This briefing outlined the draft Community Values, the draft Strategy Principles, community feedback to date and the timeline for the delivery of the Open Space Strategy. The timeline shows a draft of the Open Space Strategy will be prepared in June 2026 with the final Open Space Strategy currently planned to be adopted by Council in March 2027.	On schedule 
Deliver the year two funded actions of the Biodiversity and Resilience Strategy 2024-2034 Action Plan.	80%	Revegetation site preparation has commenced to support community tree-planting events for the current season. Planning and scheduling for Gardens for Wildlife's 20th anniversary events are underway. The first quarterly Community Environmental Volunteers workshop for 2026 has been delivered.  The updated Sites of Biological Significance have been uploaded to the Council website for public access. Council is also currently recruiting for the 2026 Knox Nature Stewards Program, with a positive response received to date.	On schedule 



Action	Progress	Comments	Status
Deliver the annual Sustainability Initiatives of Council's Capital Works Program to reach net zero emissions by 2030.	70%	Work on the sustainability initiatives within the Capital Works program continues.	On schedule 
Conduct the mid-term review of Council's Climate Response Plan 2021-2031.	75%	Work on the mid-term review of the Climate Response Plan (CRP) has progressed with the mid-term review outcomes and draft CRP presented to an Executive Leadership Briefing. Work to be delivered in 2025-26 has now been completed with the draft CRP and mid-term review to be presented to Council in Quarter 1 of 2026-27 for endorsement prior to community consultation on the draft CRP.	On schedule 
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.	80%	Council resolved to continue its involvement in the glass advocacy project in the March Council meeting with correspondence sent to relevant ministers and involvement in the upcoming communications program confirmed.	On schedule 



Action	Progress	Comments	Status
Participate in the South East Metropolitan Advanced Waste Processes Project Oversight Group, to oversee facility construction and report back to Council.	75%	The project remains in the planning stage while a number of issues are being resolved. The VCAT decision to not issue a permit for the Hampton Park Transfer Station was handed down on 10 April. Councillors were briefed on 30 March 2026.	On schedule 



## Theme 4: Leading, listening and governing responsibly

### Actions

Action	Progress	Comments	Status
Optimise Council's key communication channels to ensure our customers have easy access to relevant and timely information.	75%	The third phase of the channel reviews is underway. This phase takes into consideration the information gathered in phases 1 and 2 to inform an assessment of strengths, weaknesses threats and opportunities. We also explore real opportunities to measure reach, impact and success. For some channels, such as roadside banners and digital screens, there is no practical way to measure direct impact and the focus is more on how we can measure alignment with standards.	On schedule 
Finalise the platform tender process for Core Business Systems to integrate technology systems into a single source of truth, optimising efficiency, cybersecurity and productivity.	100%	The tender was finalised and the contract was awarded to the preferred tenderer on 24 December 2025.	Complete 




Action	Progress	Comments	Status
Develop and endorse Council's Annual Budget 2026-27.	80%	The Draft Annual Budget 2026-27, together with the Financial Plan 2026-27 to 2035-36, have been prepared and will be tabled at the Council meeting on 27 April 2026. These documents have been made available for questions from the community. The Final Annual Budget 2026-27 will be tabled for adoption at the Council meeting on 22 June 2026.	On schedule 
Actively pursue and participate in collaborative procurement opportunities to maximise contract outcomes.	75%	Since December 2025, Council officers have participated in two meetings of the Eastern Metropolitan Procurement Network, held on 2 January and 19 March 2026. These forums, alongside ongoing engagement with neighbouring councils, have supported the exchange of information on key procurement priorities. In parallel, the Eastern Regional Group has advanced work to identify and consolidate a portfolio of priority contracts across councils. This collaborative approach is strengthening the development of a shared procurement pipeline, aimed at leveraging collective purchasing power and maximising aggregation opportunities.	On schedule 


Action	Progress	Comments	Status
Deliver the year one actions of Council's Organisation Strategy 2025-29.	75%	<p>Our Organisation Strategy focuses on five key themes. It encourages our people to be customer centric, people focused, financially sustainable, change ready and outcomes driven.</p> <p>Delivery of the ten actions within the Organisation Strategy is underway with the following highlights from this quarter including the drafting of our Continuous Improvement Framework, planning how we will uplift our customer request system to better meet the needs of our customers and further embedding our renewed work and development plan process across the organisation.</p>	On schedule 
Complete a community engagement program to inform Council's Annual Budget 2026-27.	100%	<p>Community engagement for the Annual Budget and Action Plan was undertaken between 28 July and 24 August 2025 with 594 responses from community members and eight formal submissions. The engagement activities were focused on understanding how we can best meet community needs under each theme of the Council and Health and Wellbeing Plan, community ideas for actions or projects in a specific location in Knox and the services our community think deliver most value. Engagement activities included an online survey, five pop-up events across the municipality and targeted events at the hubs and with the multi-advisory committee. The community engagement report was presented to Council at the Council Meeting on 29 September 2025 with formal submissions being heard on 1 October 2025 by Councillors.</p>	Complete 


Action	Progress	Comments	Status
Develop and launch a Continuous Improvement Framework and Year 1 program of initiatives to improve customer experience, staff experience, and operational efficiency.	60%	Work is progressing in the development of the Continuous Improvement Framework and associated roadmap, with both formal and informal consultation activities across the organisation being completed this quarter, to ensure a fit-for-Knox outcome. The draft framework and roadmap are due to be considered by the Executive Leadership Team in May.	On schedule 
Develop and endorse Council's Asset Plan 2025-2035.	100%	Council adopted the Asset Plan 2025-2035 on Monday 27 October 2025.	Complete 


# Theme 5: Being a strong voice for safety

## Actions

Action	Progress	Comments	Status
Complete the Domestic Animal Management Plan 2025-2029.	100%	The development of the Domestic Animal Management Plan (DAMP) 2025-2029 has been finalised and was endorsed by Council on 23 February 2026.	Complete 
Participate in the Eastern Metropolitan Council's Emergency Management Partnership (EMCEMP) in order to deliver a collaborative approach to regional emergency preparation and preparedness.	100%	Knox City Council has recently signed a new partnership agreement with the EMCEMP Councils, including ongoing funding for the next four years to enable a collaborative approach to regional emergency preparation and preparedness. Under this new partnership, officers will continue to participate in the collaboration.	Complete 
Develop a first draft of a Public Lighting Policy for Knox to extend usable hours and improve perceptions of safety in public spaces.	50%	A review of other municipalities Public Lighting Policies is underway. A project working group has been established and group meetings have commenced. A first draft of the Policy is scheduled to be completed by 30 June.	On schedule 




Action	Progress	Comments	Status
<p>Partner with key stakeholders to deliver community safety programs and initiatives that improve perceptions of safety and neighbourhood connection.</p>	<p>75%</p>	<p>A number of initiatives were undertaken to deliver community safety programs and improve perceptions of safety. These included Neighbour Day, held in March with 19 events hosted across Knox; one Local Safety Committee meeting; the development of a revitalised Community Safety webpage on Council's website; three safety-focused articles published in Knox News; one Coffee with a Cop session; and one trader visit undertaken with Victoria Police in the Ferntree Gully Village.</p> <p>Planning is also underway for internal and external education sessions focused on challenging youth crime narratives.</p>	<p>On schedule </p>



Action	Progress	Comments	Status
<p>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.</p>	<p>75%</p>	<p>Successful delivery of the Knox Staff event for International Women's Day and 2026-2030 Gender Equality Action Plan Review. Over 70 staff attended in person and there were 40 staff online for the event. Council staff heard from other staff from across the organisation as they shared why gender equality is important to them and how they have benefited from progress towards gender equality in the workplace. Staff also participated in an activity to help shape action planning for our new Gender Equality Action Plan.</p> <p>Successful delivery of "Women of Knox: Celebrating Culture and Leadership" event celebrating International Women's Day and Cultural Diversity Week on 11 March 2026 with 63 multicultural community leaders/members in attendance with 39 survey responses, which included:</p> <p>Majority responses: excellent event, strongly agree the event felt welcoming and inclusive and that it celebrated women and cultural diversity in a meaningful way.</p>	<p>On schedule </p>


<p>Deliver year two of the Free From Violence project.</p>	<p>75%</p>	<p>A Progress Report for Year 2 of the Free from Violence Local Government Program (FFVLGP), along with the Project Plan for Year 3, was submitted to the Department of Families, Fairness and Housing (DFFH).</p> <p>Family Violence Help Cards were actively distributed to community houses, community groups and police stations. The pocket-sized, fold-out resource provides information about family violence and outlines who to contact if there are concerns about abuse or violence.</p> <p>The Dil Se Wellness in Knox program was delivered over a four-week period in partnership with the Indian Senior Citizens Association in Rowville. A total of 34 seniors participated in the health and wellbeing program, with the first session focusing on gender, respect and family. The program facilitated robust discussions on gender equality and highlighted the importance of preventing and responding to family violence.</p> <p>3Rs of Family Violence training was delivered to community groups to increase participants' understanding of family violence and build capacity to respond appropriately to disclosures. A total of 12 people attended the training. Following the session, 66 per cent of participants reported feeling very confident and 33 per cent reported feeling confident in recognising the signs of family violence, responding to disclosures, and referring people to appropriate services.</p>	<p>On schedule</p> 
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## Theme 6: Planning our future city

### Actions

Action	Progress	Comments	Status
New or upgraded Council facilities are designed to be Disability Discrimination Act compliant.	80%	All new/refurbishment works on buildings requiring a building permit meet DDA compliance as required under the Building Regulations.	On schedule 
Assess building condition audit data and create renewal programs to align with building hierarchy and the long-term financial plan.	100%	A prioritised renewal program has been prepared utilising the 2024 building condition audit data. This renewal program aligns with building hierarchy and the long-term financial plan.	Complete 
Review the Public Toilet Policy and develop the next iteration of the Policy and Implementation Plan.	65%	An updated Public Management Plan is currently being drafted. Council's Public Toilets Policy review is also under way, led by Facilities with planned consultation of key stakeholders, including Council's Gender Equality and Health Promotion officer and Council's Disability Inclusion Officers. An updated Policy will be produced and is on schedule for completion as planned.	On schedule 

Action	Progress	Comments	Status
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.	100%	This project has commenced however continues to be rescoped in response to planning reform being progressed by the State Government. Delivery was significantly delayed awaiting the release of the housing modelling tool required to determine the distribution of State Government-allocated housing targets. The tool was released in February 2026, enabling the next phase of the project to proceed.	Complete 
Prepare the Bayswater Renewal Strategy Planning Scheme Amendment for implementation into the Knox Planning Scheme.	100%	Preparation of documentation associated with the planning scheme amendment has been completed, including a response to a request for further information from the Department of Transport and Planning (DTP) regarding the amendment. Council is awaiting final authorisation from DTP before presenting a report to Council to note the planning scheme amendment documentation prior to public exhibition of the amendment in 2026-27.	Complete 

<p>Advocate and provide support for eligible community members over 55 to access safe and affordable housing.</p>	<p>75%</p>	<p>Advocating on housing need remains a focus for Knox Council. Council supported advocacy by the Municipal Association of Victoria (MAV) to the State Government on the need to increase agency support for those sleeping rough.</p> <p>The Short-Term Support (STS) Housing Support Officer continues to provide targeted housing support to Knox residents aged 55 and over. This quarter, 78 enquiries were processed, supporting 33 individual clients. There are currently 77 people on the over-55 housing waitlist with 12 people housed this quarter. Due to limited availability and slow turnover of units, the Officer has proactively engaged with external community housing providers to advocate for long-term housing options, including the Community Housing Limited development in Wantirna.</p> <p>The STS team is also collaborating with the Department of Family Fairness and Housing across the Terama Crescent, Nielson Street, and Maryborough Road estates to strengthen resident connections with the Ringwood Housing Office and improve access to community supports to reduce social isolation for residents. Sleeping rough notifications continue to be managed by the Housing Support Officer. Council has endorsed the new Sleeping Rough Policy, and the Sleeping Rough Working Group, led by the Social and Inclusive Communities Lead. The STS Housing Officer is also supporting the STS Team Leader in leading an internal Council working group to raise awareness about the updated Rough Sleeping policy and procedure.</p>	<p>On schedule</p> 
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Action	Progress	Comments	Status
<p>Deliver the year three actions of the Social and Affordable Housing Strategy 2023-2027.</p>	<p>75%</p>	<p>The implementation group meet quarterly to keep updated with actions and progress updates. Work is continuing on progressing the actions for the 2025-26 period - with a focus on the actions that sit within social policy and wellbeing. This quarter will feature an increased focus on building relationships with community housing providers and scoping future housing sites and partnerships.</p>	<p>On schedule </p>