

AGENDA



Meeting of Council

To be held at the

Civic Centre

511 Burwood Highway

Wantirna South

On

Monday 27 July 2026 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 22 June 2025.

4 Presentations, Petitions And Memorials

5 Reports By Councillors

6 Planning Matters

6.1 Report of Planning Applications Decided Under Delegation 1 June 2026 to 30 June 2026

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

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 June 2026 to 30 June 2026 as set out in the officers' report.

1. REPORT

Details of planning applications decided under delegation from 1 June 2026 to 30 June 2026 are attached. The applications are summarised as follows:

Application Type	No.
Building & Works: Residential	5
Other	5
Subdivision	17
Units	10
Tree Removal / Pruning	20
Change of Use	3
Single Dwelling	2
Dependent Persons Unit	1
Telecommunications Facility	1
TOTAL	64

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

Report of Planning Applications Decided Under Delegation

1 June 2026 and 30 June 2026

Ward	No/ Type	Address	Description	Decision
Baird	2025/6602	16 -18 Cypress Avenue BORONIA VIC 3155	Construction of eight (8) triple storey and six (6) double storey dwellings (14 dwellings)	12/06/2026 Notice of Decision
Baird	2026/6301	2/236-238 Dorset Road BORONIA VIC 3155	Buildings and works for the addition of a staircase and refurbishment of first floor	3/06/2026 Approved
Baird	2026/6190	2/12 Janville Street BORONIA VIC 3155	Staged 4 Lot subdivision (approved unit site)	30/06/2026 Approved
Baird	2026/6214	17 Donald Court BORONIA VIC 3155	Removal of T5: One (1) Melaleuca lanceolata (Moonah Tree) and T10: One Eucalyptus leucoxylon (Yellow Gum)	2/06/2026 Approved
Baird	2026/6282	117 Scoresby Road BAYSWATER VIC 3153	Construction of a double storey dwelling to the rear of the existing dwelling and removal of a canopy tree	12/06/2026 Approved
Baird	2024/6556	32 Aubrey Grove BORONIA VIC 3155	Construction of three (3) double storey dwellings on a lot	26/06/2026 Refused
Chandler	2025/6528	25-29 Dobson Lane THE BASIN VIC 3154	Use and Construction of a Dependent Persons Unit	3/06/2026 Approved
Chandler	2026/6186	14 Bellevue Court BORONIA VIC 3155	Removal of one (1) Liquidambar styraciflua (Sweetgum)	18/06/2026 Approved
Chandler	2024/6376	77 Stewart Street BORONIA VIC 3155	Subdivision of the land into three (3) lots, buildings and works, and removal of vegetation	4/06/2026 Notice of Decision
Chandler	2026/6158	21 Leslie Avenue BORONIA VIC 3155	Removal of T2, T3, T4 & T7: four (4) Dead Eucalyptus obliqua (Messmate)	12/06/2026 Approved
Chandler	2026/9065	50 Old Coach Road THE BASIN VIC 3154	The construction of a deck to existing dwelling	9/06/2026 Approved
Chandler	2026/6219	69 Elsie Street BORONIA VIC 3155	Removal of one (1) Syzygium smithii (Lily Pilly)	26/06/2026 Approved

Ward	No/ Type	Address	Description	Decision
Chandler	2025/6540	48 Albert Avenue BORONIA VIC 3155	Construction of a single storey dwelling to the rear of the existing dwelling	4/06/2026 Approved
Chandler	2026/6187	43 Albert Avenue BORONIA VIC 3155	5 Lot Subdivision (Approved unit Development)	22/06/2026 Approved
Chandler	2026/6195	100 Basin-Olinda Road THE BASIN VIC 3154	Buildings and works (construct a deck and verandah)	10/06/2026 Approved
Chandler	2026/6227	11 Basin Court THE BASIN VIC 3154	Removal of one (1) Dead Eucalyptus cephalocarpa (Silver Stringybark)	30/06/2026 Approved
Collier	2026/6199	8 Cloverlea Drive WANTIRNA VIC 3152	Removal of one (1) Tristaniopsis laurina (Water Gum)	18/06/2026 Approved
Collier	2026/6057	53 Clarence Road WANTIRNA VIC 3152	Development of dwelling to rear of the existing dwelling	25/06/2026 Approved
Collier	2026/6204	10 Timmothy Drive WANTIRNA SOUTH VIC 3152	Removal of one (1) Acer negundo (Box Elder)	24/06/2026 Approved
Collier	2025/6229	1A Burwood Highway WANTIRNA VIC 3152	Buildings and works for a telecommunications facility	29/06/2026 Approved
Collier	2026/6168	32 Linsley Way WANTIRNA VIC 3152	Removal of one (1) Eucalyptus pulchella (White Peppermint)	12/06/2026 Approved
Collier	2026/6159	15 Birkdale Close WANTIRNA VIC 3152	Remove T2: One (1) Juniperus chinensis (Chinese Juniper), T9: One (1) Cordyline australis (Cabbage Tree) and T10: One (1) Yucca elephantipes (Spineless Yucca)	22/06/2026 Approved
Collier	2026/9068	29 Templeton Street WANTIRNA VIC 3152	2 lot subdivision (Approved unit development)	25/06/2026 Approved
Dinsdale	2026/6220	96 Lewis Road WANTIRNA SOUTH VIC 3152	Use of the land for panel beating, and the erection and display of business identification signage, including a pole sign	17/06/2026 Approved
Dinsdale	2026/6185	4 St Clair Road WANTIRNA SOUTH VIC 3152	Removal of one (1) Liquidambar styraciflua (Sweetgum)	17/06/2026 Approved

Ward	No/ Type	Address	Description	Decision
Dinsdale	2026/6232	295 Stud Road WANTIRNA SOUTH VIC 3152	Removal of T2: One (1) <i>Prunus serrulata</i> (Japanese Cherry Blossom), T5: One (1) <i>Callistemon citrinus</i> (Crimson Bottlebrush) and T9: One (1) <i>Pittosporum undulatum</i> (Sweet Pittosporum)	5/06/2026 Approved
Dinsdale	2026/6179	2 Alwyn Street BAYSWATER VIC 3153	Seven Lot Subdivision (Approved Unit Development)	19/06/2026 Approved
Dinsdale	2026/9049	5/97 Lewis Road WANTIRNA SOUTH VIC 3152	Buildings and works (temporary storage container)	18/06/2026 Approved
Dinsdale	2026/9057	9 Allenby Avenue WANTIRNA SOUTH VIC 3152	Two (2) lot subdivision (approved unit development)	5/06/2026 Approved
Dinsdale	2025/6473	8 Dixon Court BORONIA VIC 3155	The construction of seven (7) double storey and two (2) single storey dwellings and removal of vegetation	9/06/2026 Notice of Decision
Dinsdale	2026/6165	27 Tate Avenue WANTIRNA SOUTH VIC 3152	4 Lot Subdivision (Approved Unit Development)	12/06/2026 Approved
Dobson	2026/6193	2 Talaskia Road UPPER FERNTREE GULLY VIC 3156	Removal of one (1) <i>Grevillea robusta</i> (Silky Oak), Removal of one (1) <i>Eucalyptus cypellocarpa</i> (Mountain Grey Gum)	16/06/2026 Approved
Dobson	2026/6226	7 Alfred Street UPPER FERNTREE GULLY VIC 3156	Removal of one (1) <i>Liquidambar styraciflua</i> (Sweetgum)	30/06/2026 Approved
Dobson	2026/9070	5A Bergner Court LYSTERFIELD VIC 3156	Construction of front fence on new dwelling	26/06/2026 Approved
Dobson	2026/6075	10 Cornhill Street FERNTREE GULLY VIC 3156	Development of a double storey dwelling	16/06/2026 Approved
Dobson	2026/6175	2 Leitch Street FERNTREE GULLY VIC 3156	Removal of one (1) <i>Erythrina crista-galli</i> (Cockspur coral tree)	10/06/2026 Approved
Dobson	2026/6340	5-7 The Avenue FERNTREE GULLY VIC 3156	Buildings and works associated with an existing emergency services facility	24/06/2026 Approved
Dobson	2024/6548	4 Danbec Court LYSTERFIELD VIC 3156	Two (2) lot subdivision	22/06/2026 Notice of Decision
Dobson	2026/9067	8 Alma Avenue FERNTREE GULLY VIC 3156	2 lot subdivision (approved unit development)	24/06/2026 Approved

Ward	No/ Type	Address	Description	Decision
Friberg	2026/9066	114 Mountain Gate Drive FERNTREE GULLY VIC 3156	Two lot Subdivision (Approved unit development)	18/06/2026 Approved
Friberg	2026/6254	46 Lynn Drive FERNTREE GULLY VIC 3156	Development of a double-storey dwelling to the rear of the existing dwelling and tree removal	19/06/2026 Approved
Friberg	2026/9061	31 Holme Road FERNTREE GULLY VIC 3156	Two Lot Subdivision (Approved Unit Deveelopment)	10/06/2026 Approved
Friberg	2026/9060	498 Scoresby Road FERNTREE GULLY VIC 3156	Two lot subdivision (Approved Unit Development)	9/06/2026 Approved
Friberg	2026/6183	694-696 Burwood Highway FERNTREE GULLY VIC 3156	Buildings and works for the construction of a portable site office	17/06/2026 Approved
Friberg	2025/6512	1585 Ferntree Gully Road KNOXFIELD VIC 3180	Buildings and works associated with a medical centre (dental clinic) and reduction of car and bicycle parking requirements	25/06/2026 Approved
Friberg	2026/6164	4 Arleon Court ROWVILLE VIC 3178	Removal of one (1) Cupressus × leylandii (Leyland Cypress)	9/06/2026 Approved
Friberg	2026/6216	55 Cambden Park Parade FERNTREE GULLY VIC 3156	Removal of One (1) Betula pendula (Silver Birch)	29/06/2026 Approved
Friberg	2026/6298	5 Renwick Road FERNTREE GULLY VIC 3156	2 lot subdivision	15/06/2026 Refused
Friberg	2026/6046	65 Elton Road FERNTREE GULLY VIC 3156	Two lot Subdivision	19/06/2026 Approved
Friberg	2026/6218	3 Thornley Close FERNTREE GULLY VIC 3156	Removal of T5, 6, 7, 8 and 9: Five (5) Cupressus funebris (Chinese weeping cypress)	25/06/2026 Approved
Friberg	2026/9063	10 Waterford Park Avenue KNOXFIELD VIC 3180	Buildings and Works (Verandah)	9/06/2026 Approved
Scott	2026/6207	3 Justin Court WANTIRNA SOUTH VIC 3152	Removal of T4: One (1) Eucalyptus nicholii (Narrow leaved Black Peppermint)	25/06/2026 Approved
Scott	2026/9074	90 Fonteyn Drive WANTIRNA SOUTH VIC 3152	Two lot subdivision (Approved unit development)	30/06/2026 Approved

Ward	No/ Type	Address	Description	Decision
Scott	2024/6335	11 Henry Road WANTIRNA SOUTH VIC 3152	Construction of four (4) double storey dwellings on a lot	9/06/2026 Notice of Decision
Scott	2026/6176	31 Argyle Way WANTIRNA SOUTH VIC 3152	Removal of one (1) <i>Corymbia citriodora</i> (Lemon Scented Gum)	18/06/2026 Approved
Scott	2026/6311	7 Ridge Road WANTIRNA SOUTH VIC 3152	Buildings and Works (verandah attached to the rear of the existing dwelling)	12/06/2026 Approved
Taylor	2026/6167	37 Eildon Parade ROWVILLE VIC 3178	Two Lot Subdivision (Approved Unit Development)	11/06/2026 Approved
Taylor	2026/6314	16 Kedleston Way ROWVILLE VIC 3178	Construction of two (2) dwellings and removal of canopy trees	18/06/2026 Approved
Tirhatuan	2026/6016	Stud Park SC 1101 Stud Road ROWVILLE VIC 3178	Use of the land for a Restricted Recreation Facility, buildings and works, and display of internally illuminated business identification signage	10/06/2026 Approved
Tirhatuan	2026/9054	2 Hillview Avenue ROWVILLE VIC 3178	Construction of two (2) dwellings on the land and removal of boundary canopy trees	3/06/2026 Approved
Tirhatuan	2025/6626	1 Keith Campbell Court SCORESBY VIC 3179	Use of the land for a secondary school, buildings and works (alteration to building façade) and display business identification signage	4/06/2026 Refused
Tirhatuan	2025/6482	8 Third Avenue ROWVILLE VIC 3178	Construction of three (3) double storey dwellings and three (3) lot subdivision	9/06/2026 Approved
Tirhatuan	2026/6234	78 Timbertop Drive ROWVILLE VIC 3178	Pruning of two (2) dead <i>Eucalyptus</i> sp.	16/06/2026 Approved
Tirhatuan	2026/6182	5 Millgrove Street SCORESBY VIC 3179	Two lot subdivision	4/06/2026 Refused

7 Public Question Time

8 Officer Reports

8.1 Our Customer Strategy 2026-2028

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Acting Head of Customer and Service Improvement, Jo Battin
Manager:	Acting Manager Strategy and Transformation, Tom Scanlan
Executive:	Director Customer and Performance, Matt Kelleher

SUMMARY

With the Our Customer Strategy 2022-2025 reaching the end of its agreed timeframe, Council has an opportunity to refresh and strengthen its customer focus for the years ahead.

Since its adoption in December 2022, the Strategy has established strong foundations for a more customer centric organisation, delivering measurable improvements in customer satisfaction and a more consistent customer experience across the organisation. This progress is also reflected in a clear cultural shift, with a customer lens now embedded in planning, decision-making and daily operations - demonstrating the Strategy's effectiveness in building capability, improving consistency and strengthening customer focus across the organisation.

Our Customer Strategy 2026-2028 builds on this momentum by reinforcing accountability and maintaining a strong focus on customer-centred services. As customer expectations continue to evolve and we continue to be faced with the challenge of maintaining service delivery in the face of rising costs, adopting the Strategy with an updated roadmap will allow us to continue to build upon the investments already made and foundations already built. This will further embed customer-centric practices, data and insights into everything we do, supporting more informed decision-making at both strategic and operational levels and help ensure services continue to meet the needs and expectations of our community.

RECOMMENDATION

That Council:

1. Adopt "Our Customer Strategy 2026-2028" as provided at Attachment 1.
2. Note that the updated 'Roadmap 2026-2028' and the associated projects, programs and actions are subject to the regular service planning and budgeting prioritisation processes.

1. DISCUSSION

Our Customer Strategy 2022-2025, including a three-year action plan, was adopted by Council in December 2022. The Strategy set the foundations for Council to become a truly customer centric organisation and achieve our customer vision:

"Our customers are highly satisfied because we are easy to deal with, our services meet their needs, and our people go the extra mile to help while balancing our community obligations."

To support delivery of the Strategy, Council established a dedicated Customer Experience function. Working in partnership with service areas across the organisation, the team has focused on equipping staff with the right tools, training and access to customer data and feedback to achieve

the vision and actions set out in the Strategy. This work has been underpinned by ongoing engagement, listening to customers and staff and tailoring solutions to fit operational needs.

As the original Strategy has reached the end of its timeframe, we have been able to measure the impact these actions have had on both staff and customers over the past three years. The results show clear improvements in customer satisfaction, stronger and more consistent customer-focused practices across the organisation and a growing culture of customer centricity supported by better data, tools, and capability. The implementation of the Strategy has also generated valuable insights enabling us to build on what has already been delivered and further mature our customer approach.

Some of the key achievements from the original Strategy include:

- Enhancing our online customer channels with expanded self-service options and improved online forms.
- Introducing our Customer Charter, setting out clear service standards and response timeframes.
- Establishing the Voice of the Customer Program, giving customers a consistent way to share feedback and help shape service improvements.
- Introducing a new Complaints Procedure and re-adopting the Complaints Policy, strengthening the way we manage and respond to complaints.

The adoption of Our Customer Strategy 2026-2028 represents the next stage in Council's customer experience journey. While the new Strategy's vision and goals remain unchanged, the 2026–2028 roadmap shifts the focus from establishing foundations to embedding, strengthening and maturing customer-centred practices across the organisation. The initiatives have been informed by customer feedback, staff engagement and lessons learned during implementation of the original Strategy.

Key priorities in the new roadmap include:

- Expanding the Voice of the Customer (VOC) Program to ensure more services are informed by real-time customer feedback, strengthening evidence-based decision-making, improving prioritisation of service improvements, and building trust through visible action.
- A focus on optimising Pathway, the organisation's Customer Relationship Management System (CRMS), to enable more seamless interactions, improve data quality and visibility, and increase efficiency by reducing duplication.
- Embedding a Continuous Improvement Framework to align customer experience, service reviews and improvement initiatives into a coordinated, organisation-wide approach, strengthening capability and ensuring customer insights inform service planning.
- Further investment in staff capability with a targeted focus on embedding consistent practices across all levels, supporting more consistent service delivery and sustained cultural change.
- A focus on enhancing customer experience performance measurement through improved dashboards and metrics, providing clearer insight, supporting better decision-making, and strengthening accountability.

Our Customer Strategy 2026–2028 provides a clear and practical roadmap to build on the significant progress achieved over the past three years. The dedicated Customer Experience function will continue to partner with service areas across the organisation to support implementation of the refreshed Strategy. By continuing to invest in customer focused initiatives, Council will be better positioned to deliver services that are easier to access, more responsive to community needs, and provide greater value for customers while supporting informed, sustainable decision-making across the organisation.

2. ENGAGEMENT

Our Customer Strategy was developed following a rigorous research and consultation process, both with our customers and staff. The research included a customer phone survey, a customer online survey, customer journey mapping and demographic analysis, staff interviews and a staff survey. Following the analysis of this research, the Strategy was developed through an in-depth co-design process, with staff from a range of high-volume service areas working together to develop the core elements and direction of the Strategy. The strategic vision and customer promises were tested with the community ahead of Council adopting the original Strategy in December 2022.

In November 2024, staff participated in a follow-up survey to measure organisational progress in embedding customer-centred practices. The results provided valuable insights into areas of improvement, as well as opportunities requiring further focus. These findings directly informed the development of the 2026–2028 roadmap, ensuring the next phase of initiatives is evidence-based, targeted, and focused on further strengthening customer-centricity across the organisation.

3. SOCIAL IMPLICATIONS

Progression of the actions within Our Customer Strategy 2026-2028 roadmap are aimed at improving the experience our customers have when engaging our services that have wide ranging social implications.

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 anticipated environmental implications arising from this report.

6. FINANCIAL AND RESOURCE IMPLICATIONS

In a fiscally restrained environment, Council must find ways of meeting the changing expectations of our customers without a significant financial investment or additional resources. The refreshed Customer Strategy offers further opportunities for efficiency to ensure our resources are directed to the areas of most importance and value to our customers. It will ensure alignment of our resources and provide important direction to effort already underway to improve services, develop our people capabilities and extract the most benefit from our technology investments.

The Strategy will be delivered within the allocated budget, with budgetary decisions for individual actions/projects being managed via relevant departments.

7. RISKS

Without continued focus on customer-centred practices, there is a significant risk that Council's services will fail to meet the evolving needs and expectations of our community. Customer expectations are increasing and service delivery is becoming more complex and costly. Without the right tools, processes, and systems to guide decision-making, Council risks making inefficient or misaligned investments and may face increasingly difficult trade-offs across services.

There is also a risk that the benefits of previous investments in customer research, tools, and initiatives could be lost if momentum is not maintained. Our Customer Strategy 2022-2025 established a solid research base and identified foundational actions to embed customer-centricity however, without ongoing focus, these foundations may not fully translate into sustained cultural change.

Ongoing monitoring of the refreshed Strategy through relevant project, strategy and portfolio channels, will continue to mitigate these risks. Maintaining a strong focus on customer-centred initiatives ensures services remain relevant, efficient, and aligned with community expectations, protecting the value of past and future investments.

8. COUNCIL AND HEALTH AND WELLBEING PLAN 2025-2029

Leading, listening and governing responsibly

Strategy 4.3 - Council services are efficient and optimised through ongoing improvement, and focused investment in innovation, technology and capability.

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

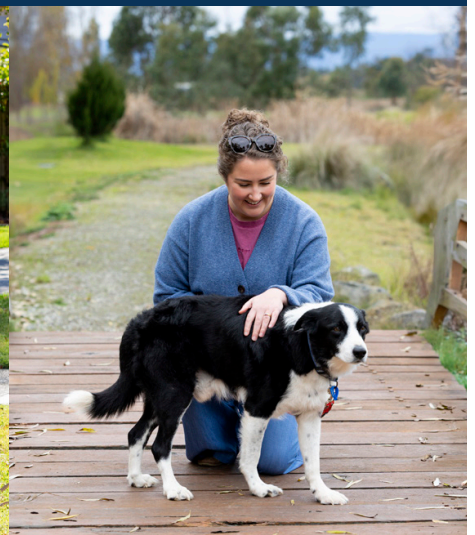
There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

ATTACHMENTS

1. Attachment 1 - Our Customer Strategy 2026–2028 [8.1.1 - 14 pages]

Our Customer Strategy

2026–2028



knox





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1. Our Customer Story

Message from the Mayor



Cr Paige Kennett
Mayor

I am proud to present this refreshed Customer Strategy, building on the strong foundations established by the previous Council and the significant progress made over the past three years. This strategy reflects our ongoing commitment to putting our customers at the centre of everything we do and ensuring Council continues to deliver services that meet the evolving needs of our community.

Our community rightly expects Council services to be accessible, responsive and delivered with care. Whether you are contacting us online, over the phone or in person, your experience matters. We know that every interaction shapes trust and confidence in Council, and we are committed to making it easier for our community to connect with us and access the services they need.

Over recent years, Council has taken important steps to strengthen the customer experience, including improving complaints handling, expanding opportunities for customer feedback, enhancing online services and building a stronger customer-focused culture across the organisation. This refreshed strategy builds on that progress and outlines how we will continue listening, learning and improving.

Knox is a diverse and growing community, and with that comes a responsibility to manage the needs of today with the long-term sustainability of our services. This means making thoughtful decisions that deliver the greatest value for our community while ensuring Council remains responsive, accountable and financially responsible.

At the heart of this strategy is our commitment to listening to our community and using your feedback to shape better services and experiences. By working together, we will continue to strengthen trust, improve how we serve our customers and ensure Knox remains a great place to live, work and thrive.

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Message from the CEO



Bruce Dobson
Chief Executive Officer

Putting the customer at the centre of what we do remains a core responsibility for all of us and is fundamental to delivering on the priorities set out in our Council and Health and Wellbeing Plan. I am pleased to see that over the past three years, this strategy has guided a significant and a positive shift in how we understand, design and deliver services for our community.

The progress achieved has been transformational. We have strengthened our foundations by reshaping how we manage complaints and gaining a deeper understanding of our customers through the Voice of the Customer Program. We have also improved how we communicate and respond to customers, resulting in more consistent, helpful and meaningful customer experiences.

These efforts are delivering measurable results. By harnessing data and customer insights in our decision making, we are seeing clear improvements in customer satisfaction, more consistent customer-focused practices across the organisation and a growing culture of customer centricity. Our people are increasingly supported by better data, tools and capability, enabling more informed decision-making and a stronger connection to customer needs.

We continue to deliver a wide range of services to a growing community, and the need to balance rising costs and financial sustainability remains. By embedding customer insights into service planning and decision-making, we are now positioned to meet these challenges with greater focus and impact, directing our efforts where they make the most difference for our community.

The learnings from this strategy have positioned us well for the future. As we re-adopt this strategy and build on these strong foundations, we will continue to refine our approach, leveraging data, insights and innovation to further enhance the experience we provide to our community.

Our people remain at the heart of this progress. With their ongoing commitment, and the right tools and insights, we are well placed to continue delivering on our vision of a truly customer-centred organisation.

Our people remain at the heart of this progress. With their ongoing commitment, and the right tools and insights, we are well placed to continue delivering on our vision of a truly customer-centred organisation.



1.3 Our journey so far

Over the past three years, we have made significant progress in strengthening the way we serve our community. We are proud of what has been achieved through Our Customer Strategy, which laid the foundations for Knox to become a more customer-focused organisation.

Our vision has been to make it easy for customers to deal with us, ensure our services meet community needs, and create a culture where our people go the extra mile while balancing our broader community responsibilities. We have made strong progress toward achieving this vision.

The original roadmap was intentionally ambitious, designed to challenge and drive meaningful organisational change. While most actions have been successfully delivered, the remaining actions will carry through into this refreshed strategy and new roadmap.

Some of our key achievements from the original strategy include:

- Introducing a new Complaints Procedure and re-adopting the Complaints Policy, strengthening the way we manage and respond to complaints.
- Implementing a new complaint case management approach, leading to improved outcomes for more complex complaints.
- Enhancing our online customer channels with expanded self-service options and improved online forms.

- Introducing our Customer Charter, setting out clear service standards and response timeframes.
- Establishing the Voice of the Customer Program, giving customers a consistent way to share feedback and help shape service improvements.
- Improving customer communication through timely automated updates, including acknowledgements and outcome notifications.
- Delivering organisation-wide Customer First training to build customer experience capability and support a stronger customer-focused culture across Council.

These achievements have positioned us to better measure the impact of our customer experience efforts through stronger data insights and clear performance measures. As we implement improvement opportunities identified through our Voice of the Customer and complaints data, we will be better placed to track progress, measure outcomes against our targets, and drive meaningful service improvements.

These foundations position us strongly for the next stage of our customer journey as we continue to improve how we connect with and serve our community.

1.4 Roadmap 2022-2025 results

Goal	Strategy	Action	Status
1 - Understand our customers' needs and priorities	1.1 - Develop an ongoing customer listening program	1.1.1 - Implement a Voice of the Customer program and roll out organisation wide, automated customer listening surveys	Completed
		1.1.2 - Identify opportunities through business planning and service review processes to capture customer feedback at the service level	Completed
	1.2 - Create and maintain a single view of customer interactions	1.2.1 - Improve master data management, include consolidating the NARs (name and address registers)	Incorporated into the new roadmap
		1.2.2 - Implement a CRM (customer relationship management) system	Incorporated into the new roadmap
	1.3 - Develop a more personalised customer understanding	1.3.1 - Build a library of customer personas	Completed
		1.3.2 - Develop a customer profile standard to inform CRM design	Completed
2 - Improve our customer service capabilities	2.1 - Increase choice and flexibility of channels for contacting Council and receiving updates	2.1.1 - Capture individual customer contact preferences	Completed
		2.1.2 - Conduct a trial of live chat	Completed
	2.2 - Develop more user friendly self-service options	2.2.1 - Develop a Digital Roadmap	Completed
		2.2.2 - Improve the user experience of ePathway forms	Completed
		2.2.3 - Replace PDF forms with online forms	Completed
		2.2.4 - Integrate online forms with Pathway to eliminate ePathway	Incorporated into the new roadmap
	2.3 - Provide more visibility of the status of requests and complaints	2.3.1 - Set up automated email and SMS progress updates for customer requests	Completed
		2.3.2 - Set up automated emails on next steps and timeframes tailored to each service	Completed
		2.3.3 - Review web content to ensure that next steps and timeframes are clear for all request and application types	Completed
		2.3.4 - Integrate Confirm with Pathway	Completed
		2.3.5 - Develop functionality on the website to allow customers to check the status of their requests online without having to log on	To be reconsidered after 2028, once the initiatives required to support this functionality have been delivered and embedded.
		2.3.6 - Establish an online customer portal for customers to view progress of requests and personal transactions	Incorporated into the new roadmap
	2.4 - Build capability to design services that meet customer needs	2.4.1 - Develop a customer journey mapping methodology and program linked to ICT investment, service reviews and business planning	Completed
		2.4.2 - Develop service design capability	Completed

Goal	Strategy	Action	Strategy
3 - Build a customer-focused culture	3.1 - Embed a customer experience focus in organisational strategy and planning	3.1.1 - Recruit a Customer Experience Lead to lead implementation of the strategy	Completed
		3.1.2 - Develop a communication and change management plan to implement the Our Customer Strategy internally	Completed
		3.1.3 - Incorporate customer experience in scheduled reviews of other organisational strategies e.g. Thrive, ICT Strategy	Completed
		3.1.4 - Incorporate a customer experience focus in the annual business planning process	Completed
		3.1.5 - Incorporate a customer experience focus in any service reviews	Completed
		3.1.6 - Build a customer experience focus into existing reward and recognition programs	Completed
	3.2 - Establish customer experience service delivery standards and expectations	3.2.1 - Develop a Customer Charter and promote internally among all staff	Completed
		3.2.2 - Establish standard timeframes for all services	Completed
		3.2.3 - Publish the service standard timeframes of all key services on our website	Completed
	3.3 - Build a positive culture and good practice in complaint handling	3.3.1 - Review the Complaints Policy	Completed
		3.3.2 - Develop a complaints handling procedure and train all staff	Completed
		3.3.3 - Provide insights on complaint data to service managers to identify opportunities for improvement	Completed
	3.4 - Promote clear accountability for customer satisfaction among staff	3.4.1 - Add customer responsibilities to all new and existing position descriptions	Completed
		3.4.2 - Investigate opportunities to extend the case management approach for complex services	Completed
		3.4.3 - Include customer metrics in the roadmaps of all staff	Completed
	3.5 - Invest in improved staff customer experience awareness and skills	3.5.1 - Deliver customer experience awareness training to all staff	Completed
		3.5.2 - Deliver ongoing customer experience training to all staff	Completed
		3.5.3 - Capture, share and celebrate examples of best practice	Completed
4 - Use data to drive better performance	4.1 - Establish an organisation-wide customer experience performance measurement and monitoring program	4.1.1 - Refine organisation-wide customer experience metrics and targets	Completed
		4.1.2 - Develop a quarterly customer experience performance report	Completed
		4.1.3 - Set up a formal customer experience improvement program to improve customer satisfaction results	Incorporated into the new roadmap
	4.2 - Enable transparency of customer experience performance	4.2.1 - Develop customer experience dashboards with performance results at a service, departmental, divisional and organisational level	Incorporated into the new roadmap
		4.2.2 - Explore opportunities to expose customer experience dashboards on new corporate intranet	Incorporated into the new roadmap
		4.2.3 - Make customer experience performance results available publicly	Incorporated into the new roadmap
	4.3 - Develop a better understanding of the economics of service	4.3.1 - Calculate and track the cost per transaction for each contact channel	To be delivered by end 2026

2. Our Future Direction

2.1 Strategy development

The original strategy was developed through a rigorous research and consultation process involving both customers and staff. This comprehensive engagement included customer and staff surveys, interviews, service journey mapping, performance analysis and demographic insights to better understand customer needs and experiences across Knox.

This previous research analysis, together with insights and learnings from the past three years, has informed a renewed and forward-looking roadmap for customer centricity at Council. The refreshed strategy and roadmap strengthen our commitment to embedding a customer-focused culture across the organisation, one where customer needs, expectations and feedback consistently inform how we design, deliver and improve services.

Importantly, it positions us to move beyond foundational improvements towards a more

mature, insight-led approach, ensuring our customers' needs remain at the centre of decision-making while supporting sustainable, efficient service delivery into the future.

2.2 Goals and strategies

Our goals and strategies outline the key areas of focus for the next two years, with the aim of delivering better outcomes for customers while remaining cost-effective and sustainable for Council.

The goals of this refreshed strategy remain unchanged, as our strategic intent is the same. However, as Council's customer centricity maturity has evolved, the supporting strategies have been refined to reflect our progress and align with the next stage of improvement. They define our ongoing program of work throughout 2026-2028 that support our goals and coordinate our actions.

Goals	Strategies
1. Understand our customers' needs and priorities	1.1. Expand the customer listening program 1.2. Enhance the quality of customer data and strengthen ability to measure and analyse service performance
2. Improve our customer service capabilities	2.1. Improve the online experience for our customers 2.2. Expand capability in designing services that meet customer needs 2.3. Ensure customers have a consistent experience no matter how they contact us
3. Build a customer-focused culture	3.1. Embed customer service responsibilities across the organisation 3.2. Strengthen the positive culture and good practice in complaint handling 3.3. Invest in empowering staff to consistently deliver high quality customer service
4. Use data to drive better performance	4.1. Enhance the organisation-wide customer experience performance measurement and monitoring program 4.2. Leverage customer insights to identify opportunities for improvement and support customer-focused decision-making in our service planning



2.3 Actions

A refreshed roadmap has been developed for 2026-2028, with targeted actions to progress each strategy in line with our goals, long-term vision and current organisational priorities. The actions in the roadmap builds on the strong foundations established over the past three years and focuses on the areas that will deliver the greatest impact for both customer experience and organisational performance. Key initiatives include expanding the Voice of the Customer program, optimising the Pathway

customer module, delivering Customer First training across the organisation, and implementing the Continuous Improvement Program to drive better service outcomes. The roadmap also maintains a strong focus on embedding the Complaints Procedure and Customer Charter, reviewing customer channels, and enhancing the online experience to make it easier for customers to interact with Council.

2.4 Roadmap 2026-2028

Goal	Strategy	2026/27	2027/28
1. Understand our customers' needs and priorities	1.1 Expand the customer listening program	Rollout the Voice of the Customer (VOC) program to capture insights across all services	
	1.2 Enhance the quality of customer data and strengthen ability to measure and analyse service performance	Optimise the Pathway customer module across the organisation	
2. Improve our customer service capabilities	2.1 Improve the online experience for our customers	Expand and enhance self-service options, including the implementation of chatbots and improved digital forms	
	2.2 Expand capability in designing services that meet customer needs	Embed the organisation's Customer Journey Mapping and Service Design methodology Deliver a Continuous Improvement program	
	2.3 Ensure customers have a consistent experience no matter how they contact us		Review the organisation's established customer channels to identify which channels to prioritise, invest in or optimise
3. Build a customer-focused culture	3.1 Embed customer service responsibilities across the organisation	Continue to embed the Customer Charter across the organisation	Review the Customer Charter to confirm timeframes remain appropriate and identify any services without timeframes
	3.2 Strengthen the positive culture and good practice in complaint handling	Deliver an annual Complaints Procedure training program	
	3.3 Invest in empowering staff to consistently deliver high quality customer service	Deliver customer focused training for all staff	
4. Use data to drive better performance	4.1 Enhance the organisation-wide customer experience performance measurement and monitoring program	Develop and publish a customer experience performance dashboard on the intranet, with results segmented by service, department, division, and organisation-wide levels	Expand the customer experience performance dashboard to track service requests and improvements
	4.2 Leverage customer insights to identify opportunities for improvement and support customer-focused decision-making in our service planning	Refine and drive the use of datapacks in annual service planning	

Appendix

Our Customer Strategy 2022-2025

The original Our Customer Strategy 2022-2025 has been included as an appendix to acknowledge the progress achieved over the past three years and provide transparency in the development of the refreshed strategy. It demonstrates the rationale for the refreshed direction and shows how commitments have evolved over time.

Building on the foundations, research, commitments and actions of the original strategy, the refreshed strategy retains the same long-term vision while refining priorities to reflect Council's progress.

It also recognises that customer centricity is an ongoing journey of improvement, with each phase building on the learnings and outcomes of the last.

[Link to Our Customer Strategy 2022-2025](#)





Knox City Council
511 Burwood Highway
Wantirna South VIC 3152

Phone: 9298 8000
Email: knoxcc@knox.vic.gov.au
Online: knox.vic.gov.au

 Interpreter: 131 450
 National Relay Service: 133 677 (ask for 03 9292 8000)
Speak and Listen: 1300 555 727 (ask for 03 9298 8000)

8.2 Leisure Minor Capital Works Grant Scheme 2026-2027

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Leisure Minor Contracts and Projects Officer, Rhonda Snijders
Manager:	Manager Active and Creative Communities, Nicole Columbine
Executive:	Director Connected Communities, Judy Chalkley

SUMMARY

This report presents the recommendations of the Leisure Minor Capital Works Grant Scheme (LMCWGS) Panel for Council's 2026-2027 program allocation for funding. The annual LMCWGS supports local community sporting and leisure organisations to undertake facility improvements on land owned or managed by Council.

RECOMMENDATION

That Council resolve to:

1. Approve a funding allocation of \$64,562.93 (including GST) from the 2026-2027 Leisure Minor Capital Works Grant Scheme Program to the applicant clubs nominated in Attachment 1.
2. Specify that additional grant conditions are required for the sporting organisations listed in Attachment 2.
3. Authorises the Chief Executive Officer (or such person as the Chief Executive Officer selects) to inform applicant Clubs of Council's decision.

1. DISCUSSION

The Leisure Minor Capital Works Grant Scheme (the Scheme) is an annually funded program that enables Council to financially assist community sporting and leisure organisations to undertake facility improvement projects on Council's recreation reserves, which they tenant.

The Scheme falls under the overarching Knox Grants Framework Policy which was implemented in June 2022. The Leisure Minor Capital Works Grant Scheme Procedure and Leisure Minor Capital Works Grant Scheme Terms of Reference which were endorsed at the April 2023 Council Meeting, have been followed during the 2026-2027 grant round. The Leisure Minor Capital Works Grant Scheme Procedure (the Procedure) directs the type and level of financial contribution that Council will provide to community sporting and leisure organisations for improvements on Council land.

The Procedure enables organisations to apply for a contribution from Council for the project cost. The maximum grant that Council will award under the Scheme is \$10,000 excluding GST for any one project. The funding ratio is 50:50 – Council : organisation contribution.

Applications submitted to the Scheme are assessed by the Leisure Minor Capital Works Grant Scheme Assessment Panel (the Panel). The Panel for 2026-2027 comprised of three community representatives elected from the Recreation and Leisure Committee: Peter Williams, Craig Douglas and Mark Tyrrell; Council's Manager Active and Creative Communities, Nicole Columbine; and Council's Manager Major Projects and Facilities, Monica Micheli. Officers from Council's Leisure team participated in an administrative support capacity.

The Panel convened on 2 June 2026 for the collective assessment and to evaluate project proposals. Unfortunately, Mark Tyrell was a late apology for the meeting and as a result was not involved in the collective assessment decision. The projects recommended by the attending members are now presented to Council for approval.

1.1 Applications

Requests for applications from the community for the 2026-2027 Leisure Minor Capital Works Grant Scheme opened on 1 February 2026, with applications closing on 15 March 2026.

An extensive campaign to advertise the Scheme was conducted, reaching groups in all Council Wards within the Knox municipality. All applicants were required to speak to Council's Leisure team regarding their application and then use the Smarty Grants online grant management system to submit their applications.

1.2 Assessment

Twelve (12) applications were received and assessed by the Panel. The total project costs including GST for the overall amount applied for projects, are \$192,872.49, with the total project costs for the recommended projects being \$146,775.42. The total requested grant value is \$73,090.43. The total grant amount allocated to eligible and recommended projects is \$64,562.93 including GST.

The assessment criteria applied to the applications and as described in the Procedure comprises of the following:

Table 1 – Assessment Criteria Breakdown

The application clearly demonstrates the need for the project and the level of benefit to the community.	30%
The application demonstrates alignment with Council's strategic priorities.	30%
The project addresses a risk or safety issue.	10%
The degree to which the applicant can demonstrate clear financial need.	10%
The degree to which the applicant has provided the required project documentation and can demonstrate the ability to deliver the project.	20%

Following the assessment process, the Panel recommends funding eleven applications from the Leisure Minor Capital Works Grant Scheme budget.

The evaluation process identified a risk associated with one project which has not been recommended for funding in this grant round. The key concerns were that the project quotation appeared extremely low for the proposed scope of works, and a subsurface investigation had not been undertaken. As a result, the project presents a financial risk, as any unforeseen issues identified during delivery would not be covered by contingency, potentially requiring Council to fund substantial additional costs. The applicant will be informed and recommended to re-apply for the next round.

Furthermore, two grant applications had the grant funding ratio incorrect where they either asked for more or less than 50% funding. As the grant is 50% funding, including In Kind, the total grant amount allocated figure has been adjusted to reflect this.

All eleven projects recommended meet the current Sporting Reserve and Facility Development Guidelines (SRFDG) in line with the requirements of the Procedure. One member declared a conflict of interest with an application and subsequently removed themselves from the discussion and evaluation of that project.

The project applications, recommendations and funding outcome reviewed by the Panel to receive a Leisure Minor Capital Works Grant in 2026-2027 are detailed in Attachment 1.

1.3 Conditions

Additional grant conditions have been developed for six (6) of the recommended applications to clarify project requirements that are additional and beyond the conditions of funding outlined within the LMCWGS Procedure, including appropriate building and planning permits and environmental health considerations, where applicable. These conditions are noted in Attachment 2.

1.4 Application by Sport/Activity

A range of activities were represented in the applications for the 2026-2027 Scheme. A breakdown of activities represented in the submitted applications is in Table 2 below.

Table 2 – Application by Sport/Activity

Sport	Number of Applications
AFL	4
Cricket	2
Tennis	3
Soccer	11
Leisure	2
Total	12

2. ENGAGEMENT

All sporting and leisure clubs and organisations within Knox were advised of the 2026-2027 Scheme through an awareness campaign over the period of October 2025 to March 2026, with the grant opening on the 1 February 2026 and closing on 15 March 2026. The campaign comprised inclusion in the fortnightly Leisure e-Newsletter, information on Council's website, social media communication with paid advertising across all digital platforms to target audiences, inclusion in the Knox Community Grants campaigns, consultation with the Recreation and Leisure Committee, internal consultation with the Leisure, Communications, Grants, Facilities, Biodiversity, Building, Parks and Open Space teams to cross-promote the scheme.

Initial internal feedback and consultation of the project applications was undertaken by Council officers from Parks, Building, Facilities, Open Space, Biodiversity and Community Strengthening.

In addition, an internal service review of the Leisure Minor Capital Works Grant Scheme (LMCWGS) commenced in 2026. Consultation has been undertaken with past grant recipients, internal stakeholders, and the Recreation and Leisure Committee to gather feedback on the program and identify opportunities for improvement. A final report, including recommended changes and updates to the Scheme Guidelines, is expected to be presented to Council later in the calendar year ahead of the next grant round.

3. SOCIAL IMPLICATIONS

The Scheme assists the local community to develop and improve facilities to enable participation in leisure and sporting pursuits. These facilities contribute to the development of the social environment and the health and wellbeing within Knox by developing community connections and facilitating and promoting active lifestyles.

This Scheme also often complements the works undertaken by Council as part of its annual capital works program.

4. CLIMATE CHANGE CONSIDERATIONS

The provision of the Leisure Minor Capital Works Grants Scheme allows local leisure and sporting clubs as tenants of Council's sporting reserves and leisure facilities to apply for a grant(s) to improve and/or address climate change issues at Council's facilities. Projects that have considered the effects of climate change have included renewable options, solar energy, energy efficiency, and low emissions from appliances.

5. ENVIRONMENTAL IMPLICATIONS

The provision of the Leisure Minor Capital Works Grants Scheme allows local leisure and sporting clubs as tenants of Council's sporting reserves and leisure facilities to apply for a grant(s) to improve and/or address amenity issues at Council's facilities. Projects that have considered environmental implications include outdoor furniture, heating and cooling, LED lighting, and biodiversity considerations.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The cost of \$64,562.93 (including GST) for the recommended allocations to local sporting and leisure organisations is provided within Council's LMCWGS 2026-2027 budget of \$100,000 (excluding GST).

The contingency will be \$35,437.07 (excluding GST).

As per the Leisure Minor Capital Works Grant Scheme Procedure any funds remaining in the budget following the assessment of applications and awarding grants, or notification of a rescinded, abandoned or withdrawn grant will be allocated in line with the priorities as outlined below:

6.1 Contingency

The funds are to be retained in the grant budget as a contingency sum. Grant recipients are able to apply for additional funding where costs have increased unexpectedly.

Applications for additional funds must be in writing and will be assessed by Council officers and recommendations presented to the Chief Executive Officer for approval.

6.2 Council Run Minor Capital Works Projects

Funds can be utilised for the purpose of upgrading and improving leisure and sporting facilities for the Knox community to be considered by Council officers and recommendations will be presented to the Chief Executive Officer to determine the projects to proceed.

Contingency funding has been utilised in the past for Council managed minor capital works projects such as temporary lighting ahead of scheduled capital works delivery to reduce immediate risk and improve safety at facilities.

7. RISKS

An assessment of the risks associated with the Leisure Minor Capital Works Grant Scheme has been undertaken and will be managed as per Council's Risk Management Framework, Council's Grant Framework Policy and the Leisure Minor Capital Works Grant Scheme Guidelines. The risks taken into consideration include the ability of the club to pay the 50% contribution, the club's capacity to deliver the project, and quality of work delivered, as well as conflicts of interest.

These risks are managed through the application process, evaluation process, submission of project documentation (plans, public liability insurance, safe work methods statement, building permits, schedule of works), signed funding agreement with Council which clearly defines accountability of the funded organisation for the achievement of agreed outcomes and specific terms and conditions of the grant. Grant monies are only paid upon signing the formal funding agreement and approval of project documentation. The projects are monitored and upon completion all receipts for expenditure, photographs of works, certificates of completion are to be submitted within one month of completion. Any unspent grant money must be returned to Council.

Council recognises 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.

8. COUNCIL AND HEALTH AND WELLBEING PLAN 2025-2029

Enhancing community connection to vital services and resources

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.

Embracing connection, inclusion and diversity

Strategy 2.4 - There are opportunities for social connection and active living through planning, provision of facilities, program delivery and support for local groups.

Caring for and enhancing our environment

Strategy 3.4 - Energy consumption and the use of renewable energy resources are positively impacted through investment in assets, education, planning and advocacy.

Leading, listening and governing responsibly

Strategy 4.1 - Council demonstrates its accountability through transparent and responsible decision-making and working together productively.

Strategy 4.5 - Council is financially sustainable through long-term strategic, financial and asset planning, and the responsible prioritisation, allocation and use of resources.

Being a strong voice for safety

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.

Planning our future city

Strategy 6.2 - High quality, integrated community services and facilities are available through planning and design that responds to population growth and our community's changing needs.

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.

Clubs are requested to include in their application their Gender Equity Self-Assessment and Action Plan. Clubs are required to address how the project would help the club to achieve the aims in the Action Plan.

Child Safety considerations are included in the application form for the club to respond to ensuring that the project provides a safe and supportive environment for children, young people and families with no barriers to access the facility.

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 - LMCWGS Recommended and Not Recommended Projects 2026-27 [**8.2.1** - 1 page]
2. Attachment 2 - LMCWGS Funding Conditions 2026-27 [**8.2.2** - 1 page]

Attachment 1 - LMCWGS recommended and not recommended projects 2026-27

Organisation Name	Project Title	Facility Reserve Name	Total Project Cost Inc GST	Total Amount Requested Inc GST	Funding Project Outcome	Total Grant Amount Allocated Inc GST	Total Budget Amount ex GST
Rowville Knights Community Football club	Goal Nets	Liberty Ave Reserve	\$17,983.00	\$10,000.00	Recommended. Grant allocation amended to 50%	\$8,991.50	
Boronia Soccer Club	Additional Storage	HV Jones Reserve	\$17,637.50	\$8,818.75	Recommended	\$8,818.75	
Knox Football Netball Club	New Gecko Cricket Pitch Cover	Knox Gardens Reserve	\$9,628.00	\$4,814.00	Recommended	\$4,814.00	
Upper Ferntree Gully Football Club Inc.	Pitch Cover Storage	Dobson Park	\$17,578.00	\$8,789.00	Recommended	\$8,789.00	
Rowville Riders Incorporated	Replacement of Existing Heating/Cooling System	Windermere Reserve	\$9,870.00	\$4,935.00	Recommended	\$4,935.00	
Wantirna South Cricket Club	CCTV Installation	Walker Reserve	\$6,450.50	\$3,225.25	Recommended	\$3,225.25	
Ferntree Gully Tennis Club	Upgrade of Surface on Courts 7 & 8	Glenfern Park	\$46,097.07	\$10,000.00	Not Recommended	\$0.00	
Scoresby Tennis Centre Inc	CCTV Stage 2	Scoresby Tennis Centre	\$8,778.00	\$4,389.00	Recommended	\$4,389.00	
St Johns Tecoma Cricket Club	Talaskia Pitch Cover Spindle	Talaskia Reserve	\$3,289.00	\$1,644.00	Recommended	\$1,644.00	
Knox Gardens Tennis Club	Player Benches	Knox Gardens Tennis Club	\$3,122.85	\$1,561.43	Recommended	\$1,561.43	
Knox Community Gardens Society Inc	Repair & Replace Edging of Veggie Plots	Dinsdale Reserve	\$14,791.00	\$4,914.00	Recommended. Grant allocation amended to 50%	\$7,395.00	
Lysterfield Junior Football Club	Upgrade of Scoreboard	Lakesfield Reserve	\$37,647.57	\$10,000.00	Recommended	\$10,000.00	
Total			\$192,872.49	\$73,090.43		\$64,562.93	
Budget 2026-27							\$100,000.00
Contingency							35,437.07

Attachment 2 - LMCWGS Projects With Funding Conditions 2026-27		
Organisation Name	Project Title	Funding Conditions
Rowville Knights Community Football club	Goal Nets	Subject to permits, geotech reports and updated quote.
Boronia Soccer Club	Additional Storage	Electical certificate required upon completion. Shed must be under 10sqm. Service location report required with project documentation.
Rowville Riders Incorporated	Replacement of Existing Heating/Cooling System	Club to provide details on location and unit specifications with project documentation. Project will require an electrical certificate upon completion. Removal of old unit at club's expense.
Wantirna South Cricket Club	CCTV Installation	Subject to surveillance committee approval. Co tenant to provide letter of support.
Scoresby Tennis Centre Inc	CCTV Stage 2	Subject to surveillance committee approval.
Lysterfield Junior Football Club	Upgrade of Scoreboard	Structure and roof inspection required by Building. Electrical certificate will be required upon completion if electrical wiring is altered.

8.3 Climate Response Plan Mid-Term Review

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Senior Project Manager - Climate Response, Julie Kirkwood
Manager:	Manager City Futures, Shiranthi Widan
Executive:	Director City Liveability, Jonathan McNally

SUMMARY

In response to a community campaign in 2019 and an associated Notice of Motion (28 October 2019), work on the Knox Climate Response Plan (CRP) began in 2020. The CRP supports Council's effective planning, management, and implementation of climate response actions over the 10-year period. The actions are aimed at helping Council meet net zero emissions by 2030 and to support the community to meet net zero by 2040, as well as adapt to the impacts of climate change.

This report provides the outcomes of the mid-term review conducted for the Climate Response Plan 2021-2031, adopted by Council on 27 September 2021. In a separate resolution on 30 January 2023, Council also identified three gap areas for consideration as part of the review – relating to Indigenous Knowledge, Culturally and Linguistically Diverse (CALD) communications and Sustainable Transport.

Local Government is identified as having a key role and responsibility to respond to climate change and its impacts on our community through the following State Government legislation:

- Local Government Act 2020: Councils are required to promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks;
- Climate Change Act 2017: local government must consider climate change when preparing a municipal public health and wellbeing plan, including the potential impacts of climate change and potential contribution to Victoria's greenhouse gas emissions; and
- Planning and Environment Act 1987: to provide explicit consideration of the policies and obligations of the State relating to climate change when decisions are made about the use and development of land.

The targets to achieve net zero align with the Paris Agreement, which Australia ratified in 2016, and its goal of limiting global warming to less than 2°C compared with pre-industrial levels. As noted by the Intergovernmental Panel on Climate Change (IPCC), it is now considered unequivocal that human activities have warmed the atmosphere, ocean and land, and had significant impacts on human health, water and food security, biodiversity and disaster frequency and extremes. The IPCC also states that every degree of additional increment of global warming will intensify these impacts at a regional level, and that net zero emissions are required in order to limit human-caused global warming (meaning the amount of emissions entering the atmosphere must be equal to the amount that is removed) (IPCC, 2023)¹. Each local Council contributes directly towards the momentum and

¹IPCC, 2023: Summary for Policymakers. In: Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, H. Lee and J. Romero (eds.)]. IPCC, Geneva, Switzerland, pp. 1-34, doi: 10.59327/IPCC/AR6-9789291691647.001

on-ground actions that will also enable state and the Federal government to meet state and national net zero targets, given local government's direct link to communities. The Climate Response Plan addresses the risks to the Knox community and Council services resulting from climate change-induced impacts such as heat, storms, bushfire and flooding and also outlines the way forward for Knox to reduce its own emissions contribution as best as possible.

The mid-term review of the CRP is informed by community engagement and internal stakeholder consultation and input. Engagement was conducted throughout 2025 and early 2026, and involved extensive stakeholder and staff engagement, as well as community input via Have Your Say and Advisory Committees. An updated draft Climate Response Plan has been prepared for Council and community consideration.

Based on the currently adopted CRP, the review confirmed that there were 35 actions remaining to be completed at the beginning of 2025. The proposed revised CRP now contains 44 actions to be implemented through to 2031. This includes amendments to 23 of the existing actions, the addition of 14 new actions and 7 remaining unchanged. Five actions were completed (or removed due to duplication) during the review period.

The draft revised CRP (Attachment 1) is presented for endorsement by Council for the purpose of seeking community and stakeholder feedback, before a subsequent final report is tabled at a future Council meeting to adopt the updated CRP. It is also proposed that the Annual Climate Response Plan Report, which is usually presented to Council in September each year, be deferred to coincide with the updated CRP in late 2026.

RECOMMENDATION

That Council:

1. Note the outcomes of the Knox Climate Response Plan (CRP) 2021-2031 mid-term review, and the draft revised Climate Response Plan 2021-2031 (Attachment 1).
2. Endorse the draft revised CRP for the purpose of community and stakeholder engagement throughout August and September.
3. Note that the 2025-2026 CRP annual report will be deferred and tabled at a future Council meeting along with the final CRP review report in late 2026.

1. DISCUSSION

The Knox Climate Response Plan 2021 – 2031 (CRP) was adopted by Council on 27 September 2021 and sets out a pathway to net zero emissions for Knox City Council by 2030, and actions to help the community reach net zero emissions by 2040. The CRP also identifies the actions required for climate change adaptation. The CRP identified 55 actions for implementation over a ten-year period and in 2025 there were 35 actions remaining as incomplete. Four annual reports have been provided since the plans start date in 2021 and are provided on the [Knox website](#). The 2024-25 annual report notes that Council's corporate emissions have fallen by nearly 20% in the first four years of the CRP. Due to the commencement of the VECO Power Purchase Agreement from July 2025, it is expected that electricity emissions will be reduced significantly – reducing total emissions by up to 35%, which will be confirmed as part of the fifth CRP annual report to be presented later in 2026.

The CRP review assessed the effectiveness of the remaining incomplete actions and considered how they could be updated to improve the effectiveness of the plan, taking into account legislative and

technological changes that impact the delivery of the remaining actions, while also exploring key gap areas including three topics previously identified by Council: Culturally and Linguistically Diverse (CALD) communications, incorporating Indigenous Knowledge and Sustainable Transport opportunities. A draft revised CRP is included as Attachment 1, which incorporates the outcomes of this review.

In summary, the main features of the review were to:

- review all 35 remaining incomplete actions of the CRP (those that were either underway or not yet commenced) and develop recommendations for adjusted and/or any additional actions needed, based on internal Council and external stakeholder engagement;
- review the pathway for Council to meet net zero; and
- identify the key components of a potential carbon offsets strategy for meeting Council's net zero by 2030 target.

An Equity Impact Assessment was also conducted to apply an inclusive lens to the engagement process, as well as to the language and approach of the plan itself.

Various community engagement activities helped to further review these actions (as outlined below), with a focus on those actions most relevant to the community, and the three identified gap areas (Indigenous Knowledge, CALD communications and sustainable transport). The three gap areas were explored as outlined below.

1. Indigenous Knowledge

Wurundjeri Woi-wurrung Elders contributed their knowledge and advice to the CRP review, through three workshops organised with the Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Corporation. These workshops provided an opportunity to discuss the impacts of climate change on Country and culture and to identify further information and actions relevant to the CRP review, such as specific needs and interests of Indigenous community members. Input that was identified as being relevant to other areas of Council have also been shared within Council.

2. CALD Communications

Through targeted questions in the Have Your Say survey, as well as engagement with the Multi-cultural Advisory Committee, some key themes and new actions were explored for this identified gap.

3. Sustainable transport

Internal and external engagement identified ways to support increased community uptake of sustainable transport options, particularly through the Have your Say survey responses and community advisory committees.

Revised Pathway to Net Zero

The progress of CRP actions to reduce corporate greenhouse gas (GHG) reductions was reviewed against historical corporate GHG reductions and the previously forecast GHG glide path to Net Zero in 2031. The review considered whether previously forecast reductions were likely to be achieved based on action tracking and likely timeline for implementation.

The review concluded that there is high likelihood that most proposed corporate actions will be implemented in the remaining plan period. Consequently, the review has revealed limited reason to adjust the previously adopted Net Zero glide path, demonstrating ongoing reductions within each of the GHG source areas, though stopping short of a complete elimination of GHG footprint by 2030 (Figure 1). The most striking feature of the glide path to Net Zero is the impact of the Renewable Power Purchase Agreement (PPA) which became effective in July 2025. Further reductions are anticipated between 2025 and 2031, however for key corporate emissions sources it becomes increasingly difficult to find reduction opportunities due to technological or financial constraints.

A summary of key GHG emission opportunities and constraints are outlined below:

- **Buildings**
 - **Electricity** – Building efficiencies are an important opportunity, with residual emissions associated with electricity use now largely addressed through the renewable energy Power Purchase Agreement (PPA); and
 - **Mains Gas** - Additional reductions are deemed possible through electrification of facilities (e.g. hot water upgrades) as part of the building renewal program, the key constraint being the need to integrate upgrades with an existing renewal program.
- **Vehicle Fuel**
 - **Diesel** – Diesel use is expected to decrease gradually through incremental fuel-efficiency improvements, rather than through a complete transition to electric vehicles, due to the limited availability and viability of reliable low-carbon commercial vehicles and heavy trucks; and
 - **Petrol** - Reductions in petrol use in passenger vehicles can be achieved through fleet renewal and electrification.

The above improvements in fleet transition will also build Council's resilience to fuel price rises and future threats to fuel supply chains.

It is currently anticipated that a residual GHG emission footprint will remain, even after all CRP initiatives have been implemented. This is primarily due to hard-to-abate emission sources by 2030, such as the full electrification of heavy vehicles and utility vehicles and the use of natural gas at Knox Leisureworks. The residual footprint on the current pathway is likely to be in the order of 1,500-2,000 Tonnes/CO₂e for FY2030/31. The expected pathway to net zero, taking into account the above opportunities, constraints and remaining emissions, is presented below in Figure 1.

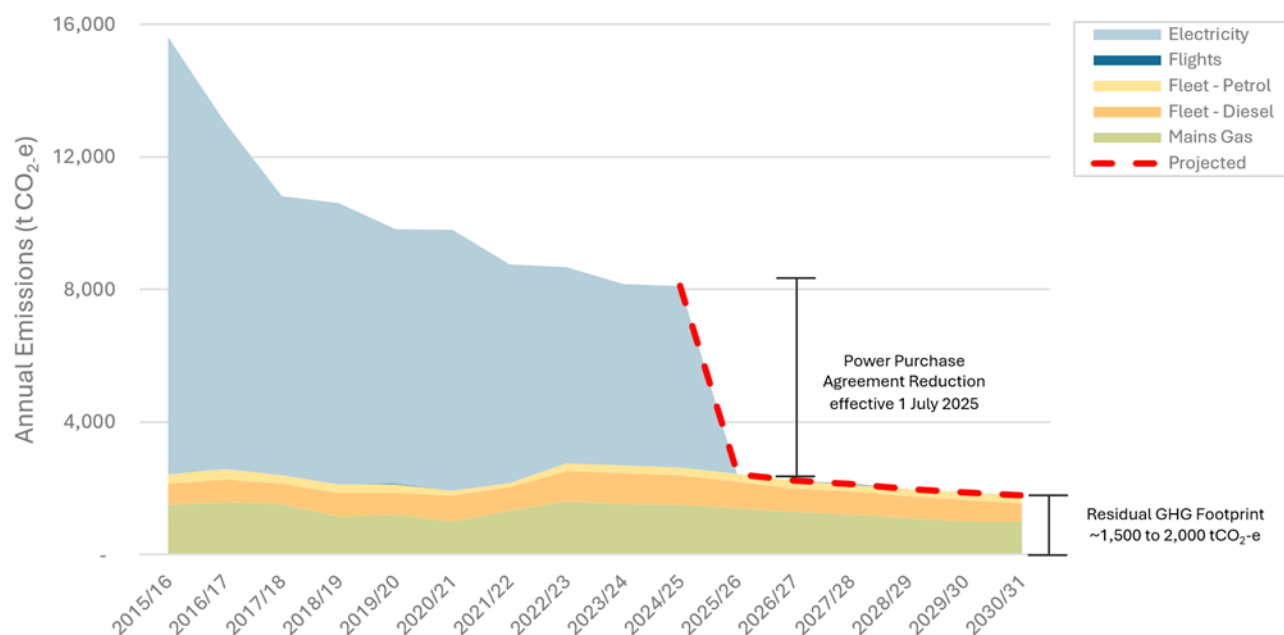


Figure 1: Actual corporate emissions to 2024/2025 and projected pathway to net zero by 2030.

Carbon Offsets – future considerations

As part of the review, the potential role of carbon offsets for enabling Knox to meet the net zero by 2030 target was given some early consideration– with further exploration being recommended in 2028. Any cost associated with purchasing offsets would not be applicable until the 2030-31 financial year and would only apply while Council continues to produce emissions that require offsetting.

Carbon offset units are financial products that are traded in carbon markets and used to invest in activities or projects that reduce, remove or avoid the release of GHG emissions into the atmosphere, such as through reforestation, renewable energy, energy efficiency, or carbon capture. Organisations use offsets to compensate for their own emissions as part of their efforts to become “carbon neutral.”

Further examination of a potential carbon offsets strategy for Knox is embedded into the revised draft CRP as an action for completion by 2028. This would involve providing a draft Carbon Offset strategy for Council consideration, and would include the following:

- The role of carbon offsets for Knox City Council;
- Setting parameters to ensure available offsets fit within budget and address key risks;
- Guidance on how to adopt offsets that meet principles of integrity and good environmental and social outcomes that fit within Council’s own goals; and
- Steps to guide offset purchase, including developing an offset evaluation framework and purchasing strategy, for purchasing to commence in financial year 2030/31.

It is unlikely that Council can reach its net-zero target without a carbon offset. As such, Council will need to turn its mind to whether an off-set strategy is appropriate or consider extending its net zero target timeframe. Given the community engagement that has occurred on the CRP to date, it is

recommended that an extension to the net-zero target timeframes does not occur without prior community engagement.

Community emissions

Actions in the CRP indirectly contribute towards the Knox community emissions target (net zero by 2040), such as through providing education and advocacy for projects and policies that will reduce emissions produced in the community. As noted in the CRP annual report 2024-25, Council uses a third-party reporting tool for tracking community emissions called Snapshot (See: <https://snapshotclimate.com.au/>). This remains the most accessible Local Government Area (LGA) level emissions reporting tool across Australia that has been updated over several years. The latest available data for the Knox community, as outlined in figure 2 below, is from 2022/23 and shows a 12.6% reduction in community emissions since 2018/19. Community emissions from electricity have reduced 24% in that period and emissions from gas use decreased by 10%.

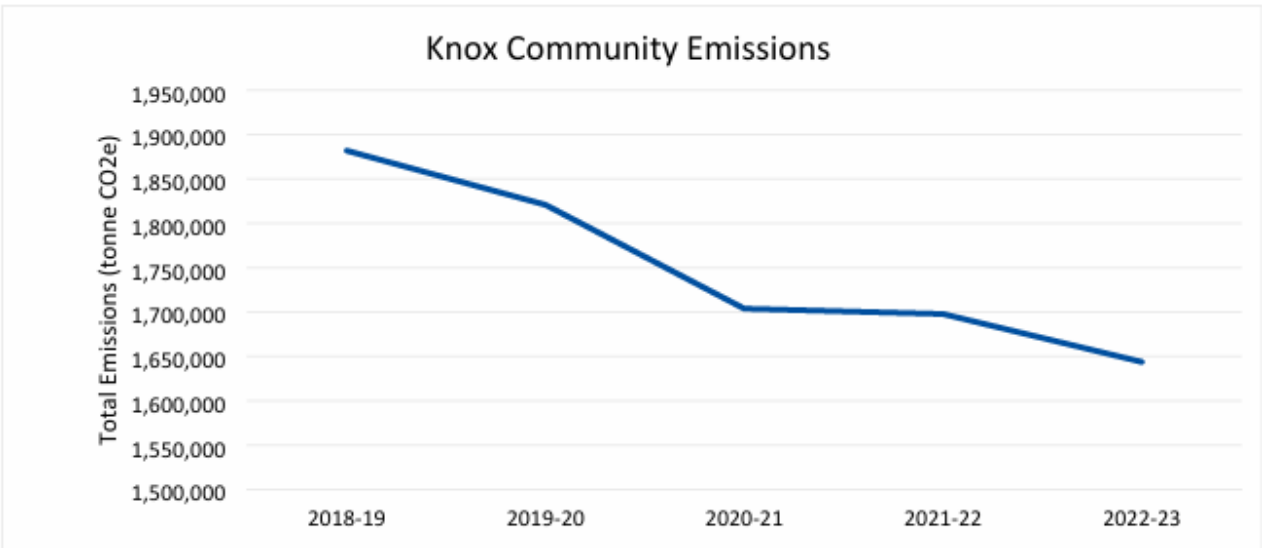


Figure 2: Annual Community Greenhouse Emissions (Source: Snapshot Climate)

2. ENGAGEMENT

Engagement to inform the Mid-Term Review has occurred since March 2025, commencing with engagement with First Nations – Wurundjeri Elders.

Engagement activity	Timeframe
First Nations – Wurundjeri Elders workshops	• April – October 2025
Have your Say Phase 1 survey	• 21 July – 17 August 2025
• Disability Advisory Committee	• 3 June 2025
• Community Safety, Health & Wellbeing Advisory Committee	• 12 June 2025
• Youth Advisory Committee	• 30 July 2025
• Multi-cultural Advisory Committee	• 19 August 2025
• Environment Advisory Committee	• 17 September 2025

An engagement report is included in **Attachment 2**, which summarises findings from the various engagement activities. The following engagement approach was taken for the CRP review:

- A comprehensive review of Council data and documentation was conducted to analyse the progress and effectiveness of the remaining 35 incomplete actions;

- Council's corporate emissions profile was analysed and the existing emissions reduction pathway model was reviewed for its assumptions, mitigation measures, and alignment with Council's 2030 corporate net-zero emissions target;
- The existing CRP actions were mapped against Council's climate targets: Corporate net-zero emissions by 2030, net-zero community emissions by 2040, and improving resilience against climate change. This was done to identify any further gaps and opportunities in strengthening the CRP;
- Eight structured interviews were conducted with key internal stakeholders across Council's teams to gather insights on progress against actions, implementation challenges, explore the need to amend existing actions, and identify key gaps in the CRP;
- An internal emissions reduction workshop was facilitated to review current emissions reduction actions, identify gaps, discuss Council's level of influence and impact of each action, and review proposed timelines, action leads and key enablers;
- Council's emissions reduction pathway was then updated to reflect revised business-as-usual emissions and identified next steps;
- External community engagement was conducted from March through to September 2025 which included meeting with community advisory committees, First Nations leaders and a Have Your Say survey to collect broader community input on the plan; and
- Findings from the document review and internal engagement were consolidated with findings from the external community engagement process. This helped shape recommendations for updates to the CRP, such as amendments to existing actions, new actions, timelines and budgets.

The community engagement process for the CRP review aimed to gather broad and inclusive community input by ensuring participation from Traditional Owners, CALD communities, and relevant advisory committees. The community engagement report (Attachment 2) encompasses the engagement undertaken between March and October 2025. It includes submissions received via Council's Have Your Say website, engagement with five Knox Community Advisory Committees, two community drop-in sessions, and discussions held with Wurundjeri Woi-wurrung Traditional Owners at three separate meetings from April through to October 2025. It also includes advice provided by the Eastern Community Legal Centre (ECLC) during this period. The ECLC provides support and advice to communities including local councils in Melbourne's east on a range of issues including climate justice and resilience building.

Have Your Say – online community survey

A total of 75 submissions (from 74 respondents) were received for the CRP review via the Have your Say website, from 21 July to 17 August 2025. The survey included questions targeted specifically at First Nations identified and CALD community identified respondents, to enable targeted input to be sought in relation to two of the gap areas. One submission was received through email, and 13 people contributed through drop-in consultations held during the survey period at Rowville Community Centre and the Knox Civic Centre.

Knox Community Advisory Committees

From June to September 2025, the following community advisory committees were engaged on the review: Knox Disability Advisory Committee (3 June), Knox Community Safety, Health and Wellbeing Advisory Committee (12 June), Youth Advisory Committee (30 July), Knox Multicultural Advisory Committee (19 August) and Environment Advisory Committee (17 September). Each committee was

informed about the review process and their input sought in relation to their particular focus area. For example, the multi-cultural advisory committee was specifically asked about ways that Council could improve communications for engaging multi-cultural community members. Youth Advisory Committee members were asked about public transport and engagement, while the other advisory committee members were asked for more general feedback.

First Nations engagement

To seek input regarding Indigenous Knowledge, Council held three workshops with the Aboriginal Land Council representing the Wurundjeri Woi-wurrung (Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation). The Bunurong Land Council did not have capacity to provide input during the community engagement period. The workshops were held with Elders of the Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Corporation to explore Indigenous Knowledge and input relating to climate impacts and responses relevant to First Nations community members. This helped to form new actions for the revised CRP, which was developed in close consultation with the Corporation.

Internal engagement

Council officers with existing actions in the current CRP, as well as those officers with expertise in relation to the three gap areas, were engaged through a series of internal workshops as noted above. This explored the effectiveness of current actions, areas for improvement or change, based on policy and other changes that have occurred since the inception of the plan.

Based on the engagement undertaken, amended actions and proposed sub-actions were prepared, as well as some new actions and content, including the addition of a section on *Managing governance and climate risk*, as well as *Culture and Ceremony*. Further adjustments were also made in response to input from advisory committees and Wurundjeri Elders, and through the Have Your Say survey. The review led to a revision of 28 existing actions (including some adjustments to timeframes and the completion or removal of five actions) along with 14 proposed new actions (with 7 actions remaining unchanged). A table of these revisions, which are also incorporated into the draft revised CRP, is included in Attachment 3.

The community will be invited to comment on the revised draft Climate Response Plan through a further Have Your Say survey, currently scheduled to run in August – September (pending Council's approval).

3. SOCIAL IMPLICATIONS

The CRP highlights many issues that have a direct impact on the community's health, wellbeing, cost of living, and climate resilience. Engagement with council teams through the CRP review process has identified the importance of expanding CRP adaptation actions for community health and wellbeing, highlighting important gaps in this area and related new or updated actions as a result. As noted above, an Equity Impact Assessment was also conducted in the preparation of the engagement process for the CRP review, which helped to guide the questions as well as review the actions and plan content.

Climate actions are primarily designed to reduce greenhouse gas emissions and climate risks, but they often bring other benefits to the public such as health, improved air quality, employment, economic benefits, equity and energy and fuel independence. The CRP was designed with this in mind and is aimed at achieving the fair and equitable distribution of benefits with priority

populations (including older residents and people with disabilities) identified in the Knox climate risk assessment. The draft revised CRP has been updated to recognise the more comprehensive list of priority populations, thereby ensuring the CRP is consistent with the Council Health and Wellbeing Plan 2025-29. Community members have reported that measures to support electrification and energy efficiency in the home, for example through Council's outreach programs, assists residents find ways to reduce cost of living pressures through improving their home's efficiency and reducing energy bills.

Council cannot implement the CRP alone to achieve Net Zero in the community by 2040. It requires all sectors of the community to play a role both in understanding the issues and taking action as individuals, households, businesses and other organisations. The roles of State and Federal Government are also crucial in this regard. Council has a key role in providing leadership, advocacy, information, support, and opportunities for all members of the community to understand and contribute to climate change mitigation and adaptation.

4. CLIMATE CHANGE CONSIDERATIONS

This report provides an overview of the mid-term review of the CRP, of which all actions aim to positively impact on Council's net zero by 2030 target, the community net zero by 2040 target, Council's exposure to climate risks and to create opportunities for climate change adaptation. The review has identified an overall reduction in corporate emissions, partly due to solar panel installations and energy efficiency measures. Commencing the Renewable Power Purchase Agreement from July 2025 will significantly reduce corporate emissions - by up to 35%, leaving gas and fleet transition as the key activities requiring further action for meeting the corporate net zero target (by 2030).

This report also provides a revised pathway to net zero by 2030, which reflects these remaining emissions from gas and fleet cars, and is included in the draft revised plan. The CRP actions can be broadly categorised as either adaptation or emissions mitigation, and this is highlighted in Attachment 3. However, it is important to note that many actions also contribute to both—supporting climate adaptation while also helping to reduce emissions. As climate impacts become more severe, this overlap between adaptation and mitigation is expected to increase. For example, supporting community members to access rebates and programs for solar and energy efficiency upgrades in their homes will help with preparing for heat events and power outages, while also reducing further carbon emissions.

5. ENVIRONMENTAL IMPLICATIONS

The CRP provides the pathway for a net zero emissions Knox City Council by 2030 and actions to help our community reach net zero emissions by 2040. The goal of net zero aligns with the global goal of the Paris Agreement to keep emissions to well below a 2 degree increase from 2005 levels. Climate scientists recognise that every incremental increase in long-term average temperatures leads to larger extremes and risks. For example, for every additional 0.1 degree Celsius of global warming, there is a discernable increase in the intensity and frequency of extreme temperatures and precipitation and related droughts in some regions (Intergovernmental Panel on Climate Change (IPCC), 2021).

6. FINANCIAL AND RESOURCE IMPLICATIONS

Costs

The current CRP originally identified 55 actions at an estimated cost of \$33M. The review recommends the removal and adjustment of some existing actions. As a result, 30 actions have remained (some with amendments or new sub-actions added) along with 14 new actions identified through this review. This leaves a total of 44 actions in the draft revised plan. High level costing is now estimated at \$11.5M over the remaining 5 years of the Plan, after considering the adjustments to actions (outlined in Attachment 3). The costed items below refer to a list of Council projects planned over the next 5 years, that align with the CRP. The total cost of these projects are approximately \$10.91M. The total estimated cost to deliver standalone CRP actions is \$0.6M. This is further outlined in Table 1 below.

It is important to note that whilst there is a financial investment to deliver on actions identified in the CRP, implementation of these actions has and will deliver financial savings as outlined further below.

The estimated costs of projects aligning with the CRP are summarised as follows:

	Funding Period 2026-2031
Mitigation Actions	
• Implementation of Sustainable Buildings and Infrastructure Policy	\$4.66M
• Solar, Batteries and Electrification	\$1.25M
• Streetlights Replacement and Smart Lighting	\$0.15M
Adaptation Actions	
• Implementation of Cycling Action Plan	\$4.60M
• Erosion Risk Assessment and Planning Overlay	\$0.25M
Total: consolidated projects aligning with CRP	\$10.91M
Operational Budget	\$0.50M
Estimated Offset Cost (in 2030/31)	\$0.10mM
Total: CRP operational costs	\$0.6M
Total	\$11.51M

Table 1: Cost estimate for Climate Response (subject to approval by future council budgets).

All CRP related programs are subject to the normal annual Council budget deliberations and Service Planning processes, this includes various strategies that the CRP actions relate to, including the Cycling Action Plan and Biodiversity Resilience Strategy.

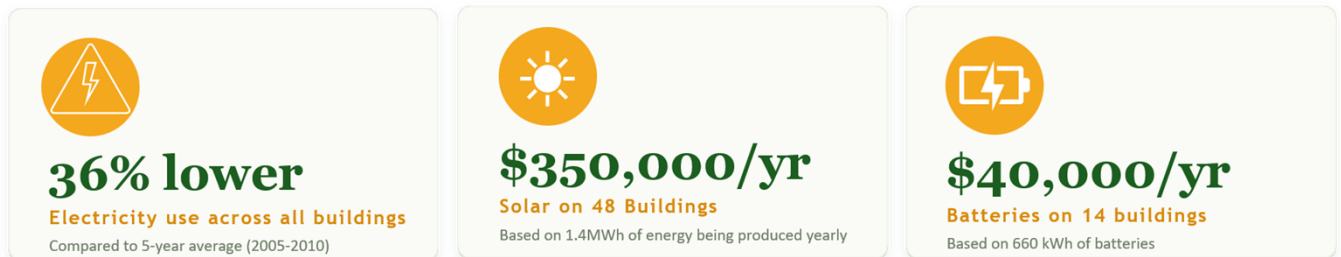
As noted above, budget items that are allocated to actions of the CRP do not necessarily indicate new spending. Most of the spending is allocated from within existing budgets, where the relevance of the CRP is that it provides guidance and support to these projects (such as capital works, community services and strategic planning). Projects underway such as the purchase of 100% renewable energy through the renewable energy PPA, and implementation of the Biodiversity Resilience Strategy and Cycling Action Plan are dependent on allocations within existing budgets. Spending that is directly related to the implementation of the CRP is indicated by the \$0.6M total for operational budget and estimated potential offset cost in 2030.

Savings

Action on reducing emissions also results in savings from energy efficiency and revenue to Council (e.g. through EV Charging licence fees). Cost savings have been made as a result of street lighting upgrades and the installation of solar panels on council buildings as well as energy efficiency works such as replacing old lights with LED lights for streetlights. Council's top 5 energy-using buildings are now using around 20% less electricity and 7% less gas compared to pre-pandemic consumption. With energy prices increasing over that period, these reduction measures are helping to keep Council's costs lower. The ongoing transition to electric fleet vehicles will also enhance self-sufficiency and protection against current and future fuel shocks.

The electricity use across all Council buildings is currently 36% lower than the annual average between 2005 and 2010. Across that time, 48 Council and community buildings have had solar installed, with 14 of these also having batteries installed. The solar and batteries are estimated to be saving Council and the community groups that use these buildings approximately \$390,000 per annum in electricity costs.

Electricity & Solar Savings - All Buildings



Council is responsible for over 14,000 streetlights in our local roads. Over the past 10 years, Council has replaced approximately 90% of these lights to energy efficient LED lights, which has resulted in electricity use for our streetlights being reduced by 58% since 2010-2012. The streetlight bulk-replacement project has resulted in savings of \$1.15 million per year (based on electricity savings of \$700,000 and maintenance cost savings of \$450,000 annually).

Electricity Savings - All Streetlights



7. RISKS

The inability to adapt appropriately to the threats of climate change is identified as an Extreme Strategic Risk for Knox City Council and implementation of the Climate Response Plan directly addresses this risk. The National Climate Risk Assessmentⁱ, released by the Australian Government in September 2025, also provides Australia's first nationally comprehensive assessment of the likely impacts of climate change on our health, economy and environment. It includes modelling regarding more frequent heat, flood and fire, and the significant increase that unaddressed climate change will have on costs, productivity and worsening inequalities. This modelling demonstrates that the Knox municipality will experience more extreme temperatures, a higher number of heatwave days and increased drought and aridity, as the global warming level increases. Knox will also experience more extreme rainfall across some parts of the municipality, according to the Australian Climate Service website, which provides ongoing advice relating to the National Climate Risk Assessment (see [Data Explorer | Australian Climate Service Website](#)). Implementing actions from the CRP helps to address risks to the community and to Council resulting from the current fuel crisis and future threats to fuel supply and costs. Most notable in the current fuel crisis are the benefits of continuing the fleet transition to electric vehicles and equipment and supporting the community through increased efforts around sustainable and public transport. The broader transition to renewable energy also offers protection against future energy cost rises for both Council and the community.

8. COUNCIL AND HEALTH AND WELLBEING PLAN 2025-2029

Enhancing community connection to vital services and resources

Strategy 1.1 - A variety of transport options is available through the effective planning, advocacy and management of efficient, active, sustainable and accessible transport modes, particularly in growth locations.

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.

Caring for and enhancing our environment

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 3.4 - Energy consumption and the use of renewable energy resources are positively impacted through investment in assets, education, planning and advocacy.

Leading, listening and governing responsibly

Strategy 4.2 - Our diverse community is informed and has opportunities to participate and provide feedback through clear and meaningful communication and engagement.

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 revised Climate Response Plan [**8.3.1** - 34 pages]
2. Attachment 2 - Community Engagement report [**8.3.2** - 51 pages]
3. Attachment 3 - Action changes summary [**8.3.3** - 17 pages]

Climate Response Plan 2021-2031

(Revised 2026)



knox



ACKNOWLEDGEMENT OF COUNTRY

Yana djerring ba ngarrnga djerring – Walking together and listening together*

Knox City Council acknowledges the Wurundjeri Woi-wurrung people and Bunurong people of the Kulin Nation as Traditional Owners of the City of Knox, and we pay our respects to their Elders past and present, and to their future leaders as well.

Located at the foothills 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. Knox's waterways, wetlands, bushlands, foothills, stony rises, wildlife, plants and indeed the air itself are important indicators for the health of Country.

Healthy Country equals Healthy people. Healthy Country affects the health, Culture and Ceremony of Aboriginal people and enhances the liveability of the City for all.

Caring for Country prioritises Indigenous species of plants and animals to thrive, ensures clean waterways, increases Cultural understanding, and encourages a deeper connection to Country, history of place and Ceremony.

The journey ahead recognises that climate related events and emergency responses will benefit from strong partnership with the Traditional Owners and inclusion of Aboriginal management practices.

Walking together and listening together to create a sustainable future in Knox.

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

Introduction



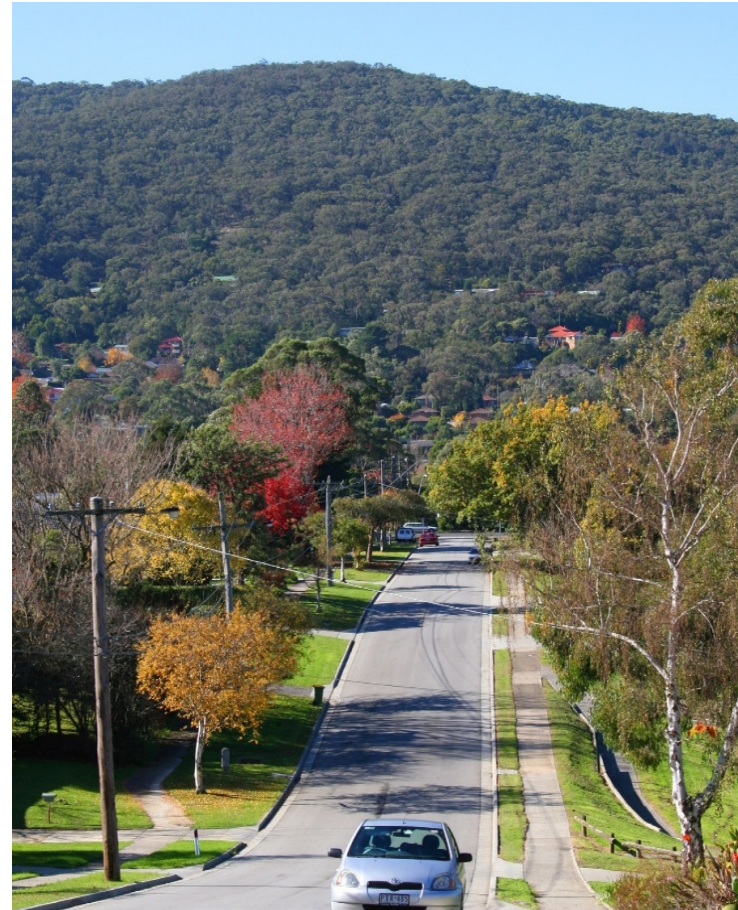
Understanding the effects of climate change

Knox City Council declared a climate emergency on 29 August 2022. As a community, we need to take action to reduce our impact on the environment and to prepare for the effects of a changing climate.

Many residents have begun to reduce their impact on the environment and Council is working to reduce its emissions – but we will be more effective if we work together.

Knox City Council is committed to reducing our emissions and adapting to the impacts of climate change guided by our Climate Response Plan 2021-2031. The Plan sets our targets and provides a roadmap with measurable actions on how this will be achieved in partnership with the Knox community.

This report reflects the review of the Knox Climate Response Plan that was originally adopted by Council in 2021.



Understanding the effects of climate change



Climate change is one of the biggest threats to the future of our community and country. We are starting to see some of its effects and will continue to see an increase in hotter and drier conditions, which will have negative consequences for health, infrastructure, agriculture, water, and biodiversity. This is due to increased frequency and intensity of heatwaves and storms.

Atmospheric carbon dioxide concentrations have risen from around 280 parts per million at the start of the industrial revolution, to above 430 parts per million today (Source: National Oceanic and Atmospheric Administration, NOAA, USA). The increasing concentration of carbon dioxide, along with other greenhouse gases, is trapping heat in the Earth's atmosphere and warming the planet because of the enhanced greenhouse effect.

To date, the following key measures have been undertaken by Council to lower our emissions:

- Since 2016, Council has replaced over 12,800 streetlights to LED, to reduce energy use by more than 75%;
- Energy efficiency upgrades and Solar PV installations in Council buildings have reduced Council's emissions by 49% since 2015/16;
- Introduced eight electric cars to Council's fleet, to reduce fuel emissions. In addition, facilitated the installation of 14 public electric car charging stations in Council car parks;
- Purchased 100% renewable energy for all of Council's buildings and streetlights through Green Purchase Agreements;
- Provided sustainability programs for residents to lower community emissions. Programs include Solar Savers, Compost Community, National Tree Day, Ride2Work Day, and Walk Safely to School Day; and Helped businesses become more sustainable by providing programs such

as, Business Energy Savers, Business Renewable Energy Buying Group and Environmental Upgrade Finance Agreements.

About Knox Climate Response Plan (2021 – 2031)

The Climate Response Plan sets out a pathway to a net zero emissions Knox City Council by 2030 and actions to support our community reach net zero emissions by 2040.

It outlines:

- How Knox City Council will adapt and improve its resilience to the climate hazards that impact the city now and in future climate scenarios.
- The social, environmental, and economic benefits expected from implementing the Plan.
- Council's role, powers and the partners who need to be engaged to accelerate the delivery of Knox's emissions targets and resilience goals.
- Actions to support the community transition to a net zero and resilient society.

Net Zero Emissions



Council's targets are aligned to the urgent global effort required to limit global warming to below a 2°C increase (i.e. above pre-industrial levels). The latest science shows that a 1.5°C increase is inevitable based on the current trajectory (Source: NOAA).

At the mid-term review of this Plan, the National Climate Risk Assessment report (Australian Climate Service, 2025) indicated that Victoria's average temperature has increased by 1.2 degrees, with the Australian average being 1.6 degrees hotter than the 1910 average (National Risk Assessment, Adaptation Plan).

Australia now has a new emissions reduction target of 62-70% (from 2005 levels) by 2035.

A net zero Knox City Council means:

- Net zero greenhouse gas (GHG) emissions from gas use in Council owned buildings.
- Net zero GHG emissions from use of grid-supplied electricity in Council owned buildings.
- Transitioning to an all-electric vehicle Council fleet.
- Wherever possible, net zero GHG emissions related to indirect emissions



Knox community emissions profile



A net zero Knox community

Reducing emissions is a shared responsibility between all levels of government, business and the community. Council's role as a community leader will support and help drive emissions reduction in our municipality.

This Plan outlines the actions that Council will take to assist the community in reaching its net zero emissions by 2040 and where Council can assist the community in choosing everyday actions that will help move towards a low emissions and resilient future.

Council's role is to support the community via advocacy, education programs, access to public electric vehicle chargers, provision of recycling and the food and garden bin collection (FOGO) service and other initiatives to assist the community to meet the community target. At the mid-point of the Climate Response Plan (2026), changes to Council's bin collection frequency (now collecting rubbish every fortnight rather than every week), coupled with the addition in 2023 of the food and garden bin service, has seen the reduction of community emissions by an average of 1,920 tonnes per month, diverting 71% of organic waste and recyclables from landfill.



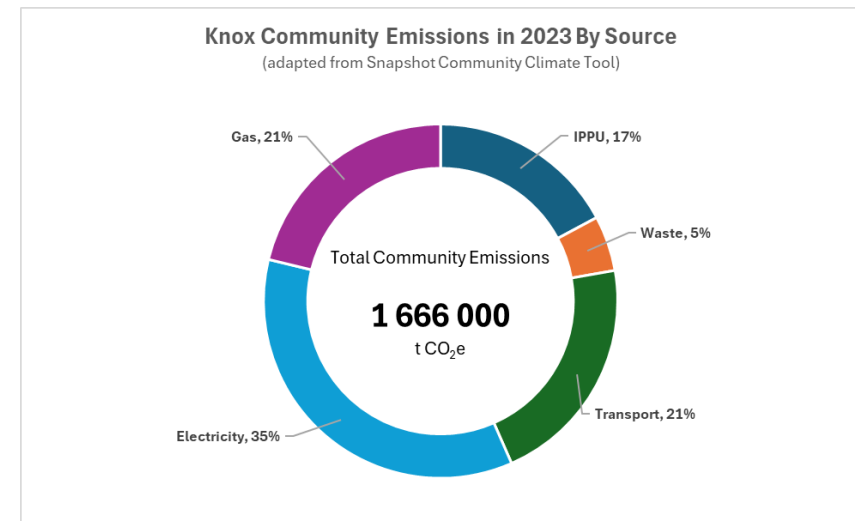
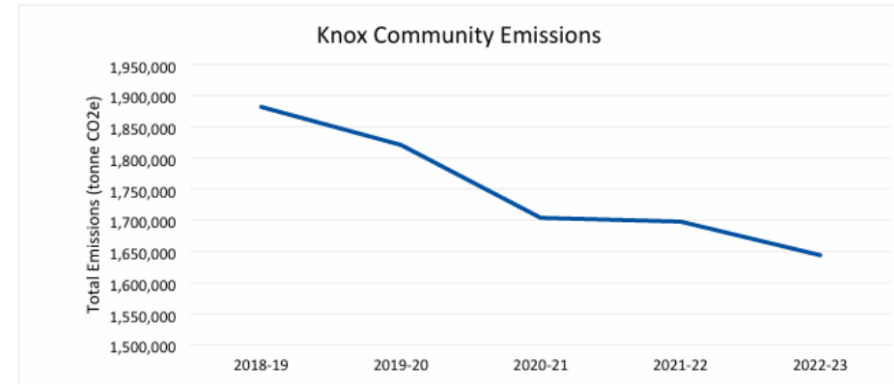
Knox community emissions profile



The 'Snapshot Community Climate Tool' ([Snapshot Climate](#)) developed by Ironbark Sustainability and Beyond Zero Emissions provides a national database of community emissions for all local government areas in Australia. This tool has been used to obtain data on Knox community emissions for 2023. As illustrated in the "Knox Community Emissions" chart, community emissions have declined by 12.1% since 2018-19 and throughout the first 5 years of the Climate Response Plan.

The industrial and commercial sector is the largest contributor to emissions in Knox, accounting for 39% of total emissions. Achieving a Net Zero industrial sector will require a switch from gas to electricity, energy storage utilising batteries and the use of renewable energy generated by solar and windfarms. The actions of Federal and State Governments and the energy industry more broadly will be key to achieving the Net Zero goal for the community.

The industrial processes and product use (IPPU) sector covers greenhouse gas emissions resulting from various industrial activities which are not directly the result of energy consumed during the process. This includes emissions from industrial processes that physically or chemically transform materials (for example emissions associated with concrete production), and the use of man-made greenhouse gases in products – namely refrigerants. Other examples of IPPU emissions include the blast furnace in the iron and steel industry, and ammonia and other chemical products manufactured from fossil fuels and used as chemical feedstock. During these processes, many different greenhouse gases can be produced. (Source: [Snapshot Climate](#))



Knox community emissions profile



INDUSTRIAL SECTOR

accounts for

39%

of total emissions



HOUSEHOLDS

accounts for

18%

of total emissions



KNOX COUNCIL

accounts for

<1%

of total emissions

Council's emissions profile in 2026



Council's corporate carbon emissions are categorised as follows:

- **Scope 1:** Emissions from a facility or site under the direct control of the Council (examples include emissions from mains gas and fuel used in Council's Fleet).
- **Scope 2:** Indirect emissions created off-site for facilities under the direct control of the Council, from metered electricity purchased for Council's facilities. Council purchases 100% renewable energy for all its buildings, which reduces Scope 2 emissions to zero.
- **Scope 3:** Emissions from off-site facilities or activities, not under operational control of Council (e.g. unmetered electricity such as streetlights, emissions from contractor vehicles and emissions from leased buildings).



Managing Governance and Climate Risk



Climate change is already affecting Council operations, assets, and communities. Managing climate risk is now a core governance responsibility under the Local Government Act 2020.

Knox City Council will undertake the following actions to ensure we address this risk across Council's operations:

- Guide in-depth engagement across Council to assess climate risks and improve adaptive capacity.
- Continue to report on Council's strategic risks relating to climate change.
- Investigate the benefits of carbon offsets for meeting Council's net zero target

Guiding principles



These guiding principles helped Council to develop actions to minimise climate impacts, build a resilient community and protect the ecosystems that sustain us. These principles will assist in addressing the important social, economic, and environmental challenges and develop the solutions that are required to meet the climate challenge.

The actions included throughout the Climate Response Plan are intended to be:

- **Acknowledging Country:** Actions that recognise the intricate relationship between health of country and health of all people.
- **Ambitious:** Set goals and implement actions that evolve towards an ambitious vision.
- **Inclusive:** Involve community, business, and other stakeholders in finding solutions, with an emphasis on the inclusion of Priority Populations (defined further below).
- **Fair:** Seek solutions that equitably address the risks of climate change and share the costs and benefits of action across the community.
- **Relevant:** Deliver local benefits and support local priorities.
- **Actionable:** Propose cost-effective actions that are realistic.
- **Evidence-based:** Reflect best practice scientific knowledge and local understanding.
- **Transparent and verifiable:** Set goals that can be measured, reported, and evaluated.



Community advocacy



An engagement process was developed to incorporate the ideas of the Knox community and respond to their priorities and aspirations about how we tackle climate change together. Between May and July 2021, over 370 people provided feedback through pop-up events, a workshop, survey, or other online activity, providing a total of just over 3,000 comments and votes. One of the strongest results from the community consultation was for Council to adopt a more ambitious community net zero target. Based on this feedback and the science that supports this ambition, the community target was brought forward from the originally proposed 2050 to 2040.

Some of the other suggestions from the Knox community that have been incorporated into the plan actions are:

- Providing community education programs on actions to reduce emissions.
- Making sustainable transport options more accessible and appealing, including enhancing cycle and walking paths, providing better links between transport mode and advocating for more efficient public transport to the region.
- Reviewing key Council policies to ensure climate change impacts are considered during decision making.
- Updating the Council report template to introduce a new section titled 'Climate Change Considerations' so that all future Council reports are assessed against the Climate Response Plan and relevant mitigation and adaptation considerations.



Community advocacy



Council's adoption of the Climate Response Plan in 2020 included a requirement for review of the Plan at the mid-point of its implementation, by 2026. In 2025 further engagement was conducted to conduct this review, including exploration of three gaps identified by Council in a separate resolution - Indigenous knowledge, CALD communications and sustainable transport, as well as how best to improve the incomplete actions for the most effective Plan outcome by 2031.

The aim was to achieve a balanced engagement approach of broad community input to the review of the Plan, coupled with inclusive engagement approaches that ensure the participation and input of Traditional Owners and CALD communities. This was intended to help develop a revised Plan which is more effective at achieving stated targets, through internal and community informed review.

Council sought to hear from people who identify as Aboriginal and Torres Strait Islander and specifically engaged with the Aboriginal Land Council representing the Wurundjeri Woi-wurrung and invited the Bunurong Land Council as well.

Additionally, Australia's National Climate Risk Assessment, which was released in September 2025, identifies that Aboriginal and Torres Strait Islander peoples will experience unique impacts from climate change and that they are expected to be impacted by at least 7 nationally significant climate risks. The report states that "(t)he changing climate threatens the health of country, access to Country and could challenge self-determination and have flow-on impacts on their social and physical health and wellbeing".¹

¹ Australian Climate Service, 2025b: Climate risks to Aboriginal and Torres Strait Islander

Peoples, Commonwealth of Australia 2025

Community advocacy



The consultation period also identified a gap in acknowledging and shaping the role of other major stakeholders in mitigating emissions for the City of Knox. Council's efforts alone will not be sufficient to address the threat of climate change. It is imperative that changes occur at other levels of government, within the community, and by major business and industry, in order to reach a target of community net-zero emissions by 2040.

Significant reductions in emissions are anticipated as a result of the decarbonisation of the electricity grid and actions taken at the local level such as the installation of solar and the uptake of electric vehicles. Together, with the emissions savings resulting from Council interventions, emissions in Knox are anticipated to be reduced by almost half of what they would otherwise be, by 2030.

The remaining emissions persist as a challenge in mitigating climate change and achieving a net zero emissions target. The State and Federal Government have key roles in funding, regulating and influencing the energy sector, transport, and the economy, and as such, actions taken by them will influence the emissions trajectory within the City of Knox. Council has identified some key advocacy opportunities to help shape and advance these necessary actions and to lend our voice to the groundswell of organisations within Victoria and the nation calling for greater action on climate change.

Council already has close ties with some organisations working on climate change advocacy, such as the Eastern Alliance for Greenhouse Action (EAGA) and the Council Alliance for a Sustainable Built Environment (CASBE). These partnerships will need to continue. Council has identified advocacy opportunities and estimated the potential emissions savings to the municipality by 2030 for a number of these.

Advocacy initiative	Estimated emissions savings to Knox by 2030
Electric Vehicle Ready Built Environment	190,000 tCO ₂ e
Increased Minimum NatHERS Standard	130,000 tCO ₂ e
Net Zero NatHERS Standard	720,000 tCO ₂ e
Net Zero Gas Districts & Renewable Transition	80,000 tCO ₂ e
Mandatory Energy Efficiency Standards for Rental Properties	250,000 tCO ₂ e

Community health and resilience



Protecting community health and resilience

Supporting the health and well-being of priority populations within the community is a strategic priority for Council. This includes Aboriginal and Torres Strait Islander Community, Culturally and Linguistically Diverse Community (CALD), including migrant and refugee community, Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual, Plus (LGBTQIA+) community, Older people, people from a low socio-economic background, people who experience homelessness, people with a disability, women who experience family violence and young people. The potential impacts of climate change, specifically increased frequency of heatwaves and storms, may exacerbate existing health sensitivities, accommodation stress, and isolation. Safe spaces are identified by community members as being important for building community resilience in the case of emergencies, particularly extreme heat in Knox. Gambling and other unsafe venues are often used as cooling spaces especially in the absence of alternatives. Family violence and elder abuse risks, Alcohol and Other Drug (AOD) use and gambling are particularly heightened during emergencies and disasters, highlighting the importance of safe spaces in the community especially during extreme weather.

Collaboration across Knox programs will help to integrate climate related programs and resources into health and wellbeing services provided to the community, such as disability and housing support services. Designing communications methods for different audiences has been recognised as being essential to connecting with different sectors of the community – for example young people are often reachable through social media and online platforms. Similarly, communicating in language and in culturally relevant ways is also helpful for multi-cultural community members to connect with climate resilience information and support. Council supported programs such as

Solar Savers will consider the interests, needs and communication preferences for priority populations, including First Nations and CALD communities.

- Developing community education programs in areas such as:
 - Climate sensitive planting
 - Adaptation and climate resilience
 - Legal rights around climate events
 - Growing your own food, including plant-based diets
 - Link between climate change & Aboriginal cultural values
 - Creative sustainability practices, i.e. upcycling
 - Cultural awareness training
 - Local cycling and walking programs & information
 - Climate & biodiversity conservation, including advocacy
 - Renters rights and efficiency standards
 - Retrofitting homes and buildings to ensure high performance
 - Available subsidies and accessing renewable energy
- Developing inclusive and effective education materials about local climate actions for community to take, with key stakeholders (including First Nations and multi-cultural stakeholders).

Community health and resilience



The National Climate risk assessment released in 2025² identifies Aboriginal and Torres Strait Islanders, the elderly, the very young and those with pre-existing health conditions and outdoor workers as being most at risk from the effects of climate change

Wurundjeri Woi-wurrung Elders acknowledge that there is a clear link between physical health and the health of the environment. This is reflected in Knox's Council and Health and Wellbeing Plan 2025-29. This is also supported by Wurundjeri Woi-wurrung Elders, who have advised us that Healthy Country equals healthy people. For First Nations people, an important way to support the health and wellbeing of people and connection to Country is through ceremony.

Ceremony connects people to Country and spirit. This physical reality/experience enhances wellbeing, health and deepens Cultural understanding and safety. Examples of these ceremonies include:

- Welcome to Country
- Smoking Ceremony
- Tanderrum
- Dance
- Scarring trees and shields
- Water Ceremony
- Yarning circles
- Cultural practices
- Corroborree
- Walking Country site visits
- Sorry business.

² Australian Climate Service 2025

The promotion and development of education programs will consider the interests, needs and communication preferences for Priority Populations, including First Nations and CALD Communities.

We will support our community by:

- Providing communication materials to inform about designated safe spaces and emergency refuge centres available during extreme weather events.
- Identify priority areas for urban cooling using heat vulnerability maps – to keep the community cooler.
- Delivering an annual campaign to help Priority Populations prepare for heat health alert days, including:
 - Confirming access and communication channels with all Priority Populations, for extreme heat events and power outages.
 - Check-in and support at-risk community members and Priority Populations during extreme cold days.
 - Broadening reach and formalising communication channels to promote existing rebates and programs such as Solar Savers, Victorian Energy Upgrades scheme, home energy assessments and other targeted assistance available to Priority Populations.
 - Connecting community with communication materials including guidelines for households in the event of power outages.

Our environment – Caring for Country



The municipality of Knox is bounded by the Dandenong Ranges National Park to the east, by Churchill National Park and Lysterfield National Park to the south, and by the Dandenong Creek Valley Parklands to the west, however, the natural environment within the municipality is extremely fragmented due to both residential and commercial development. Council managed bushland reserves are an important part of the remaining network of natural habitat and provide important food and shelter for a wide variety of wildlife, including many bird species, bats, frogs, reptiles, and insects. There are over 40 threatened species within the municipality, and extreme weather events have the potential to lead to local extinctions.

Some of the impacts of climate events on biodiversity include:

- direct fauna casualties,
- habitat loss,
- reduced 'functional biodiversity' (ability for fauna to move for food, breeding and protection),
- reduced long-term survival and resilience of species, and new diseases.

Given the large degree of fragmentation, it is essential for us all to work collaboratively. This means Council, community groups, residents, state and national agencies working together to ensure:

- A consistent approach to the management of pest plants and animals, and
- Continuous improvement of the quality and connectedness of natural environments within the municipality.

Through the CRP and the Knox Biodiversity Resilience Strategy, it is recognised that Aboriginal cultural values, Care for Country and a healthy environment for all are intricately linked and are important priorities for Traditional Owners. Traditional Owners have also noted that their ability to utilise a 'whole-of-Country' approach to the protection and revitalisation of culture and Country is impacted by Council municipal boundaries. Wurundjeri Elders have noted that an important area of action is to protect and buffer the current areas of high biodiversity and cultural value from the effects of climate change, while also enhancing the natural environment.

Our environment – Caring for Country



Healthy Country = Healthy People

Wurundjeri Woi-wurrung Traditional Owners have noted that the impacts experienced through climate change also have an effect on cultural practices. Ceremony has an important role in helping to heal Country and it is important to recognise that Ceremony will be impacted by extreme weather events and long-term weather and environmental changes through climate change.

The restoration of Blind Creek and enhancement of Platypus habitat at Stamford Park wetlands, demonstrates the environmental and cultural benefits of restoring waterways and banks, Caring for Country and our climate. Traditional Owners and their natural resource management teams (such as the Wurundjeri Narrap team) have an important role in advising and working with Council on projects and events that utilise sustainable Aboriginal management practices such as traditional burns and promote a healthy environment and climate.

Wurundjeri Woi-wurrung Traditional Owners have said that this is grounded in the understanding that Traditional Owners hold unceded cultural rights and responsibilities and it is therefore crucial that they are engaged in planning, decision-making and management of Country.

Sharing of imagery and stories also helps to tell a story about changes underway and projects being completed. Knox's Reconciliation Action Plan identifies the importance of building respect and awareness of Aboriginal and Torres Strait Islander cultures' Connection to Country and integral role/knowledge in relation to healthy country and climate.



Eels and platypus are signs of healthy Country, according to Wurundjeri Woi-wurrung Elders.

The design of streetscapes including the planting of native street trees that mimic natural biological processes while also providing shade, inclusion of water sensitive urban design assets, vegetation and grassed areas can all help to reduce urban temperatures and provide biodiversity, habitat and cultural benefit.

Canopy tree coverage plays an important role in reducing the urban heat island affect, reducing impacts of flooding, and supporting local biodiversity and carbon storage.

Our environment – Caring for Country



Adapt and preserve our natural environment

A key area of action is to protect and buffer the current areas of high biodiversity and cultural value from the effects of climate change, whilst also enhancing the natural environment.

The design of streetscapes including the planting of street trees, inclusion of water sensitive urban design assets, vegetation and grassed areas can help to reduce urban temperatures and provide biodiversity and habitat benefit. The Biodiversity Resilience Strategy 2024-2034 prioritises indigenous planting, the restoration of waterways and other natural habitats, which are also recognized as a key component of climate response by Wurundjeri Elders.

Increasing Connection to Country through creating more walkable cities provides an opportunity to understand the Country you live on, thereby promoting care and respect, as well as a healthier environment and healthier people” (Wurundjeri Woi-wurrung Elders)

We will protect our natural environment by:

- Continue to support monitoring and increasing tree canopy coverage on Council land through the Tree Management Framework and other Council policies.
- Advocating to power authorities for lower impact vegetation management near power lines to minimise damage to canopy trees.
- Reviewing and revising the Liveable Streets Plan and the Green Streets Policy to promote ‘tree-friendly’ streetscapes that promote healthy canopy tree growth and reduce the harmful effects of urban heat islands.
- Investigating incentives, enforcement and planning options that help retain and increase tree canopy cover on private land, and advocate for stronger controls through existing council partnerships such as Australian Local Government Association (ALGA) and Council Alliance for a Sustainable Built Environment (CASBE).
- Investigating opportunities (timers, lighting types) to reduce negative impacts of lighting on biodiversity and identify areas for implementation, through the Sustainable Buildings and Infrastructure policy, public lighting policy and advocacy to electricity providers.
- Scoping a detailed erosion risk assessment for the Dandenong Foothills and other relevant areas with implications for the Erosion Management Overlay.
 - Commission a preliminary erosion risk assessment (landslide and debris flow susceptibility) for the Dandenong Foothills and other relevant areas of Knox.
 - Pending the outcomes and recommendations of a preliminary erosion risk assessment, investigate and scope a detailed erosion risk assessment.

Transportation



On-road transport is a significant source of emissions in the City of Knox contributing 21% to the municipal profile. A mode shift towards alternative forms of transport is the most important part of reducing car travel and lowering emissions from transport.

Expanding the electric vehicle charging network

Electric vehicles (EVs), even when charged through the electricity grid, are a lower emissions alternative than a petrol or diesel vehicle. To support our community transitioning to EVs, this initiative seeks to expand the network of rapid charge stations across Knox.

We will support sustainable transport by:

- Facilitating the roll-out of EV charging, via Council's EV Charging Infrastructure Policy.



Transportation



Changing the future of transport

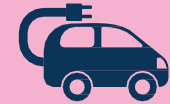
Supporting diverse modes of transport will increase travel convenience, provide more travel options for our community, and potentially reduce car-ownership in Knox. The community consultation process told us that our community has ideas on how we can enhance the attractiveness and safety of our footpaths and other active and public transport options. Improvements to accessibility and reliability also support Priority Populations to better utilise public transport.



We will support sustainable transport by:

- Advocating for improvements to public transport including:
 - More frequent bus services
 - More efficient bus routes and connections to train stations
 - More bus shelters, which are also safe, accessible and comfortable
 - Visible bus timetables and map information
 - Longer bus service operating hours
 - Bus services are reliable and on time
 - More accessible bus stops and train stations
 - Buses to transition to an all-electric fleet
- Implementing the Cycling Action Plan (expanding bike and walking pathways with connections to bus shelters, with improved safety for cycling, wheelchair and mobility scooter users. This includes stable surfaces, lighting, vandal-proof and shaded seating, e-bike learning and water fountains).

Transportation



Expansion of Council's electric vehicle fleet

Currently, transport fuels are responsible for 40 percent of Knox City Council's corporate emissions. Council's Fleet Policy will establish a framework to guide Council staff when purchasing new vehicles and designing fleet infrastructure such as parking bays and recharging stations. This will ensure that Council's investments in fleet and fleet infrastructure are future proofed for the EV transition.



We will transition Council's fleet by:

- Reviewing Council's Fleet Policy to ensure that sustainable technologies are embedded.
 - Reducing fleet emissions, to be guided through development of a Fleet Transition Plan.
- Providing staff driver training which includes sustainable/ efficient driving techniques and practices.
- Installing EV charging stations to meet Council's operational needs as demand increases.
 - Supporting Council's planned fleet transition, in line with Council's EV Charging Infrastructure and Sustainable Buildings and Infrastructure policies, consider opportunities to include enabling infrastructure for EV charging during infrastructure works.
- Investigating and implementing the use of Telematics as appropriate.
- Exploring and trialling heavy plant electric vehicles with a view to incorporate and convert heavy fleet when viable.
 - Investigate financing alternatives for the transition of heavy vehicles e.g. lease agreements or similar to increase access to *low carbon heavy vehicles and plant*.
- Where practicable, transition all fossil fuel-powered small plant equipment to alternatives powered by batteries.

Efficient buildings and infrastructure



“Buildings that connect with and respect Country will support sustainable low emission planning” (Wurundjeri Woi-wurrung Elders)

In the Knox municipality, 35% of emissions come from the use of electricity.

Low emissions building through design

This program aims to address the energy efficiency of buildings as they are being designed and built. The outcome would be buildings that are well insulated, well oriented, more comfortable, and resilient to increasing temperature and designed for low-energy use.

Housing design affects health, comfort and climate outcomes, and demonstrates the importance of trees, gardens and natural drainage.



We will achieve low emissions building design by:

- Working with CASBE and other Local Government partners to advocate for strong ESD outcomes in both Residential and Non-residential developments as part of the reforms underway to both Planning and Building codes.
- Identifying elevated ESD targets for new developments and leverage planning reforms to influence developers to pioneer these targets, and zero net emission buildings and housing.
- Investigating planning scheme and rates incentives for positive outcomes such as faster processing of planning permits that meet specific requirements, or discounted rates.
- Building on existing public reporting requirements to implement a communications program that will actively apply pressure to developers to raise the energy efficiency performance through greater public awareness of the emissions footprint of new buildings.

Efficient buildings and infrastructure



Increase energy efficiency in Council buildings

Knox Council adopted an Energy Performance Contract (EPC) in 2019 to reduce energy use across larger Council facilities. Through this program Council invested \$1.85 million into energy efficiency upgrades at Knox Leisureworks, Rowville Community Centre, Ferntree Community Arts Centre and Library, Knox Community Arts Centre, and Knox Regional Netball Centre. The energy efficiency upgrades include 2,200 lights replaced, solar panels, building management systems and upgrades to cooling/heating systems.

Council will continue to implement energy efficiency upgrades at facilities consuming the highest energy with initiatives such as installing solar photovoltaics (PV), battery storage, electrification, lighting upgrades and gap sealing.

We will increase energy efficiency in Council buildings by:

- Undertaking energy efficiency opportunities for Council buildings.
 - Where possible prioritising energy efficiency and electrification through Council's building renewal program, to reduce emissions.
 - Continuing to implement energy efficiency opportunities in the capital works program in accordance with the Sustainable Building and Infrastructure Policy.
- Installing solar PV across remaining viable sites.
 - Identify remaining viable sites for new solar PV and battery installation and develop program of installation on priority sites.
 - Establish plan for renewal of existing solar panels as they reach end of life and/or no longer meet minimum efficiency thresholds.

Efficient buildings and infrastructure



Change public lighting to LED

Knox Council has already undertaken a bulk changeover of around 12,800 street lights to LED, reducing energy use by over 75% and resulting in significant savings to operating and maintenance costs and greenhouse gas emissions.



Sustainable roads

Council constructs and repairs many kilometres of road each year. This program will lower emissions by using sustainable materials for the construction and maintenance of roads and footpaths and changing construction processes.



Efficient buildings and infrastructure



Adapt and protect our buildings

Ensuring the continued operation of council facilities, the quality and effectiveness of associated services and the safety of users is of paramount importance to Council. The increased frequency and intensity of extreme weather events, including floods, bushfires, and storms, may lead to increased maintenance or operational requirements and costs.

We will adapt our buildings by:

- Guide risk assessments of Council facilities for safe operating levels during extreme heat, bushfire or rainfall events, with thresholds tailored to each facility's age, design and user demographics.
- Developing and implementing site-specific strategies for water harvesting of open space including sporting facilities to reduce demand and reliance on potable water usage.
- Embedding future planning and design criteria that ensure critical facilities and emergency services are in accessible and resilient locations.
- Reviewing and updating climate hazard mapping to ensure that planning decisions account for areas of future and current risk.
- Ensuring that electrification of Knox Leisureworks is considered in the 2025/26 Aquatics Review.

Efficient buildings and infrastructure



Climate Resilient Infrastructure

Our community relies on the continued provision of public infrastructure. The safety of the people who use this infrastructure is the highest priority of Council. Adapting to increased pressure on this infrastructure due to climate change, means that care needs to be taken now in preparing for future impacts.

We will increase the resilience of our infrastructure by:

- Developing detailed financial impact analysis studies to access future external capital to support risk mitigation works linked to climate change.
- Identifying 'at risk' infrastructure that may require long-term adaptation measures due to flood or fire risk, such as retreat or relocation.
 - Identifying potential mitigation measures and conduct a cost-benefit analysis on 'at-risk' infrastructure to support funding of risk mitigation measures.
- Undertaking a feasibility study of the avoided costs of future-proofing the stormwater system via the renewals process rather than large-scale stormwater upgrades.
- Including drainage upgrades in future Capital Works Program business cases of all relevant asset types, to deliver climate resilient infrastructure.
- Investigating opportunities to integrate ESD design into the Knox Central development agreement.

Renewable energy



Traditional Owners acknowledge that actions that move towards sustainability and away from pollution support the principle of Caring for Country and recognise the importance of healthy Country.

Council currently participates in the Solar Savers program, which supports residents of Knox to install rooftop solar by providing advice and streamlining decision making about products and services.

Solar for rentals

Council supports and facilitates solar installation for rental properties, which is an untapped market. Rental properties in Knox make up approximately 16.9% of the housing tenure.

The Solar for Rentals program in Victoria offers eligible landlords rebates of 50 per cent of up to \$1,400 for the installation of solar panels. Eligible rental providers can apply for an interest-free loan of up to \$1,400 to further reduce the upfront cost of the solar panel system. These opportunities for rental properties are promoted by Solar Savers as part of the suite of rebates available for solar installation and energy efficiency upgrades.

Switch to Renewable Energy

As over 80% of Council's emissions were from electricity use at the beginning of this Climate Response Plan in 2021, Switching to Renewable Energy has been a major part of achieving the Net Zero Target. Council is currently committed to sourcing 100% renewable energy through the VECO power purchase agreement, which is contracted through to 2030.

The support of people during extreme heat and cold are also important, including provision of advice and other programs that assist such as blankets, clothing and food. Programs that support and reduce costs for

community members will be targeted towards priority populations, including First Nations people, CALD community members and people with limited finances to assist with a just and equitable transition to sustainable heating, cooling and insulation for all.

We will pursue renewable energy options by:

- Investigating financial mechanisms or partnerships for development of a solar farm and/or community-based battery storage project in 2029/30.
- Advocating for enforcement of minimum energy efficiency standards in rental properties.



Business and industry



The industrial and commercial sector accounts for 39% of the total emissions in Knox. This sector is comprised of small to medium-sized manufacturing businesses, with some larger businesses also present. The largest opportunities for deep emissions cuts in the Knox community will be from these sectors.

Traditional Owners acknowledge the importance of partnership with First Nation businesses to support economic development and social enterprise. This is particularly important for collaboration and respectful engagement in relation to Culturally sensitive work sites. The Knox RAP encourages engagement with organisations that support the growth and development of Aboriginal and Torres Strait Islander businesses, such as Kinaway, Supply Nations and Indigenous Business Australia, as a tangible means of contributing towards Closing the Gap outcomes. The Knox RAP recognises that research shows that investment in Aboriginal economic development, procurement, and social enterprise, has been shown to increase health and finance outcomes for Aboriginal communities.

The Heritage Act provides an important framework for the engagement and protection of cultural heritage in Victoria.

Transition to a zero-carbon economy

Council will support businesses and industry to achieve emissions reductions through energy efficient technology, degasification, and renewable energy. This support will be delivered through working groups with businesses, key industry bodies, research organisations, and advocacy to State and Federal governments.

A zero-carbon economy program will consist of 3 key areas:

- Transitioning towards more energy efficient technology: This includes simple changes, such as transitioning lighting at industrial sites away from high-pressure sodium and metal halide to LEDs, and more complex changes such as air compressor systems, refrigeration systems and other industrial equipment.
- Transitioning away from gas as an energy source: Replace gas-powered machinery with viable clean energy alternatives e.g. renewable electricity, electromagnetic technology, bioenergy, solar thermal, geothermal and hydrogen.
- Sourcing all electricity from renewable sources: Including onsite solar PV systems and purchased grid renewables. In Knox, numerous businesses operate out of large warehouses, many with an ideal amount of roof space that could be used for renewable energy capture.

We will assist the transition to a zero-carbon economy by:

- Promoting efficient technologies, Power Purchase Agreements (PPAs), energy efficiency and degasification to business and industry through workshops, case-studies and referrals to existing state and federal programs such as the Business Renewables Buying Group (BRBG).

Culture & Ceremony – incorporating Indigenous Knowledge



First Nations people connect with and relate to the natural environment through Culture and Ceremony. Indigenous Knowledge shared as part of the review of the Climate Response Plan in 2025 included examples of the important link between a healthy natural environment and a healthy climate, the benefits of connecting people to their local environment through sustainable practices and the unique needs and interests of Indigenous community members in relation to services and support for climate resilience.

Cultural ceremony and connection to Country is also directly impacted by climate change, for example through disruptions caused by extreme weather events and changes to plant and animal species. This section is thus aimed at providing a specific focus on activities of importance to Indigenous people in relation to climate response. We will be guided by priorities of and in consultation and relationship with Traditional Owners, noting partnership with First Nation business for Culturally sensitive work and to ensure respect of finds is important. Knox City Council's Reconciliation Action Plan contains Council's specific, actionable directions to embed the principles of reconciliation in everything we do. It aims to provide tangible and substantive benefits for our First Nations communities. The Knox Reconciliation Action Plan (RAP) provides further actions to directly provide cultural awareness training and cultural events. Through the RAP, Council remains committed to building respect and awareness of Aboriginal and Torres Strait Islander cultures' Connection to Country and integral role in relation to healthy country and climate. Council will also partner with Traditional Owners to deliver cultural events and ceremony that recognise the link between climate change and reconciliation.

Facilitating opportunities for Traditional Owner Culture and Ceremony are important ways that we can support an increased connection to Country.

- The place of Cultural education is important in understanding
- Aboriginal natural resource management
- Traditional Owner Cultural burning
- Aboriginal Farming and aqua farming practices
- Health of Country through the presence of plants and animals and the changes in the seasons
- The connection of story to place and increased respect of Country

The role connection to place and identity plays in health and wellbeing Healthy air is another critical component of a Healthy Country, and this is particularly significant for Wurundjeri because this is where their Creator Bunjil (eagle) and Protector Waa (crow) live.

Culture & Ceremony – incorporating Indigenous Knowledge



These actions will benefit from ongoing collaboration with Wurundjeri to further incorporate Wurundjeri knowledge and priorities in relation to climate change, including future and emerging climate risks that may not yet have been incorporated into Council planning. At the mid-point review of this Plan, the Wurundjeri Corporation initiated a Climate Change

We will incorporate Indigenous Knowledge by:

- Investigating how to embed and reflect Traditional Owner cultural knowledge in Council's approach to climate change (guided by priorities of and in consultation and relationship with Traditional Owners).
- Consulting with Traditional Owners on emergency management arrangements for Aboriginal people in the municipality.

Impact Assessment Project to identify, prioritise, and create mitigation strategies to respond to the various risks to cultural values, waterways, significant and totemic species, and the various sub-regions of Wurundjeri Country.

Tracking our progress



The impact of the actions in this Plan will be measured in terms of the reduction in emissions, the reduction in climate risk and the inclusive delivery of wider social, environmental, and economic benefits.

Tracking our progress and the indicators we use to determine if the action Plan is effective will inform regular revisions of the Plan.

To ensure that we are using the best data, innovations and responding to major changes in policy, the Climate Response Plan will be evaluated at regular intervals and in line with emissions inventory reporting updates, or as new information on climate risks becomes available. Similarly, the budgets required for individual actions in the Plan will be subject to the normal Council business case processes.

Actions will be assessed and reported on under the Council and Community Plans and State of Knox reporting processes.

Monitoring, evaluation, review and learning (MERL) will be implemented to track our progress in achieving our targets and measuring the effectiveness of programs. This analysis will allow Council to optimise programs and redirect the course if necessary. This not only allows Council to address risks associated with program failures, but it also provides confidence that resources are being used effectively to achieve the planned outcome. Without undertaking MERL activities, inefficiencies or misdirection may not be realised until the end of the program or project.



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Knox City Council
511 Burwood Highway
Wantirna South, VIC 3152
knox.vic.gov.au

T 9298 8000

E knoxcc@knox.vic.gov.au

 [knoxccouncil](https://www.facebook.com/knoxccouncil)

 [knoxcc](https://twitter.com/knoxcc)

 [knoxccouncil](https://www.instagram.com/knoxccouncil)

 Interpreter
131 450

National Relay Service
133 677

Knox City Council acknowledges the
traditional custodians of the city of
Knox, the Wurundjeri and Bunurong
people of the Kulin Nation.

knox

Community engagement report

Executive summary

The Climate Response Plan, adopted in 2021, required a midterm review by 2026, including examination of gaps related to Indigenous knowledge, Culturally and Linguistically Diverse (CALD) communications, and sustainable transport. The engagement process aimed to gather broad community input while ensuring meaningful participation from Traditional Owners and CALD stakeholders to inform a more effective, revised plan. Parameters of the Have your Say survey articulated that community input was sought on the community-facing actions only, and not on internal council actions, or whether or not Council should have a Climate Response Plan or net zero target.

This report summarises engagement undertaken for the CRP review, between April and October 2025. It includes submissions received via Council's Have your Say website, engagement with five Knox Community Advisory Committees, two community drop-in sessions held during the Have your Say engagement period, and discussions held with Traditional Owners at three separate meetings from April through to October 2025. It also covers advice provided by the Eastern Community Legal Centre (ECLC) during this period. The ECLC provides support and advice to communities including local councils in Melbourne's east on a range of issues including climate justice and resilience building. The sentiments and themes provided through the Have your Say survey are consistent with general comments provided by community members through Council's engagement process for development of the Council Plan and Health and Wellbeing Plan from mid-2024 to March 2025.

Have your Say – Online community survey

Council received a total of 75 submissions (from 74 respondents) on the CRP review via the Have your Say website, from 21 July to 17 August 2025 ([Climate Response Plan review | Knox City Council](#)). One submission was also received through email, and 13 people contributed through drop-in consultations held during the survey period at Rowville Community Centre and the Knox Civic Centre.

Knox Community Advisory Committees

From June to September 2025, the following community advisory committees were engaged on the review: Knox Disability Advisory Committee (3 June), Knox Community Safety, Health and Wellbeing Advisory Committee (12 June), Youth Advisory Committee (30 July), Knox Multicultural Advisory Committee (19 August) and Environment Advisory Committee (17 September).

First Nations engagement

To seek input regarding Indigenous Knowledge, Council sought to hear from people who identify as Aboriginal and Torres Strait Islander and specifically engaged with the Aboriginal Land Council representing the Wurundjeri Woi-wurrung (Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation) and invited the Bunurong Land Council as well.



This engagement showed broad community support for practical climate action, particularly where it delivers visible local benefits such as cooler neighbourhoods, safer walking and cycling routes, better public transport, more energy efficient housing, and clearer communication for people at higher risk during extreme weather. Across the survey, advisory committees, drop-in sessions and Traditional Owner engagement, respondents consistently emphasised that climate impacts are already affecting everyday life in Knox through hotter conditions, less shade and biodiversity loss. People are also impacted by poor transport connections and housing that is costly or difficult to keep comfortable during extreme weather. Many participants see a clear role for Council in community education, advocacy, resilience planning and local leadership, while also expecting stronger delivery, better promotion and more tangible outcomes on the ground.

Key themes

Focus on practical action

Residents want practical action rather than high-level messaging alone. They supported measures such as more shade trees, cooler public spaces, reliable bus services, safer footpaths and cycle paths, accessible public transport stops, energy efficient buildings, and support for solar, batteries and electrification where affordable.

Communication gaps

Communication and awareness are a major issue. Many respondents supported existing programs in principle but said they had never heard of them, could not easily find information, or felt the programs were not reaching the right audiences.

Equity concerns

Equity was a strong cross-cutting concern. Advisory committees and survey respondents highlighted that renters, people on low incomes, people with disabilities, culturally and linguistically diverse communities, young people, and those vulnerable to heat or power outages often face the greatest barriers and need more tailored support.

Need for accessible information

There was a clear preference for accessible, local and evidence-based information, delivered through multiple channels and in formats that are easy to understand and act on.

Areas of strong agreement

Areas of strongest agreement included the need to protect vulnerable people from extreme heat, improve the visibility and accessibility of climate information, strengthen community education, and improve the built environment so that people can travel more safely and comfortably without relying entirely on cars. Respondents broadly supported stronger energy efficiency standards for new homes and better outcomes for renters living in poor-quality housing. There was also substantial support for local renewable energy solutions such as rooftop solar, community batteries and improved access to electrification, provided these measures are practical and affordable. Many



people also agreed that tree canopy, biodiversity and green space are essential parts of climate resilience, not optional extras. Feedback from Traditional Owners reinforced this by linking climate action to Caring for Country, cultural practice, healing Country and the importance of embedding Indigenous knowledge into future planning and engagement.

Areas of concern

The strongest areas of concern centred on delivery gaps. In transport, residents described bus services as infrequent, indirect, poorly connected and often unreliable, making driving the easier option. Safety concerns were also prominent, including unsafe crossings, narrow or missing footpaths, poor lighting, flooding underpasses, e-scooter behaviour, inaccessible bus stops, and a lack of shade or seating. In housing, many respondents felt that new developments are increasing heat, reducing tree canopy and green space, and failing to deliver genuinely climate-resilient homes. Renters were repeatedly identified as particularly exposed to high energy bills, poor insulation and limited ability to improve the homes they live in. On communication, respondents said Council information can be hard to find, poorly advertised, too generic, or inaccessible to people who are not already engaged, especially those who prefer first-language communication, face-to-face contact, or practical guidance over general awareness messaging.

Negative and sceptical views

Negative comments were also a clear part of the feedback and should be recognised. A minority of respondents questioned whether climate change initiatives are a Council responsibility at all, arguing that Council should focus on roads, rates, rubbish, local maintenance and community safety instead. Some described net zero as unnecessary, unrealistic or a “scam”, expressed distrust of government climate information, or felt that Council was overreaching into matters they saw as the responsibility of state or federal government. Others were not opposed to climate action in principle but were concerned about cost-of-living pressures, rental affordability, impacts on small business, overregulation, and the risk that additional requirements would increase housing costs or drive businesses away. Some respondents also criticised Council for poor follow-through, insufficient transparency on progress against the existing plan, and a perceived mismatch between community education efforts and practical delivery. These views do not represent the majority position, but they are important because they point to a need for clearer explanations of Council’s role and responsibilities in relation to climate change, including legislative requirements to act on climate change, as well as value in reporting more strongly on outcomes, and a continued focus on practical, affordable and visible actions.

Overall summary

Overall, the engagement suggests that the community is not asking for less ambition so much as better targeting, clearer communication, stronger accountability and more tangible results. There is broad support for a revised Climate Response Plan that is practical, equitable and locally relevant: one that protects people during extreme weather, improves streets and public places, supports



more efficient homes and businesses, strengthens transport choices, and works in partnership with Traditional Owners and diverse communities. At the same time, the report shows the importance of acknowledging scepticism and cost concerns openly.

How the feedback will be used

Community feedback is helping us update the draft Plan and identify gaps for improving the plan to help the community to reduce climate emissions and build resilience.

What happens next

The next steps for this project are inviting feedback on the revised plan, through phase 2 of the consultation and finalising the Plan based on all of the community feedback. Following this, the plan is scheduled for Council adoption in late 2026, with implementation to continue from late 2026.

We will keep the community updated on the new revised plan and its ongoing implementation through the Climate Response Plan website.

CRP Review - Changes proposed

Revised Actions

WHAT WE HEARD	ORIGINAL ACTION	CHANGES
Community health and resilience		
Community members most vulnerable to extreme weather and power outages often face the greatest barriers and need more tailored support.	Delivering an annual campaign to help vulnerable populations prepare for heat health alert days.	Action updated to expanded recognition of vulnerable community members (Priority populations), with the following additions: Delivering an annual campaign to help Priority Populations prepare for heat health alert days.
We heard about the importance of supporting First Nations community members in preparing for heat, extreme cold, and power outages.		Confirm access and communication channels with all Priority Populations, for extreme heat events and power outages
		Check-in and support at-risk community members and Priority Populations during extreme cold days
		Broadening reach and formalising communication channels to promote existing rebates and programs such as the Solar Savers Program, the Victorian Energy Upgrade scheme, home energy assessments and other targeted assistance that is available to Priority Populations.
		Connect community with communication material with guidelines for households in the event of power outages. Link to: Emergencies - coping without gas or electricity Better Health Channel



WHAT WE HEARD	ORIGINAL ACTION	CHANGES
Strengthen and expand community education programs, with a preference for accessible, local and evidence-based information delivered through various channels and in easy to understand formats. More accessible communication and greater equity for residents affected by climate and cost of living pressures, and practical measures for more climate safe homes and neighbourhoods.	Developing community education programs in areas such as: • Climate sensitive planting. • Adapting to the impacts of climate change. • Minimising the risk of fire and impacts of smoke inhalation. • Retrofitting homes and buildings to ensure high performance. • Available subsidies and accessing renewable energy.	Update examples to include: • Building climate resilience • Growing your own food • Legal rights in relation to climate-related events • Renters rights under new housing efficiency standards • Plant-based diets • The link between climate change and Aboriginal Cultural values. • Cultural awareness training, in partnership with Traditional Owners. • Creative sustainability practices, such as recycled clothing and upcycling of items • Climate and biodiversity conservation programs including community climate leadership opportunities. • Information about local cycling and walking pathways
Our Environment		
Support for more shade trees and cooler public spaces. Survey respondents expressed strong concern about declining tree canopy, biodiversity loss, and heat intensive development, calling for better tree protection, native planting, and greener, climate resilient urban design.	Implementing the Living Melbourne Metropolitan Urban Forest Strategy, which includes setting canopy tree targets and a mechanism to regularly track progress towards these targets.	Action to be replaced with the following: • Continue to support monitoring and increasing tree canopy coverage on Council land through the Tree Management Framework and other Council policies
Survey respondents emphasised the need for sustainable building practices, with 56% considering it very important for Council to advocate for all new buildings to be net zero.	Working within approvals process for new buildings to establish a collective understanding of what constitutes acceptable Environmentally Sustainable Design (ESD) and encourage all new buildings to achieve net-zero energy or net-zero energy ready rating.	Action to be replaced with the following, due to changes to planning policies: • Work with CASBE and other Local Government partners to advocate for strong ESD outcomes in both Residential and Non-residential developments as part of the reforms underway to both Planning and Building codes.
As above	Working with developers to pioneer zero net emission buildings and zero-net emission housing.	Amend action to focus on opportunities to influence developers. • Identify elevated ESD targets for new developments and leverage upcoming planning reforms to influence developers to pioneer these targets, and zero net emission buildings and housing.
Business and Industry		
Survey respondents strongly support wider adoption of clean energy, particularly solar panels and batteries on commercial rooftops, and see opportunities for Council to facilitate bulk buying, community	Implementing working groups to focus on a specific set of interventions including alternative technologies, Power Purchase Agreements (PPAs), energy efficiency and degasification.	Action to be updated: • Promote efficient technologies, Power Purchase Agreements (PPAs), energy efficiency and degasification to business and industry through workshops, case studies and referrals to existing state and federal programs, such as the business renewables buying group



WHAT WE HEARD	ORIGINAL ACTION	CHANGES
batteries, and better energy deals for businesses. Many businesses need clearer guidance, incentives, and education to adopt sustainability measures.		

New Actions

WHAT WE HEARD	NEW ACTIONS (**SUB-ACTIONS) RECOMMENDED
Community health and resilience	
Residents highlighted opportunities to improve the program, including more cooling refuges, tailored advice, and follow up assistance during power outages.	Provide communication materials to inform the community about designated safe spaces and emergency refuge centres available during extreme weather events
Multi-cultural and First Nations stakeholders requested relevant and inclusive education materials, with locally relevant examples of actions to take.	Develop inclusive and effective education materials about local climate actions for community to take, with key stakeholders (including First Nations & multi-cultural communities)
Efficient buildings and Infrastructure	
Renters experience disadvantage in relation to quality heating, cooling and home efficiency upgrades and would like to see Council advocate for improvements.	Advocating for enforcement of minimum energy efficiency standards in rental properties
Transportation	
Participants identified public transport as central to more sustainable, equitable and climate-resilient travel in Knox, calling for stronger advocacy for better bus services, improved accessibility, safer and more comfortable shelters, and better integration with walking, cycling and the wider transport network. Feedback also linked transport improvements with heat, safety and liveability, emphasising the need for shaded, greener and more comfortable low-emissions travel options.	Advocate for improvements to public transport including: • More frequent bus services • More efficient bus routes and connections to train stations • More bus shelters, which are also safe, accessible and comfortable, • Visible bus timetables and map information • Longer bus service operating hours • Bus services are reliable and on time • More accessible bus stops and train stations • Buses to transition to an all-electric fleet.
As above, as well as specific feedback requesting bike lane improvements, in relation to path quality, lighting, shading and connections.	Implement the Cycling Action Plan (Expand bike and walking pathways with connections to bus shelters, with improved safety for cycling, wheelchair and mobility scooter users. This includes stable surfaces, lighting, vandal-proof and shaded seating, e-bike learning and water fountains)
New section – Culture and Ceremony	
Wurundjeri Elders explained the importance of ongoing communications to ensure Council understands and embeds Traditional Owner cultural knowledge into Council's approach to climate change.	Investigate how to embed and reflect Traditional Owner cultural knowledge in Council's approach to climate change
Wurundjeri Elders would like to be included in the Municipal Emergency Management Planning Committee.	Consult with Traditional Owners on emergency management arrangements for Aboriginal people in the municipality



Have your Say community survey and Community Advisory Committees

Below provides a summary of comments provided to the Have Your Say survey from 21 July to 17 August 2025 in relation to adjustments to the CRP. Additional responses received via Council's advisory committees and other sources are included beneath the survey analysis.

To avoid officer bias, all text-based comments from Have Your Say were summarized through an AI tool, Microsoft Copilot.

Question: Each summer, Council provides information to community members who might be at **risk from extreme heat impacts**. Responses from the survey noted the following:

This should continue – 68%, 11% change a little. Overall this question was analysed as demonstrating 71% positive sentiment.

Community members generally support heat risk communication—particularly to protect vulnerable groups—and recognise growing risks from climate change; however, many report low visibility of Council messaging and want more accessible, inclusive communication for non-English speakers, people without internet, and new residents. Views differ on whether this work is the council's responsibility, with some preferring investment in infrastructure while others expect targeted support for at risk individuals. Residents highlighted opportunities to improve the program, including more cooling refuges, grants, tailored advice, and follow up assistance during power outages. A small number feel the information is unnecessary or are unsure about the program due to limited awareness or confusion.

Question: Council provides **community education** webinars and workshops, such as home gardening, home energy efficiency, solar and electrification, preparing for heatwaves and other extreme weather. Do you want this to:

Continue: 72%

Sentiment was 81% positive.

Residents strongly value Council's role in providing trustworthy climate education, but awareness of existing programs is low and promotion needs to be broadened across more channels. Many people want more accessible, inclusive, and practical content—tailored to diverse groups and delivered through flexible formats—while some express concerns about affordability, effectiveness, or whether the programs are Council's responsibility. Overall, those who participate find the sessions useful, and there is a clear sense of urgency about climate resilience and the importance of community-focused education.

Youth Advisory Committee (YAC) members were also asked specifically about what education programs they would like to see, as well as where they seek out information from. A summary of their suggestions is outlined below:

YAC members expressed interest in learning about how climate change specifically affects their local environment and personal health, alongside practical sustainability topics such as upcycling, op-shop culture, and sustainable lifestyle swaps. They also want clearer education on waste



management, including correct bin use and composting, as well as stronger environmental engagement opportunities for young people. Many are seeking guidance on effective climate communication, community advocacy, and strategies to manage overwhelm with the issue, while others want clearer information about the actions state and local governments are already taking to address climate change. Social media was identified as the most effective format for sharing information and raising awareness.

Legal and insurance-related resources available on the Eastern Community Legal Centre website could also be useful to refer Knox residents to for building their climate resilience.

Further input from the Have your Say survey conducted for the Gardens for Harvest Community Education Workshop program also helps to identify priorities for community members, including:

Support for programs to help residents prepare for storms, fires, blackouts, and being self-sufficient for 72 hours—as well as practical sessions on gardening for renters, low-cost sustainability actions (including pet sustainability), and making simple changes at work. They also expressed interest in learning about neighbourhood battery initiatives and improving public transport options, particularly better information and choices around bus services.

Question: Where do you go and why, for **information on sustainability?**

40% stated Knox Council, and 77% said they refer to internet search.

Residents expressed mixed levels of trust in Council and government information, with many valuing these sources for their accountability, scientific grounding, and clear, practical advice, while others were sceptical due to perceived agendas, misinformation, or poor communication. People draw on a wide range of information sources—including search engines, personal networks, reputable media, NGOs, and professional circles—and often prefer evidence based, low cost, practical guidance. However, Council information is often seen as hard to find, poorly promoted, or inaccessible to those not actively seeking it, highlighting the need for clearer, more visible, and better targeted communication. A number of respondents also bring their own sustainability expertise, which shapes how they evaluate and navigate information.

Multicultural-identified question: This question sought feedback on suitable communications from those who have identified as speaking a language other than English or being from a culturally diverse background.

One survey response was received through email and other responses collected in consultation with 11 members of the Knox Multicultural Advisory Group in the week following the Have your Say survey period. These results were included in the analysis for this survey question, and in the summary below:

CALD community feedback emphasises the need for climate communication that is linguistically accessible, culturally relevant, and delivered through trusted channels. Residents highlighted the importance of first language communication, translation into key local languages, plain English messaging with visual aids, and bilingual community ambassadors to bridge cultural gaps. Many face barriers—including limited access to translated materials, low awareness of programs, and



challenges with digital content—making face to face workshops, multilingual resources, and partnerships with cultural and faith organisations essential. Suggestions included framing sustainability through everyday wellbeing, addressing community specific needs such as Farsi translation and Pacific Islander climate impacts, and offering practical topics like sustainable living, gardening, solar energy, heat health adaptation, as well as demonstrations, games, social media campaigns, EV charging access, and legal or insurance support.

Question: What can Council do to support people to **walk and cycle more**?

Respondents showed strongest interest in better transport connections, improved shared paths, and more shaded walking and cycling areas. Safety improvements at key locations and opportunities for e-bike learning also attracted moderate support, while only a small proportion reported no preference.

We sought advice from Youth Advisory Committee members, identifying that their top preferences were improving safety at crossings, enhancing shared path connections and transport integration, with some interest in creating more shaded offroad paths and no interest in e-bike learning. Disability Advisory Committee members also supported more shade on pathways and at bus stops, however also noted the potential hazards of leaves and nuts for wheelchairs and mobility – confirming the importance of path maintenance.

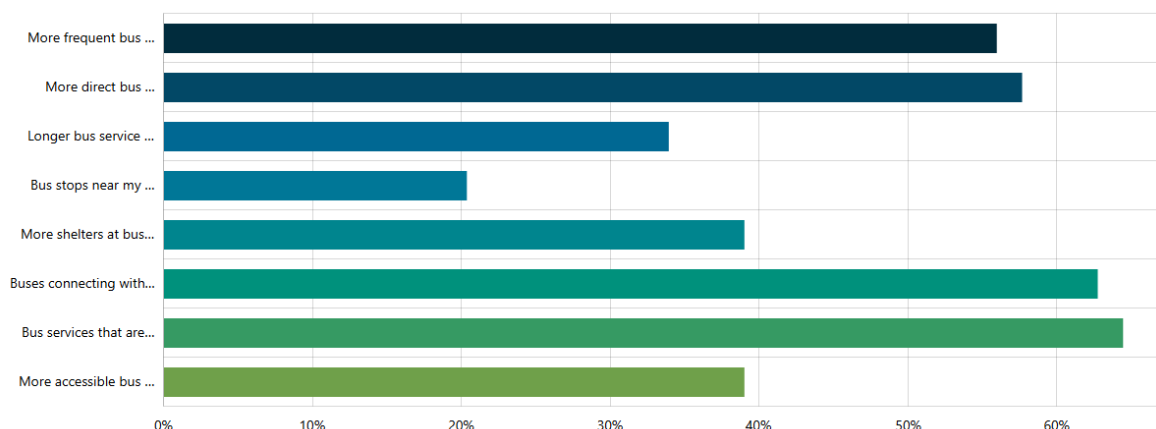
Question: The survey invited comments on other ways we could **support residents to cycle and walk more**. This was 73% positive from Have your Say, and the responses below also include input from advisory committees, including a focused discussion with 11 members of the Knox Youth Advisory Committee.

Residents highlighted significant safety and accessibility issues across walking, cycling, and micromobility networks—ranging from unsafe crossings and poor bike lane design to hazards like flooding underpasses, inadequate lighting, and steep or uneven paths—while also calling for clearer regulation of e-scooters. They expressed a strong desire for better connected cycling and walking infrastructure, improved integration with public transport, more EV chargers, and planning that avoids overcrowded streets caused by dense developments with limited parking. Footpaths were noted as often being too narrow, uneven, or missing (especially in parts of Rowville and Ferntree Gully).

Preferences varied across transport modes: some rely on cars for convenience, while others want shaded, flat walking routes and safer, more confidence building cycling options. Many recommended environmental enhancements such as increased tree canopy, native vegetation, and innovative green infrastructure, paired with better promotion of local trails, incentives for active travel, dog friendly amenities, and accessible bike services. Overall, residents asked for more evidence-based planning, better driver awareness, and more reliable, frequent public transport to support safer and more sustainable travel choices.



Question: Are there more ways we can **advocate to help you use public transport** more and drive



Written responses indicated strong preferences for buses that run on time, connect better with other transport, and operate more frequently and directly. Many also value improved accessibility and more shelters at bus stops, while longer service hours and additional nearby stops were priorities for a smaller but still significant group.

Youth Advisory Committee members prioritised more direct bus services and additional shelters at stops, along with longer operating hours and more reliable, on time services. They also value better connections to train stations and more frequent services, while accessibility upgrades and additional nearby stops were noted but with lower demand.

Residents emphasised major concerns with public transport reliability, noting frequent bus delays, poor coordination with train services, indirect routes, and limited frequency—particularly on weekends and during school hours—making the system less practical than driving. There was support for Rowville Rail advocacy. Safety and accessibility issues were also common, including antisocial behaviour, poorly designed or inaccessible stops, lack of shelters and seating, and unsafe pedestrian infrastructure. They highlighted the need for better network integration, improved lighting and signage, expanded school area stops, real time information, and modernised infrastructure such as electric buses and dedicated lanes. Affordability and simpler payment options were also priorities, alongside community education, more pleasant station environments, and design enhancements like shade, greenery, and community-oriented spaces to make public transport more appealing and user friendly.

Question: How could Council advocate for changes to government policies so landlords **improve energy performance for rentals?**

Advocacy for the improvement of energy performance for rental homes was considered very important by 56% of HYS respondents, and somewhat important by 20%. This was further supported with the following suggestions:



Renters face significant barriers to improving energy efficiency because they cannot modify properties, leaving many in poorly insulated homes with high energy costs and inadequate heating or cooling. Landlords play a crucial role but often lack incentives to upgrade properties, prompting calls for financial supports, mandatory minimum standards, and stronger advocacy to ensure renters—especially vulnerable and low income households—are not disadvantaged. While upgrading older homes can be costly and risks being passed on through higher rents, residents broadly support improving rental sustainability as both a climate and equity issue, emphasising the need for fair, balanced policies that benefit renters without discouraging investment.

Question: How can Council advocate for planning changes that require housing and construction industry to **build more energy efficient homes?**

65% of respondents considered this very important, and 16% somewhat important, compared to 12% considering it very unimportant.

To elaborate on this topic, respondents made the following suggestions:

Residents expressed concern that new housing is becoming larger, more energy intensive, and less environmentally sensitive, with poor design, inadequate building standards, and increasing loss of trees and green space. Many called for stronger mandates—such as higher energy ratings, better insulation, passive solar design, and requirements for glazing, ventilation, and solar systems—to ensure homes are resilient to climate impacts and reduce long term energy costs. While some worry about overregulation, there is strong support for clearer standards, council leadership, and incentives to help homeowners and builders adopt sustainable practices, reflecting broad recognition that housing design affects comfort, health, and climate outcomes.

Question: Should council advocate for all **new buildings to be net zero?**

This was scored by 56% as very important, and 19% as very unimportant.

Respondents expressed a strong sense of urgency about climate change, with many calling for faster, coordinated action across governments, councils, and communities, including more ambitious approaches like carbon absorbing strategies. While views on net zero vary—ranging from strong support to scepticism about offsets and technological impacts—most agree that reducing emissions and expanding clean energy options such as rooftop solar, community batteries, and micro-grids is essential for resilience and energy independence. People also emphasised the need for sustainable building practices, protection of green space, and stronger planning regulations, though cost and practicality remain concerns. Public sentiment ranges from deep concern to distrust or competing priorities, reinforcing the need for balanced, common-sense approaches, and clearer communication. Across the board, residents see a role for government in enabling climate action, whether through advocacy, regulation, incentives, or maintaining clean and sustainable community spaces.



Question: How can Council best **support business and industry?**

The sentiment for this question was rated as 79% positive.

In summary respondents strongly support wider adoption of clean energy, particularly solar panels and batteries on commercial rooftops, and see opportunities for council to facilitate bulk buying, community batteries, and better energy deals for businesses. Many businesses need clearer guidance, incentives, and education to adopt sustainability measures, while improvements to transport—such as EV charging, bike paths, and better public transit—are also encouraged. There is strong interest in greener industrial areas and sustainable development, though views on climate initiatives are mixed; some worry about costs and burdens on small businesses, while others believe long term incentives, practical support, and council leadership are essential for meaningful change.

Final survey question: further general comments were sought, to complete the survey. The sentiment for this question was 55% positive and 20% negative.

Survey respondents expressed strong concern about declining tree canopy, biodiversity loss, and heat intensive development, calling for better tree protection, native planting, and greener, climate resilient urban design. There is also high support for renewable energy—including community batteries, all electric homes, solar on council buildings, EV infrastructure, and subsidies to support household transitions—alongside calls for safer active transport routes, shaded streets, and integrated planning for future growth. Community members want accessible sustainability education, clearer communication, and more visible engagement, though views on council's role are mixed, with some urging stronger leadership and transparency while others prefer a focus on core services and reduced regulation. Cost pressures, equity concerns, and scepticism about climate policies shape public sentiment, yet many emphasise the need for practical, affordable actions and accountability, supported by policy tools such as emissions targets, methane capture, and future bans on fossil fuel vehicles. Drop in session feedback reinforced priorities around renewable energy, tree management, climate awareness, accessible footpaths, and more frequent public transport.

Feedback from Council advisory committees highlighted the importance of housing and cooling equity, noting that renters often struggle with delayed air conditioning repairs, poor housing conditions, and limited ability to improve insulation or energy efficiency, alongside a strong need for safer, cooler public spaces with more shade, shelters, and accessible infrastructure. Committees also emphasised improving climate preparedness through better outreach to vulnerable groups, stronger partnerships with supported housing and disability services, and enhancing urban planning measures such as higher building standards and increased tree coverage.

Broader input stressed the value of inclusive community engagement—especially with women, people experiencing disabilities, and culturally diverse groups—and the need for safe public spaces during heat events, including expanded “Libraries After Dark” programs. Committees also raised concerns about the industrial sector's emissions footprint, the importance of research informed community resilience, and opportunities for improved energy and emissions management such as tracking battery installations, supporting rental property upgrades, and prioritising local, ethical carbon offset initiatives that enhance biodiversity and avoid reliance on international offsets.



Indigenous Knowledge: engagement with Traditional Owners

Wurundjeri Woi-wurrung Elders contributed their knowledge and advice to the CRP review, through a series of three workshops organized with the Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Corporation. These workshops provided an opportunity to discuss the impacts of climate change on Country and culture and to identify further information and actions relevant to the review.

The information below was developed as a final piece of input, collating all of the discussions held and key points identified for the review, in partnership with Elders and the Wurunderi Woi-wurrung Aboriginal Cultural Heritage Corporation.

Suggested content and actions for the CRP (as well as the Reconciliation Action Plan, also under review) from this engagement is outlined below:

- Acknowledgement of Country for front page
- Detailed acknowledgement for introductory section provided
- Acknowledging country included as a guiding principle
- Reference National Climate Risk Assessment and impacts on First Nations communities
- Provide context to draw the link to Caring for Country, and the place of ceremony and healing country, and recognition that the impacts experienced through climate change also affect cultural practices.
- Aim to embed and reflect Traditional Owner cultural knowledge in Council's approach to climate change
- Inclusion of the Wurundjeri Corporation in the Municipal Emergency Management Planning Committee.
- Importance of supporting First Nations community members in preparing for heat and extreme cold, and power outages.
- Partnering with Traditional Owners is an important component of climate action, as is building awareness of cultural impacts and the role of Indigenous Knowledge in climate action.
- Tailoring communications and education programs to priority populations (including First Nations as well as CALD communities)
- Noting Wurundjeri Elder reflections such as:
 - "Increasing Connection to Country through creating more walkable cities provides an opportunity to understand the Country you live on, thereby promoting care and respect, as well as a healthier environment and healthier people"
 - Traditional Owners acknowledge that actions that move towards sustainability and away from pollution support the principle of Caring for Country and recognise the importance of healthy Country.
- Promotion and development of community extension programs such as Solar Savers will consider interests, needs and communication preferences for priority populations, including First Nations and CALD communities.
- Partnership with First Nation businesses is important for collaboration and respectful engagement in relation to Culturally sensitive work sites.



Appendix 1 – Verbatim comments received from Have Your Say Survey

Question: Each summer, Council provides information to community members who might be at **risk from extreme heat impacts**. Do you want this to continue? If you think it needs to change, what would you like to see different? Individual comments received in relation to this question are:

- I don't know what Council presents currently, but it seems like an important service to continue to provide to vulnerable members of the community. Perhaps at public sites, there could be clear areas designated as "cooling off" spaces that are well shaded, have resting spaces and water available, and perhaps even a highly visible unique code so that in an emergency, the code can help with locating the individuals affected. Libraries and other open-to-the-public buildings could also be deemed "cooling-off" spaces.
- Information about heat risks is good
- Education is important to protect vulnerable members of the community as we continue to see ongoing effects of a changing climate
- It's going to continue getting hotter and we need to look after everyone.
- Scrap net zero, it is a scam
- It is a good help to the elderly.
- I'm not really sure why this is the council's job
- As I haven't seen it I couldn't really answer truly. But didn't want to say don't care!
- I have never heard anything from the council about extreme heat the message isn't getting out of your office
- It's hot every summer and expected to get hotter so people should know by know if they're at risk and how to plan. Would prefer council's time and energy was spent on achieving better mitigation and adaption.
- It's always good for all people to hear about how they may be able to take care of themselves. Not everyone has the ability or simply may not appreciate the changes or adaptations they make can cut risks and costs.
- I like this initiative. We need to look after the elderly in our community. I have elderly neighbours and check on them every day the temp gets over 30°.
- Don't think it's necessary
- Maintaining current awareness campaigns seems to be working. Gentle reminders during extreme heat about not leaving kids/animals in cars and using the big shopping centres e.g. Westfield because of their air conditioning
- I'm not impacted, so I don't feel it's appropriate for me to offer an uninformed opinion.
- Care for those who fall into the category of being prone to heat problems and enable preparation for the heat
- I think it is important so I don't want this to change
- As a new resident in Knox, I haven't seen this information. However it seems like it is a vital service for vulnerable members of the community especially such as the aged, people living with chronic health conditions and young children to be reminded of strategies to look after themselves with the likelihood of increasing temperatures with climate change. However, it is also important to ensure that this information is available also to members of the community who may consider themselves bullproof - and that they shouldn't take their



age and fitness for granted. For workers who work outdoors, and sportspeople engaged in their games, that information tailored to their situation is also important

- i think this is an import thing that will be ever increasing and should continue
- For the health and well-being of the community.
- Why should this be a Council responsibility?
- Clear, timely warnings are important
- The council needs to ensure those vulnerable to heat stress are warned and aided with assistance. This should align with the over arching mitigation strategies but should also be focused to include 'cool' refuges and grants to assist with cooling strategies.
- Climate change is affecting many people; It will get worse if nothing is done to combat it
- I don't understand what you mean by that question.
- "The information could be sent by email rather than a mail. Less paper use. If we don't have email address, we could sent the notice by poster."
- As the impacts of climate change become more intense the vulnerable need all the assistance they can get.
- Effectiveness is unclear or insufficient:
 - If current methods (e.g., brochures, emails, website updates) have low community reach or engagement, a new approach might be warranted.
 - Vulnerable groups (e.g., elderly, isolated, non-English speakers, people without internet access) may not be receiving or understanding the information.

Changes in climate patterns or population:

- More frequent or intense heat events due to climate change may require stronger, more proactive outreach.
- If the population has grown or diversified, communication methods may need a complete overhaul to be inclusive and targeted.

Technology and media shifts:

- Many people now rely on mobile alerts, social media, and real-time data. If the council isn't using these effectively, a full redesign may be needed.

Community feedback or evaluation results:

- If surveys, complaints, or emergency response data suggest current communication is not preventing heat-related harm, a total change is required."
- Increasing extreme weather days.
- In general People are aware that extreme heat could cause damage health conditions and who is on high risk.
Council doesn't need to provide any information about how to avoid heat or how to stop exposure to heat but the council should have enough clean drinking water on public areas for example all parks, trails track and sport areas so people can have access to hydrate themselves outdoors.
In heat weather, people like to go out to parks and to beaches to cool down.
This is what council must do.
Provide enough clean drinking water everywhere in public places
- I think that people are often unaware of the effects of heat and information to them is very useful.



- I feel people (as adults) would have an understanding of the impacts of heat. Therefore, people would be able to manage themselves and their families, accordingly. Council resources might be able to be better utilised elsewhere instead.
- How you advertise and pick the people is unknown to me. I may be one...
- I think it would be good for more people to know about this service
- Don't know how this program works, that is why i checked Continue
- It's common sense
- If people cannot foresee an extreme heat risk they don't need to be reminded
- I nominated "continue". There will always be people who will ignore it, but if information is offered in a non- preachy, but educational way; it may inform some and at the very least, it will remind some people.
- People already know, without Council wasting more money.
- It's good to continue communication around impacts of extreme heat and how to reduce the risks
- Elderly people may overlook keeping themselves cool & not keeping fluids up
- being informed is important.
- Preventative work people can do to prevent fire and how to get appropriately set up for inevitable power outage
- I think it's really important to support the vulnerable members of our community with this information. Less and less people will be able to afford air conditioning so giving this information is vital to ensure their health.
- I think it is important to protect vulnerable citizens.
- "The information didn't reach us previously.
(Electricity companies are being dodgy and giving a 10% discount (worth about \$10 if people give up air conditioning on the hottest days of the year without telling people it is only on those days). This could cost people their lives if they are vulnerable and don't understand this. The follow up with these people could fall to council to pick up the pieces)"
- Issues with heat and heat related illness/death is only going to worsen with climate change.
- At risk people should be identified prior to summer and have the tools to manage the heat
- I think health is important
- Its a good exercise that assists those in need for minimal costs
- I wasn't even aware this occurred, so I guess it needs to change to bring more awareness
- Important for the elderly and young children.
- Because the climate is only becoming more volatile
- It's obvious. Increasing temperatures are a threat to life.
- I have never seen any of this information
- climate is changing, so too the advice

Question: Council provides **community education** webinars and workshops, such as home gardening, home energy efficiency, solar and electrification, preparing for heatwaves and other extreme weather. Do you want this to continue? If you think it needs to change, what would you like to see different? Individual comments received in relation to this question are:



- Would be great to see more education to home-owners on how a tree (big or small) and shrubs can help shade a house and cool the air, reducing the heat island effect. Information could help home-owners to make a more informed choice on type/size of tree that would best suit their backyard, as well as how vegetation surrounding a house is equally as important for providing a cooler environment. By focusing on indigenous tree varieties, then it also supports the biodiversity resilience strategy and Knox's tree canopy targets. I would also like to see educational material shared with all residents about the important role their street tree plays in minimising the heat island effect, including data on the temperature difference between streets with and without trees. Could this also highlight the variation in shade benefit of different street tree species (i.e. a canopy tree provides more shade than a shrub)?
Planning guidelines should also require plans to leave enough garden space for a reasonable sized tree to be able to be planted on the property with minimal infringement on neighbouring properties.
- More residents are interested in climate resilience & sustainable living and council is a logical contact point to get reliable and accurate information. Council also has a role as a public body to actively promote accurate information about climate change in the face of increasing misinformation being disseminated online and through the media.
- Education is great
- If people are utilising these webinar services then they provide value, if nobody is attending then time/money can be better spent elsewhere
- These workshops/ events are incredibly important for us to adapt and mitigate the effects of global warming.
- It is helpful.
- I don't think it's needed
- Now I am not working 5days a week. I can attend these.
- Stop wasting money isn't a state issue
- People are still slow to accept the transition to home renewables or more sustainable houses (electricity instead of gas). Often they need more information or to see it from a different perspective eg. financial motivator.
Council also has an important role to play with helping community reduce its emissions, not just council's own emissions.
- More accessibility to people who can't afford to make such changes. As an example Solar is ridiculously expensive with token rebates and little value in return. I've looked and looked and looked but the out of pocket is not something I can afford. Advice is useless to individuals who cannot afford things like solar.
- Another great initiative but I haven't come across any of this information. Where does this get promoted?
- Gardening workshops and helping people to live more independently is a great option



- Encouraging people to undertake these activities and try things at home is great. People just need a little bit of confidence
- I respect the programs run by Council.
- I think it is important for everyone to learn about living more sustainably to mitigate climate change
- These topics aren't just relevant for summer / high temperatures, they're holistic topics that improve Knox as a whole
- Keeps people up to date and aware
- I think these are beneficial so believe that don't need to change
- "Again, as I am unaware of these programs I cannot make accurate assessment of the need to change any or all of programs in these categories.
- It is important that community programs continue to build resilience in the community to adapt to the changing conditions that will occur with climate change. And to build community - so that people are looking out for their neighbours and the elderly in their neighbourhoods.

I love the idea of encouraging more home gardening. Most of us live on large properties which can easily provide a part of our food supply - to promote a level of self sufficiency is very empowering. Additionally, when people start to garden and produce their own food, it also changes their relationship with the natural world - helps them to become more aware of the seasons, water supply, sun and heat, as well as the challenges of growing food in a suburban setting - including birds, possums, as well as basic issues like soil quality etc. And for people in units or apartments who may not have land, there is always the option of pots or hanging baskets to grow a few things - even flowers which will provide food for bees"

- i think that there should be more
- Important to educate the community. These should be better known when these are available.
- Educating the community on environmental, sustainability and global warming is very important and Council has a responsibility to do this
- You might think about how you target those more closely who are at risk. Perhaps home visits, through friends or other council contacts such as help in the home.
- Many in the Community, do not practice this, and it is going to affect the whole world
- Sounds like a fairly good use of time
- Tim Forcey session was very informative
- Although I am very active in seeking information on sustainability I believe there are many who are not. Unfortunately, some of those probably wouldn't find out or choose to attend these information sessions.
- Provide more promotion and marketing on the webinars to enable more widespread knowledge, participation and engagement



- Knowledge can help people slow the negative impact of climate change. Knowing is half the battle!
- “1. Target and tailor better
 - Offer streamlined, bite-sized formats (e.g., 15–30 min videos, infographics) for time-poor or digitally fatigued people.
 - Co-design workshops with priority groups (seniors, renters, culturally and linguistically diverse communities).
 - Create streamed “tracks” (e.g., Beginner, Low-Income Households, or Apartment Dwellers) to make sessions more relatable.
- 2. Increase accessibility
 - Offer recorded sessions with subtitles, translations, and downloadable guides.
 - Host in-person pop-ups at local events, libraries, or neighbourhood houses for those not comfortable with digital access.
 - Provide free childcare or transport for face-to-face events.
- 3. Partner and cross-promote
 - Collaborate with neighbourhood associations, community gardens, local tradies, or energy retailers to deliver content.
 - Integrate climate adaptation messages with existing services (e.g., waste, water, or rates notices).
- 4. Make it interactive and empowering
 - Run challenge-based learning: e.g., “Reduce your home’s energy use by 10% in 30 days.”
 - Include follow-up action prompts, DIY kits, or small incentives for attending or implementing learnings.
- 5. Use diverse channels to promote and deliver
 - Expand to social media for younger audiences.
 - Promote through schools, local businesses, and healthcare providers.”
- Its helpful.
- It's a great idea to provide information to people to save energy and water at home
- Sometimes people don't notice the possibilities offered by Council and I think information about these should continue.
- I see a broad range of educational opportunities available. Unsure of uptake but enables community to learn and develop.
- Most information is stupidly simply. Make it worthwhile
- It needs to advertise a bit more
- They are all great and informative, there is always room for improvement.



- It's how I find out what is going on in my town and what options I have
- Fire awareness to continue
- I have participated in some of your webinars, most of which I find informative. I haven't been aware of some of those you have listed. Perhaps your message isn't getting out consistently. It's really important to make these webinars interesting.
- Only a few of these are helpful.
- No comments
- Continue the efforts, if anything, advertise in more places, perhaps have fliers in more shopfronts to get the word out.
- education is key to us understanding and transitioning to a low carbon future. Giving residents options and ideas how to do this is great.
- I had no idea about this. Please review how to reach people. Provide resources and access for home assessments etc. don't focus on education for beautifying your home. Put resources into pragmatic things.
- These information session provide valuable information for the community.
- The curb gardening benefitted me and animals. It is good.
- Scientific studies have shown that animal agriculture is one of the largest contributions to GHG emissions. Holding workshops or seminars around moving towards a more plant-based diet as a way to reduce climate impact will make more difference per individual than many other actions individuals can take to make a positive difference. Awareness of this fact, as well as how one can eat well (health & taste) and cheaply on this diet, is low. Transition strategies, or at least reduction (e.g. Meatless Mondays) is something that could be promoted as well.
- Let corporations do this and save our tax dollars
- This too is important
- I don't agree with electrification and placing all our energy reliance on a single source, but the other elements I agree with
- Once again didn't know this existed so it needs to be communicated better.
- I believe it's important for the community
- ok
- Better advertisement or emails about upcoming workshops. I am interested in attending but do not know when they run. I do not use Facebook
- Again, our world is being impacted by climate change. This is an existential threat.
- Is there a way to have a more targeted response?
- Think this is a great idea but only feel like I have received minimal info on the specific topic relating to extreme heat
- technology is changing, so the advice must change to reflect these advances



Question: Where do you go for **information on sustainability**? Why?

- I have greater confidence in the information provided by govt and council sources due to those bodies being held to a higher standard of accountability and being directly responsible for various sustainability programs and initiatives
- I work as a sustainability professional so I am able to navigate easily
- Any trusted organisation that provides clear and concise information, simple and practical things that every day people can implement, in line with scientific beliefs and on websites or platforms that appear as professional will encourage people to trust and listen more
- I've been following the climate scientists and communicators for over 15 years. EASL is through work
- I want to find out what stupid ideas they are doing that will make my household bills increase.
- I do my own research
- Trust them as they have knowledge or should have.
- I like getting my information from different sources not one source
- Personal experience from someone you know is always valuable.
- I take my information from many sources and make my own decision. I don't believe anything from the State Government nor Knox Council as I feel you've both lost your way; have an agenda that only tailors to made up policies that make your job easier and not one of the public's, tax payer or rate payers interest.
- I can't say I go looking for this information regularly, I usually just use Google to find info I need. I have been looking into solar panels but the large trees over my neighbours fence means they won't be very effective at all.
- The government and council repeat false information often
- State government have good and easy to understand resources, Knox Council produces good clips and information. Friends and family may have experience in some of these topics and can provide personal advice or ideas. It is always good to research as much as possible to ensure you obtain reasonable knowledge before taking the next step.
- I trust that the Council, state government and the social media accounts I follow provide information that is based on science and expert advice
- I have not seen any programs from Knox Council.
- "The Knox Council website would be my preference, but it's almost impossible to navigate. You seem to have to put in exactly the right word to find whatever you are looking for, which is very difficult.
Google provides a reasonable cross section of info, but AI search engines are my preference due to ease of use via the contextual search it uses"
- I don't trust them but one needs to know what is going on in able to make up ones own mind on the appropriate course of action
- Because they know a lot about this subject
- I trust the state government website. sustainability should be more of a state/national government initiative rather than council level
- I have used these sources in the past when adding solar panels and water tanks to my house. Where I am living now, we are fully electrified - my partner researched thoroughly using



Government and business resources to make the upgrades. We have both used Envirogroup to supply, instal and maintain solar panels and trust them.

- other forms require me to go out of my way. i dont feel like those sources of information are very visible and unless you know to go look there your not going to see it. there should be better public communication and announcement
- Science based evidence.
- I try to keep up to date with living more sustainably. I use wide resources on the internet and mainstream media. I haven't used Knox Council sources much yet.
- Properly referenced and credible books by recognised experts. Trusted edited media (newspaper) and credible internet sites e.g. Australian government, IPCC etc. and reputable non-govt. organisations e.g. Bush Heritage, Greenpeace, Wilderness Society etc.
- I have a friend who is a sustainable green builder. I also read 'green' literature such as Earth Garden, organic gardening and similar.
- We have to trust the leaders of the community in this field
- I tend to think Climate Change is way over-stated so just gather bits of information here and there.
- I will get information from varied credible, qualified, scientifically backed sources
- Simple, easy to understand information. Suggestions which can be taken up by anyone without too much expense.
- I am a volunteer here.
- I am a member and volunteer at KES. I have also been a member of Gardens for Wildlife for some years, and did the Nature Stewards Program 2022. Through these organisations I am able to receive information from horticulturists and environmental scientists.
- Council and government information is misinformed
- Government and authorities should be a trustworthy source of information and they are across legislation and current initiatives. Google is really the last resort when information is hard to find.
- Convenience
- friends and family people have honest feedback from their experience. I have approached Solar savers program which I found expensive rather individually I got upgrade to heat pump system nearly half the price .
- I trust these sources to have well reasoned information, and to rely on scientific fact.
- Because it's more reliable information
- As stated before.
- Informative, current and useful.
- Visit many places and sources. Trust no one self-proclaimed authority.
- Government local/State/Federal has the information that we need to know
- "Climate 200
- The Australian Strategic Policy Institute Blog
- The Conversation News Letter
- The Australian Conservation Foundation
- Free from pollical lobbyist
- We like to be kept up to date on ways in which we as home owners can assist in greening our environment."



- Usually this information comes to me. I do not seek it out. Knox council emails come to me and social media info turns up on my feed. It's about getting information out there to those who don't normally seek it.
- I do not trust the information
- I've followed them for many years. People on the site are really knowledgeable and offer great suggestions and feedback. They don't always agree, which opens up good conversation. The moderators keep a close eye on the site and often add constructive advice
- Council's information is often old-hack, and redundant, and extremely wasteful of money. Residents are more intelligent than the corporation.
- Backed up by research. They do well in presenting both sides of an argument.
- Social media - Zero Waste Vic is a not for profit org that I trust, they run an annual event in the city and have stalls at markets. I know the founder is an educator in making sustainable choices at home. E-newsletters of organisations like the Australian Conservation Foundation - they run really good campaigns that are very 'shareable' and have great imagery to accompany whatever they are campaigning on.
- The council should be up to date with the latest info
- trustworthy source
- Because internet I can choose where my information comes from and state is more pragmatic and educated in its advice than local gov.
- I google everything. I would always be more likely to google something first - then look for a reputable website to find the information I am looking for. Often this is state/federal government.
- I like to keep up with relevant, accurate information on sustainability.
- They call with programs. Internet search allows me to be proactive. Friends know info from reading council newsletters.
- Google searches are easy for the broad things. For programs specific to the area, will also check out the Knox Council website.
- I don't trust them at all but it shows what they are doing
- Logic
- The business I work within, hires ESD specialists to input in to the design of facilities we construct
- I prefer to get information from a variety of sites so I can find unbiased answers
- I like to keep abreast of new information about climate change and how I can improve my impact.
- Can sort through sources myself
- There are enough reliable sources of information that there is no need for the KCC to replicate - other than at a level where residents can attend in person
- I worked in renewables. I know what works.
- Ease of use.
- I don't really look for it. Just assume it will present its self.
- I use multi factor information streams to get my information



Question: You have let us know you speak a language other than English or are from a culturally diverse background, is there anything we should think about when communicating with you about these programs and topics?

- Speaking to people in their first language is really important as information may get 'lost in translation'
- No, although I have Vietnamese ancestry, I was born and raised in Australia and I don't have very strong ties with Vietnamese culture
- More welcoming to the CALD participants to feel them accepted
- English is ok; I speak Tamil and Sinhalese too
- I speak English and am an Australian citizen who grew up in England
- I think there is a wider problem of engaging CALD communities in the climate response actions. Promotional materials are less available in our languages and I find that by and large people are very ignorant about these programs and topics.
- I have to go for English, whereas in diverse community as ours other languages needed to be included. I hardly find my native language which makes me feel that community is supportive to us
- providing translated resources would be useful
- "Obviously as migration from climate change increases this will have to be taken into account. Pacific Islanders for one."
- No. Ease of access or finding the information is the key.
- N/a I put in English as ancestral so not another language

Question: What could we do to support you to **walk and cycle more**?

- Beautify the areas along walking paths with indigenous plants and trees so it feels more like walking through a natural environment, uncover diverted natural creeks, create more spaces that encourage you to stop and enjoy the area.
- Make the bicycle path network viable for commuting to local stations. There are many public transport dead zones in Knox.
- People can drive whatever car they want
- I don't want me out my family having to walk on the road
- "The number of cars parked in streets due to higher rise development had made bike riding more dangerous as roads are too narrow now. Reduce higher rise 1 carpark apartment blocks"
- There is major problem with e scooter riding on the footpath at full speed. i have nearly been hit on multiple times while walking on the footpath. Before introducing more e bikes you need fix the e scooter on footpath before some one gets injured



- Cycling network is still disjointed and not well planned which discourages uptake. I just rode on the new bike lane in Erica Ave in Boronia and as it approaches Boronia Rd there's sudden 90 degree corners because whoever designed it gave preference to car parking and a turning lane. It's a terrible outcome that shows Knox Council isn't serious about this question.
- Put speed limits back UP to reasonable speeds that both cars and drivers are capable of doing. Remove bike lanes or impose a registration on bikes, ebikes and scooters. Trim trees and bushes on median strips and turn lanes.
- I'd love to see more running/walking tracks around the area, particularly along flat areas (I live near the 1000 steps which is awesome but my knees struggle walking down the track now, I find it much more enjoyable to exercise on flat tracks)
- Plan to continue to use a car as that is the most family friendly option with multiple young children
- Ensuring there is good street/path lighting (solar) at night is very important especially for older residents
- Footpaths in my immediate area are navigable. No impediments for walking really; just my body.
- I do not use a bicycle due to concerns about safety, and lack of experience and confidence. It would be nice to have more paths designed for cyclists and pedestrians only, and perhaps offer classes to help people like me gain confidence with cycling safely
- I don't own a bike
- a few more rest areas with vandal proof seating would be most handy and as much security for the path users as possible. We seem to be now living in a lawless society with people not feeling anywhere near safe.
- There should be a good bike/walking path down Stud Road, from Wellington all the way down to the state volleyball / basketball stadium.
- "Shade, provided by tree canopy is an important element in making our living and transport spaces more liveable. The temperature differential under strong tree canopy can be quite substantial.

I have seen that in some countries that bike paths are undercover with solar panels on the roof - providing both shade for cyclists and pedestrians while also generating power. In the UK, where I have recently visited, sections of the country roads are like tree tunnels with the canopy of street trees on one side joining with the blending into the other side - very picturesque for sure, but also lovely on a warm day!

There seems to be a significant gap in common sense and responsibility in the uptake of e-transport. Used responsibly, e-bikes and scooters can probably take some vehicles off the road. The hired e bikes and scooters may not be an issue in Knox = however it seems that this is an area which raises many safety issues with irresponsible use."

- Level of biking skill is not suffice enough to be riding shared roads with cars. I'd like to ride to work and other places however need more safe alternatives to roads.



- I would like to see pedestrian lights at intersections around Boronia shopping area to be put on Automatic. So that when the lights go green the pedestrian lights also go green. This would make it easier for elderly and disabled people to cross feeling safer.
- I have run a street orienteering walking group in Knox for over 10 years and we always enjoy paths and facilities.
- Provide more Public EV chargers
- "Everything needs to be done to support transport and stop the focus to cars.
More trees / shade over footpaths
Shade trees in dog walking parks for people to stand under while watching their dogs
Design footpaths with more direct routes
Shared car initiatives
Shared bike paths need speed limits for cyclists
More bike lanes on roads - what about a route along Mountain highway for cyclists to the Dandenongs.
Bus timetables more regular and electric buses. What about smaller autonomous (self driving) buses on popular routes."
- Encourage people to walk, by giving incentives
- "Brenock Park underpass gets flooded with a lot of rain, so I have to dangerously cross the road there, when I walk down to Woollies or FTG Library, from here in UFTG. It's very dangerous and I worry about my children, and dog, too.
Mind you, normally that underpass is good."
- Nice places to walk where there are lots of trees and shade
- "Provide safe bicycle crossings at roundabouts.
Add bicycle lanes to all major roads leading to shopping hubs.
More bicycle parking racks in public areas outside supermarkets and busy shopping strips.
STOP vehicles parking on bicycle lanes. Really."
- I walk a great deal on tracks and reserves. Unfortunately the Council appear to be removing mature eucalypts from streets which makes the footpaths more exposed. These Eucalypts have sometimes been replaced with deciduous trees which do not support our wildlife.
- Remove dangerous obstacles and repair rough surfaces
- "Expansion of our beautiful sites of biological significance on roadsides would help.
Many of our roads have poor pedestrian connectivity resulting in less healthy transport options. Dorset Rd is a great example where those that wish to travel to the Boronia central hub have a hot loud uncomfortable journey as motor vehicles pass by at excessive speeds."
- You can include the shaded roofs to plant native vegetation which adds more greenery and also supports the animals and birds. Saves them from get hit by traffic
- The ability to place my pushbike on the front of public buses.
- Have drinking water on all paths connecting



- I'd love to be able to walk in the night but I know it's unsafe. I'm happy with the possibilities to walk. I walk in the forest and enjoy that very much.
- I continue to be appalled at the lack of footpaths in Knox. Particularly in Rowville and Ferntree Gully. These have long been residential and the lack of footpaths (and poor lighting) does not encourage healthy living. Nor is it safe.
- Previous question assumes current plans are right, They simply are not, Public transport is simply terrible and generally not worth the time, cost to use. Other items are largely fine if the laws are enforced and obeyed.
- On Road Bike Lanes, especially on Mountain Highway from Burwood Highway to The Basin.
- The easier it is to do it, the more likely people will.
- There's always room for improvement in this area.
- With better transport, then maybe residents would be less reliant on using cars.
- Increases safety of parked bikes at shops and public transport
- Promote different trails that are near me and show how well connected they are to other suburbs via a letterbox drop to residents that live near the paths to remind them/tell them how good the trails are.
- "Bike users need to be made aware to ring bell when passing walkers
There are paths that have tripping hazards"
- Safety. How can local gov partner with public transport providers and state to improve safety.
- In all honesty the bike paths etc. near me are excellent and I don't think they need to be improved. My bike however needs significant servicing/fixing to make it useable. Perhaps some free/low-cost bike servicing options/sessions?
- More drinking fountains for me and dog when walking around the council. Too hot in summer to walk anywhere since there is no water anywhere. Too dangerous to walk and ground too hot for dog walking.
- Bike lanes would also help where there are no shared paths.
- More leash free zones and maybe follow other councils and supply dog poo bags at entrances to parks for free
- I would like to see a stronger commitment to planting appropriate native species in all areas.
- "Bike lanes and Shared pathways are a waste of council rates. The Boronia Chandler Rd upgrade for example is nothing more than footpath widening for a lot of money. Where is the study that showed the footpath upgrade is based upon, or is it purely on non specific feedback from a few rates payers?
IS there a study to show the current footpath wasn't suitable for the current level of foot traffic and the construction of a wider footpath and the bike lanes will increase foot and bike traffic along this route?"
- Ferny Creek trail needs more shade on the path
- "More bike/walking paths that are not shared with care traffic.



Ensure footpaths/ bike paths are continuous e.g footpath is incomplete outside Baxter laboratory mountain highway.

More signposted crossings/ better visibility for pedestrians/ bike users"

- There is a lack of bike security points at shopping centres. Stud Park has only a couple of chain points. Wellington Village has four but these are all subject to weather.
- Safer paths, grip on steep declines and inclines, to make less slippery in our hilly areas
- get the messaging out to the motorist, so they are aware of cyclists on the roads and pathways

Question: Are there more ways we can advocate to help you to use public transport more, and drive less?

- Make bus stops more attractive and a feature - build them with green roofs to help cool air and support biodiversity
- Campaign bus services on behalf of knox community to improve and increase services, & also integrate these with new suburban east rail network (Boxhill-Monash)
- Electric buses are a no-brainer and need to be rolled out nationwide, would help cut emissions greatly and reduce noise from loud diesel buses travelling through residential areas, especially considering the prolonged time they sit idling
- I don't feel safe on public transport
- I live close to bayswater station but cannot get bus to it when I can't walk. But I can get bus to further stations ie Glen Waverley & boronia. How does this work!
- I never see any buses on kellets road
- "Overseas cities have live bus information so you can make the best decision and not guess when / if your bus is coming. There's lots of routes but using them doesn't give you confidence.

There's also a serious safety issue - take one bus though Knox and you'll see constant fare evasion by anti social people, and often see anti social behaviour. I'm a middle aged man and don't feel safe on a bus in Knox, how do you think Knox's more vulnerable and less well off residents feel using the system? Good luck trying to encourage people to use more public transport with these problems."

- Remove bus lanes. No one seems to properly avoid them, and buses do not use them properly.
- More parking near train stations. I would take the train a lot more often if there was better parking. I often end up driving to stations closer to the city because there is always parking available.
- Public transport only works if it is reliable, bus shelters are good for inclement weather
- More regular trains and less waiting times. 20 minutes should be the maximum.
- Reduce public transport fares if you need more people to use public transport



- I don't use public transportation to get to work as it takes too long - 15 minutes by car or over an hour via 3 buses and a couple of km walk
- Some bus routes seem to be very slow and cumbersome and this needs to be looked at for practicality purposes
- "I used buses regularly in my recent travels in the UK and Ireland. Buses were regular, on time, and mostly quite direct in their route. My experience of buses in the local area has not been so happy. It is good to see often used routes with sign boards showing waiting time to the next bus arrival. Advocacy for more regular, and more bus routes is always welcome."
- i feel as though there are not many direct bus routes available to me. my closest bus station only has one bus visit it which requires me to take that to the end of the line and then switch over from there. more options and more frequently would help more
- Everything needs to improve with public transport system. It's cheaper, faster, more efficient and warmer less waiting times to just drive. No benefits in public transportation. Needs to improve to help ease traffic congestion. Make it cheaper and more reliable and more often.
- I rarely use a bus.
- Don't use public transport
- Move the focus from private car transport to shared transport. Charge for car parking and use the money to support broader transport options
- Public transport even using wagons, where the roads are narrow
- When I used to catch the bus to work, before we got two cars, the bus seemed to only come every 20 mins to half an hour. If they were running late, they'd sometimes drive past my stop, making me late for work.
- Went to see an art exhibition in Bendigo and was going to get the train up. Had to drive at the last minute because VLine timetable changes are not updated in the PTV app. Doesn't instil faith for next time
- "More frequent bus services on weekends. Use smaller buses during off-peak periods. Use more electric buses."
- I am fortunate to have a bus service at the end of my short street that connects to train stations and shopping centres.
- Anything that makes public transport easier and the reduction of motor vehicle use makes sense to me.
- the 755, 737 bus are so infrequent and often come together as party in few mins. In reality they are late and came along with the one one time. Commuters are relying on the early morning reliable bus service rather than later. In evening its a mess. No coordination with the arrival of trains. we need to wait at least one hour at bus stop to reach home...
- Dedicated bus lanes that continue unbroken as long as possible.
- Have clean tap drink water available at bus or train stop
- Not that I can think of.



- The public transport needs to be more accessible
- We very rarely use public transport for our daily commutes.
- I never use public transport because I'm old and disabled and half the time there's not even a shaded, rain proof place to sit and wait for it. Also it feels too unsafe. There's no protection from other misbehaved passengers. More shuttle buses for the elderly and disabled would be good.
- Public transport in Knox is lacking - continued advocacy for more frequent public transport is so important, and connections to trains. I don't know what it's going to take to get all the cars off our roads out here!
- "Bus shelters to be made from a material that doesn't smash. More bus shelters to be covered with a roof
What happened to the railway for Rowville?
So much money spent on feasibility study & nothing to show for it."
- Safety.
- I can take a bus to Knox City - but not home. The routes don't match up and therefore I will not take a bus to Knox. Also I find the bus station at Knox intimidating and unsafe and with a young family I would not risk taking them on the bus here.
- Fountains/Water fountains/ clean the lake of orange and green algae so dog can drink while on walks. Allow for water in the wetlands to be a cool walking area. Allow for old trees so the area maintains a cooler temperature. The trees that have been removed make for unpleasant walking conditions now on Tyner Rd. Put a tree protection overlay for trees over 50 years on Tyner Rd. Have parklets and seating we can walk to eg at 436 Burwood Hwy Cage 9. Have a community feel where people can walk or bike to cafes and sit outside protected from the wind, rain and sun. Seating where coffee/food is available gives a reason to walk. Shopping centres are too dangerous to go to now so no one wants to have coffee in a shopping centre. They want to be around their community where they feel safe when they walk there. Protect the 2 parking bays with council seating at 436 Burwood Hwy that is due to be removed for council profits next week.
- I don't use public transport because it is dangerous with all the foreigners coming into the area
- I use a car because PT is very inefficient for me. I work in Box Hill.
- I think the council areas current bus and train access is sufficient for my and my family's needs
- No
- I find buses drive too erratically to make the strict timetables and it feels unsafe
- More parking at the stations so that we don't need to drive to the city
- "More frequent bus service particularly to train stations! More shelter or at the very least seating for bus stops"



- Bike lanes are an imperative to allow people access to train stations rather than use roads. Bus services are reasonable however they alone bear the brunt of alternate transport to car usage. We need safe access rather than run the car gauntlet.

Question: How could Council advocate for changes to government policies so landlords **improve energy performance for rentals?**

- Local government is closest to the community, it is important to advocate up the chain on behalf of all people living within the municipality. Everyone has the right to live in a home that is helping to minimise their impact on the planet. They also have the right to live in a home with reasonable utility bills. If landlords are not required to meet minimum efficiency standards, the economic divide will become greater between home owners and renters. Reducing carbon footprint and house utility costs should not be exclusive to only those who can afford to buy their own home.
- A significant proportion of residents in Knox are renters; same for small business operators. Power costs are a major household and small business cost so any influence council can lever on landlords to get them to improve energy efficiency in rental properties and switch to electric & solar/battery energy is a good action to pursue.
- Landlords are in a position to improve conditions for renters that will make them happier and healthier, while having the added bonus of reducing reliance on electricity and gas for things like climate control, all of which reduces emissions and costs to customers. Renters may want to implement these changes themselves, but unfortunately cannot do so without landlords actioning them
- We need to radically change how we move and our transportation options. It also needs to be convenient and accessible.
- It will only drive up the prices of already expensive rentals in the area
- I have rental property but could not afford to upgrade sustainability of unit due to too many other expenses for this property
- Landlords are under a lot off financial pressure from the councils rates, land tax and federal taxes. You tax the Landlords more they will sell up or put the prices up
- Rentals generally are run down dumps and there's no real incentive for landlords to do a proper job, not even negative gearing! It needs legislated obligations.
- The lack of road repair, ridiculous changes to speed limits and the lack of care to our local parklands and street sweeping is much more pressing.
- I would love to see follow up but I understand there are probably higher priorities.
- We need to do everything to encourage landlords to retain rental properties. The government policies are making that incredibly hard with many raised taxes which is forcing landlords to sell and then there is less rentals available.
- Energy costs are a constant concern and if houses are better insulated and have cheaper energy sources it helps everyone



- This doesn't affect me; I'm not a renter. But for renters, indeed.
- More comfort means better health, and reduced energy usage means less reliance on fossil fuels
- Council has the responsibility to represent us
- There are a lot of rentals, and investors need to have a good reason to spend money on something that they own to gain returns on
- "Renters need to have the same chance to reduce their energy bills as do home owners. Also, it's time for the rental owners to include in their leases that properties are to be maintained in tidy and clean states and the owners entitled to at a minimum a full inspection twice yearly and not be denied access to their own property."
- It is so expensive at the moment and renters can't do much to make sure their home is energy efficient as it is up to the landlord. It is important so renters are able to have less expensive bills
- "In my days of renting, I found many landlords did not pay much consideration to the energy costs of their rental properties - many of which were minimally or not insulated, had inefficient heating appliances, or poor window coverings.
Many residents in Knox are tenants, and for their council to advocate for their needs to improve the standard of housing sustainability would be an important services."
- Not only should all houses be safe, they should also be more responsive to changing weather patterns.
- We need all homes to be energy efficient. In particular homes and apartments that are rented out. The renter can only do so much to be sustainable. The landlord and real estate agents need to do more to ensure that the places they are renting out are energy efficient and sustainable. The council has an important part to play in advocating on behalf of renters to government on this matter.
- What is the \$ incentive to put solar panels and energy efficient appliances in my rental properties?
- The provision of sustainable, energy efficient housing should be a concern for all levels of government, home owners, landlords and renters alike.
- Renters should benefit from the benefits of more efficient housing not just those who can afford it.
- Community should work together
- I think on new houses, yes, but it's very expensive to post-fit old houses. I am not a landlord, but I have some sympathy for them. I guess certain things could be done, if not too expensive.
- The issue needs to be addressed for the most vulnerable community members who have no control over such things
- It's important everyone gets energy bill relief.
- I have no experience of renting but the house next door to mine is a rental and has had no maintenance. I have had to contact the property managers to repair fascia and gutterings that fell into my property and notice that the roof that was damaged by a weed tree in February 2024 has not been repaired.



- Tenants usually do not care about improving the conditions of the rental property just for the sake of achieving net zero. Landlords have to consider the balance sheet for their rental properties so there is a lot of reluctance to take any action.
- Advocacy for rental protection, push for solar adaptation for investment homes should be encouraged
- My son, a renter, has lived through extreme weather in poorly built & maintained share houses.
- "I like to have solar panels and batteries installed at my house with affordable cost. I think if the council advocates more with state or federal government, knox community will get more benefits"
- It doesn't affect me but I feel for those it does. I'm constantly hearing of difficulties that renters face.
- Whilst environmentally this concept is great, realistically it merely puts more financial strain on property holders. Taxes are out of control (land tax, rates etc.) and why should hard working people pay to make living more affordable for others? -this could be a shared cost.
- Everything is a balancing act. Action costs but most people want low cost.
- Home ownership is out of reach for many. A balanced approach ensures renters have stable, affordable housing while landlords can profit responsibly. Policies should avoid extreme rent freezes (which discourage investment) or weak tenant protections (leading to displacement). By combining fair regulations with support for both sides, communities can foster a healthier rental market.
- Because I'm a renter and deserve a nice place to live that is safe and comfortable and not too expensive. If landlords can't afford to supply that then they would find another way to make money.
- It is not council responsibility
- "If we are to meet climate targets, changing efficiency in rental properties is crucial, not to mention, the right for tenants to be comfortable and to live in a healthy environment. Having said that, changes can be a massive financial burden on rental property owners. They shouldn't have to bare the cost and responsibility alone or most of these."
- Does not apply to us
- I'm not a renter so it doesn't affect me directly but there should be some mandatory requirements for landlords to adhere to if they want to continue to rent their properties, especially if they are part of a body corporate that can pool their money for say, shared composting or solar panels.
- Other things council should be focussed on
- Energy performance and efficiency is very import as we deal with climate change.
- responsible landlords fix everything anyway. Follow up on landlords being good landlords rather than for a new law, the laws already exist.
- Without being either forced or directly incentivised, they're unlikely to do it on their own.
- We should make sure that all rentals meet a basic livabylevel across the biatd
- It is 2025 and global warming is real



- Enforcing these changes will only drive up rental rates as the costs are passed on. the cost on increased energy performance in existing homes would be astronomical. Council should focus on improving roads and getting upgrades for existing Knox Council user facilities that will then have a positive impact all rates users
- I don't own a rental or rent
- Renters should not be disadvantaged when it comes to saving on utility bills.
- Our energy bills are huge and we are in a rental
- Roads, rates and rubbish
- It is next to impossible for Rene ts to advocate for energy efficiencies without risking tenancy. Vitally important for council to advocate on their behalf
- Rentals fall through the sustainable gaps. In this regard they are discriminated against financially and environmentally. For the record I am a homeowner.
- It will help the renters and help the environment too. The landlords should be offered tax deductions or interest-free loans to facilitate this.
- I believe renters and landlords don't care for energy efficient products. They go for cheap and nasty to be part of the narrative

Question: How can Council advocate for planning changes that require housing and construction industry to **build more energy efficient homes?**

- Better to focus on advocating for more transparency in inspections that confirm builders are actually including all elements that are required to meet the minimum standards. So much of what makes a building meet the requirements is "invisible" once construction is complete - we need to be able to trust the inspection process.
- Current residential construction appears to be heading in the wrong direction, with bigger houses fitted with more energy-consuming fittings and appliances and far more concrete/impermeable paving; or multiple unit developments (few with good BESS scores): all are reducing available land space for canopy trees & proper ground moisture & drainage; not enough have solar or battery storage.
- Energy efficiency is just one piece of the puzzle for sustainability outcomes. More climate change resilience in buildings and community refuge would help
- "For many decades the Australian building industry has been a laggard on energy efficiency standards, sustainability and smart design to utilise passive solar etc. We only need to look to European countries with far more extreme cold climates than ours to see they don't need to rely on expensive gas heaters or air cons to maintain a liveable temperature inside their houses. Triple glazed windows, high R value insulation etc. creates living spaces where external temps can plummet well below zero and yet people can live comfortably in a t shirt and shorts. Whereas here we waste energy heating houses up at night and they're freezing cold again the next morning, it's such a wasteful cycle that costs residents more money and impacts on health outcomes from living in sub-optimal temperatures inside."



- As the planet warms and Australia feels it more so than other countries, we need housing that adapts. People need access to solar and batteries, they need to be educated about the importance of trees and passive cooling.
- We don't need net zero. It is a stupid idea.
- We have impressive standards in Australia you would be better off making sure new builds meet current standards.
- Climate change is #1 issue. But with higher density building Knox is losing too much tree canopy & gardens in general. It's now a concrete jungle.
- The more regulations and tax the council and state government introduces the more expensive and will scare off developers
- Housing standards are already behind where they should be, let alone set up for a sustainable future. More advocacy in this sector is needed.
- I've got limits imposed on extending my old, small 1985 house which makes my land practically useless. Why should council be telling anyone what to do when their laws, by laws and alike are out of date and confusing.
- It's the way of the future so why not force new builds to hit the 2035 or 2040 minimum standards. It starts now.
- We should be pushing to use non-toxic materials as much as possible
- Energy conservation is key to help the environment
- Council should pay more attention to retain tree cover.
- Reduced energy usage, increased comfort
- Council knows best for the local area
- We are resource hungry and need to be more efficient in our use of them
- Hopefully we have a future and owe it to the next generation
- This would help with the cost of living crisis
- "Again, absolutely important. Australian houses are of a much lower standard of houses built in many countries.

One of the things that really strikes me is the footprint of many of the new homes constructed today - they are huge, and because of the internal open plan design it is difficult to zone the heating and cooling of the property - thus increasing energy consumption. And houses built from boundary to boundary allow no possibility for trees and garden to ameliorate against heat.

I recall hearing at a forum I attended on trees, that a speaker mentioned that a council in the western suburbs had a planning requirement that all residential properties needed to provide for the planting of trees - I can't recall the detail but this seems like a great idea that can help address climate change as well as addressing housing needs"

- Providing more energy efficient houses during the planning and building phase is essential to reduce the reliance on high energy consumption.



- We want all new buildings to be 7 Star rating with regard to energy efficiency. The council can encourage this by advocating for stronger planning regulations to ensure this happens in the city of Knox.
- Current construction methods are very inefficient regarding thermal insulation. Outside wall insulation and double glazing should be standard.
- Inefficient houses are costly and uncomfortable. This is a topic that is not rocket science
- This will solve part of the problems
- We've spent money by outfitting all our windows, bar one, with double-glazed ones. It's made a huge difference, with sound minimisation, and I assume for energy use, too.
- Need to keep the pressure on developers who will try and do the bare minimum. Retrofitting is expensive
- Climate change is going to get worse, and adaptation has to keep pace. Buildings must now be able to withstand stronger winds and hotter weather.
- I believe there are already regulations in place for construction of new dwellings. My family are in the construction industry.
- People are usually just worried about their hip pocket and so will mostly make decisions that minimise costs. Without legislative action in making homes more environment friendly will not take place.
- Biodiversity in residences should be prioritised and encouraged along with the residential permits. Solar engagement should be improved with the Federal battery incentive
- Things need to improve.
- It's very important for me because I found out that solar power energy has saved my energy bills during summer but not winter because I don't have solar batteries installed at home
- We're facing the difficulties with climate change.
- To have a sustainable future, we need to be planning and building keeping the environment and sustainability in mind. The lack of accessible gas will impact building.
- Nice to have if someone else pays.
- Councils should help Home owners and builders by removing some red tape to ease the financial burden which permits impose also adding to delays in construction.
- Because energy efficient homes are rare in Australia needs to change
- Not council responsibility
- Crucial!! Should have happened decades ago
- This reduces the need for owners to retrofit which is more expensive in the long run
- Apart from changes businesses can make, this is probably one of the other major changes that can be made, have construction thinking about it from the outset.
- planning laws are council controlled. It's important that we can increase the energy efficiency of housing, as this is better for the environment, but also, will help households save on their bills



- Ties in with the climate change strategy. Could you also not just set that as the way for council led development
- Who else will put the pressure on big builders and developers if not government?
- Energy efficient house is going to be essential in the future for the community.
- Double (and triple) pane windows have been around for decades, insulation 30 should be mandatory for new builds, fire sprinklers in every house should be mandatory and tested by council each year, door sills should be mandatory, cross ventilation windows at mid wall rather than for privacy should be mandatory. poor colour schemes and flat rooves for large buildings do not blend with the landscape using sky and earth and reflective glass and colours does add to council desirability and doesn't look like a kinder.
- Same as before. Without being forced or incentivised, they're unlikely to do so and we all suffer.
- Global warming is real
- standards are set and are to be followed. I'd prefer council spent more time and money on confirming that new homes are designed and constructed to the current standards, including all elements of the BCA.
- I already own my own home
- All new dwellings should be energy efficient to reduce greenhouse gases and contribute to climate change
- Overseas visitors complained our houses/hotels are too cold and not insulated very well. It seems a common complaint too. Reflected in the energy bills we receive definitely
- Let the Vic Govt worry about that
- Energy efficiency should be addressed in new builds to avoid the costly errors of the past which now require retrofitting
- I don't understand council support of the knockdown rebuild industry. This is a form of ecocide. The most sustainable house is the one already built. There are many studies on this.
- Better for the environment and more energy efficient in the long run.
- We should be doing our best to make a difference
- climate is changing, and we need to adapt, reversing the climate will take decades

Question: Should council advocate for all **new buildings to be net zero**?

- "We should always be aiming to have a net positive impact on the environment around us. We can build in a way that stores carbon (e.g. fast-growing hemp materials), and that supports local biodiversity (through minimum green space requirements or green walls/roofs). Buildings can leave our air and water cleaner, and work in harmony with wildlife that live around us, and therefore make us happier, healthier and more productive. Builds can and are being created to meet ecosystem services.



- A portion of tree planting, for carbon capture, should happen on site to help combat heat island effect.
- Incentivising the use of locally sourced, recycled materials, which have a low carbon footprint, will help stoke a local circular economy."
- Latest IPCC reports show we're not acting on climate change & emissions fast enough. We need every bit of action we can take.
- It is important to have more voices
- We have to stop burning fossil fuels and this will ensure this happens.
- Climate change is a scam
- We don't need net zero.
- No net zero in Australia will make next to no change to the world emissions
- Climate change caused by humans is killing our natural environment
- You make housing more expensive
- "Net zero" is being abused and the system can't be trusted yet. There's too many "offset" programs that are effectively fraudulent. Aiming to offset just distracts everyone from actually reducing emissions. Advocate for every last inch of roof space to have solar and every house to have some sort of energy storage or vehicle to home storage.
- Because current climate change is shrouded in false information. Council are too busy trying to be something they are not. Get involved in making the streets cleaner, safer and user friendly. Knox is messy.
- Yes it's a great idea but needs to be balanced.
- I think net zero is a flawed concept. Many proposed green energy solutions are not clean. Windmills for example the materials don't break down and there aren't processed to recycle them. They require large areas of land to be filled with concrete which is taking out vital land we could use for farming and isn't great for our environment. We need to be exploring better options. Limiting plastic that is made and doesn't break down etc.
- Essential to reduce emissions and assist the environment
- It will help mitigate climate change
- Whether you believe in Climate Change or not, being easier on the environment has to be a positive outcome
- Common sense
- I believe it is important but I think some other issues are more important so it isn't one of my top priorities at the moment
- It is folly for us to continue to build houses or public building with high energy needs into the future without building in a net zero / sustainability requirement. And for Council to advocate to government to regulate the building standards to factor this into all planning and permits to build is important
- Future planning on more energy efficient new homes is essential.



- Stop allowing older established trees to be cut down in the area to make way for new development. We're losing important talk, old trees that we'll have to wait so many years for when we replanting new smaller trees in its place. It's already impacted the local wildlife and skyline. Needs to stop now before it goes too far.
- We want all new buildings and dwellings to be carbon neutral. The council can support this by advocating for stronger planning requirements.
- The sooner the better!
- It is unlikely that Australia (or the world) will reach the Paris goal of limiting warming above pre-industrial levels to 1.5 degrees. If the level reaches 3 or 4 degrees, the destructive impact of climate change will threaten society itself. Policy that reflects the widely accepted science is vital. This is important for all levels of government.
- It is likely that we need to move from carbon neutral thinking to carbon absorbing thinking. What can be do to remove carbon from the environment?
- Important to people who can afford and also with government help
- I have looked into whether Climate Change is true or not. I am not a "Climate Change Denier" as I care deeply for the environment, but many top scientists, in my research, said it's based on faulty assumptions. The sea level has not risen etc. However, I do think it's sensible to take care of our planet as much as we can, but ruining the land by planting wind farms etc is crazy. I love our solar power panels, on the house, but think it's crazy to try and power cities via wind and sun, as they're not reliable.
- The need to address climate change is getting dire
- Build local battery storage to encourage micro-grids.
- I think this is crucial. Climate change is out of control - we need to take action at every level now. Individuals can only do so much, government at all levels are not doing enough.
- Even if met, climate change targets will make no difference to the world. They are a waste of money and sending governments broke. Australia needs to use it own natural resources, including coal to power the country.
- Without legislation builders and home owners are not well equipped with choices to go green. This was the case when I built my own home. Even though I wanted to, access to "green builders" was very limited and building costs would be out of reach without a big market for green homes.
- It's a step towards the reduction of the impact of climate change.
- reduction of Carbon emissions is more relevant rather meeting the target requirement. Many residents are still on old heat pumps with partially solar enabled. They are waiting for their old heat systems to go rot and then plan to replace them as the cost of replacement is too high
- 2050!
- It's better to start with the new housing straight away than waiting later
- as before



- Whilst the statement is important, how practical and/or achievable is it? -how would one estimate their current living arrangement in terms of emissions?
- "How do we define emissions.
How many people know the real cost, environmental and monetary, of 'clean' energy?
Do you know what really happens to wind turbines that break down?"
- "It's plain common sense. Promoting clean and green energy is the ONLY way forward.
Towns and suburbs in cities should be Self efficient for home energy, free of the Fossil Fuel Electricity grid.
- Rooftop Solar + Community Solar Farms – Mandate or incentivize solar panels on homes, businesses, and shared community installations.
- Wind Turbines (Micro & Small-Scale) – Use small wind turbines where feasible, especially in open suburban/rural areas.
- Geothermal & Ground-Source Heat Pumps – For heating/cooling, reducing reliance on external energy sources.
- Micro-Hydro (if applicable) – In areas with streams or rivers, small hydro systems can supplement power."
- Depends how easy that is to achieve and if it creates other problems. There might need to be a balance. I don't know enough about the situation to say it would be easy to achieve.
- Not council responsibility
- If you can, do it!
- This reduce the need to use offsets for emissions from buildings. Generally net zero houses are comfortable and takes less to run
- I think it would be good to advocate for this and that way if it doesn't happen in every case, Council's position is clear - I'm very supportive of any measure that will help us get to net zero emissions.
- building sustainably is important
- It's very important but council should focus on things it's immediately accountable for
- To cope with climate change it is vital that all measure be taken to meet net zero carbon emissions.
- Because I believe the government spends money where it shouldn't. Get back to basics.
Protect a sense of community so people feel connect and like they love the council and the assets. Provide water, drinking fountains, fountains, trees, wetlands. Support cafes, provide clean parks, keep council land pristine with trees, wildlife, water, birds. Let people be neighbourly. If people like the council, the people, the cafes, the community, parks and lakes, they will move here, keep the place safe, help each other and use ethics and camaraderie as their compass and help you. Right now people loathe government and council behaviour.



- As per previous, without forcing or incentivising to do so, they won't as generally these activities are more expensive. However, long-term we all suffer if the cheapest approach is applied.
- Because net zero is not possible and Australia only accounts for approx.0.5% of global emissions
- Again, the planet is finite and not our shopping centre
- council should focus on fixing roads within their local areas before they worry about changing the world
- Within reason and cost this should be done.
- As mentioned earlier Better to not be reliant on energy sources that are controlled by large corporations who are interested in profit making
- Roads, rates and rubbish. The Vic Govt is gouging enough to push up property prices and rentals
- "Net zero is the ideal but happy for high efficiency in housing. Council should advocate for more native/ Indigenous vegetation in new builds and estate not just street trees"
- Whilst energy efficient buildings are important I reiterate my concerns regarding the knockdown carbon footprint. It's obscene when the block of land doesn't have greenspace. No point planting trees if you are going to concrete over the suburban blocks.
- I can see the benefits of doing this, but the cost of building has soared recently, and this would add another burden. Not the right time.
- Helps to push for a greener future
- we need to adapt to the changing climate

Question: How can Council best **support business and industry?**

- "Hold seminars/networking events for business owners on benefits of adoption. Highlight businesses that have made progress to reduce emissions - maybe even a Council webpage that celebrates businesses that have met a certain target?
Are there sites that could have rooftop solar systems? E.g. South-east water facilities, hospitals, shopping centres? Could council pay for the infrastructure and sell power back to the sites at a reduced rate?"
- work as a bridge between businesses/industries in Knox and the energy suppliers/ retailers, to help businesses find a good deal & get connected to solar, and to develop local battery storage & supply. Still lots of industrial rooftop space in Knox which has no solar! This could support community battery storage which in turn can help apartment developments with energy needs etc.
- Maybe there could be council development zones which financially incentivise or stipulate nabers commitment agreement, or a procurement of renewable energy for a minimum period of 5 years



- Educate business owners on the benefits to them from a financial standpoint, as sadly many simply don't care about the preservation of the environment and planet we live on. Encourage them to adopt positive changes with grants and incentives, maybe creating community renewable power groups where they can pool resources to install larger-scale systems across many properties rather than many individual installations (could also reduce costs to each business owner?)
- Solar panels on all new business and community batteries for all businesses to have access to. Water security education is needed as well.
- Leave them alone. Net zero is not necessary.
- It's not a problem the council needs to support businesses in the hard economic times not make it hard. If you go through the estate's in Knox you will see countless businesses closed down.
- There is a huge amount of info and support but people esp bosses & business owners put profit in front of environmental concerns, energy efficiency etc
- Don't worry the way we are going there will be no industry in Victoria
- If a business hasn't seen the financial incentive to decarbonise then you need other levers to encourage transition. Knox Council's needs to use its purchasing power and have a procurement policy that mandates minimum levels of supplies from business that have already demonstrated energy efficiency or some other standard (similar to ethical / sustainable / social procurement targets that the State Gov has).
- I'm not interested in business in Knox. Given the amount of trucks coming from the Quarries and reduced speed limits along with rough streets. Focus on the people who are paying rates now.
- Why not offer all warehouses or industrial properties bulk pricing on solar panels and batteries? Council could use buying power to get a better deal for all. Even better, use local Knox businesses to do the solar installs.
- Energy emitters must follow the government requirements and adapt their costs accordingly. At the end of the day, we have to work together to reduce the climate issues. Council should be encouraging and helping as much as possible.
- Encourage more greenery where practicable.
- All of the above
- Via connecting them to solutions via targeted very short surveys around their energy profile - businesses are time poor, so they need to be presented with packaged solutions complete with ROI or you won't get traction
- Keeping industry up to date with info on climate change tactics where possible and follow up with advice on same
- Provide as much information to businesses as possible through different platforms
- provide information about state or national government initiatives and grants around sustainable practices.
- Are some of these emissions related to transport - provision of recharging points in business estates to promote the uptake of EVs for fleet vehicles



- Business' to be aware of their energy consumption and provide ways to educate business of sustainable practices.
- Council can develop a city wide awareness and education program to encourage businesses to become more proactive in making their businesses to reduce carbon emissions.
- All factories and offices should have solar panels and batteries.
- All the measures listed in the question are important, as is advocacy by council guided by the science. Enforceable emission reduction targets are part of this. Advocacy of a carbon tax is also very important.
- "Knox Council could act as a power company and buy up all the solar energy from the council area and on-sell it to business. Knox could act as a broker for businesses that rent their premises and secure solar power installations. It would seem logical to cover factory roofs with solar panels - they use the power during the day for their activity. Knox could partner with start ups and trial battery and other technology to assist business with solar installations
- Encourage building on single story shops that way potential customers are nearby. It also reduces transport costs. These second story extensions could be used for services that aren't busy with foot traffic. They also make handy residences close to services. There are a lot of single story shops and extending them would go some way to providing accommodation."
- Educating the people of the importance; Industry may have to pay extra, if they don't follow the rules
- "I do not own a business but imagine it would be very hard so please don't make it any harder for small businesses by placing onerous burdens on them.
Cutting emissions is a joke as China and India etc use more than the rest of us combined. We sell coal to them. Does that sound ridiculous to anybody but me?"
- Many people want to do the right thing. Cost can be a barrier, but often it is just not knowing how to make it happen or the time and effort required to make it happen
- You said it.
- Bulk renewable power purchasing and education.
- More regulation, monitoring and education.
- >1% of Carbon emissions are man made. The only impact cutting emissions will make is to increase costs and raise prices. If you really want to serve the community, stop the chasing this rubbish.
- Education is one thing. Businesses have to consider the base line which is profits and survival. Bulk purchasing will help. Providing some sort of incentives will be necessary. They have to understand how it can help them too in the long run.
- encouraging them with long term incentives to replace their old systems with energy-efficient ones. Also industries can co-opt for subsidies which form as part of replacement cost as an investment in long term
- Work to educate them.



- Through bulk renewable power purchasing and access energy efficient products are the best strategy to help businesses
- I'm not sure but I'm sure there are special experts around who could advise you on this.
- "Provide accessible education. - small businesses don't have much time to spend researching or learning.
- Offer incentives for businesses (they are still suffering from Dan's COVID and new taxes are constantly bombarding them.) Make the energy efficient products appealing, accessible and affordable."
- Incentivizing programs. Partnering and prioritizing Bcorp retailers, looking at projects like Burwood Brickworks for new development or upgrades
- If most people are offered cheaper and more efficient energy they will take it.
- education
- Bike paths. Encourage take up of EV's. EV Charge station at work places. Better home to work place public transit. Company Shuttle buses from Rail station to work places. Car sharing.
- I don't know enough about the situation to say. The ideas above sound good in principle, as long as they also working practice
- Not council responsibility
- Hard to say but, as I'm not involved in industry other than being a consumer....As you said," through bulk renewable power purchasing, education and access to energy efficient products"
- Government grants, and rebates.
- Providing free audits and accessible to renewable power without added cost
- The working groups mentioned in the strategy should be continued. Council should continue to reach out to businesses repeatedly to get them onside and to encourage them to participate in any education you facilitate. I encourage Council to consider subsidising businesses to be more sustainable and to look for any state or government grants or funding from these bodies to support businesses in making changes to lower their emissions.
- "Residents with solar panels should be given a bonus
- They have spent a substantial amount setting up the solar & then not given incentive"
- provide information about how businesses can adopt these ideas
- Council needs to tell us what specific options are and then we can provide input. Council needs to establish partnerships with business and with organisations who deliver these services and then address it together. Ie increase the weight behind your role and ask of businesses and provide genuinely enabling services.
- I'm unsure to be honest. Is this practical for business owners? Is there significant cost outlays to make this happen? What incentives are there for business owners to do this?
- Bulk renewable power purchasing
- Education is a priority and measures such as bulk renewable power purchasing plus access to energy efficient products would be helpful.



- Support small business, cafes, don't make their income harder to receive. If they are wealthy, they automatically buy better products that are more efficient. Everyone wants that anyway. Just make it possible to entice people to come to the business. Eg Cafe 9 at 436 Burwood Hwy.. Build and keep the seating parklet for the carpark expected to be removed next week so the parking department can make more money.
- Bulk renewable power purchasing and access to energy efficient products would probably be the most effective of those options.
- This is a scam that will hinder small to medium businesses in the council area.
- Incentives, commitment itself to best practice, not wasting resources like replanting nature strip's to use end of financial year funds...the plants that were there were healthy and active habitats.
- "They can't. By pushing this with local business owners they will simply leave the city of Knox for an area without strenuous targets and subsequent costs. Education yes. Forcing business to achieve targets above those set by state and federal governments. NO"
- Don't know
- Keeping businesses informed of opportunities to reduce their emissions and provide possible solutions and/or resources.
- Transition plans to renewable energy - mandatory by 2030 or similar. Industry definitely won't do this on their own
- Don't know
- Virtual power plants to pool energy savings
- Why isn't every business in Knox clad in solar arrays. Most business is conducted whilst the sun shines. It's a no brainer.
- neighbourhood batteries and solar, allowing power to be shared within the local industrial community.
- Council can improve access to Energy Efficient Products and Solutions. Preferred Supplier Lists to buy EE products. Host events or create virtual tours showcasing local businesses that have successfully implemented energy-efficient upgrades or renewable energy systems.
- This comes back to the landlords of the property needing a push to have energy efficient products in their buildings that businesses operate out of.
- put a price on emissions

Question: Do you have any other ideas for how we could make the Climate Response Plan 2021-2031 more effective at meeting its targets to reduce greenhouse gas emissions and support a resilient community?



- Public car parks collectively form a large area of impervious, heat-absorbing surfaces that could easily be covered with a mix of green roofs for natural shading and solar panels for renewable energy.
- Plant more canopy trees in carparks - not just a singular tree, but with lower vegetation to support the healthy growth of the canopy tree and aid in reducing the surrounding air temperature. There are companies that sell underground infrastructure for urban environments to help give trees a healthy soil environment to grow in. With a healthier and stronger root system, a healthier and stronger tree will grow.
- More EV charging stations - at shopping outlets and train stations.
- Require or incentive businesses to dim or reduce scope (direct downward and reduce spread) of lights at night, e.g. car sales yards that have massive and very bright lights shining all night (which is also disturbing for nocturnal wildlife).
- Incentivise residents to plant canopy trees, and to replace lawn with indigenous vegetation (expansion of Biodiversity Buddy Grant).
- Stronger penalties for residents that remove canopy trees or vegetation illegally. And follow-up inspections to ensure replacement trees are being protected.
- Incentivise residents to remove impervious surfaces.
- Consider a new rate structure that collects the cost of storm water drainage based on the area of impervious surfaces of a property where the water is not collected, e.g. in a rain water tank.
- Council to turn public nature strips into rain gardens, with underground water tanks for overflow/storage, where there is a higher risk of flooding. Stored water can be used to water nearby trees and parks."
- I'm concerned about the increase in impermeable paving occurring through increased residential developments and also the concomitant decline in canopy tree coverage. There has been a definite net loss in canopy tree cover even in some NRZ5 zones over last 5 years especially, & diminishing permeability increases flood risk in residential areas and can cause structural issues for buildings under extreme heat conditions. I'm concerned that council isn't accurately measuring these problems and isn't devoting enough resources to mitigate them & enforce planning controls. Better & strategic enforcement alongside educative/information campaigns in more diverse languages can influence private land use & development. Would be good to see further positive recognition & reward campaigns for residents & businesses that improve their sustainability or retain & improve tree coverage & vegetation on their properties.
- Knox battery - it sounds facetious but I think community storage might be one way forward.
- Listen to science and the visible changes in our environment, stop recklessly removing critical trees in our community that provide clean air, shelter, visual amenity, and habitats for native wildlife. Build more consciously, with the environment in mind at all times, as we will feel the effects of this now and for years to come, and if we go too far we will never have a chance to bring it back from the tipping point
- Get information out in the public spaces - shopping centres, bus stops etc. Keep it fun, positive, interesting and hopeful. Target people of all ages, especially kids as it's their now and future that's most affected and yet they often have the least say.
- Scrap net zero. Climate change is a scam
- Stop what you are doing. Net zero and other climate response ideas are making the cost of living skyrocket. It is all unsustainable.



- Dump it focus on keeping the industries alive in Knox not imposing more rules.
- People stick their head in the sand as they don't care about anyone but themselves & \$\$\$
- Be careful with the regulations you want to interduce. You will make everything more expensive. I don't have any money left after I pay the bills go shopping
- "38 out of the 55 climate actions have not been achieved. What are they? Why doesn't this check in have a scorecard of what's been done and progress against remaining items? Knox Council's own emissions are important to reduce and be a leader in the community as well as supporting businesses that help reduce emissions (eg. evs, chargers, solar etc) but it's small by comparison to the rest of Knox's emissions from residents and business. Council has a significant opportunity to do more to encourage and facilitate deeper actions within the community.

I'm not seeing an urgency or strategic approach to adaption actions. eg. for heatwaves you need more shade, particularly on concrete footpaths. The regular suburban road to get to the train station had almost no trees and was horrible in the afternoon summer sun so I sent a request last year for trees and they went in this year. Why did it take me to request this when shade along these areas is a well known key adaption? Don't waste time & money telling residents it's hot, strategically and urgently actually reduce the impact of heat islands! Sports have summer heat rules but Council continues to pour millions into synthetic surface upgrades for a small proportion of residents to benefit. How's about pouring millions into better shade that ALL residents will benefit?

Some councillors don't appreciate global warming and climate change, so be it, but Australia overwhelmingly voted at the federal election AGAINST the party that was denying the issues, delaying actions, and promising to support large polluters. Councillors and council cannot hide behind 'resident' feedback that they don't want climate action or council to invest in improvements.

I'd like to see purchasing power extend to outsourced activities like waste collection. The constant stop-start of trucks is highly polluting - why aren't they investing in electric or hybrid trucks? Why is council still using petrol power tools when there's commercial battery options?"

- I think your focus is wrong.
- I'm probably not well versed enough to know what areas council has ability to influence, however I assume all council buildings and facilities are all on track to have energy efficient fittings and systems such as solar.
- Support the use of Victorian gas, we have plenty of resources that we sell off to other countries and ourselves with limited reserves.
- Encourage the community to plant more shrubs and small trees to help with carbon capture
- Perhaps neighbourhood batteries that can provide energy to a number of houses, thereby reducing the need for individual households having to get their own batteries
- More canopy tree retention / protection.
- Continue to treat the community with respect and give it value for money and not cater for the 'squeaky wheel' to the detriment of the majority
- "Whilst in England, I visited Totnes Transition Town - this project is about to celebrate its 20th anniversary. The community is strongly engaged in 6 interest groups = which include Energy, Food and Growing, Community wellbeing, Our voices heard, Our Future. There is a central hub in the high street of the town, and local community groups around the town engaging in these activities.



This is a very interesting model of community engagement which, the Totnes community say is building resilience and addressing the impacts of climate change."

- "Provide infrastructure that considers future population growth.
More sustainable housing during planning and building phase
Provide more green areas.
Maintain and protect biodiversity of flora and fauna."
- Businesses are already struggling financially in the area. When putting any changes on local businesses, think about the costing implications on these places before you go ahead and make changes. Speak to them directly rather than people that don't know about their own business.
- Set more challenging targets for reducing carbon emissions in the city of Knox.
- "More electric vehicle chargers everywhere.
Electric vehicle fleet vehicles.
More trees to convert CO2 into O2."
- Advocacy of a carbon tax. Greater action towards maintaining and increasing tree cover (to reduce heat island effect). More funding to improve our environment and sustainability initiatives. Money spent on prevention is far more effective than trying to respond to climate disasters.
- It is up to community leaders to make action. There seems to be resistance and lower level community traction on dealing with climate change. Already we are seeing deaths and poor health outcomes related to climate change. These are borne by the less able people whom we should help. However climate change impacts all of us whether we like it or not. In short the council should take an active leadership role in pushing the boundaries on climate response and harness all those it can to make the push.
- Educating the people with community gathering; Giving incentives; Give to people in the community - the good and bad by following this process
- "Stop getting sucked in by the Greenies and their false narratives. Yes, care for the environment where and how we can, but don't waste good money on initiatives that do nothing, long-run, as they're ill-founded.
Don't think that I need re-education because my enlightened views don't align with your varying views. I am university-educated and read widely. I just don't agree with that narrative of what the world is facing. I think it's disgraceful that little children are frightened of the world not having a future because of ill-informed people who force their views on others, to the detriment of all."
- Prioritise revegetation of council owned areas. Plants sequester carbon within, but also in the soil. Lawn mowing emissions are also reduced and council saves \$\$ on contractors
- Reduce car use by making active transport safer in our community. Make traffic lights more responsive for pedestrians and cyclists and scooters at crossings. Plant more shade trees along streets.
- More trees and parks, less medium density housing in areas that have traditionally been single houses on garden properties, support to people to stay in their own homes and not sell for development and profit.
- We don't need a climate response plan. Stop wasting money on it. Scientists do not all agree climate change is real, only the ones being paid do. The science is corrupted by government grants. Of course they keep finding ways to keep the money flowing. Remember the hole in the Ozone layer, global warming, sea levels rising. All bad science.



- short 10 sec videos on relevant web pages of the Council would be helpful.
- Community development works to include neighborhood solar power feed batteries, with electricity available for residents.
- "To reduce greenhouse gas emissions are impossible if people still rely on gases and petrol. Many families within the knox Council still don't have renewable energy, haven't installed solar panels nor have batteries at home on their roof due to high cost. Electric car are unaffordable.
Number one to reach the goal for zero emissions are to provide more funding to each families to change into renewable energy."
- No. I just hope you're very successful.
- Creat a sense of community for the members to feel a part of. With a team approach, it is easier to work towards common goals. Businesses are still recovering from COVID impositions. And every day tax payers and businesses keep getting slumped with new taxes. -not council's doing, but unfortunately this is what leaves a sour taste. Hard working people can't seem to make financial progress as they get hindered and penalised to carry those who do not work and/or take advantage of systems in place. People perhaps aren't feeling resilient post COVID. Still wounded.
- "Partnering with supermarkets Woolies/Coles, other big retailers to include simple education in marketing to promote pro health and green changes in weekly shop (eg, carbon footprint savings from eating beef 3x a week vs 1x a week), public parks/train stations having posters/campaigns that educate/positively reinforce sustainable choices (eg carbon footprint saving calculations like "taking the train from Bayswater station instead of driving Saves X, which is equal to X MCGs)
- Also instead of the supermarkets giving collectibles (little shop series) that add waste, perhaps partnering with council to fund art/climate improvement projects/programs for the community, with shoppers choosing (token system)
- Please stop printing paper flyers during elections and consider newsletters/papers going digital or opt in for paper subscription. So much of this is unnecessary paper waste"
- "Don't pander to the loudest voice, current whims or political pressure.
Quantify the benefits right through the creation, use and retirement chain,"
- "Energy:
 - Mandate 100% renewable electricity by 2030 (vs. current targets if weaker).
 - Expand rooftop solar + battery storage incentives for homes/businesses.
 - Phase out natural gas in buildings via heat pumps and induction stoves.

Transportation:

- Ban new fossil-fuel car sales by 2030.
- Boost EV charging infrastructure + subsidies for low-income buyers.
- Expand public transit & bike lane.

Industry & Waste:

- Carbon pricing or cap-and-trade for high-emission industries.
- Strict methane capture from landfills & agriculture.
- B. Close Loopholes & Improve Enforcement
- Set binding annual reduction targets.
- Independent audits to track progress (no ""greenwashing"").



- Penalties for missed targets (e.g., fines reinvested in green projects)
- Implementing jail time or substantial fines for politicians and corporate leaders who prioritize self-interest over public welfare—especially in cases of climate denial, corruption, or policies harming the greater good"
- I really like the idea of Community batteries for all the rental properties that can't access solar power
- Minimum expense to ratepayer
- "It may be a small thing but, some years ago I was involved in the ""Have your say"" regarding the Flamingo Reserve.

More vegetation was added to increase bio diversity. Most of this (in some areas) is thriving but, there were at least 5 newly planted trees in an open area, which died within the first year. These were never cared for by council and were never replaced.

How many trees are lost throughout Knox in a year due to not being monitored, cared for or replaced?? Having said that, I have seen examples where the council have been very good with nature strip trees.

It's a good time to also start supporting, educating, and encouraging people to turn nature strips into native plant verges. Or even, bee/pollinator attracting verges. You have a brilliant resource with the Knox Environmental Society for this. I know that other Melbourne councils are doing this.

At the same time, a playground proposal for the Flamingo Reserve was put forward. I truly believe that you should be looking at playgrounds, to make them a cooler environment. Coincidentally, at the time, there was a brilliant Gardening Australia program on children's playgrounds. I put a link to it up in my response at the time. This included suggestions for ground surfaces and shade, particularly, vegetation shade. If you could access this information and make appropriate changes to our playgrounds throughout; this too would make a big difference."

- Knox residents are already resilient. The most wasteful user of money and resources is Council. Start listening and stop acting as if you know everything. Also start culling excess Council employees, before cutting residents' services. Why are we paying for Council inefficiency?
- Potentially supporting more neighbourhood batteries to increases uptake of solar in the area
- Consider how to proactively support the community when there are power outages - like the ones last year that lasted 48 hours in some areas. And communicate any new initiatives (like access to generators, ice etc) to residents as possible.
- No
- no
- Look around the world at other councils who have done this well and speak with them. Develop mutually beneficial partnerships with private organisations who do this work.
- I think there could be some more community education/sessions/opportunities for the community to come together and work together on solutions/programs. e.g. social



connection opportunities with a focus on building community resilience to climate change etc.

- Keep the 2 parking bays at 436 Burwood Hwy for seating and don't tear it down next week. Don't charge the cafe owner \$10k a year for it as you will drive the cafe out of business. Bikers and dog walkers stop there every day.
- We should get rid of it completely and focus on the safety of all residents instead especially with the influx of foreigners
- Walk the talk, demonstrate via council action and efficiencies.
- "Personally I think the climate response plan is a waste of council rates and money that could be better spent elsewhere. Council are currently slashing maintenance budgets on existing aging facilities because they can afford the upkeep, yet continue to waste money on sustainability targets that are not the responsibility of council, and will do nothing more than drive away already struggling small business, and raise the costs of rentals in an already overinflated market. Public transport, energy and construction standards are the responsibility of state and federal governments and should remain so. The city of Knox should start investing in its existing aging facilities and infrastructure and this will have a much more meaningful impact on climate and the local area users than trying to target meaningless efficiency in areas outside of councils remit."
- I'm not a climate zealot. But the 10 year plan has steps that are 'reasonable' for the council. Stick to the plan and do nothing more.
- Climate and native vegetation/ preserving the natural environment should be of high importance for Knox council in particular given our geographic location
- The planning laws are a joke when the footprint of houses being built turns the suburb into a heat sink. This is what knockdown rebuild will do eventually. Won't matter how many trees you plant the tin roofs painted black with surrounding black concrete drives is going to make the place hotter than hades. This was a green belt that is slowly turning into a stereotypical McMansion desert. Where are the bike lanes, where are the shady streets and where are the alternatives full stop. Knox is going backwards.
- Consider no gas connections for knockdown rebuilds. All electric with solar.
- More tree planting days, encourages people and businesses to plant their own trees as offsets and help make our community have a greener canopy. Implement bike paths.



CRP Review - Changes proposed

Revised Actions

Timeframe:



Short-term



Medium



Long term

PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
COMMUNITY HEALTH AND RESILIENCE							
CRP 1.6 ADAPTATION	Undertaking a prioritisation process for investment in urban cooling measures.	Change to: Identify priority areas for urban cooling using heat vulnerability map – to keep the community cooler.	Identify priority areas for urban cooling using heat vulnerability map – to keep the community cooler.	Ongoing 	CF	Within budget	
CRP 1.7 ADAPTATION & MITIGATION	Delivering an annual campaign to help vulnerable populations prepare for heat health alert days.	Action to be replaced, with 4 sub-actions included, for improved tracking, and language updated from “vulnerable communities” to “Priority Populations” in line with HWP: Delivering an annual campaign to help Priority Populations prepare for heat health alert days.	Delivering an annual campaign to help Priority Populations prepare for heat health alert days.	Ongoing 	CAS	Within budget	
		*Confirm access and communication channels with all	**Confirm access and communication channels with	31/12/2026			



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
		Priority Populations, for extreme heat events and power outages	all Priority Populations, for extreme heat events and power outages				
		*Check-in and support at-risk community members and Priority Populations during extreme cold days	**Check-in and support at-risk community members and Priority Populations during extreme cold days	1/12/2031 			
		*Broadening reach and formalising communication channels to promote existing rebates and programs such as the Solar Savers Program, the Victorian Energy Upgrade scheme, home energy assessments and other targeted assistance that is available to Priority Populations.	**Broadening reach and formalising communication channels to promote existing rebates and programs such as Solar Savers, the Victorian Energy Upgrade scheme, home energy assessments and other targeted assistance that is available to Priority Populations.	31/12/2026 			
		*Connect community with communication material with guidelines for households in the event of power outages. Link to: Emergencies - coping without gas or electricity Better Health Channel	**Connect community with communication material including guidelines for households in the event of power outages.	Ongoing 			
CRP 1.8 ADAPTATION & MITIGATION	Developing community education programs in areas such as: • Climate sensitive planting.	Update examples to include: • Building climate resilience • Growing your own food • Legal rights in relation to climate-related events	Developing community education programs in areas such as: - Climate sensitive planting. - Adaptation and climate resilience. - Legal rights around climate	Ongoing 	CF	Within budget	



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
	- Adapting to the impacts of climate change. - Minimising the risk of fire and impacts of smoke inhalation. - Retrofitting homes and buildings to ensure high performance. - Available subsidies and accessing renewable energy.	- Renters rights under new housing efficiency standards - Plant-based diets - The link between climate change and Aboriginal Cultural values. - Cultural awareness training, in partnership with Traditional Owners. - Creative sustainability practices, such as recycled clothing and upcycling of items - Climate and biodiversity conservation programs including community climate leadership opportunities. - Information about local cycling and walking pathways	- events. - Growing your own food, including plant-based diets - Link between climate change & Aboriginal cultural values - Creative sustainability practices, i.e. upcycling - Cultural awareness training - Local cycling and walking programs & information - Climate & biodiversity conservation, including advocacy - Renters rights and efficiency standards. - Retrofitting homes and buildings to ensure high performance. - Available subsidies and accessing renewable energy.				

OUR ENVIRONMENT



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
CRP 1.10 ADAPTATION	Implementing the Living Melbourne Metropolitan Urban Forest Strategy, which includes setting canopy tree targets and a mechanism to regularly track progress towards these targets.	Action to be replaced with the following: Continue to support monitoring and increasing tree canopy coverage on Council land through the Tree Management Framework and other Council policies	Continue to support monitoring and increasing tree canopy coverage on Council land through the Tree Management Framework and other Council policies	Ongoing 	GSE	Within budget	
CRP 1.13 ADAPTATION	Reviewing and revising the Liveable Streets Plan and the Green Streets Policy to promote 'tree-friendly' streetscapes that promote healthy canopy tree growth and reduce the harmful effects of urban heat islands.	> Action completion date and status is updated to align with the development of the Open Space Asset Management Plan and Transport Asset Management Plan. Amend due date to: June 2027		30/06/2027 	SI	Within budget	
CRP 1.14 ADAPTATION	Investigating incentives, enforcement and planning options that help retain tree canopy cover on private land as well as mechanisms that increase additional tree canopy cover.	Action to be amended to reflect additional activity, such as: Investigating incentives, enforcement and planning options that help retain and increase tree canopy cover on private land, and advocate for stronger controls through existing council partnerships such as Australian Local Government Association	Investigating incentives, enforcement and planning options that help retain and increase tree canopy cover on private land, and advocate for stronger controls through existing partnerships (Australian Local Government Association (ALGA) and Council Alliance for a Sustainable Built Environment (CASBE)).	Ongoing 	CF	Within budget	



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
		(ALGA) and Council Alliance for a Sustainable Built Environment (CASBE).					
TRANSPORTATION							
CRP 1.15	Identifying and setting aside select parking spaces for Electric Vehicle (EV) charging points and exploring delivery models including partnerships with EV charging service providers, or through requiring EV charging points in new developments in certain zones.	Action to be amended to reflect additional policy implementation, status and timeline to be adjusted accordingly: Facilitate roll-out of EV charging, via Council's EV Charging Infrastructure Policy	Facilitate roll-out of EV charging, via Council's EV Charging Infrastructure Policy	31/12/2031	CF	Within budget, and Approx. income of \$0.15M	
MITIGATION							
CRP 1.20	Reviewing Council's Fleet Policy to ensure that sustainable technologies are embedded.	Action to be supplemented with additional sub-action to reflect the development of Council's policy on sustainable technologies and embedding policies into the overarching Fleet Policy. Add: Reduce fleet emissions, to be guided through development of a Fleet Transition Plan.	**Reduce fleet emissions, to be guided through development of a Fleet Transition Plan.	31/12/2026	ESO	Within budget	



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
CRP 1.22 MITIGATION	Investigating and phasing in the use of electric cars for Council's Pool Fleet. All Council's passenger pool vehicles to be EVs by 2025 where viable.	Action to be deleted as fleet rationalisation will be part of the Fleet Policy and Transition Plan as per 1.20 (above)					
CRP 1.23 MITIGATION	Installing EV charging stations to meet Council's operational needs as demand increases.	Action to be supplemented with additional sub-actions, to enhance clarity and optimise the speed of transition. Supporting Council's planned fleet transition, in line with Council's EV Charging Infrastructure and Sustainable Buildings and Infrastructure Policies, consider opportunities to include enabling infrastructure for EV charging during infrastructure works.	**Supporting Council's fleet transition, in line with Council's EV Charging Infrastructure and Sustainable Buildings and Infrastructure Policies, consider opportunities to include enabling infrastructure for EV charging during infrastructure works.	01/12/2031 	CF	Within budget	
CRP 1.24	Ensuring utility vehicles used for operational activities are modern with the latest fuel-efficient technologies.	Action to be deleted as this action is now a duplicate of Action 1.20 (above)			Engineering Services & Operations		
CRP 1.25	Investigating and implementing the	> Action completion date to be updated to align with the timing of the upcoming EBA:		31/12/2026 	ESO	Within budget	



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
MITIGATION	use of Telematics as appropriate	31/12/2026					
CRP 1.26	Exploring and trialling alternative fuel systems, improved fuel efficiency or electric vehicles for heavy plant vehicles with a view to incorporating and converting the heavy fleet when viable (based upon market options).	Action to be supplemented with an additional sub action: Investigate financing alternatives for the transition of heavy vehicles e.g. lease agreements or similar to increase access to <i>low carbon heavy vehicles and plant</i>.	**Investigate financing alternatives for the transition of heavy vehicles e.g. lease agreements or similar to increase access to <i>low carbon heavy vehicles and plant</i> .	31/12/2026	ESO	Within budget	
MITIGATION							
CRP 1.27	Ensuring that small plant is regularly serviced and changed over to ensure that the most efficient equipment is used within Council.	Amend to reflect the diversity of fossil fuel-based plant alternatives becoming available: Where practicable, transition all fossil fuel-powered small plant equipment to alternatives powered by batteries, subject to availability and operational suitability	Where practicable, transition all fossil fuel-powered small plant equipment to alternatives powered by batteries	31/12/2031	ESO	Within budget	
MITIGATION							



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
EFFICIENT BUILDINGS AND INFRASTRUCTURE							
CRP 1.28 ADAPTATION & MITIGATION	Working within approvals process for new buildings to establish a collective understanding of what constitutes acceptable Environmentally Sustainable Design (ESD) and encourage all new buildings to achieve net-zero energy or net-zero energy ready rating.	Action to be replaced with the following, due to changes to planning policies: Work with CASBE and other Local Government partners to advocate for strong ESD outcomes in both Residential and Non-residential developments as part of the reforms underway to both Planning and Building codes.	Work with CASBE and other Local Government partners to advocate for strong ESD outcomes in Residential and Non-residential developments as part of the reforms underway to both Planning and Building codes.	01/12/2026 	CF	Within budget	
CRP 1.30 ADAPTATION & MITIGATION	Working with developers to pioneer zero net emission buildings and zero-net emission housing.	Amend action to focus on opportunities to influence developers. Identify elevated ESD targets for new developments and leverage upcoming planning reforms to influence developers to pioneer these targets, and zero net emission buildings and housing.	Identify elevated ESD targets for new developments and leverage planning reforms to influence developers to pioneer these targets, and zero net emission buildings and housing.	01/12/2026 	CF	Within budget	
CRP 1.34	Implementation of the Sustainable Buildings and Infrastructure Policy.	It is recommended that this action can be closed as the Sustainable Buildings and Infrastructure Policy has been embedded into Council's project management process.			MPF Major Projects & Facilities	\$4.66m	



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
Complete							
CRP 1.36 ADAPTATION & MITIGATION	Undertaking energy efficiency opportunities for Council buildings.	Action to be supplemented with two sub action to enhance the detail on interim steps: a) Where possible, prioritising energy efficiency and electrification through Council's building renewal program, with the aim to reduce emissions b) Continue to implement energy efficiency opportunities in newbuild works program in accordance with the Sustainable Building and Infrastructure Policy.	**Where possible, prioritise energy efficiency and electrification through Council's building renewal program, with the aim to reduce emissions **Continue to implement energy efficiency opportunities in newbuild works program in accordance with the Sustainable Building and Infrastructure Policy.	01/12/2026  01/12/2031 	CF	\$0.5m	
CRP 1.37 ADAPTATION & MITIGATION	Installing solar PV across remaining viable sites.	Action to be supplemented with two sub actions: a) Identify remaining viable sites for new solar PV and battery installation and develop program of installation on priority sites. b) Establish plan for renewal of existing solar panels as they reach end of life and/or no longer meet minimum efficiency thresholds.	**Identify remaining viable sites for new solar PV and battery installation and develop program of installation on priority sites. **Establish plan for renewal of existing solar panels.	30/06/2027  01/12/2031 	CF	\$0.75m	



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
CRP 1.38	Replacing approximately 3,300 street lights to LED on major roads and intersections.	The status of this action to be updated to 'Complete with approximately 2,200 lights replaced in the last four years and the remaining lights to be replaced through Ausnet and United Energy Complete			CF	\$0.15m	
CRP 1.40 ADAPTATION	Engaging with the facility operators (Council and third party) to establish safe operating levels for facilities that are at risk of being impacted by climate stressors.	Action to be updated to: Guide risk assessment of Council facilities for safe operating levels during extreme heat, bushfire or rainfall events, with thresholds tailored to each facility's age, design and user demographics.	Guide risk assessment of Council facilities for safe operating levels during extreme heat, bushfire or rainfall events, with thresholds tailored to each facility's age, design and user demographics.	30/06/2028 	CF	Within budget	
CRP 1.42 ADAPTATION & MITIGATION	Developing site-specific strategies for water harvesting of open space including sporting facilities to improve resilience.	It is recommended this action is amended to: Developing <u>and</u> implementing site-specific strategies for water harvesting of open space, including sporting facilities to <u>reduce demand and reliance on potable water usage</u>.	Developing and implementing site-specific strategies for water harvesting of open space, including sporting facilities to reduce demand and reliance on potable water usage.	01/12/2031 	CF	Within budget	
CRP 1.47 ADAPTATION	Developing detailed financial impact analysis studies to access future external capital to support risk mitigation works	Amend action to link to CRP 1.48 as a sub action: Identify potential mitigation measures and conduct a cost-benefit analysis on 'at-risk' infrastructure identified	**Identify potential mitigation measures and conduct a cost-benefit analysis on 'at-risk' infrastructure to support funding of risk mitigation measures.	31/12/2031 	SI		



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
	linked to climate change.	in CRP1.48 to support funding of risk mitigation measures.					
CRP 1.48 ADAPTATION	Identifying infrastructure that may require long-term adaptation measures due to flood or fire risk, such as retreat or relocation.	Add "at risk" (to "...infrastructure...")	Identifying "at-risk" infrastructure that may require long-term adaptation measures due to flood or fire risk, such as retreat or relocation.	31/12/2031 	SI	Within Budget	
CRP 1.50 ADAPTATION	Undertaking a feasibility study of the avoided costs of futureproofing the stormwater system via the renewals process rather than large-scale stormwater upgrades.	> Update completion date for this action: December 2026 or later, in alignment with service plan.		31/12/2026 	SI	Within budget	
RENEWABLE ENERGY							
CRP 1.52	Working with solar installation companies and real estate agents to devise schemes that provide financial mechanisms for property owners to install solar on rental properties.	> Update action status: Complete			CF		



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
CRP 1.53 MITIGATION	Investigating enterprise models and detailed business cases for the funding, construction, and operation of a solar farm. If not feasible, Council will investigate other methods of rapidly getting to zero emissions for energy through measures such as Power Purchase Agreements.	Update the status and completion date of this action: Deferred And adjust with these words: Investigate financial mechanisms or partnerships for development of a solar farm and/or community-based battery storage projects in 2029/30.	Investigate financial mechanisms or partnerships for development of a solar farm and/or community-based battery storage projects in 2029/30.	01/12/2030	CF		\$0.2m
BUSINESS AND INDUSTRY							
CRP 1.54 MITIGATION	Implementing working groups to focus on a specific set of interventions including alternative technologies, Power Purchase Agreements (PPAs), energy efficiency and degasification.	Action to be updated: Promote efficient technologies, Power Purchase Agreements (PPAs), energy efficiency and degasification to business and industry through workshops, case studies and referrals to existing state and federal programs, such as the business renewables buying group	Promote efficient technologies, Power Purchase Agreements (PPAs), energy efficiency and degasification to business and industry through workshops, case studies and referrals to existing state and federal programs, such as the business renewables buying group	01/12/2031	CF	\$0.05m	
CRP 1.55	Delivering workshops on renewable energy	> Action to be updated and removed:			CF		



PULSE CODE & ACTION TYPE	ACTION	RECOMMENDATIONS	UPDATED ACTION **Sub-action	TIMEFRAME	RESPONSIBLE DEPT	BUDGET	New funds
	Power Purchase Agreements (PPAs) for industrial organisations with large electricity demand	Complete					

KEY:			
CF: City Futures	SI: Sustainable Infrastructure	ESO: Engineering Services & operations	CAS: Community Access & Support
MPF: Major Projects & Facilities	GSE: Green Spaces & Environment	EMHS: Emergency Management & Health Services	CP: City Projects
■ : Action removed or completion date to be updated only			



New Actions

#	NEW ACTIONS (**SUB-ACTIONS) RECOMMENDED	TIMEFRAME	RESPONSIBLE DEPT	Within Budget	NEW funds
COMMUNITY HEALTH AND RESILIENCE					
1 ADAPTATION	Provide communication materials to inform the community about designated safe spaces and emergency refuge centres available during extreme weather events	31/12/2026 ●	EMHS	Within Budget	
2 ADAPTATION & MITIGATION	Develop inclusive and effective education materials about local climate actions for community to take, with key stakeholders (including First Nations & multi-cultural communities)	31/12/2027 ●	CF	Within Budget	
EFFICIENT BUILDINGS AND INFRASTRUCTURE					
3 ADAPTATION & MITIGATION	Investigate opportunities to integrate ESD design into the Knox Central development proposal	31/12/2031 ●	CP	Within budget	
4 MITIGATION	Ensure that future electrification of Knox Leisureworks is considered in the 2025/26 Aquatics Review	31/12/2026 ●	MPF	Within budget	
RENEWABLE ENERGY					
5 ADAPTATION & MITIGATION	Advocating for enforcement of minimum energy efficiency standards in rental properties	31/12/2027 ●	CF	Within budget	
OUR ENVIRONMENT – CARING FOR COUNTRY					
6 ADAPTATION	Scope a detailed erosion risk assessment for the Dandenong Foothills and other relevant areas with implications for the Erosion Management Overlay **Commission a preliminary erosion risk assessment (landslide and debris flow susceptibility) for the Dandenong Foothills and other relevant areas of Knox **Pending the outcomes and recommendations of a preliminary erosion risk assessment, investigate and scope a detailed erosion risk assessment	30/06/2026 ● 20/06/2027 ●	CF		\$0.05m \$0.20m



#	NEW ACTIONS (**SUB-ACTIONS) RECOMMENDED	TIMEFRAME		RESPONSIBLE DEPT	Within Budget	NEW funds
7 MITIGATION	Investigate opportunities (e.g. use of timers, lighting types) to reduce negative impacts of lighting on biodiversity and identify areas for implementation, through the SBI policy, public lighting policy and advocacy to electricity providers	30/06/2027		CF	Within Budget	
TRANSPORTATION						
8 MITIGATION	Advocate for improvements to public transport including: • More frequent bus services • More efficient bus routes and connections to train stations • More bus shelters, which are also safe, accessible and comfortable, • Visible bus timetables and map information • Longer bus service operating hours • Bus services are reliable and on time • More accessible bus stops and train stations • Buses to transition to an all-electric fleet.	31/12/2031		SI	Within Budget	
9 ADAPTATION & MITIGATION	Implement the Cycling Action Plan (Expand bike and walking pathways with connections to bus shelters, with improved safety for cycling, wheelchair and mobility scooter users. This includes stable surfaces, lighting, vandal-proof and shaded seating, e-bike learning and water fountains)	31/12/2031		SI		\$4.6m (capital works)
NEW SECTION - CULTURE AND CEREMONY						
10 ADAPTATION & MITIGATION	Investigate how to embed and reflect Traditional Owner cultural knowledge in Council's approach to climate change	Ongoing		CF	Within budget	
11 ADAPTATION	Consult with Traditional Owners on emergency management arrangements for Aboriginal people in the municipality	31/12/2026		EMHS	Within budget	
NEW SECTION - GOVERNANCE AND RISK						
12 MITIGATION	Investigate the benefits of carbon offsets for meeting Council's net zero target.	31/12/2028		CF	Within budget	
13 ADAPATION	Continue to report on Council's strategic risks relating to climate change	31/12/2026		CF	Within budget	



#	NEW ACTIONS (**SUB-ACTIONS) RECOMMENDED	TIMEFRAME	RESPONSIBLE DEPT	Within Budget	NEW funds
14 ADAPTATION	Guide in-depth engagement across Council to identify and assess climate risks and improve adaptive capacity	31/12/2026 	CF	Within budget	
Total spend (New projects)					\$4.85m



Actions remaining unchanged

	CRP#	ACTIONS UNCHANGED
1	1.12	Advocating to power authorities for lower impact vegetation management near power lines to minimise damage to canopy trees.
2	1.21	Providing staff driver training which includes sustainable/ efficient driving techniques and practices.
3	1.31	Investigating planning scheme and rates incentives for positive outcomes such as faster processing of planning permits that meet specific requirements, or discounted rates.
4	1.32	Building on existing public reporting requirements to implement a communications program that will actively apply pressure to developers to raise the energy efficiency performance through greater public awareness of the emissions footprint of new buildings.
5	1.43	Embedding future planning and design criteria that ensure critical facilities and emergency services are in accessible and resilient locations.
6	1.44	Reviewing and updating climate hazard mapping to ensure that planning decisions account for areas of future and current risk.
7	1.51	Including drainage upgrades in future Capital Works Program business cases of all relevant asset types, to deliver climate resilient infrastructure.

8.4 Preliminary Erosion Management Assessment for Knox

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Senior Strategic Planner, Domenic Petrilli
Manager:	Manager City Futures, Shiranthi Widan
Executive:	Director, City Liveability, Jonathan McNally

SUMMARY

At the Council Meeting on 24 November 2025, Council resolved to commission a preliminary erosion risk assessment for Knox, and to receive a further report outlining the findings, implications and recommended next steps. This report presents the findings of the Knox Landslide Susceptibility Study prepared by WSP, geotechnical consultants (the Study). The Study is provided at **Attachment 1**. Further detailed assessment is required to refine the extent of properties that may be subject to a future Erosion Management Overlay (EMO) and the level of planning control that may be required.

Council engaged WSP to assess landslide and debris flow susceptibility across Knox. The assessment was informed by recent erosion management analysis undertaken in the adjoining Yarra Ranges Council where findings were made, with implications on areas of Knox in the suburbs of the Dandenong Foothills.

The recent McCrae Landslide Board of Inquiry also affirms councils should manage landslide risk through the use of planning controls to require upfront assessment, not relying on engineering responses should events arise. This has informed erosion management work underway by Mornington Peninsula Shire Council. For Knox, the Study provides a basis for further detailed work to guide the application of planning controls to respond to landslide risk in the Dandenong Foothills and other areas.

The methodology used by WSP utilised Light Detection and Ranging (LiDAR) technology, supplemented by recognised desktop technical studies and historical landslide and debris flow case records. The analysis was validated by field checks and site visits, where susceptibility was identified.

The Study indicates that most of Knox is underlain by low gradient subdued terrain that is not susceptible to landslide or debris flow. However, there are areas within the steeper slopes of the foothills of the Dandenong Ranges that are susceptible to landslide and debris flow. This includes parts of The Basin, Ferntree Gully, Upper Ferntree Gully and Lysterfield.

These areas have specific geological conditions including Devonian era volcanic rocks and colluvial soils which are strongly linked to instability. This is consistent with the findings in the strategic work that has been completed by Yarra Ranges Council where soil profiles in the Dandenong Foothills are shared with susceptible parts of Yarra Ranges.

The susceptibility mapping in the Study provides a robust technical basis for more detailed analysis, and further consideration of how the EMO or similar planning control might be applied in the future to manage built form outcomes and reduce landslide and debris flow risk.

Next steps

With the 2026/27 Council Budget recently adopted, officers will commence the detailed assessment to refine the mapping and identified areas for the application of an EMO, prepare planning controls and set out processes for how design issues will be considered where required, and identify priority mitigation actions.

The detailed assessment will be limited to the areas identified in the preliminary study as being susceptible. As noted, the affected areas in the suburbs of the Dandenong Foothills comprising The Basin, Ferntree Gully, Upper Ferntree Gully and Lysterfield. The detailed assessment is estimated to take 6-9 months to complete. This will include the drafting of planning controls to inform a planning scheme amendment.

RECOMMENDATION

That Council:

1. Endorse the Knox Landslide Susceptibility Study (**Attachment 1**).
2. Note that a detailed landslide susceptibility assessment will now be undertaken in accordance with the adopted Council budget for 2026/27.
3. Note that officers will present a report to Council on the findings, recommendations and next steps of the detailed assessment in due course.

1. DISCUSSION

This report presents the findings of the Knox Landslide Susceptibility Study (the Study) prepared by WSP, geotechnical consultants, in response to the Council resolution of 24 November 2025 as follows:

1. Endorse the submission lodged on 29 October 2025 provided at Attachment 1 of the Officers report.
2. Note that officers have requested that Knox City Council be kept informed by Yarra Ranges Shire Council of progress and decisions on the amendment.
3. Commission a preliminary erosion risk assessment (landslide and debris flow susceptibility) for the Dandenong Foothills and other relevant areas of Knox in the 2025/26 financial year.
4. Request a further report to Council once the preliminary erosion risk assessment is complete, outlining findings, implications, and recommended next steps.
5. Refer the commissioning of an erosion-risk study for Knox to the 2026/27 Budget deliberations for consideration of funding to undertake detailed erosion and debris-flow susceptibility analysis in Knox subject to the findings of the preliminary assessment noted in Point 4.
6. Authorise the Mayor and CEO to write to the State Government for guidance, technical support, and funding to assist councils with erosion management, consistent with the recommendations of the McCrae Landslide Board of Inquiry.
7. Request officers to consider the findings of any erosion risk management assessment for Knox in future updates of the Knox Climate Response Plan and Municipal Emergency Management Plan, to ensure alignment with emerging erosion-related risks.

The study was commissioned in response to erosion management work currently underway in the adjoining Yarra Ranges Council, which is being implemented by Amendment C225Yran. The amendment seeks to apply the Erosion Management Overlay (EMO) to affected land in Yarra

Ranges, including on private properties in the Dandenong Ranges. Officers lodged a submission to the amendment, identifying implications for Knox including risks arising in areas of the Dandenong Foothills. The amendment has proceeded to an independent planning panel for consideration which concluded on 26 May 2026. Officers did not participate in the panel hearing on the basis of issues raised in the submission. The Study is provided at **Attachment 1**.

Study Area & Context

The study area encompassed all land in Knox for the purpose of the analysis, however, the focus of the outcomes and recommendations are largely focused on land near the eastern boundary of Knox in the Dandenong Foothills and Lysterfield. The Dandenong Foothills include the suburbs of The Basin, Ferntree Gully, and Upper Ferntree Gully.

WSP extended the methodology applied in the Yarra Ranges Landslide Susceptibility Study (2025), recognising the close alignment in geological conditions, slope characteristics and geomorphology between Knox and landslide-affected areas further east. This shared physical landscape provides a strong basis for applying a comparable analytical framework to assess landslide susceptibility across Knox.

Methodology

The assessment methodology adopted a high-level, staged approach beginning with a desktop review of regional geology, topography and geomorphology. A landslide inventory was compiled using historical records, including known issues associated with roads, rail corridors and quarry areas, supplemented by identification of geomorphic evidence interpreted from Light Detection and Ranging (LiDAR) digital terrain modelling. Targeted ground truthing was undertaken at selected sites in March 2026 to validate desktop findings. The report includes maps identifying landslide and debris flow susceptibility in relevant areas of Knox.

Landslide susceptibility refers to the likelihood that a landslide could occur in a particular area based on the natural characteristics of the landscape. A landslide is the movement of soil or rock down a slope, and susceptibility focuses on the conditions that make such movement possible, rather than when it will happen.

These conditions are known as preparatory factors and include features such as slope angle, geology, soil type, and landform, which determine where landslides are more likely and what type may occur. In contrast, triggering factors are the specific events that cause a landslide to happen, such as heavy rainfall, earthquakes, or human activities. A landslide susceptibility map therefore shows areas that contain preparatory factors for landslides, highlighting locations that are more prone to landslide if a trigger occurs. The importance of identifying susceptibility areas is to ensure that development in these locations are managed sensitively to minimise or mitigate landslides. The most effective way in which development can be managed in these locations is through an Erosion Management Overlay (EMO).

The landslide susceptibility mapping was developed within a GIS environment using geology type and slope angle derived from a 10-metre grid, with separate assessments undertaken for landslides and debris flows.

Debris flow susceptibility is primarily confined to channelised areas linked to the Dandenong Ranges National Park. These areas were identified by and further refined through site observations,

accounting for gully confinement, human modifications to the landscape and local terrain conditions.

Key Findings – Landslide Susceptibility

The majority of land across Knox is characterised by low landslide susceptibility, reflecting the predominance of flat to gently undulating terrain across the municipality. These landscape conditions generally limit slope instability and reduce the likelihood of landslide occurrence over large areas.

Landslide susceptibility is more localised and is primarily concentrated along the western slopes and foothills of the Dandenong Ranges. These areas exhibit steeper gradients and more complex geomorphic conditions, making them more prone to slope instability compared to the broader Knox landscape.

Figure 1 shows an overview of landslide susceptibility within Knox.

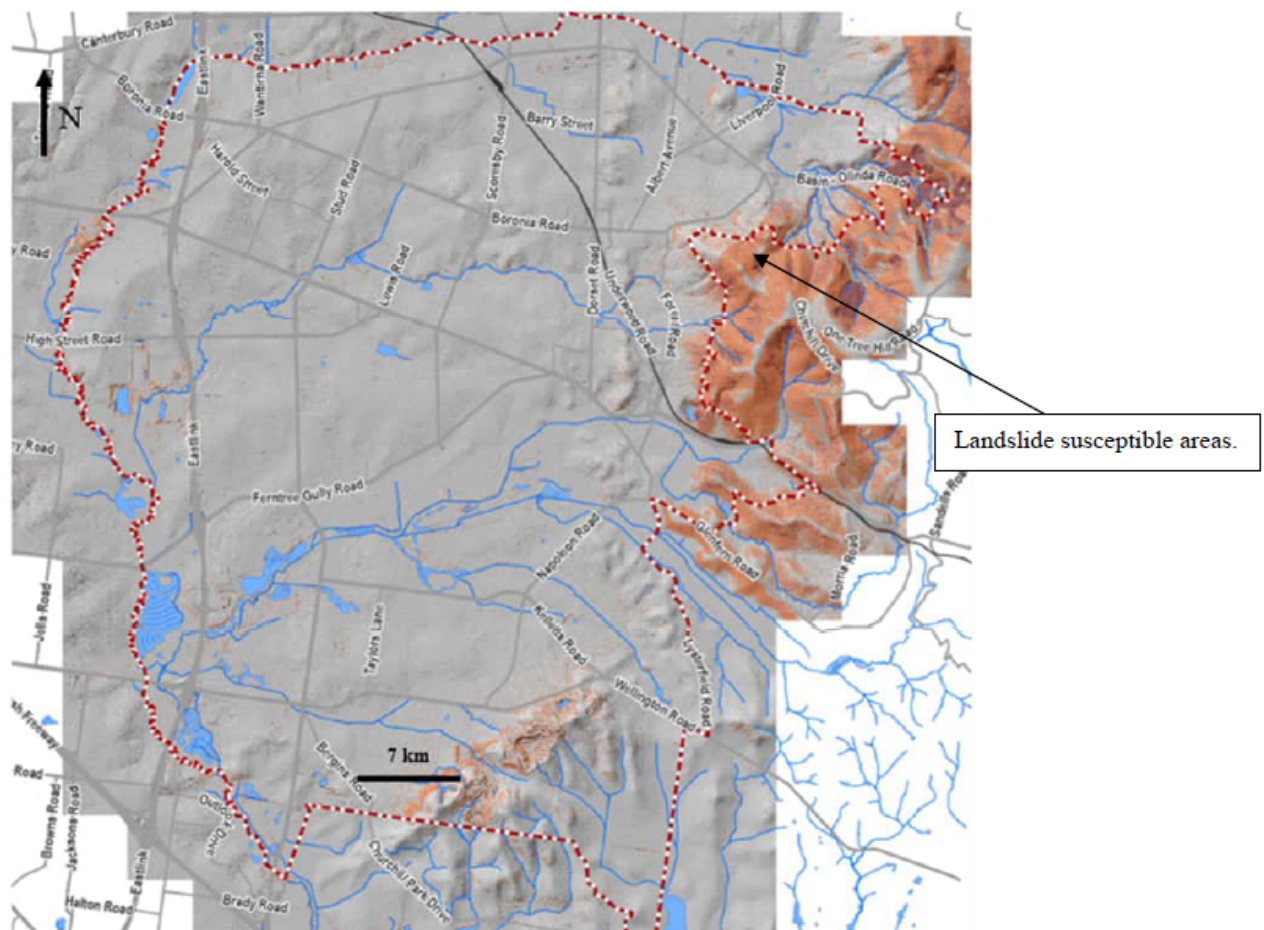


Figure 1: Overview of landslide susceptibility within Knox

Geomorphic analysis identified 33 landslides within the study area, the majority of which are interpreted as ancient features that pre-date European settlement. Historical records indicate that many more recent landslides have been closely linked to human activities, particularly changes to drainage, earthworks and vegetation removal, which have locally increased susceptibility.

The study concludes that Lysterfield and the Dandenong Foothills comprising parts of the suburbs of The Basin, Ferntree Gully, and Upper Ferntree Gully contain areas of landslide susceptibility and in

some cases are incised by channels with susceptibility to debris flow. The landslide susceptible areas do not necessarily present an immediate landslide risk. Rather, the areas identified are those where landslides could be triggered in response to changes to the landscape brought about by inappropriate hillside development including poor drainage, earthworks or vegetation clearance.

The areas identified as susceptible to landslide encroach into some residential areas. However, it should be noted that the landslide and debris flow susceptibility maps need to be further developed through a detailed assessment which will ultimately form the basis for implementing the EMO into the Knox Planning Scheme through a planning scheme amendment. The purpose of this planning control would be to manage built form and development outcomes and to limit the possibility of actions that could trigger landslide or be impacted by debris flow. This is usually in the form of requiring engineering assessments of new buildings and works and specifications for foundation design or other issues such as cut and fill where elevated risks exist.

Key Findings - Debris Flow

Debris flows within the study area are considered relatively infrequent events. However, when they do occur, they can result in high consequences due to rapid soil movement and destructive potential. As such, debris flows remain an important hazard to consider despite low likelihood.

Susceptible gullies are mainly concentrated in The Basin, Ferntree Gully, and Upper Ferntree Gully. These locations exhibit the steep terrain and gully characteristics that are most conducive to debris flow initiation and movement. Figure 2 identifies possible source areas for debris flows along Blind Creek, Ferntree Gully. Most of the source areas are identified on land in Yarra Ranges, with run outs on land within Knox.

Runout extents initially derived from University of Melbourne (UoM) modelling were reviewed and refined to better reflect local conditions. This refinement took into account the depth and confinement of gullies, which limit debris spread, as well as the presence of roads and driveways that are likely to obstruct or slow debris flow movement.

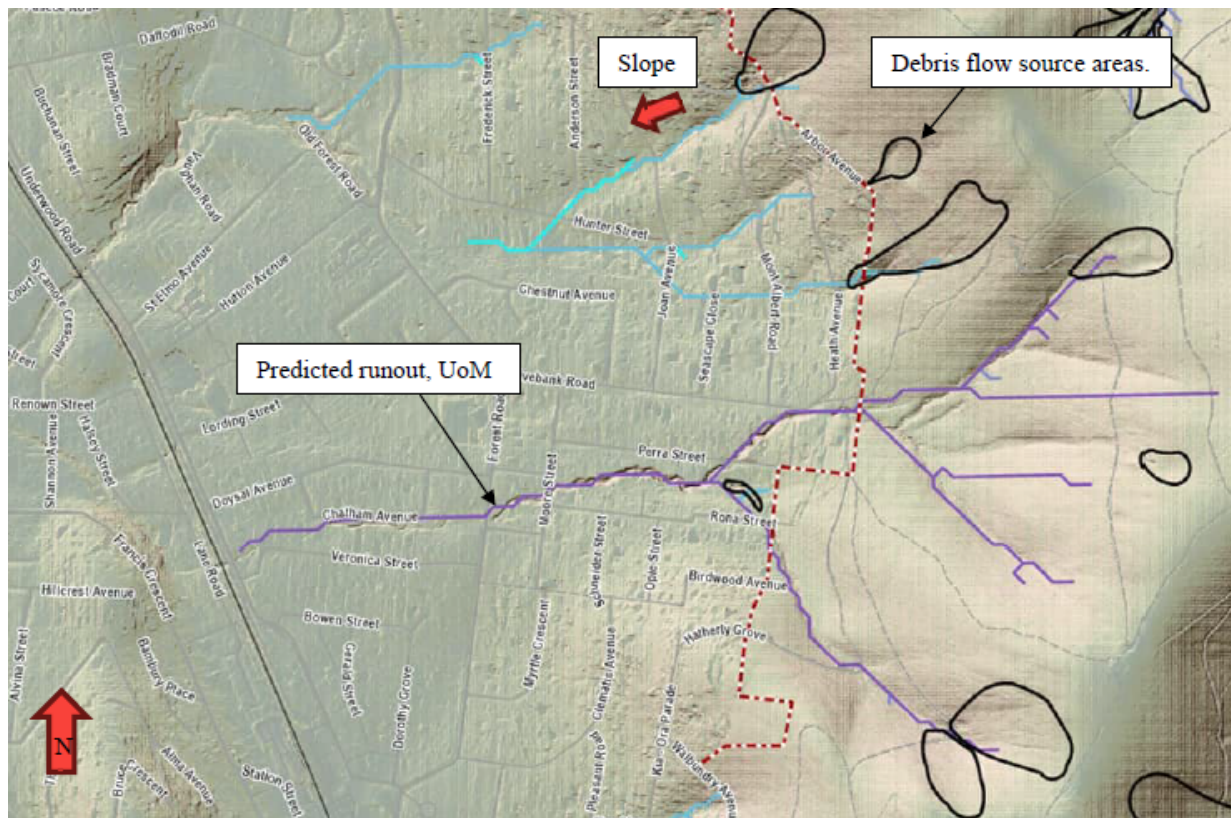


Figure 2: Debris Flow source areas along Blind Creek, Ferntree Gully.

Affected Areas

The Basin

The foothills of the Dandenong Ranges in The Basin are underlain by steep slopes with landslide susceptibility and there are incised channels assessed as having the potential to convey debris flows.

Mapping identifies a potentially susceptible catchment on the northwest facing slopes of Mount Dandenong south of Basin-Olinda Road with evidence of large, ancient landslides, though no recent activity is recorded. This catchment includes residential areas on Bayview Crescent, Mercia Avenue, Toorak Avenue, Mountain Highway and Ross Avenue, Walker Street and Wicks Road. Parts of Inverness, Bowen and Claremont Avenues are considered susceptible. The full extent of susceptible areas is shown in Figure 3.

Debris flows in this area are expected to lose energy as the gullies broaden. The residential areas noted as potentially affected by debris flow are south of Basin-Olinda Road, mainly concentrated on Inverness Avenue and Golden Grove.

Directly east of the intersection of Mountain Highway and Claremont Avenue, deeply incised gullies track along Claremont Avenue but are disrupted by road and driveway infill, which limits debris movement. As a result, runout lengths are curtailed, terminating at Claremont Avenue, which functions as a significant barrier. Some rural properties are affected to the east.

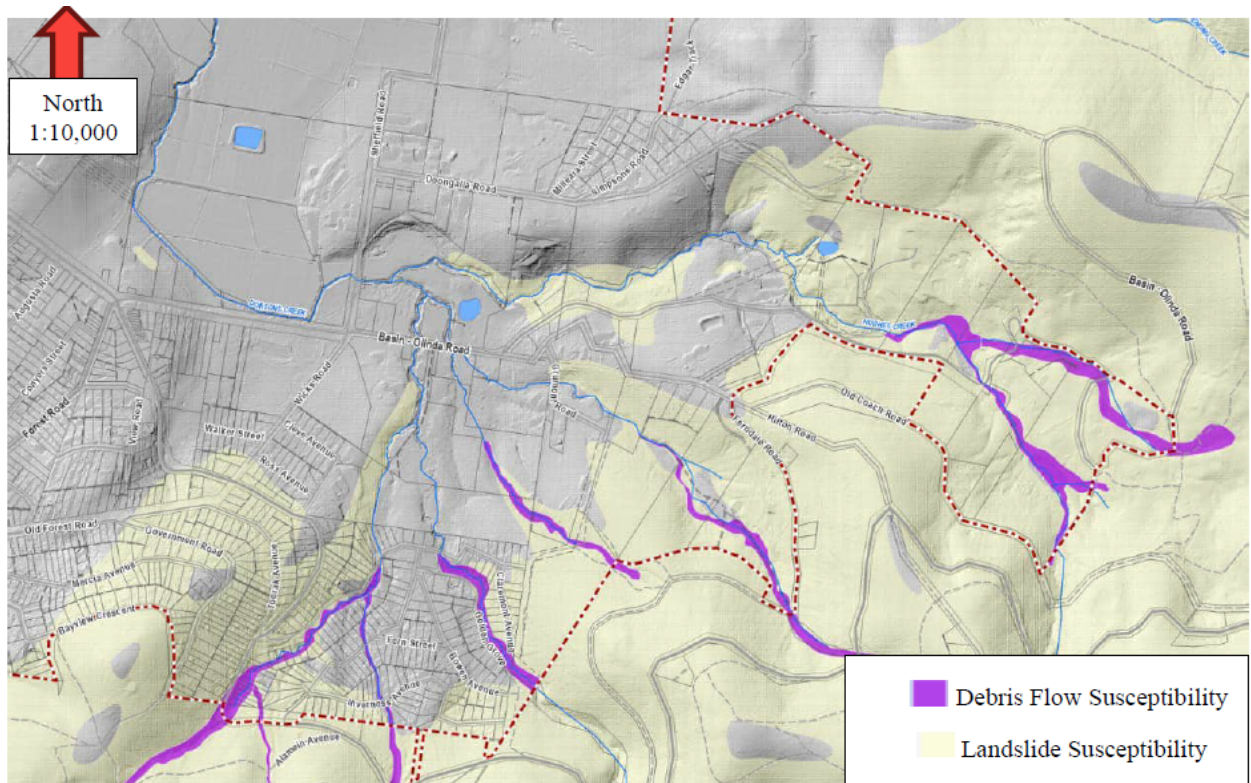


Figure 3: Landslide and debris flow susceptibility, The Basin

Ferntree Gully

The elevated parts of Ferntree Gully to the east of Forest Road have been identified as susceptible to landslide, as indicated in Figure 4. This includes parts of Mont Albert Road and Arbor and Heath Avenues, to the north of Blind Creek, and Properties on Birdwood Avenue, the rear of properties on Myrtle Crescent, and properties in the streets south of Butler Road. Steep slopes associated with the former Ferntree Gully Quarry are also susceptible.

The main debris flow movement is along the Blind Creek corridor. Debris movement is expected to remain confined within gullies and be limited due to infrastructure in the area, with runout to cease at Forest Road. The channels are steeply incised and there are generally no buildings within the channels, however they are hindered in parts by road and driveway infrastructure. Debris flow susceptibility can be seen around Olivebank Road.

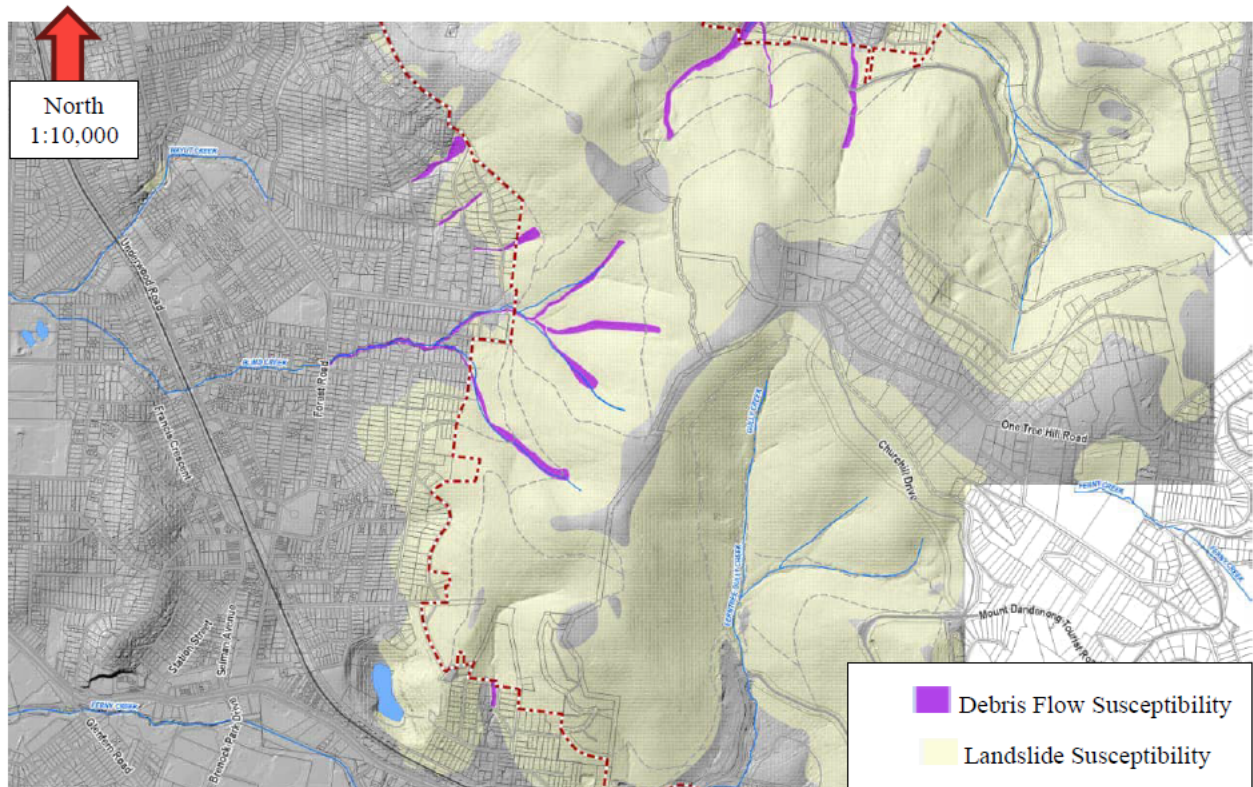


Figure 4: Landslide and debris flow susceptibility, Ferntree Gully

Upper Ferntree Gully

Upper Ferntree Gully is underlain by some areas with steep slopes that have been assessed as susceptible to landslide. As indicated in Figure 5, residential properties in this area are susceptible. This includes properties around Seaby and Barclay Avenues north of Burwood Highway, continuing on Musk Grove, Glass Road and west to Jean Street. Existing properties are also affected to the east along Old Belgrave Road, and north of Burwood Highway as far as Janiesleigh Road, Olivette Avenue and Hughes Street. There are also residential properties south of Burwood Highway considered susceptible along Albert Street, Ferndale Road and to Willow Road to the west.

In terms of debris flow, a steep gully near Glass Road is largely blocked by Hughes Road, limiting debris flow beyond this point. Site observations indicate any landslide debris would likely be contained upslope, so runout has been reduced to terminate at Hughes Road.

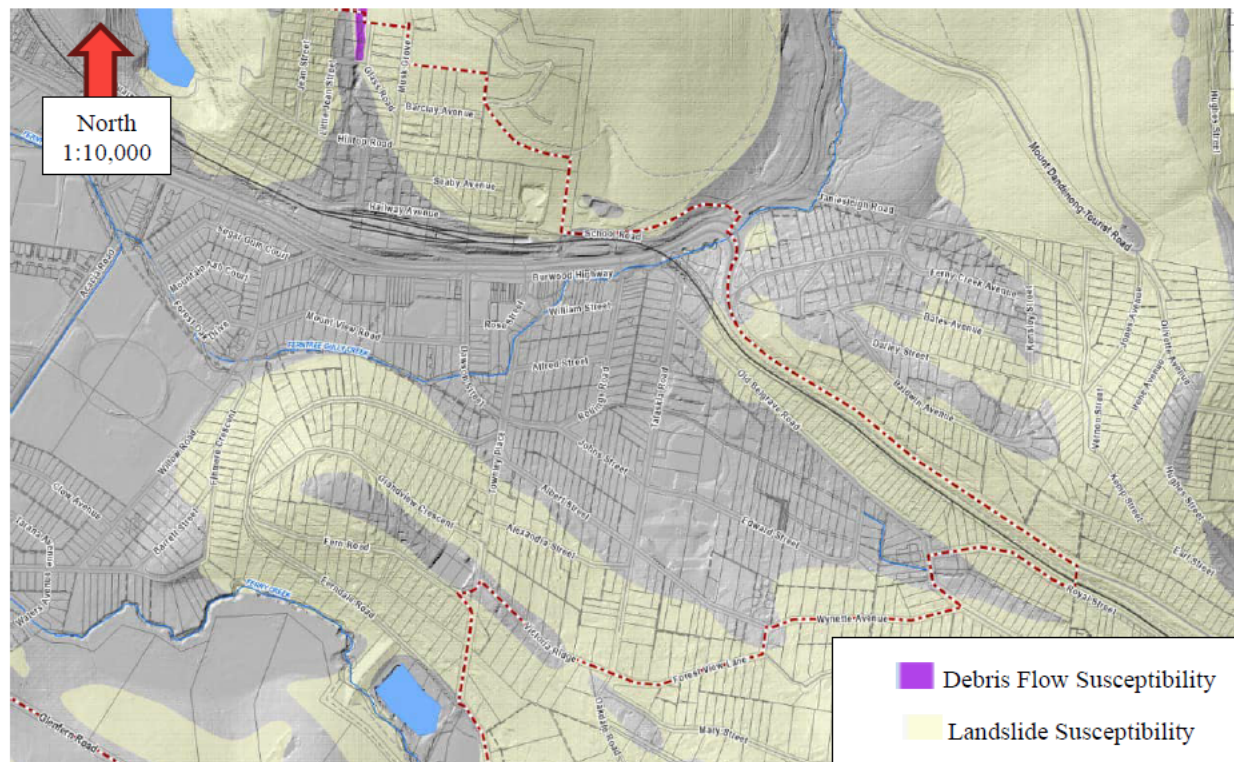


Figure 5: Landslide and debris flow susceptibility, Upper Ferntree Gully

Lysterfield

As indicated in Figure 6, a small area in Lysterfield located between Wellington Road and Churchill National Park has been identified as susceptible to landslide, with some residential development on Straughan Close within the susceptible areas. Some debris flow hazards have been identified within Churchill National Park, however these are not assessed to affect residential properties.

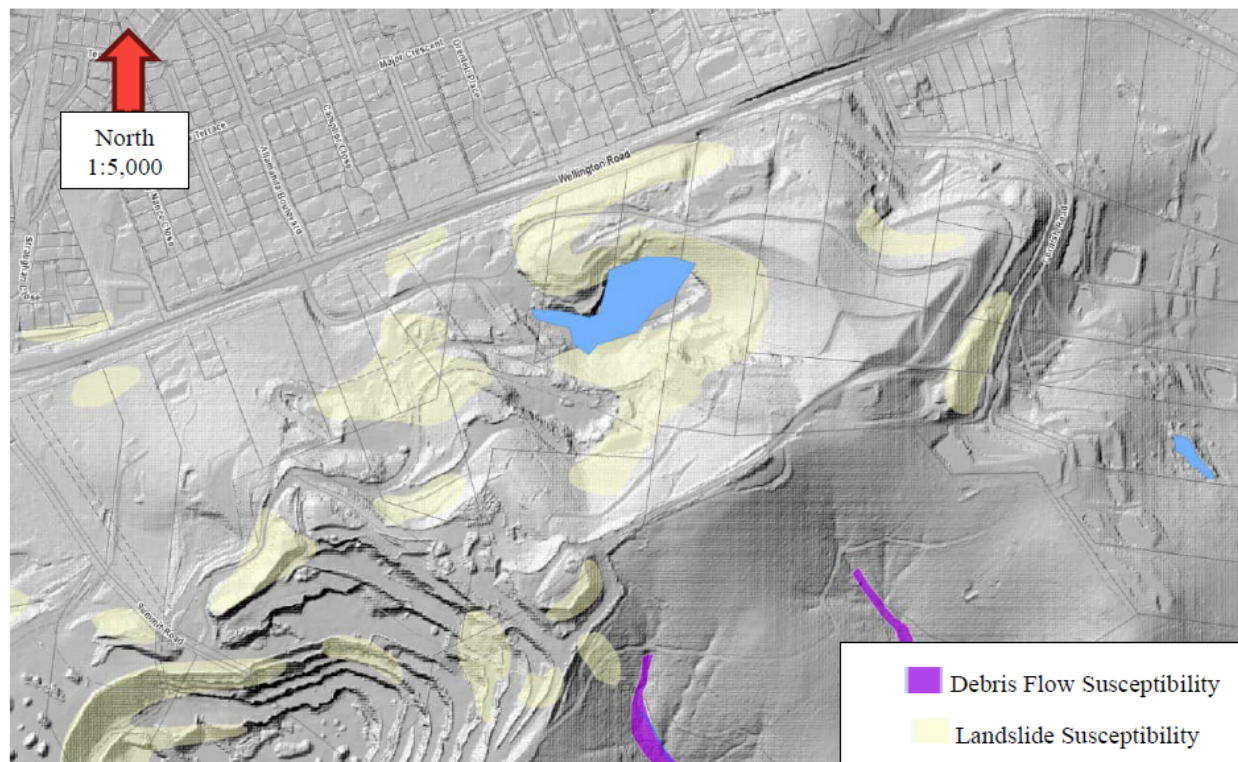


Figure 6: Landslide and debris flow susceptibility, Lysterfield

The McCrae Landslide Board of Inquiry

The McCrae Landslide Board of Inquiry recently published its findings and recommendations. The Inquiry found that landslide risk is an important land use planning issue, not merely an engineering response to isolated failures. Councils should carry out the necessary strategic work to document areas of susceptibility and apply planning controls where necessary. The Inquiry found that the McCrae landslide was foreseeable, arising from development and infrastructure management on a highly susceptible escarpment where existing geotechnical information was not translated into effective planning controls, overlays or coordinated agency action.

For Knox, the Inquiry reinforces the importance of Council understanding susceptibility through the Knox Landslide Susceptibility Assessment, which can lead to further refinement and ultimately the application of targeted planning controls. This would ensure that new buildings and works can be assessed and any risks be proactively managed.

Planning and Policy Implications

Landslide susceptibility mapping identifies areas where slope instability may occur under certain triggering conditions, such as prolonged rainfall or land disturbance, rather than indicating an immediate risk. The primary drivers of landslide and debris flow risk—hillside development, unmanaged drainage, earthworks, and vegetation removal—can be effectively considered through the application of planning controls. The preliminary assessment provides a robust evidence base to support further detailed work which could lead to the introduction of planning controls such as the EMO.

This process is currently underway through Amendment C225Yran by Yarra Ranges Council. Yarra Ranges has also implemented interim erosion management planning controls in the Yarra Ranges Planning Scheme, while Amendment C225Yran is progressed to implement permanent erosion management controls.

The preliminary assessment would need to be further developed to confirm specific land considered suitable for inclusion in the EMO, subject to the planning scheme amendment process, including public exhibition. Typically, Crown Land would be excluded from an EMO based on land management responsibility by the Crown Land Manager. However, private land and other land types need to be confirmed for inclusion in the EMO.

Controls would not impose prohibitions on development within established residential areas. Instead, a planning permit requirement would be introduced requiring an assessment be undertaken of any new buildings and works, with engineering solutions and conditions incorporated into a planning permit (where relevant).

Relationship to Existing Planning Controls

It should be noted that most of the land identified as susceptible in the preliminary assessment comprises land located within a range of other planning overlays. Land in the Dandenong Foothills is typically covered by a combination of the Environmental Significance Overlay (ESO), Significant Landscape Overlay (SLO), Design and Development Overlay (DDO), Bushfire Management Overlay (BMO), and Vegetation Protection Overlay (VPO). These overlays typically trigger built form design requirements relating to issues such as vegetation removal, cut and fill depths, building heights and subdivision, materials and finishes, and bushfire hazard assessment.

Affected properties in The Basin, Ferntree Gully, Upper Ferntree Gully and Lysterfield are generally subject to a range of these overlays.. The application of the EMO would trigger an assessment specifically for landslide and debris flow susceptibility and associated planning permit requirements and conditions for buildings and works.

The Knox Planning Scheme can introduce triggers for geotechnical assessments in susceptible areas for subdivision and new buildings and works through schedules to the EMO, ensuring slope stability, drainage, and risk mitigation are addressed upfront in design. Stronger controls on hillside development and earthworks should prioritise avoidance and minimisation of land disturbance—particularly foundation and footing design, excessive cut and fill, vegetation removal, and changes to natural drainage patterns leading to an over reliance on post-design engineering solutions.

Conclusion

At this stage, the number of private properties affected by susceptibility remains undetermined on the basis of the preliminary assessment. However, the Study provides an order of magnitude understanding pending land ownership and land management confirmation.

Based on the findings of the preliminary assessment, it is clear that land in Knox exhibits landslide and debris flow susceptibility, albeit it is defined and contained to specific suburbs. A detailed assessment will further refine the extent and inform a planning scheme amendment to implement the EMO where required.

A detailed assessment would also confirm risk levels, potential impacts on private property and infrastructure, and set out planning scheme responses including ordinance schedules, requirements and maps.

The outcomes of this work could also be used to inform future emergency management, infrastructure investment, and community education initiatives, supporting improved safety and resilience across Knox.

2. ENGAGEMENT

Community consultation will not be undertaken on the preliminary study as it is intended to inform the more detailed assessment that will commence in 2026/27. Engagement, particularly with affected property owners, will occur as part of subsequent stages of the detailed assessment process and future planning scheme amendment process.

3. SOCIAL IMPLICATIONS

The application of landslide and debris flow planning controls in Knox is expected to have a largely positive social outcome by foreshadowing exposure of private property owners, prospective purchasers and visitors to susceptibility.

While the controls may introduce additional requirements for some landowners in susceptible areas, any planning controls would be intended to improve new building design, safety, certainty and resilience by ensuring new development is appropriately designed for local conditions. By emphasising risk-informed planning, early geotechnical assessment and better drainage and vegetation management, the work supports long-term planning, reduces the likelihood of

environmental degradation, and assists in information and planning transparency and certainty for affected communities.

4. CLIMATE CHANGE CONSIDERATIONS

The Knox Landslide Susceptibility Assessment aligns strongly with the adaptation objectives of the Knox Climate Response Plan 2021–2031, which recognises that climate change is increasing the frequency and intensity of extreme rainfall and storm events, placing greater pressure on slopes, drainage systems and built infrastructure.

Council's Climate Response Plan identifies the need to proactively manage climate-related risks to the natural and built environment, including reviewing and updating hazard mapping, integrating future climate risk into planning and infrastructure decisions, and strengthening collaboration with service authorities such as water agencies.

By using landslide and debris flow susceptibility mapping to inform front-end planning controls, site-specific geotechnical assessment and improved drainage and vegetation management, the work supports Council's commitment to climate adaptation, community safety and long-term resilience. The approach acknowledges that climate change is likely to amplify existing slope instability risks and ensures that land use planning decisions in affected areas respond not only to current conditions but also to projected future climate stressors, consistent with Council's broader community resilience and risk-reduction objectives.

5. ENVIRONMENTAL IMPLICATIONS

From an environmental perspective, the project is expected to deliver net positive outcomes. By identifying areas of landslide and debris flow susceptibility and guiding development accordingly, the approach helps to minimise land disturbance, reduce extensive cut and fill, and protect natural slope environs.

By shifting the emphasis from reactive remediation after failure to proactive, front-end planning certainty, the work reduces the likelihood of slope failure, emergency works and infrastructure repair.

Overall, the work supports environmentally sustainable development by aligning land use decisions with landscape capability, protecting ecosystems, and strengthening Knox's resilience to climate-driven increases in extreme rainfall and associated geotechnical hazards.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The preliminary study was completed within the 2025/26 City Futures Operating Budget.

Funding for a detailed assessment has been approved as part of the 2026/27 Council budget. The detailed assessment will refine the areas identified in the preliminary assessment, and identify properties to be included in the EMO as part of a future planning scheme amendment.

The planning scheme amendment process that follows would be covered by the project budget and supported by operating budget in City Strategy, if required.

Correspondence with State Government Ministers

In February 2026, Council wrote to The Hon. Sonya Kilkenny (Minister for Planning), The Hon. Nick Staikos (Minister for Local Government), and The Hon. Vicki Ward (Minister for Emergency Services and Natural Disaster Recovery), seeking State Government support for erosion management to be undertaken in Knox.

Council advised that it had commenced preliminary work on erosion management planning and advocated for practical support measures, including the development of standardised risk assessment methods, the provision of technical guidance, and the allocation of financial assistance. Specifically, Council requested grant funding for impacted Councils facing imminent risk to enable timely technical studies and to assist in implementing interim planning controls as a critical first step in addressing identified risks.

A response was received from the Minister for Planning acknowledging the request and advising that the State Government is committed to improving the planning system in relation to landslide risk. The Minister for Planning noted this responds to Recommendations 20 and 26 from the Board of Inquiry into the McCrae Landslide. No financial assistance was offered to Knox City Council to progress the work.

7. RISKS

Key Risks and Treatments:

RISK	RATING / TREATMENT / MITIGATION
Risk 1: Climate Change Increasing Hazard Severity Beyond Current Assumptions. Projected increases in the frequency and intensity of extreme rainfall events due to climate change may exacerbate landslide and debris flow risks beyond current conditions.	Risk Rating: Medium Treatment: Manage Mitigation Measures: • Integration of climate change considerations into the detailed assessment and future planning controls. • Alignment with the Knox Climate Response Plan 2021–2031 to ensure adaptive, forward-looking risk management. • Ongoing review and update of hazard information as new data becomes available.
Risk 2: Perceived Burden of Control. Introduction of new planning controls or requirements for geotechnical assessment in susceptible areas may lead to perceptions of reduced property rights or increased development costs.	Risk Rating: Medium Treatment: Manage Mitigation Measures: • Clear communication that susceptibility mapping does not equate to an immediate risk or prohibition on development. • Application of proportionate, risk-based planning controls that manage new development where susceptibility has been identified.

RISK	RATING / TREATMENT / MITIGATION
	Future community and stakeholder engagement as part of any planning scheme amendment process to explain the purpose, scope and benefits of proposed controls.
Risk 3: Failure to Act on Known Landslide Susceptibility Information. The preliminary assessment was commissioned in response to Yarra Ranges Council's erosion management work through Amendment C225yan, which proposes the Erosion Management Overlay on affected land, including private properties in the Dandenong Ranges. Knox officers identified potential implications for Knox, particularly erosion and landslide risks in the Dandenong Foothills, highlighting the need for an understanding of local risk. Undertaking further study enables Council to accurately assess potential exposure to landslide, and consider where planning controls should be applied. The Inquiry into the McCrae landslide reinforces that landslide risk must be managed through proactive land use planning and mitigation measures, rather than relying solely on reactive responses after failure occurs, and that action should be taken where susceptibility is known. For Knox, the WSP assessment provides an evidence base for more detailed work to guide future planning controls and development decisions in foothills and slope areas.	Risk Rating: High Treatment: Manage / Avoid Mitigation Measures: • Progression of a detailed erosion risk assessment to better understand risk levels and consequences. • Consideration of proactive planning controls and early intervention strategies to reduce exposure to known hazards.

The risks associated with progressing the investigations are considered manageable and proportionate, particularly when compared with the significantly higher risks associated with inaction. The project will reduce Council's exposure to safety, legal and reputational risks while supporting long-term community resilience and sustainable planning.

8. COUNCIL AND HEALTH AND WELLBEING PLAN 2025-2029

Embracing connection, inclusion and diversity

Strategy 2.1 - Our community's diverse needs are addressed by ensuring equity and inclusion are considered in decision making and strategic planning.

Caring for and enhancing our environment

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.

Leading, listening and governing responsibly

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.

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 Municipality Landslide Susceptibility Assessment July 2026 [8.4.1 - 63 pages]

Knox City Council

Knox Municipality Landslide Susceptibility Assessment

16 July 2026



Question today
Imagine tomorrow
Create for the future

Knox Municipality Landslide Susceptibility Assessment

Knox City Council

WSP
 Level 11, 567 Collins St
 Melbourne VIC 3000

Tel: +61 3 9861 1111
 Fax: +61 3 9861 1144
 wsp.com

Rev	Date	Details
0	16 July 2026	Report issued to Knox City Council

	Name	Date	Signature
Prepared by:	Darren Paul	16 July 2026	
Reviewed by:	Stuart Colls	16 July 2026	

WSP acknowledges that every project we work on takes place on First Peoples lands.
 We recognise Aboriginal and Torres Strait Islander Peoples as the first scientists and engineers and pay our respects to Elders past and present.

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PS230900-WSP-MEL-GEO-REP-002 Rev0

16 July 2026



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Glossary of Technical Terms

Alluvium	Sediments deposited by flowing water in streams or floodplains, typically comprising clay, silt, sand and gravel.
Anthropogenic Factors	Human-induced influences—including earthworks, drainage changes or vegetation removal—that can trigger or worsen landslide susceptibility.
Colluvium	Poorly sorted soil and rock debris deposited at the base of slopes by gravity-driven processes such as landslides or erosion.
Debris Flow	A rapid, channelised flow of saturated soil, rock fragments and organic material triggered by slope failure and typically capable of long runout distances.
Digital Terrain Model (DTM)	A nominal bare-earth digital representation of ground elevations, derived from LiDAR, used for geomorphological and slope analysis.
Geomorphic Evidence	Landscape features—such as scarps, hummocky terrain or displaced materials—used to infer past landslide activity where written records are absent.
Granodiorite	A coarse-grained intrusive igneous rock containing quartz, plagioclase and minor biotite or hornblende, forming part of the Lysterfield Granite geological unit.
Ground Truthing	Field verification of remotely observed or digitally interpreted features to confirm the presence, extent or characteristics of landslides.
Hazard	A condition with the potential to cause harm.
Landslide Inventory	A compiled database of known or identified landslides, including historic, geomorphologically inferred and field-verified landslides.
Landslide Susceptibility	Locations where landslides have occurred or could occur based on terrain factors such as geology, slope angle and historical evidence.
LiDAR	A remote sensing technique using laser pulses to measure ground elevation, enabling high-resolution mapping of slopes and landforms.
Mass Wasting	The downslope movement of soil or rock under gravity, encompassing processes such as landslides, debris flows, creep and falls.
Residual Soil	Soil formed in place by the weathering of underlying rock, typically retaining relict structures that can influence slope stability.
Rotational Landslide	A landslide in which movement occurs along a concave-upward slip surface, often producing a visible headscarp and displaced mass.
Risk	The effect of uncertainty on objectives, or the likelihood of realising an adverse consequence.
Runout	The downslope distance travelled by landslide or debris flow material from the point of initial occurrence.
Siltstone	A fine-grained sedimentary rock composed predominantly of silt-sized particles, common in the Silurian–Devonian units underlying Knox, along with sandstone and mudstone.
Translational Landslide	A landslide involving movement along a planar or gently undulating slip surface, typically with limited internal deformation.
Rhyodacite / Rhyolite	Silica rich volcanic rocks present in the Mount Dandenong Volcanics Group.

List of Abbreviations

AHD	Australian Height Datum
AGS	Australian Geomechanics Society
DEECA	Department of Energy, Environment and Climate Action
DTM	Digital Terrain Model
EMO	Erosion Management Overlay
GIS	Geographic Information System
Golder	Golder Associates Pty Ltd, now part of WSP
KCC	Knox City Council
LiDAR	Light Detection and Ranging
RL	Reduced Level
UoM	The University of Melbourne
WSP	WSP Australia Pty Ltd

Executive summary

WSP has been engaged by Knox City Council (KCC) to undertake a landslide susceptibility assessment across the Knox municipality, extending the methodology previously applied to update the Erosion Management Overlay (EMO) in the adjacent Shire of Yarra Ranges. The study was initiated on the basis that areas within the foothills of the Dandenong Ranges – including The Basin, Lysterfield, Ferntree Gully and Upper Ferntree Gully – share similar geological and geomorphological characteristics to areas in the Yarra Ranges known to be affected by landslide and debris flow hazards. The assessment aims to identify areas potentially susceptible to landslide processes and to inform future strategic planning and risk mitigation approaches within Knox.

The methodology used to assess landslide susceptibility included a detailed desk study, review of historical records, development of a landslide inventory, geomorphic interpretation using LiDAR-derived digital terrain models, and selective ground-truthing. Historical information identified a limited number of documented landslides within Knox, primarily affecting road and rail infrastructure, with many events likely influenced by anthropogenic factors such as drainage issues, vegetation clearance or earthworks. Geomorphic evidence revealed additional, older landslides, mostly predating written records and located primarily within the steeper terrain of the Dandenong Ranges on the eastern side of the municipality.

Susceptibility to two key landslide types was assessed – landslides and debris flow – which both involve the general transport of soil or rock down slope under gravity from a source area (zone of depletion) to a deposition area. For this study, a landslide is defined as an event that does not involve significant disaggregation or travel distance of the debris arising from the landslide. A debris flow is defined as an event that results in a long runout of debris, potentially several kilometres and usually channelised along existing gullies.

Five key geological units were assessed for their influence on slope stability, including Silurian–Devonian sedimentary rocks, Devonian volcanics, Devonian granite, and Quaternary colluvial and alluvial deposits. The Devonian volcanic units and colluvial soils were found to be most strongly associated with landslide and debris flow activity, consistent with observations in the Yarra Ranges. Debris flow susceptibility was further informed by research by The University of Melbourne which identifies source zones and potential runout pathways, some of which extend from Yarra Ranges into Knox.

Landslide susceptibility mapping was undertaken using a 10 m grid, integrating slope angle thresholds and geology-based criteria validated through field observations and comparison with known landslide locations. The resulting susceptibility mapping identifies areas that are more susceptible or less susceptible to landslide, with the more susceptible zones predominantly concentrated along the western slopes and foothills of the Dandenong Ranges. Debris flow runout extents were refined based on site observations, taking into account gully confinement, anthropogenic modifications, and terrain conditions.

The study concludes that whilst most of the Knox municipality does not have significant landslide susceptibility, the foothill regions including parts of The Basin, Ferntree Gully, Upper Ferntree Gully and Lysterfield contain areas of landslide susceptibility and in some cases are incised by channels with susceptibility to debris flow. The landslide susceptible regions are not necessarily areas where there is presently a landslide risk, rather the areas identified include locations where landslides could be triggered in response to changes to the landscape brought about by inappropriate hillside development including poor drainage, earthworks or vegetation clearance.

The areas identified as susceptible to landslide encroach into some residential areas. The landslide and debris flow susceptibility maps could be further developed into and form the basis of a planning control (EMO), the purpose of which would be to prevent inappropriate development that could trigger landslide or be impacted by debris flow.

1 Project background

1.1 Introduction

Parts of Knox City Council (KCC) are susceptible to landslide, including predominantly steeper areas to the east of the municipality in the foothills of the Dandenong Ranges. WSP Australia Pty. Ltd. (WSP) recently undertook landslide susceptibility mapping across the Shire of Yarra Ranges (reference PS134170-010-R-Rev2 dated 6 August 2025), which indicated areas susceptible to landslide and debris flow on the boundary between the Yarra Ranges and Knox municipalities. Based on observations of similar terrain either side of the boundary it is clear based on the Yarra Ranges mapping that there are some landslide susceptible areas within the Knox municipality, in areas including The Basin, Lysterfield and Ferntree Gully.

The landslide susceptibility study set out in this report extends the landslide susceptibility mapping undertaken in Yarra Ranges into Knox to assist KCC to understand what areas within its municipality are susceptible to landslide and to inform strategy development around landslide risk management. This report is not intended to inform the basis of a planning overlay, however the mapping presented could be further developed for that purpose if required.

This work has been undertaken in accordance with WSP proposal number PP230900-WSP-MEL-GEO-LTR-001 dated 16 December 2025 and the terms and conditions set out therein and was authorised via KCC in an email of 23 December 2026.

1.2 Implications of Yarra Ranges Landslide Susceptibility Study for Knox

The term landslide generally refers to the movement of rock or soil down a slope under the action of gravity. However, landslides can be classified into various different types. The revised Yarra Ranges landslide susceptibility mapping completed in 2025 identified two broad types of landslide termed “landslides” or “debris flows”¹, where debris flow is a special type of landslide and with each defined as follows:

- Landslide refers to the rotational or translational movement of soil down slope whereby it slides along a plane (failure plane). The mass of displaced soil may remain intact, or somewhat disaggregate, however the landslide would not usually absorb enough water such that the soil is able to flow or travel long distances.
- A debris flow refers to wet soil and debris that arises from a landslide that then flows long distances, usually channelised along a gully, causing an impact in some cases significantly remote from its source. Debris flows in the Dandenong Ranges have been observed to flow up to 1.5 km from their source.

Each landslide type presents different consequences to human life and property and management strategies generally differ for each type. Whilst risk from landslide can generally be managed to a large extent through appropriate hillside development and construction methodology, debris flow risk is more challenging to manage through engineered means and generally requires an approach that avoids vulnerable development in susceptible areas.

Landslide risk management through the planning scheme was first introduced to Yarra Ranges (formerly Shire of Lillydale) in the early 1990s. It is now managed through the planning scheme via an erosion management overlay (EMO). The mapping for the EMO is based on landslide susceptibility mapping which is mapping that shows where landslides have the potential to occur. Landslide susceptibility maps do not indicate how likely landslides are to occur (as say a 1 in 100 year flood overlay does) nor what risk they present. They indicate areas where, based on the underlying

¹ Generally consistent with the terminology recommended in AGS 2007c Australian Geomechanics Society Guidelines for Landslide Risk Management, Vol 42, No.1 March 2007.

geology and slope angle, there is potential for landslide to occur if the appropriate triggers are introduced. Historical evidence compiled into a landslide inventory for Yarra Ranges indicates that most landslides in susceptible areas have been triggered by or contributed to, at least in part, by anthropogenic factors (human influence) such as inappropriate earthworks, poor drainage and inappropriate vegetation clearance. The provisions of the EMO for landslide introduced in Yarra Ranges aim to prevent development that could contribute to or trigger landslide in susceptible areas.

The initial stage of identifying landslide susceptible areas in Yarra Ranges involved compiling a landslide inventory (database of known landslides), which was initially commenced in the early 1990s and has been updated on various occasions since then. By analysing the terrain, including geology type and slope angle on which landslides have occurred in the past, criteria have been developed to inform assessment of where landslide could occur in the future. Given the similar terrain in Knox compared to Yarra Ranges, we consider the Yarra Ranges landslide inventory and the landslides susceptibility criteria developed in that municipality to be a suitable starting point for the identification of landslide susceptible areas in Knox.

A 2017 statewide debris flow study by The University of Melbourne (UoM) funded in part by the Victorian government (DEECA) was used to inform areas that are susceptible to debris flow. This mapping indicates that some areas susceptible to debris flow originate in Yarra Ranges, but could deposit debris within Knox as indicated in Figure 1.1. The debris flow runout study is therefore of direct relevance to assessing landslide susceptibility in Knox.

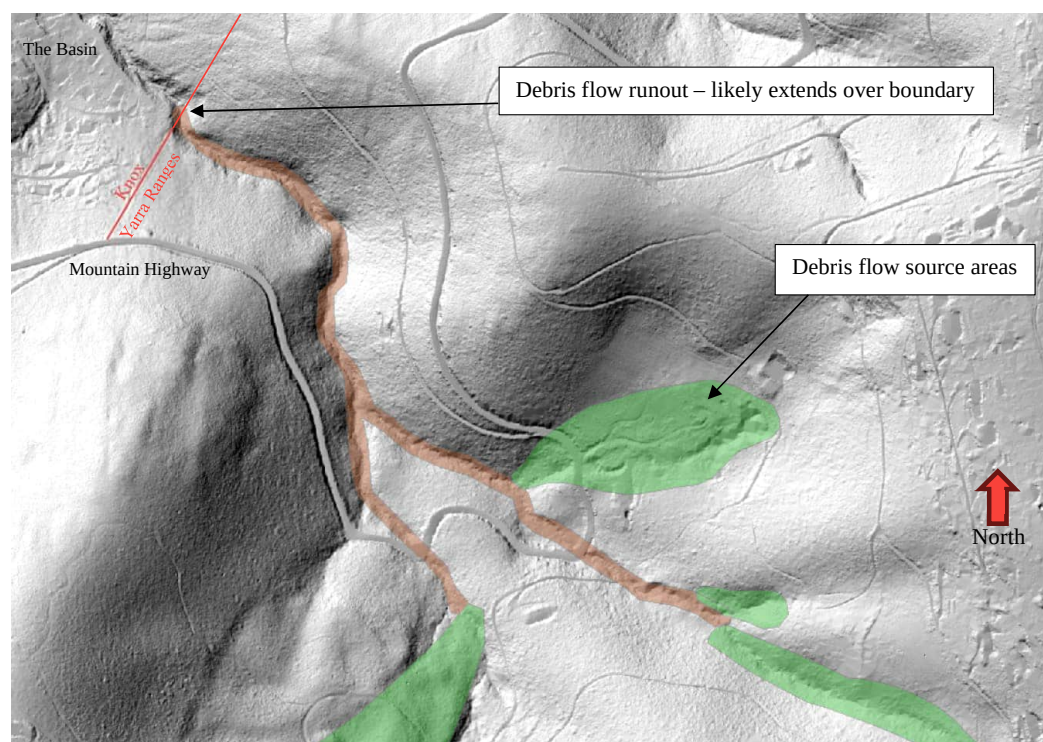


Figure 1.1 Example of debris flow with origin in Yarra Ranges and impact in Knox (The Basin)

Separate susceptibility maps for landslide and debris flow were developed for Yarra Ranges and the same approach has been taken for Knox.

2 Objectives of the Study

The objectives of the landslide susceptibility mapping for Knox are to:

- Identify areas within the Knox municipality that are susceptible to landslide, including where landslides have occurred in the past.
- On the basis of the landslide inventory, check whether the criteria used to identify landslide and debris flow susceptible areas in Yarra Ranges are relevant to Knox.
- Identify areas where landslides and debris flow could occur within the Knox municipality.
- Set out the basis for the landslide and debris flow susceptibility mapping along with a discussion on the implications of the mapping for future planning.

3 Information Provided

KCC has arranged for the 2017 – 2018 Greater Melbourne LiDAR acquired by the Victorian State Government, to be made available in .ppk file format for use on the project. This includes a digital terrain model filtered to the nominal bare ground surface and covering the full extent of the Knox municipality. This information has been provided under KCC terms for the provision of Digital Data.

Other key data sources used in the mapping assessment and obtained from KCC or publicly available sources include:

- Geological mapping (1:50,000 scale seamless geology, 2014) by the Geological Survey of Victoria.
- Cadastral information provided by KCC.
- The post-bushfire debris flow mapping undertaken by UoM in 2017 as discussed in Section 1.2.

Information relating to the development of the landslide inventory for this study is discussed in Section 6.

4 Method of Assessment

The general process to develop landslide susceptibility mapping across the Knox municipality has involved:

1. A desktop information review of background information relevant to landslides in Knox, including geology, topography, geomorphology and relevant information from studies in adjacent municipalities. The outcomes of the desktop review are set out in Section 5.
2. The development of a landslide inventory as discussed in Section 6. This is a database of landslides known to have occurred in Knox and has been compiled from two main sources:
 - a. Publicly available historical records including landslides described in newspaper archives and historical records.
 - b. Geomorphological evidence which includes the identification of features in the landscape that are likely to have been formed by landslide processes. These are generally landslides that likely occurred before European settlement and are identified using terrain indications in digital terrain models.
3. Ground truthing, which involves site visits to select landslides identified through the development of the landslide inventory to confirm that their inclusion in the landslide inventory is warranted. Observations from ground truthing site visits are discussed in Section 7. The site visits were undertaken on 3 March 2026.
4. The development of criteria that indicate where landslides and debris flows could occur in the future based on the underlying geology and slope angle. For the purposes of this study, criteria developed for the adjacent Yarra Ranges are taken as a starting point and their suitability for use in Knox assessed through comparison to the Knox landslide inventory. This approach is discussed in Section 8.
5. Generation of landslide susceptibility maps using the landslide inventory and susceptibility criteria, also discussed in Section 8.

5 Desktop Information Review

5.1 Topography and Geomorphology

The topography within the Knox municipality is shaped by the Dandenong Ranges which lie to the east of the municipality. Suburbs including The Basin, Upper Ferntree Gully, Ferntree Gully and Lysterfield lie within the foothills of the Dandenong Ranges reaching elevations of up to RL 600 m AHD. These foothill areas are typically underlain by colluvial deposits (soil and rock that has been deposited at the base of the hills through processes of erosion and landslide) with slope angles generally reducing towards the west away from the ranges.

West of the foothills, the terrain is generally subdued, characterised by gentle, undulating slopes and broad flat valleys with average elevation of around RL 127 m AHD. Drainage courses that originate on the slopes of the Dandenong Ranges flow towards the west, joining the major Dandenong Creek drainage system.

The geomorphic process rate, including rates of erosion, deposition and mass wasting (landslides) is typically very low with little natural geomorphic change detectable since European settlement. There is evidence in the landscape for past landslide events within the Knox municipality, typically confined to the foothills. A far field indication of key topographic and geomorphic features within the Knox municipality is provided in Figure 5.1.

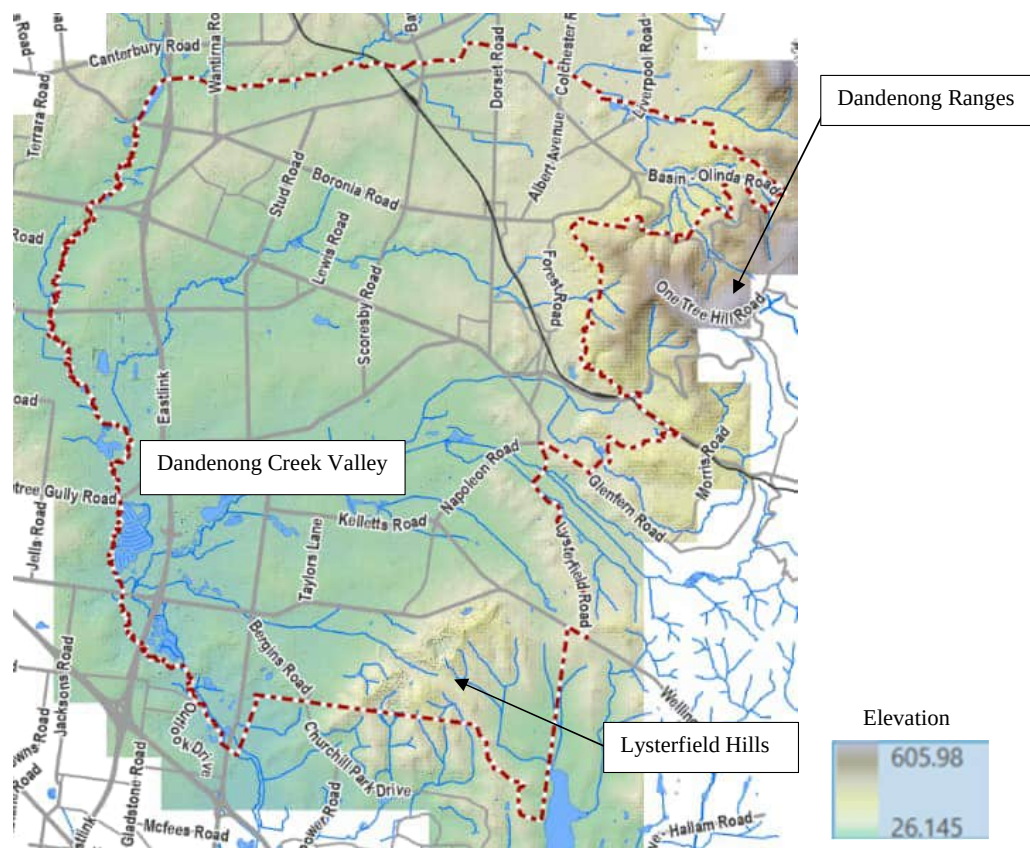


Figure 5.1 Overview of geomorphic features within the Knox municipality

5.2 Geology

Most of the Knox municipality is underlain by Devonian and Silurian age sedimentary rock comprised of interbedded siltstone and sandstone. This rock underlies the gently undulating terrain throughout the central and western portions of the municipality. The Dandenong Ranges on the eastern side of the Knox municipality are underlain by Devonian age igneous rocks of the Mount Dandenong Volcanics Group and Lysterfield Granodiorite. These units comprise high strength rocks, resistant to erosion, the characteristic that leaves them proud of the surrounding terrain, forming the ranges. Mass wasting of the elevated terrain has resulted in the deposition of colluvium in the foothill areas. Further west of the hills, sediment derived from the ranges has been deposited as alluvium within the Dandenong Creek drainage system and its tributaries. Broadly, there are five key geology types relevant to the assessment of landslide susceptibility within Knox. These key types are described below in sequence from oldest to youngest. Figure 5.2 provides an overview of the distribution of the geology in Knox.

Silurian and Devonian Sedimentary Rocks

Silurian and Devonian sedimentary rocks form the surface geology across most of the flatter, more subdued terrain within Knox. The sedimentary sequence includes interbedded sandstones, siltstones and mudstones of the Melbourne Humevale Siltstone (Dlh), Dargile Formation (Sud) and Anderson Creek Formation (Sla). The rocks were folded and occasionally faulted during the Mid-Devonian. Adjacent to the Devonian granite/granodiorite and Devonian volcanic intrusions, the rocks are locally metamorphosed to hornfels, including on the west side of the Lysterfield Hills and at the foothills of the ranges through Ferntree Gully where they were formally quarried.

The rocks generally form gentle to moderately steep hilly terrain and usually have a thin soil cover, 1 m to 3 m thick overlying weathered rock. Landslides are generally less prevalent in terrain underlain by sedimentary rocks, with creep movement of steeper, south facing slopes comprising thicker residual soils being the most common landslide type in this material.

Devonian Mount Dandenong Volcanics

The Devonian volcanic rocks form the Dandenong Ranges and the steeper terrain on the eastern side of the Knox municipality. They include rhyolites, rhyodacites and ignimbrites such as the Coldstream Rhyolite (Dvc), Mt Evelyn Rhyodacite (Dvm) and Ferny Creek Rhyodacite (Dvf).

These volcanic rocks can underlie steep slopes and often have a thick mantle of residual soil. Numerous landslides have been identified in this geological unit within Knox, including in The Basin and Ferntree Gully. Landslides in the Mount Dandenong Volcanics are generally deep seated, can cover areas hectares in size and can develop into debris flows which involve the rapid flow of rock, soil and other debris down a slope.

Devonian Granite and Granodiorite

Areas of granite and granodiorite occur in the south eastern portion of Knox in the Lysterfield area. Granitic magma intruded into the sedimentary basement rocks during the Devonian period, forming the plutons which following millions of years of weathering and erosion are now exposed at the ground surface.

The granitic subsurface materials are highly variable, with massive high strength rock close to the surface in some locations and with other areas having deep soil profiles. Perched groundwater within the deep soil profiles has been known to adversely impact slope stability in the area with landslides in this material having the potential to develop into debris flows.

Quaternary Colluvium

Neogene and Quaternary age Colluvium underlies the foothills of the Dandenong Ranges and is an accumulation of sediments derived from landslides and mass wasting processes. It is also common in the upper reaches of gullies and the surrounding steep slopes. Deposits include poorly sorted gravel, sand, silt and clay with cobble to boulder sized rocks. Landslides can be more common in these transported soils compared to in situ (residual) soils as the transported soils are often poorly consolidated and do not have the relict rock and mineral structure that residual soils can have.

Quaternary Alluvium

Neogene and Quaternary Alluvium deposits occur in the base of valleys including extensively within the Dandenong Creek valley and its tributaries. Deposits include mixtures of sand, silt, clay, and gravel. The terrain in these areas is gently sloping to flat and it is consequently not usually prone to landslides with the exception of steep creek banks which can collapse in response to flood or erosion events.

Given the difficulty in distinguishing between colluvium and alluvium at the level of detail adopted for this study, the two units are typically grouped together in the discussion later in this report.

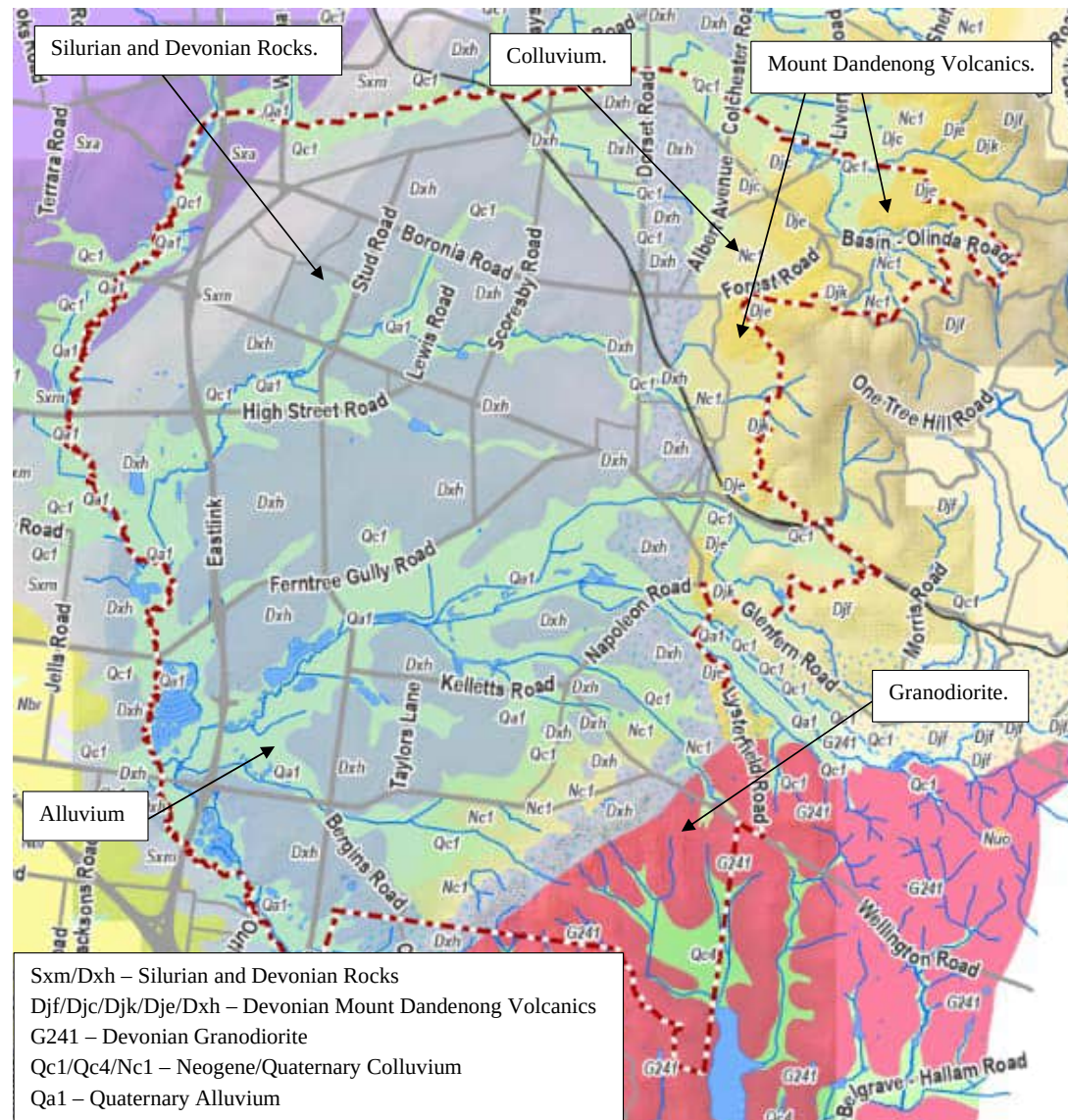


Figure 5.2 Far field view of major geological units within the Knox municipality

6 Landslide Inventory

6.1 Documented Landslides

A search of publicly available information was undertaken to gather evidence for past landslides within the Knox municipality. Some information on past landslides was obtained from historical media, including the Ferntree Gully local news, and one landslide was identified from within WSP archives. However, the number of landslides identified across the Knox municipality is relatively low. Table 6.1 summarises the landslides identified through a search of historical media.

The locations of landslides reported in historical media are typically described using a road, railway or place name, making it difficult to know the exact location. Some descriptions refer to roads and railway lines that pass from Knox through to Yarra Ranges or Cardinia and may not have occurred within what is now the Knox municipality. However, the search through historical media indicates that the majority of past landslides are associated with road or rail infrastructure and it is likely that landscape modification, for example earthworks and drainage, has been a contributing factor. One identified landslide, that at 1015 Burwood Highway Ferntree Gully, occurred at a known location with known slope angle and geology, which is useful as a check against the susceptibility criteria used to inform the susceptibility mapping.

Table 6.1 Summary of landslides identified through search of historical information

Location	Year	Summary of original description	Damages/Risk	References
Ferntree Gully to Gembrook train line	1923	Landslide happened when the morning train was half an hour clear of the spot. A good deal of inconvenience followed the suspension of traffic beyond Belgrave for the weekend. About 60 tons of sodden soil and timber had to be cleared. Landslides and flood streams have taken a toll of 19 bridges along tourist tracks in the shire.	Railway damage, bridge damage, labour costs.	Ferntree Gully News Sat 20 Oct 1923 - Storm Damage in the Mountain Districts
Recently formed road from Bayswater to Sassafras	1926	In consequence of several landslides the water table had become blocked and the water diverted to the roadway.	Roadway blocked.	Ferntree Gully News Sat 23 Oct 1926 Pg 5 - Ferntree Gully Council
Selby- Narre Warren Road	1927	Landslips on Selby-Narre Warren Road needed to be attended to by a dayman.	Road was affected	Ferntree Gully News Sat 15 Oct 1927 Pg3 - Fern Tree Gully Shire Council
Ferntree Gully Shire quarry	1933	800 tons of rock fell due to a landslide. Patrick Gilmour was trapped under the rubble which took 22 men for more than 2 hrs to free him. He went to Melbourne hospital with severe shock, broken arm, fractured ribs, deep wound in left leg and injuries to the skull.	Serious condition of Patrick Gilmour	The Argus Sat 16 Dec 1933 - Buried in Quarry Man Rescued Alive

Location	Year	Summary of original description	Damages/Risk	References
Bayswater-Sassafras 1-20 Road	1934	Several landslides and extensive scouring of the crushed rock surface.	Road was blocked. Damage £300	Ferntree Gully News Fri 21 Dec 1934 Pg 3 - Fern Tree Gully Shire Council
One Tree Hill Road	1934	Heavy landslide making it necessary to divert formation further into the hillside.	£50 repair	Ferntree Gully News Fri 21 Dec 1934 Pg 3 - Fern Tree Gully Shire Council
Mountain Highway	1935	Landslide, Mountain Highway - Cost of retaining wall over a length of 400 feet is £275. It is recommended that this work be placed on the schedule of unemployed relief works.	Unknown	Ferntree Gully News Fri 17 May 1935 Pg3 - Fern Tree Gully Shire Council
Narrow gauge railway line from Ferntree Gully	1937	Three large falls of embankment occurred at different places along the railway line from Ferntree Gully.	Railway lines affected	Ferntree Gully News Fri 22 Oct 1937 Pg 1 - Little Flood Damage in District
Mountain Highway	1937	Landslides occurred at several places along the Mountain Highways, but damage was only slight, and the road through to Croydon from Sassafras was open to traffic.	Minor damage to road	Ferntree Gully News Fri 22 Oct 1937 Pg 1 - Little Flood Damage in District
Olinda Rd/ Lysterfield Rd/ Monbulk Rd/ One Tree Hill Rd	1952	Olinda road - shoulders scoured and minor slips. Lysterfield road - embankments near tennis courts falling away. One Tree Hill Road - Minor landslides closed road indefinitely.	Road cleanup and One Tree Hill Road shut down	Mountain District Free Press Thu 17 Jul 1952 - Wide-spread flood damage in Shire
1015 Burwood Highway, Ferntree Gully	2020	Landslide above car parks and a delivery entrance at the rear of 1015 Burwood Highway, Ferntree Gully.	Soil slump against fence of residential property.	Golder Associates Pty Ltd Archives (Golder is a wholly owned subsidiary of WSP)

6.2 Geomorphic Evidence

Geomorphic evidence, including the shape of landforms, can allow identification of locations where landslides have occurred in the past. An example of a landslide based on the identification of geomorphic features is presented in Figure 6.1.

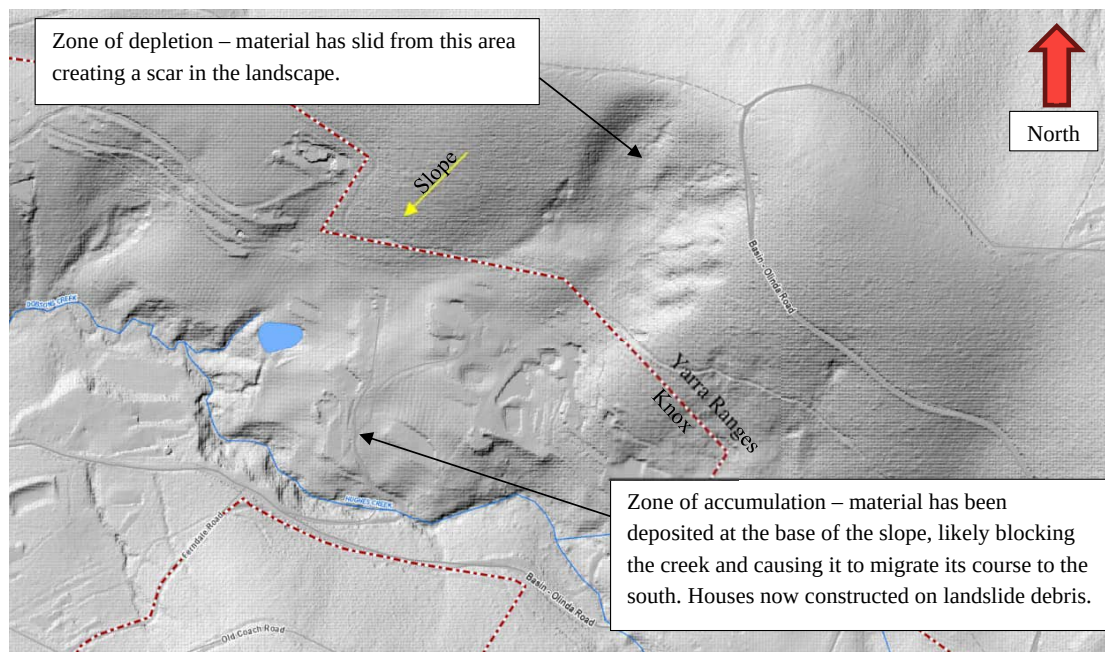


Figure 6.1 Example of past landslide identified based on geomorphic features, Basin-Olinda Road, The Basin.

Given the relatively short time period over which written records are available within Knox, geomorphic evidence is important for identifying past landslide occurrences that have not been recorded or that occurred before records of landslides were available.

The digital terrain model developed from LiDAR has been used to assess features in the landscape that are likely to have formed through landslide processes. A far field view of locations where landslides have been identified across the Knox municipality is presented in Figure 6.2, noting that many of these landslides do not originate in Knox, but rather have their source areas in Yarra Ranges with debris runout having the potential to impact Knox. Most landslides identified are within the foothills of the Yarra Ranges in The Basin and Ferntree Gully areas.

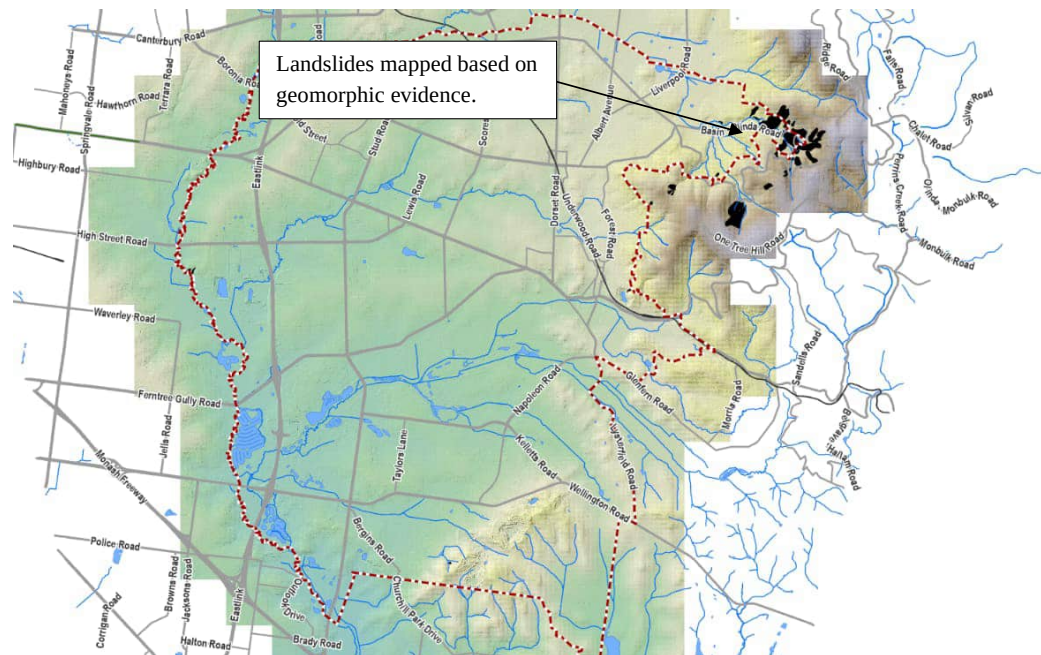


Figure 6.2 Far field view of landslides identified from geomorphic evidence across and adjacent to the Knox municipality (black polygons).

A total of 33 landslides were identified based on geomorphic evidence. Table 6.2 provides a summary with an indication of the total number of landslides and area affected by geology type to provide an indication of the most susceptible geology types to landslide.

Table 6.2 Summary of Landslides identified from geomorphic evidence

Geological Unit		Number of Landslides Identified	Area Affected ¹ m ²
Silurian Sedimentary Rock		3	8,405
Mount Dandenong Volcanics	DVC	3	20,928
	D _{CD}	23	249,975
Devonian Granite and Granodiorite		0	0
Quaternary Colluvium/Alluvium		4	10,847
		Total	290,155
Proportion of Knox municipality affected			0.25%

¹Area affected in Knox only. Some landslides are mapped to straddle the boundary between Knox and adjacent municipalities.

6.3 Council Records

A search of Council records was undertaken by KCC to identify documented landslide occurrences. We understand that the search did not yield any records of past landslide useful to the study.

6.4 The University of Melbourne (UoM) Debris Flow Studies

Debris flows initiated by rainfall are known to occur in the igneous rocks of the Dandenong Ranges, including on the western slopes of Mount Dandenong. A significant debris flow event occurred in the Montrose area in 1891 which destroyed several houses on the foothills of the mountain at a time when the area was not developed to the extent it is now.

The debris flows tend to occur on slopes where the difference between precipitation and evaporation is greatest, typically slopes with a northerly to north westerly aspect. These soils maintain their strength due to the preservation of suction stresses (similar to how a sandcastle will stand with steep sides for some time). If the suction stresses are lost due to rapid water infiltration, it can lead to a rapid loss of soil strength and an ensuing fluid type landslide. The fluid debris arising from the landslide can flow downslope into channels, scouring out the channels and entraining debris such as soil, rocks and trees as it flows downslope. The debris flow runs out until the solid material is deposited in the channel and the slurry becomes more of a water flow or the slurry fans out on the flatter areas below and loses energy.

The University of Melbourne (UoM) has spent several years developing a predictive post bushfire generated debris flow model (Nyman 2013², Nyman et. al. 2019³, Keeble et. al. 2024⁴). The statewide model predicts post bushfire debris flow source zones and runout paths using input factors such as the initial location, slope angle, geology, gully fall angle and gully sinuosity (meander). The model also predicts the likelihood of a debris flow occurring at each source location given that a bushfire event has occurred. Although the post bushfire debris flow scenario may only be partially applicable to the assessment of landslide generated debris flow susceptibility which is the subject of this report, the generated flow paths and run outs are useful for assessing areas that may be within the runout path of a debris flow.

The UoM studies indicate several gullies with the potential to convey debris flows that impact the foothills of the Dandenong Ranges within Knox, including in the The Basin, Ferntree Gully and Upper Ferntree Gully areas. Furthermore, there were potential debris flow paths identified as part of the Yarra Ranges landslide susceptibility studies that cross the border in Knox.

Most the slopes within Knox that could be susceptible to debris flow are located on the westerly slopes of the Dandenong Ranges in similar geological and geomorphological terrain to where debris flows have occurred in the past, including in Montrose. The debris flow runout distance estimations developed by UoM were used to estimate the travel distance of debris flow and areas with the potential to be impacted by them.

² Nyman (2013), Post Fire Debris Flow in South East Australia: initiation, magnitude and landscape controls, PhD Thesis. The University of Melbourne School of Land and Environment.

³ Nyman, P., Rutherford, I.D., Lane, P.N.J., Sheridan, G.J. (2019), Debris flows in southeast Australia linked to drought, wildfire and the El Nino Southern Oscillation, *Geology* v.47, PP 491-494

⁴ Keeble, T., Lyell, C.S., Lane, P., Nyman, P., Noske, P.J. (2024) A landscape model to predict post debris flow impact zones, *Geomorphology* 455 (2024) 109175

7 Ground Truthing

7.1 General

Select landslides identified through the records search and through geomorphic evidence were visited on 3 March 2026 to 'ground truth' the information gathered remotely. In the case of the landslide at 1015 Burwood Highway Ferntree Gully, photos taken at the time the landslide occurred in 2021 are provided. Select observations obtained from the ground truthing exercise are set out in this section.

7.2 1015 Burwood Highway Ferntree Gully

Golder previously visited the site of a small landslide at 1015 Burwood Highway, Ferntree Gully to assess a landslide reported to have occurred at that location. The landslide occurred in what is inferred to be fill material derived from weathered Silurian and Devonian Siltstone and near the crest of a steep, 50° slope which is inferred to have been formed by historical quarrying activities. The landslide was triggered by heavy rain and likely vegetation loss in 2020 but the locality was not visited by Golder until 2021.

The landslide zone of depletion (area from where the soil detached) is shown in Figure 7.1 and the zone of accumulation (area in which soil was deposited) is shown in Figure 7.2.



Figure 7.1 Landslide scarp at 1015 Burwood Highway (photograph taken in 2021)



Figure 7.2 Debris piled against fence at 1015 Burwood Highway (photograph taken in 2021)

This landslide occurred on a 50° slope in residual Silurian siltstone and sandstone and indicates that slopes of this angle in these materials could be prone to landslide. Furthermore, the slope had been disturbed by past quarrying activities which provides an indication that anthropogenic activities (landscape changes made by humans) can contribute to landslides in this material.

7.3 Churchill National Park

The UoM debris flow mapping identified several potential debris flow source areas and gullies along which debris could run out. The direction of the gullies, towards the southeast, is unusual for debris flow in Victoria and the heads of the gullies are relatively small. A visit was undertaken to the sites shown in Figure 7.3 to assess whether these gullies could be susceptible to debris flow.

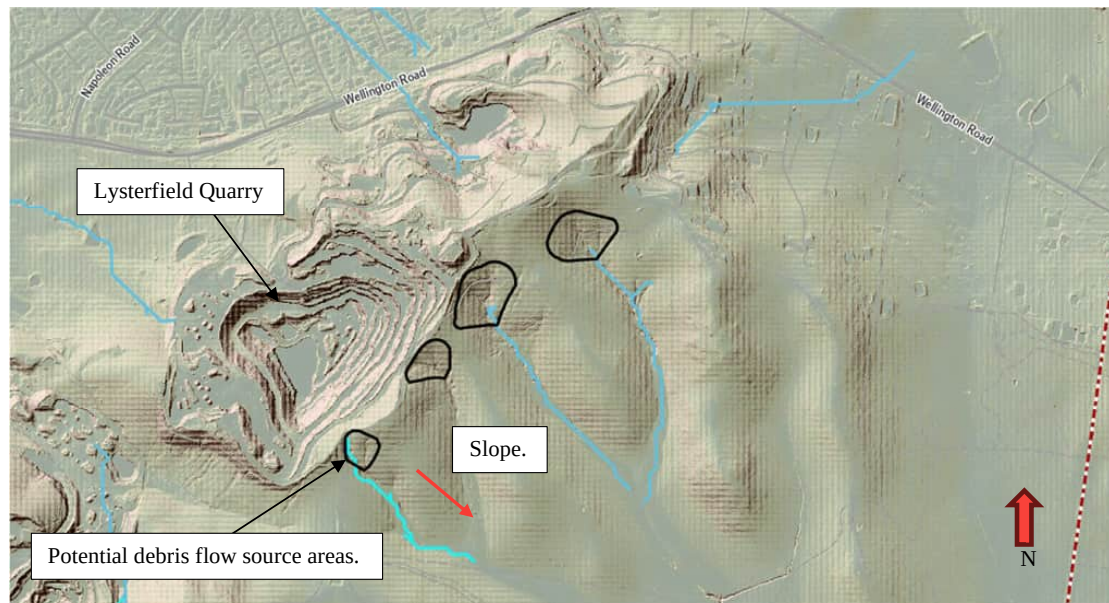


Figure 7.3 Debris flow source areas and gullies, south east side of Lysterfield quarry.

The source areas and runout zones are heavily vegetated which precluded some observation. Access was also limited by quarry boundary fences. However, the following observations were made:

- The gullies are steep with broader heads and there is evidence of past landslide and debris flow in the form of colluvium (soils transported and deposited by gravity) exposed on the sides of the gullies.
- The source areas are heavily vegetated as indicated in Figure 7.4.
- The source areas are underlain by residual soils, with exposures in cuttings indicating a thickness of at least a few metres as shown in Figure 7.5.

The debris flow source and runout areas as mapped by UoM appear reasonable and there is the potential for future debris flow, although based on site observations including weathered colluvium, there has been no recent landslide or debris flow activity and the frequency of landslide events is likely in the thousands of years.



Figure 7.4 Potential debris flow source area (3 March 2026)



Figure 7.5 Residual soils exposed in debris flow source area

7.4 Hughes and Glass Roads, Upper Ferntree Gully

There is a steep, deeply incised gully that runs parallel to Glass Road in Ferntree Gully as indicated in Figure 7.6. The gully has a relatively small catchment area at its northern extent and is almost completely blocked except for a small culvert by filling placed to form Hughes Road which crosses the gully as indicated in Figure 7.7. Colluvial soils were observed within the gully, indicating past landslide or debris flow activity has deposited debris at this location.

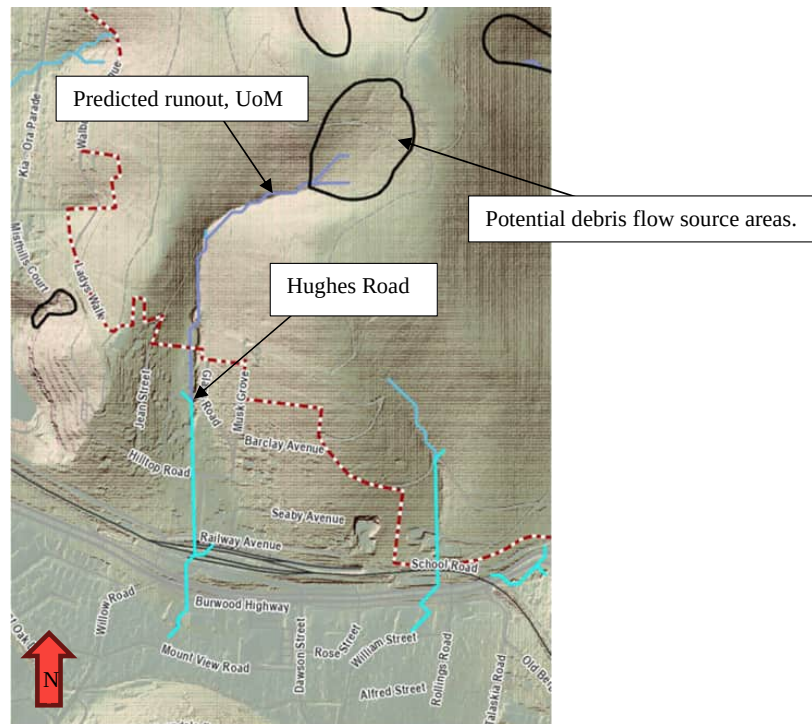


Figure 7.6 Debris flow source areas and gullies, Hughes and Glass Roads, Upper Ferntree Gully.



Figure 7.7 View south down gully towards Hughes Road from Glass Road. Hughes Road blocks the gully.

Based on the relative size of the source area and depth of the gully, site observations suggest that debris arising from a landslide would be contained within the gully upslope of Hughes Road and is very unlikely to affect areas south of Hughes Road. On this basis, we have reduced the landslide runout shown in the UoM debris flow mapping to terminate at Hughes Road.

7.5 Olivebank Road, Ferntree Gully

The UoM debris flow mapping identifies a number of debris flow source areas on the western flanks of the Dandenong Ranges with gullies that extend towards the west through the suburban areas of Ferntree Gully as indicated in Figure 7.8. These areas were visited to assess the feasibility of debris runout to the extent indicated by the UoM mapping.

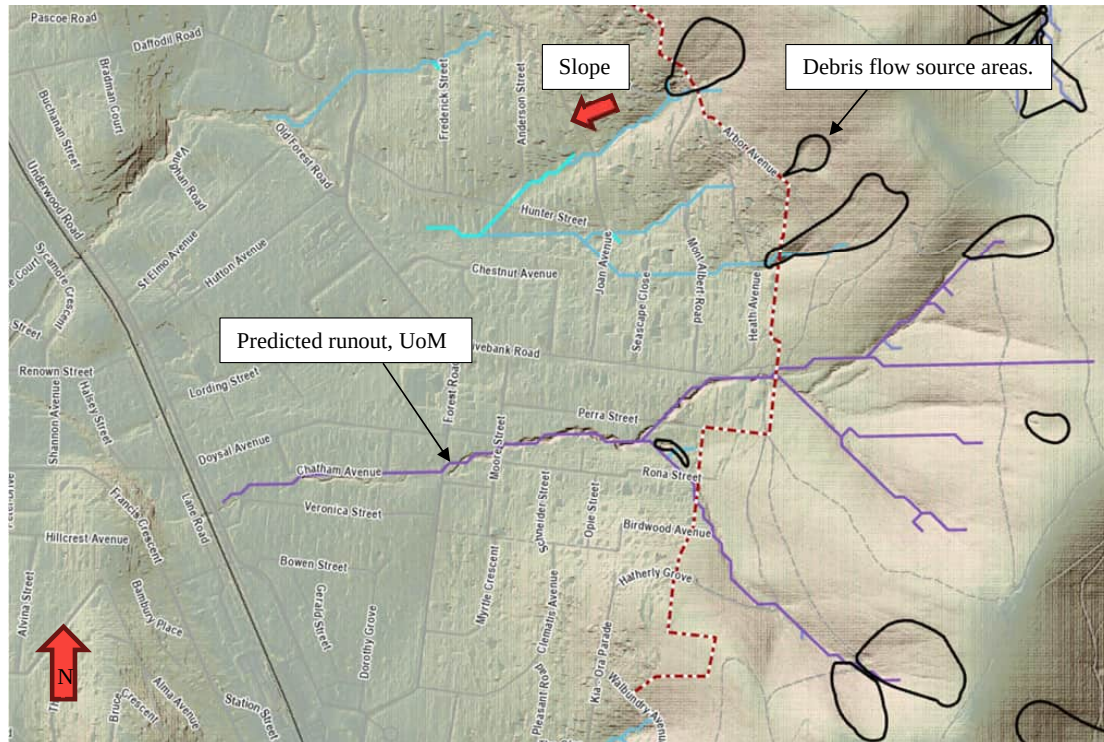


Figure 7.8 Debris flow source areas and gullies, Olivebank Road, Ferntree Gully.

The gullies are steeply dipping and relatively deeply incised with colluvial material exposed in the sides of the gullies, indicative of past debris flow events (Figure 7.9). However, the colluvium observed appears to be weathered in place suggesting the colluvium is relatively ancient. Furthermore, there are no records of debris flow occurring in this area since European settlement.

The gullies are blocked (with the exception of culverts) at frequent intervals by fill that has been placed to form driveways as indicated in Figure 7.10.

Whilst the source areas are evident in the landscape, they appear to be relatively subdued depressions on the slope suggesting no recent landslide activity.

On the basis of the site visit, the areas indicated as susceptible in the UoM debris flow mapping are generally considered to be reasonable. Noting that the gullies are deeply incised and have a relatively high capacity to contain debris, the areas susceptible to debris flow have been identified as confined to the extent of the gullies. Given there are multiple blockages across the gullies, including from driveways and roads, the length to which the debris could travel will be limited. On that basis, the length of travel indicated by the UoM mapping has been kept to the east of Forest Road which presents a major barrier to debris flow travel.



Figure 7.9 Colluvium exposed in gully, Olivebank Road, Ferntree Gully.



Figure 7.10 Gully blocked by driveway fill, Olivebank Road, Ferntree Gully. Colluvium exposed in side of gully.

7.6 Nyora Avenue, The Basin

The UoM mapping indicates a potential debris flow source area and runout near Nyora Avenue, The Basin as indicated in Figure 7.11.

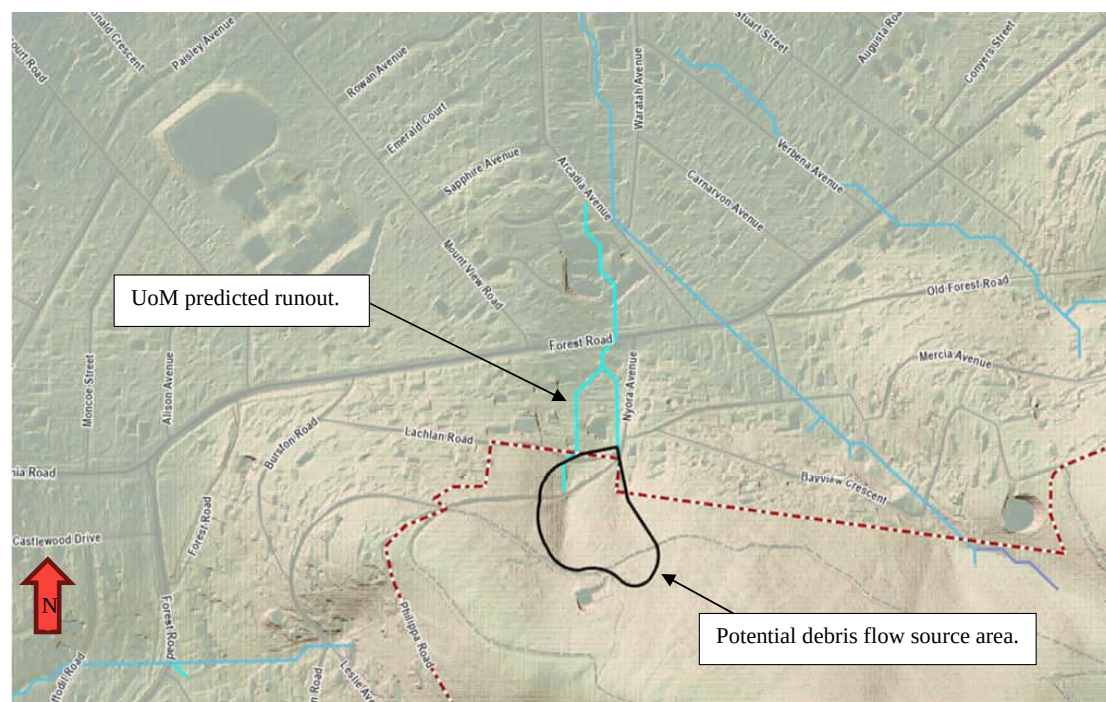


Figure 7.11 Debris flow source area and runout, gully at Nyora Road, The Basin.

The site visit indicated that whilst the geomorphology of the hillside is consistent with historical landslide, the gully downslope of the landslide and the source area is very subdued and unlikely to have significant susceptibility to debris flow runout. The source area is shown in Figure 7.12.



Figure 7.12 Shallow depression upslope of Nyora Avenue, The Basin

7.7 Mountain Highway / Claremont Avenue, The Basin

Debris flow source areas and run out zones were identified in the UoM mapping near the intersection of Claremont Avenue and Mountain Highway as indicated in Figure 7.13. The site assessment sought to assess whether the runout lengths for debris flow appear to be reasonable.

The gullies were observed to be deeply incised, steep sided and interrupted by infill placed for roads and driveways. Colluvial deposits, including relatively large boulders were identified within the gullies suggesting that past debris flow has occurred in the vicinity of the gullies. However, based on their degree of weathering the colluvium deposits have been in place for some time and debris flow frequency is probably in the order of hundreds to thousands of years.

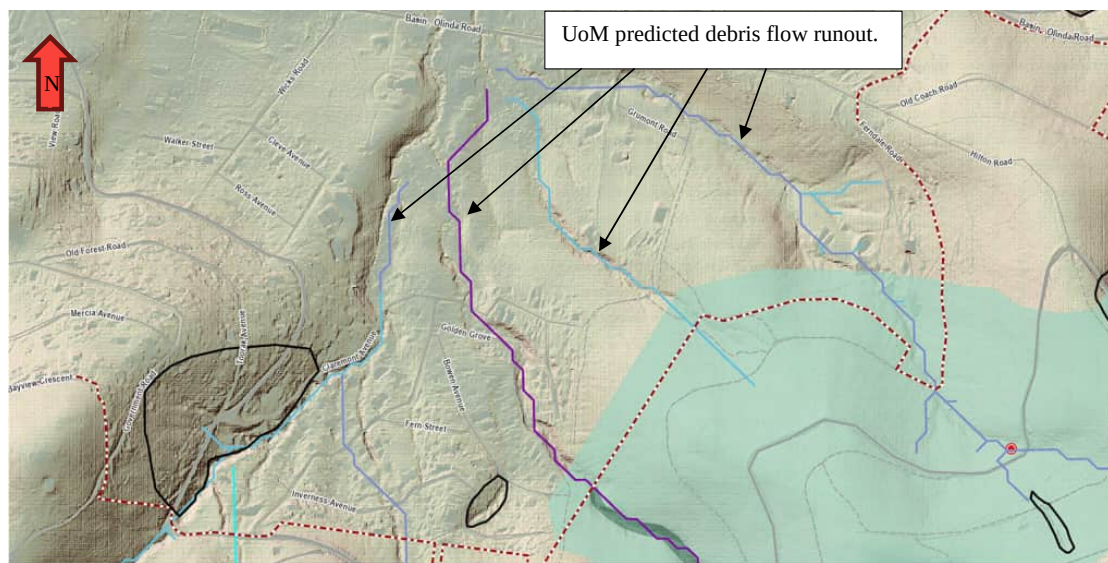


Figure 7.13 Debris flow potential identified by the UoM near intersection of Mountain Highway and Claremont Avenue, The Basin.

Obstructions within the gullies and the depth and capacity of the gullies to contain debris suggest that the runout lengths estimated in the UoM debris flow study are probably conservative. A reduction has been applied to these runout lengths such that they terminate at Claremont Avenue which is a major barrier to the conveyance of debris. Furthermore, the gullies are deeply incised and based on the size of the source areas are likely to contain debris that originates from a landslide.

7.8 Basin-Olinda Road, The Basin

A catchment on the northwest facing slopes of Mount Dandenong in the vicinity of Basin-Olinda Road has been identified in the UoM study as susceptible to debris flow. Furthermore, there is geomorphological evidence in LiDAR of relatively large historical landslides on these slopes defined by steep headscarps around the zone of depletion and broad colluvial deposits at the base of the hillslopes as indicated in Figure 7.14.

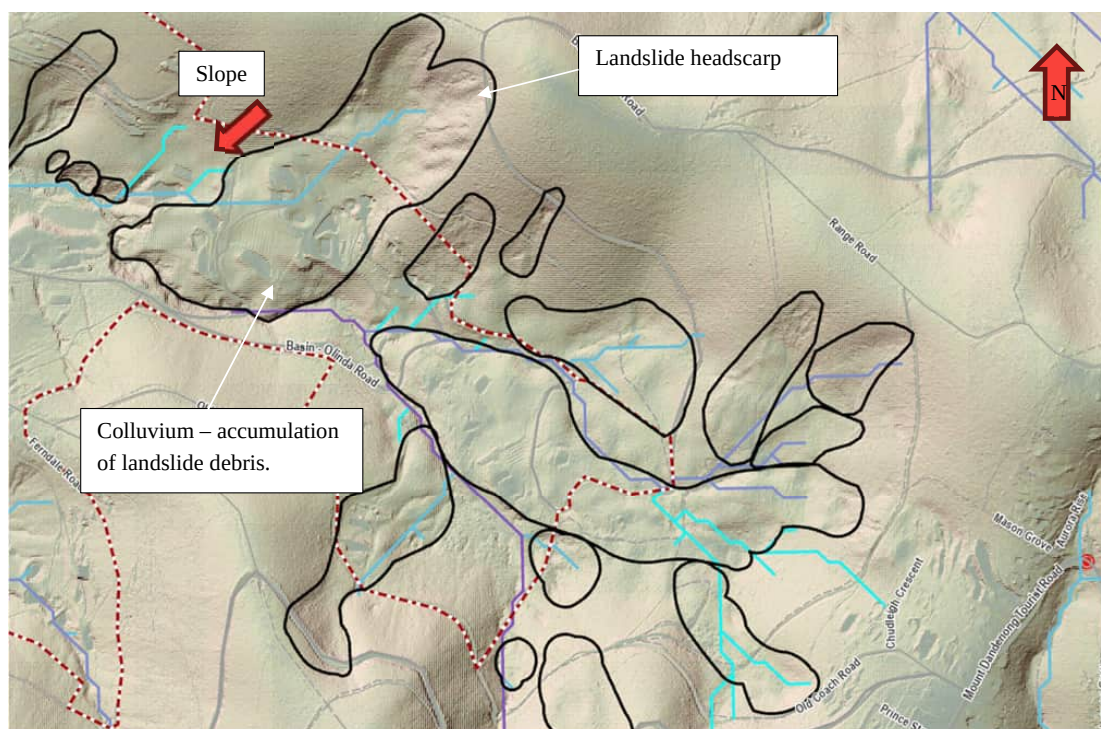


Figure 7.14 Relict landslides and estimated debris flow runout in the vicinity of Basin-Olinda Road, The Basin.

Observations of the landslide headscarps and colluvial deposits indicate subdued features and there is no documentary evidence of large landslides of this type occurring, which suggests they were probably last active prior to European settlement. The landslide source areas are relatively wet and host wet area vegetation, e.g. ferns, which suggests there are likely to be springs near the landslide headscarps. The lengths of the debris flow runout as estimated from the UoM study have been slightly reduced to limit the predicted runout to the extent where the gullies broaden and at which debris flows are expected to lose energy.



Figure 7.15 Wet area near the crest of a relic landslide headscarp near Basin-Olinda Road. Indicative of springs in the area.



Figure 7.16 Hummocky but subdued ground of colluvial deposit at toe of landslide, Basin-Olinda Road.

8 Landslide Susceptibility Maps

8.1 Landslide susceptibility criteria

The desktop information review and ground truthing exercises do not indicate terrain or evidence that suggest different terrain attributes to those in Yarra Ranges, noting that the terrain on which landslides have been identified in Knox is within the foothills of the Dandenong Ranges, and underlain by the same geological units and with the same terrain characteristics. Consequently, the criteria adopted for landslide susceptibility in Yarra Ranges have been applied to Knox to develop landslide susceptibility maps. The criteria adopted are set out in Table 8.1 and are based on the underlying geology and slope angle. The label “less susceptible” is used to indicate areas for which there are no landslide management controls through the planning scheme and “more susceptible” indicates areas where there are landslide management controls.

Table 8.1 Criteria used to identified landslide susceptible slopes within Knox

Geology	Slope Angle					
	0° to 3° (0% to 5%)	>3° to 9° (>5% to 15%)	>9° to 11° (>15% to 20%)	>11° to 22° (>20% to 40%)	>22° to 26° (>40% to 50%)	>26° (>50%)
Landslide						
Silurian and Devonian Sedimentary Rock	Less susceptible	Less susceptible	Less susceptible	Less susceptible	More Susceptible	More Susceptible
Devonian Granite/Granodiorite	Less susceptible	Less susceptible	Less susceptible	Less susceptible	More Susceptible	More Susceptible
Devonian Volcanic Rock (Djc)	Less susceptible	Less susceptible	Less susceptible	Less susceptible	More Susceptible	More Susceptible
Devonian Volcanic Rock (Djf/Djk/Dje/Dxh)	Less susceptible	Less susceptible	Less susceptible	More Susceptible	More Susceptible	More Susceptible
Quaternary Colluvium/Alluvium	Less susceptible	Less susceptible	Less susceptible	More Susceptible	More Susceptible	More Susceptible
Past Landslide (any geology)	More Susceptible	More Susceptible	More Susceptible	More Susceptible	More Susceptible	More Susceptible
Debris Flow						
UoM 2017 debris flow study debris flow run out.	More Susceptible					

Precedent in Yarra Ranges and other Victorian municipalities is that areas assessed as more susceptible to landslide warrant management of landslide hazards, for example through planning controls and infrastructure resilience programs.

8.2 Development of Landslide Susceptibility Maps

8.2.1 Landslides

For landslides, the spatial extents of the criteria for landslide susceptibility were combined in a GIS environment, including slope angle, mapped landslides and underlying geology. Slope angles must be measured between at least two points to allow a surface gradient to be measured and average slope angle to be estimated. A 10 m by 10 m grid was used and the average slope angle measured across each grid square was calculated. Grid squares where the slope angle threshold for the underlying geology has been exceeded are highlighted as potentially susceptible to landslide. The selection of a 10 m by 10 m grid is based on experience – if the grid is too fine, earthworks or small changes in slope that do not represent the natural slope angle are inappropriately flagged as susceptible whereas a larger grid increases the uncertainty around where the boundary for susceptible areas should lie.

Susceptibility levels were then mapped by combining geology with slope angle using the criteria set out in Table 8.1. The result is a map with 10 m wide 'pixels' of different landslide susceptibility depending on the underlying geology and criteria in Table 8.1. By applying these criteria the overview map of landslide susceptibility presented in Figure 8.1 has been developed.

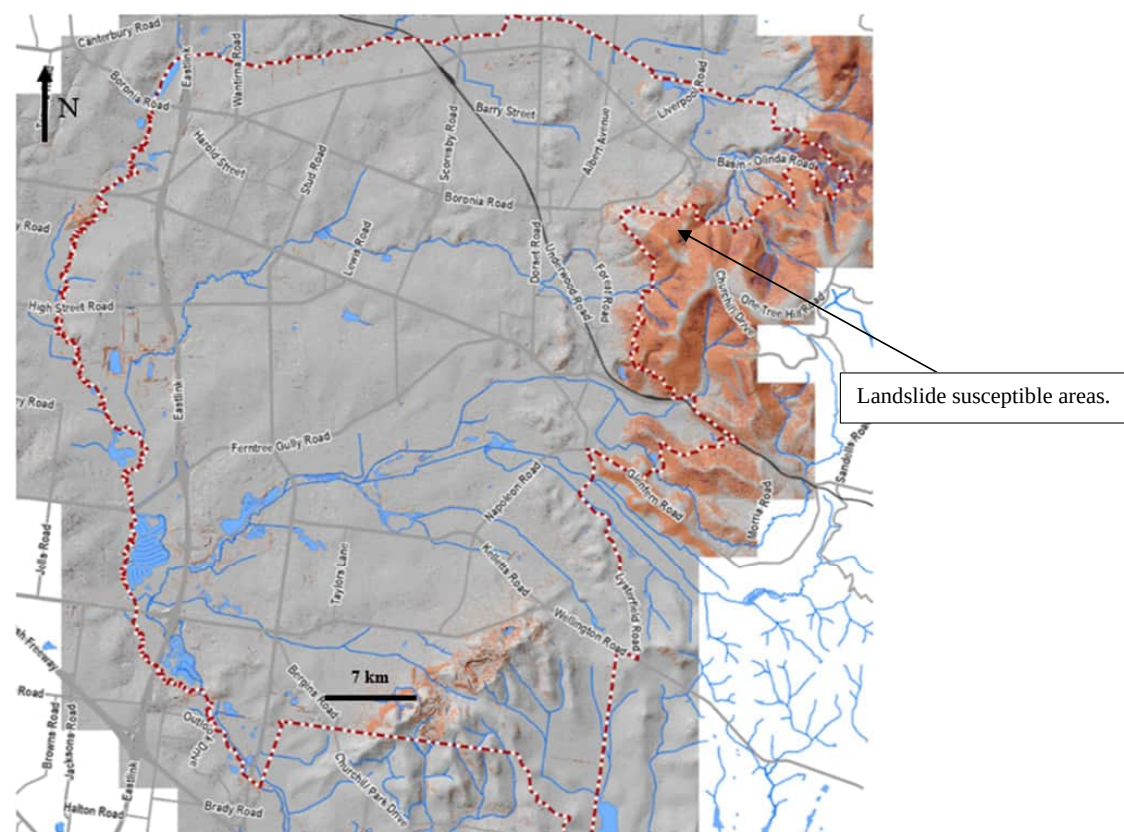


Figure 8.1 Overview of landslide susceptibility within Knox. Orange pixels indicate more susceptible areas

The pixelated susceptibility map contains some irregular and isolated areas indicated as more susceptible to landslides. These irregular/isolated areas can arise because of terrain attributes such as earthworks. In order to rationalize the gridded

or raster susceptibility map, the pixelated susceptibility map has been converted to a series of smoothed polygons, by enclosing concentrated areas of pixels indicating more landslide susceptibility. “Less susceptible” areas have been excluded because these areas are not expected to require management of landslide hazards.

This rationalisation is undertaken at a scale of 1:5,000 in accordance with guidance set out in the Australian Geomechanics Society (AGS) Guidelines for Landslide Risk Management (AGS 2007a). This process is assisted by the use of a GIS based algorithm which highlights and flags for exclusion any grid squares tagged as more susceptible that do not have at least 4 other adjacent “more susceptible” grid squares. The outputs of the algorithms are manually checked and adjusted if required.

An example of the rationalization process for the susceptibility maps is provided in Figure 8.2. Individual and smaller outlying clusters of pixels that would be inconsequential to the assessment of landslide susceptibility have been filtered out. The outlying pixels typically occur where non-natural slope angles are detected, for example road cuttings, quarries and other earthworks. These can occur as isolated or non-joined separate cells within the landscape which are non-continuous and do not justify inclusion as a landslide susceptible area.

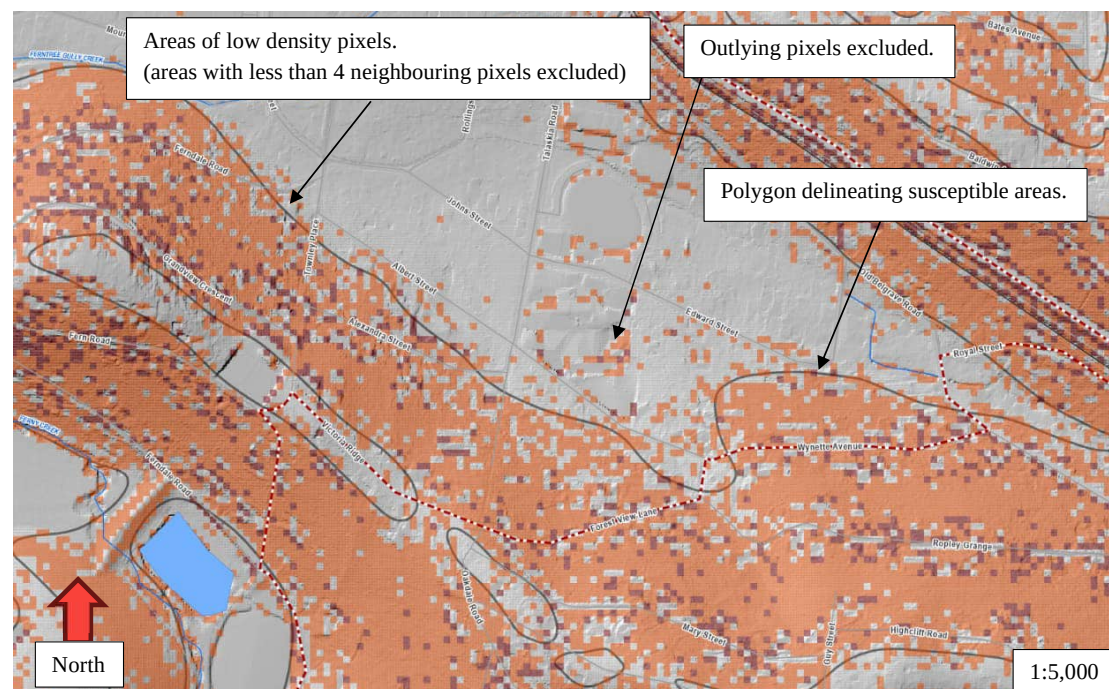


Figure 8.2 Example of delineation of susceptible areas based on raster (Upper Ferntree Gully)

Existing landslides identified through the desktop information review and ground truthing are also added to the susceptibility map in accordance with the criteria asset out in Table 8.1. Further adjustments to refine the pixelated output of the GIS algorithm were undertaken as follows:

- Very small polygons, smaller than the smallest observed landslides and typically with an area of less than about 2,000 m²) were removed. Areas removed include small outlying polygons and ‘holes’ within a broader polygon.
- The generated polygons were then manually checked and adjusted. Polygons were also adjusted where the geological conditions inferred from the terrain features clearly differ from the publicly available large scale geological maps used in the assessment e.g. where mapped areas of alluvium encroach on to adjacent steep hillsides.

We have not attempted to adjust the outcome of the rationalisation process to account for known quarries or earthworks such as those at Wantirna South and Lysterfield. There may also have been some changes to the surface topography since the LiDAR data were obtained, particularly in quarried areas.

The rationalised landslide susceptibility map is shown in Appendix A, noting that if the susceptibility mapping were to be developed into a planning control (for example, an Erosion Management Overlay), landslide susceptible areas could form the basis of mapping for a planning overlay subject to further review of areas that may be affected by activities like earthworks or quarrying or administered by other land managers and exempt from planning controls.

8.2.2 *Debris Flows*

Debris flow susceptibility is based on the UoM debris flow runout estimations and on the manual delineation of debris flow source areas. The following principles have been applied to identify areas susceptible to debris flow which were developed on the basis of the ground truthing exercise.

- The length of debris flow runout was generally taken as the length estimated by the UoM study except where field assessment indicated that the gullies were blocked (for example by roads and driveways) to the extent that the flow of debris along the gully would be hindered. We note that the UoM debris flow mapping does not consider the effects of blockages in gullies and that the gullies in Knox are frequently blocked.
- The gullies that extend from the slopes of the Dandenong Ranges into Knox are generally deeply incised suggesting some time, likely thousands of years, since debris flows have impacted the area. Although it is feasible for a future very large debris flow to fill and overtop a gully, we consider that in the main, debris would likely be confined to the gullies. In Yarra Ranges, there have been observations of debris flow in the past and evidence for recent (within the past few hundreds of years).

An example of the principles applied to develop the debris flow susceptibility maps is presented in Figure 8.3.

Appendix B includes a mapbook showing areas that have susceptibility to debris flow noting that these areas would likely be those that would form the basis of a planning control for debris flow.

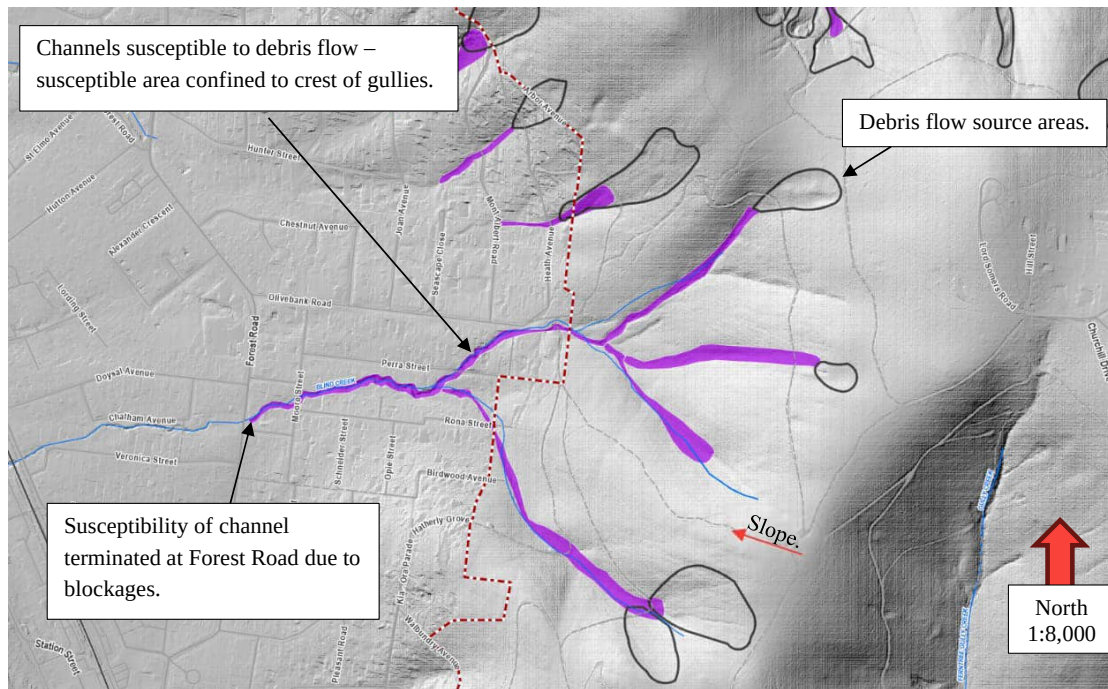


Figure 8.3 Example of delineation of debris flow susceptibility, Ferntree Gully

8.2.3 Summary of Affected Areas

Key areas identified by the study as having susceptibility to landslide and debris flow are described below.

The Basin

The foothills of the Dandenong Ranges in The Basin are underlain by steep slopes with landslide susceptibility and there are incised channels assessed as having the potential to convey debris flows. There are residential areas within the landslide susceptible areas and although there are few dwellings in debris flow susceptible areas, there are a number of roads and driveways that cross potential debris flow paths. Susceptible areas are shown in Figure 8.4.

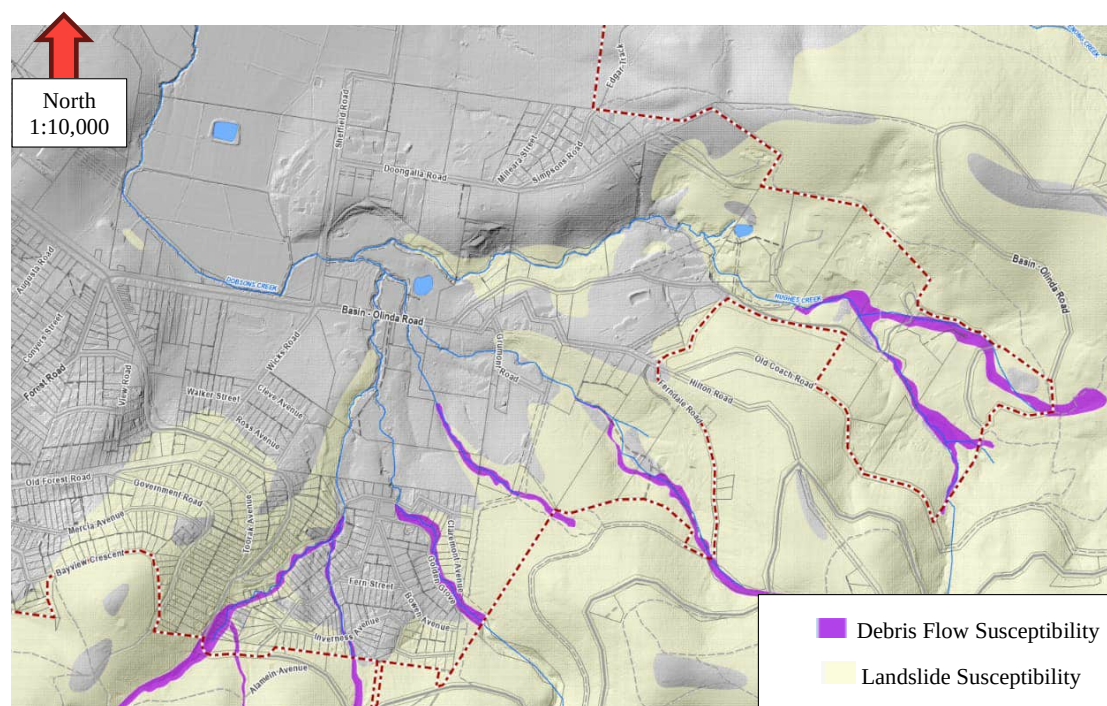


Figure 8.4 Landslide and debris flow susceptibility, The Basin

Ferntree Gully

The elevated parts of Ferntree Gully to the east of Forest Road have been identified as susceptible to landslide as indicated in Figure 8.5. Furthermore, there are a series of gullies that extend from these slopes that have the potential to convey debris flow. The channels are steeply incised and there are generally no buildings within the channels, however they are blocked in parts by roads and driveways. Steep slopes associated with the former Ferntree Gully Quarry are also susceptible.

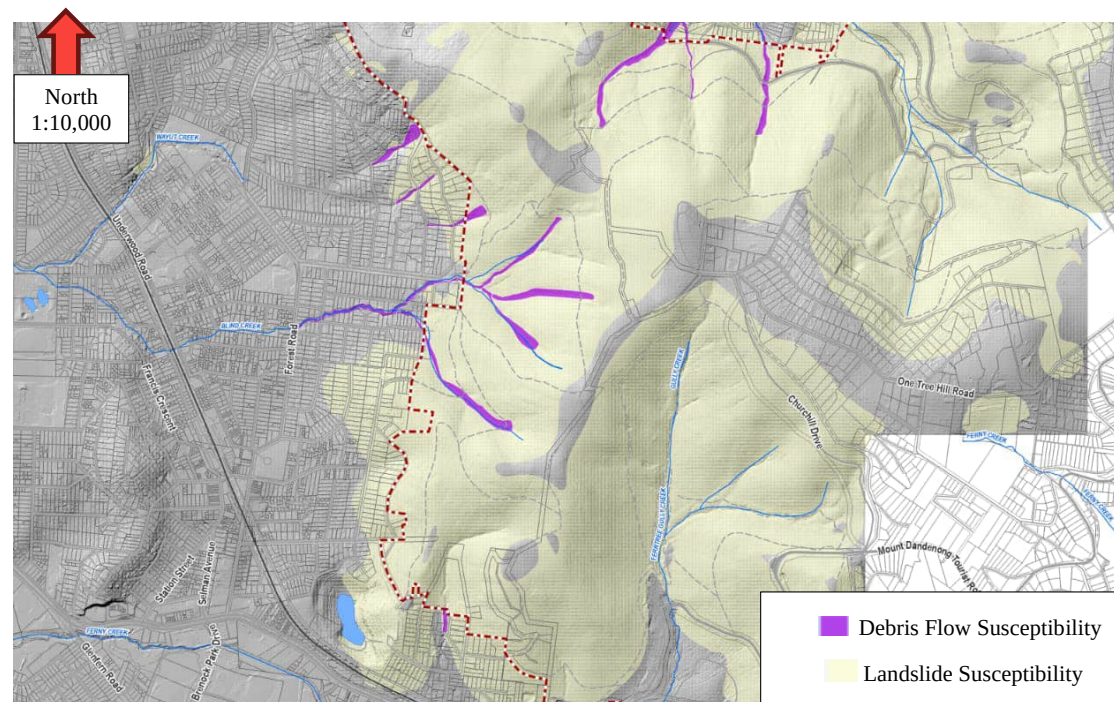


Figure 8.5 Landslide and debris flow susceptibility, Ferntree Gully

Upper Ferntree Gully

Upper Ferntree Gully is underlain by some areas with steep slopes that have been assessed as susceptible to landslide as indicated in Figure 8.6. With the exception of the gully near Glass Road, no debris flow hazards have been identified in Upper Ferntree Gully. The landslide susceptibility affects some residential areas developed on steep slopes.

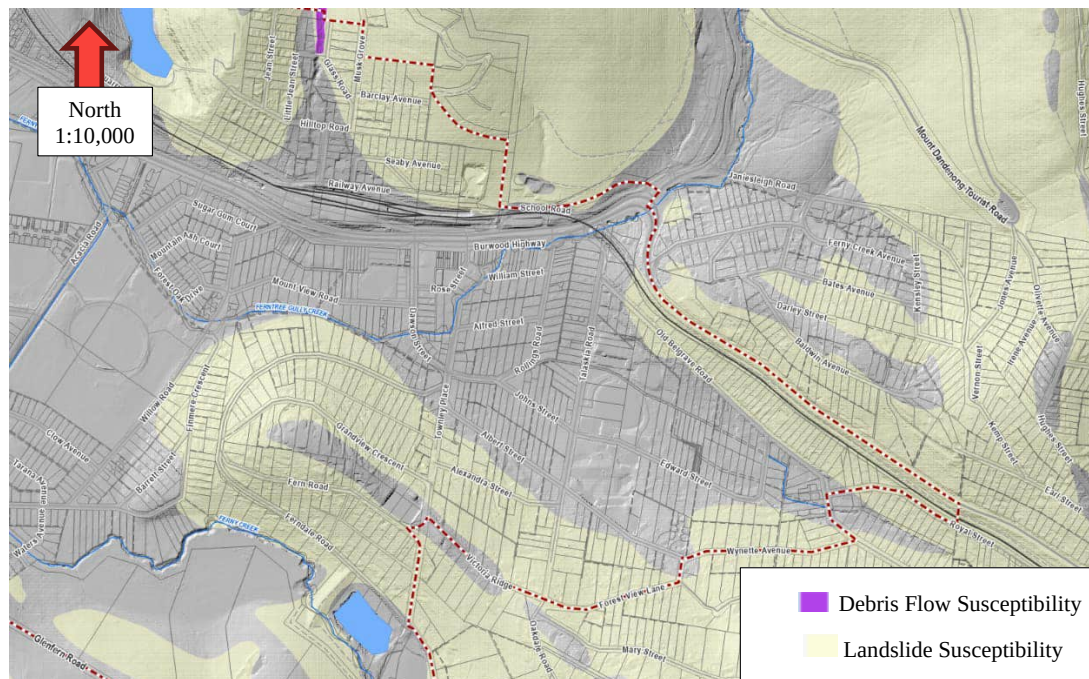


Figure 8.6 Landslide susceptibility, Upper Ferntree Gully

Lysterfield

A small area in Lysterfield located between Wellington Road and Churchill National Park has been identified as susceptible to landslide as indicated in Figure 8.7, with some residential development within the susceptible areas. Some debris flow hazards have been identified within Churchill National Park, however these are not assessed to affect residential areas. Note that the topography in the Lysterfield area is influenced by quarrying activities.

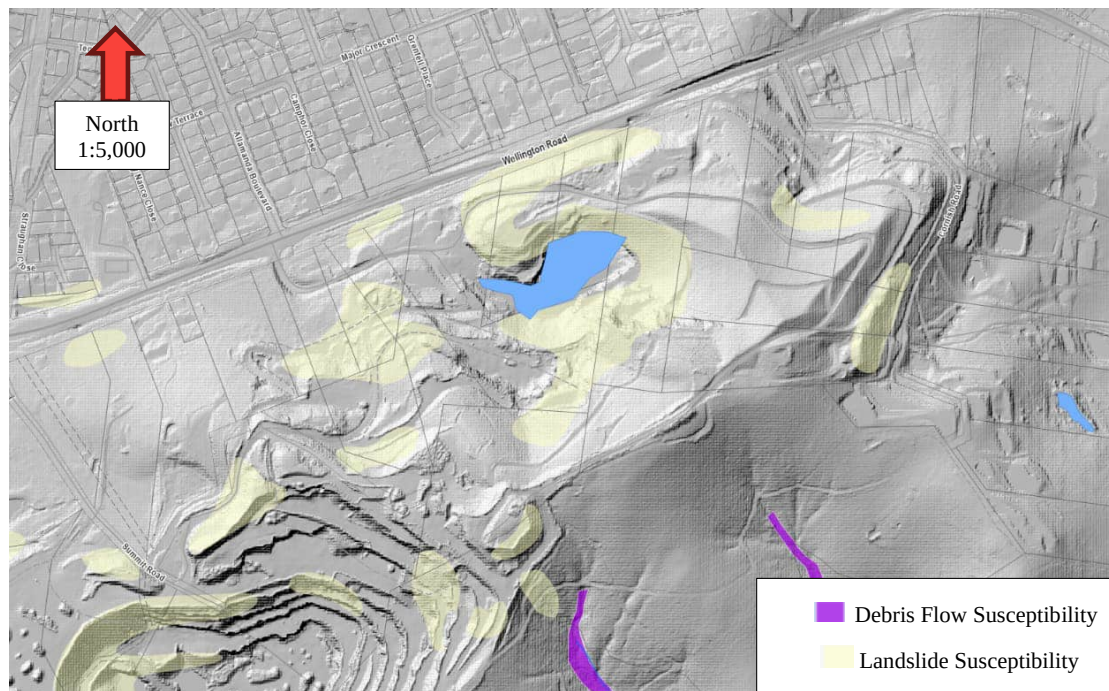


Figure 8.7 Landslide susceptibility, Lysterfield

9 Conclusions

The landslide susceptibility assessment undertaken for the Knox municipality indicates that whilst most of the Knox municipality is underlain by low gradient subdued terrain that is not susceptible to landslide or debris flow, there are areas within the steeper slopes of the foothills of the Dandenong Ranges that are susceptible. Susceptibility to landslide and debris flow has been identified in parts of The Basin, Ferntree Gully, Upper Ferntree Gully and Lysterfield, as well as in other localised areas.

KCC may consider adopting strategies to manage landslide hazards in these susceptible areas, for example, introducing planning controls aimed at ensuring appropriate hillside development, prioritising infrastructure maintenance (for example drainage assets) in these areas and encouraging resilient development.

10 Limitations

This Report is provided by WSP Australia Pty Limited (*WSP*) for Knox City Council (*Client*) in response to specific instructions from the Client and in accordance with WSP's proposal dated 16 December 2025 and agreement with the Client dated 23 December 2025 (*Agreement*).

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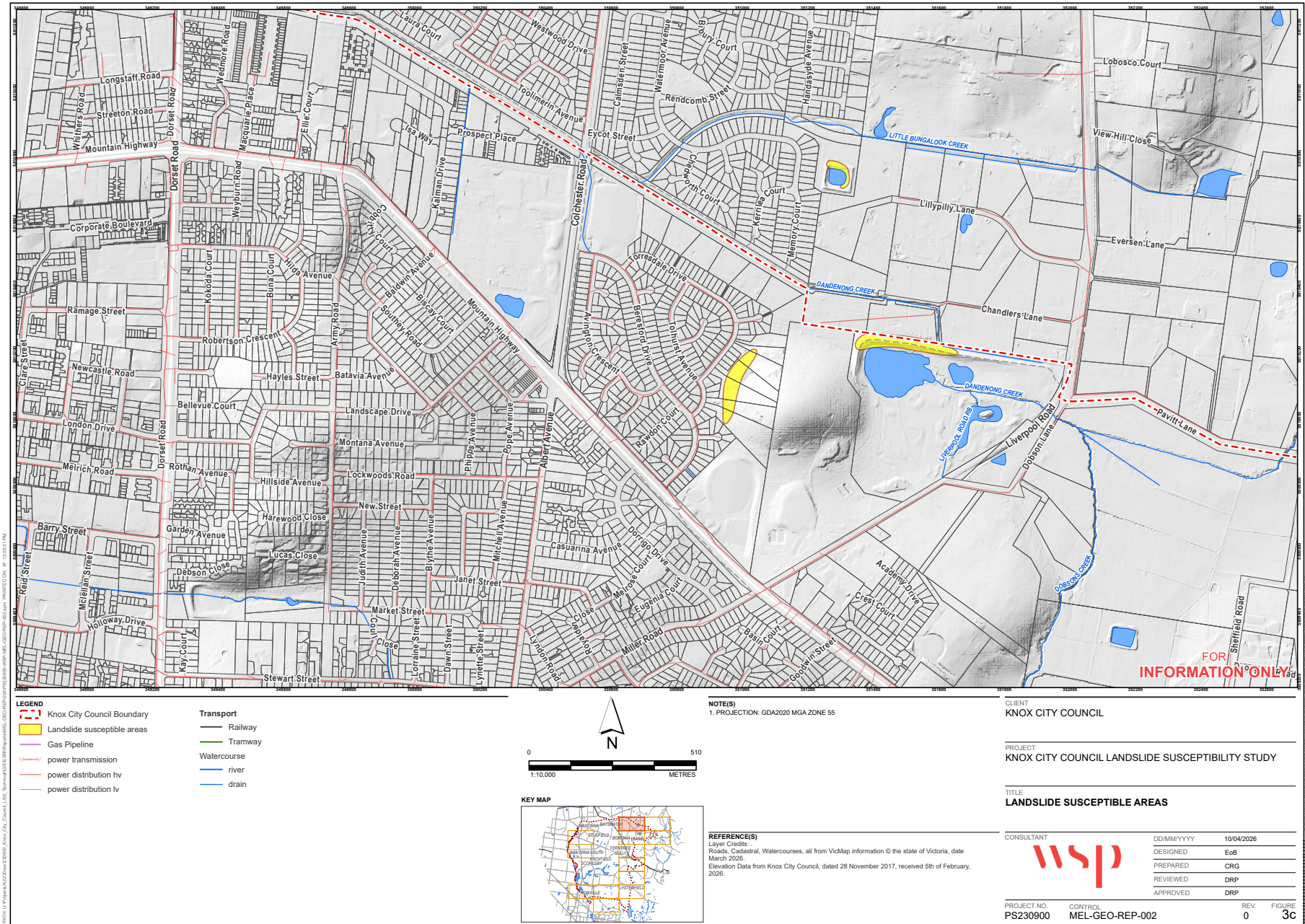
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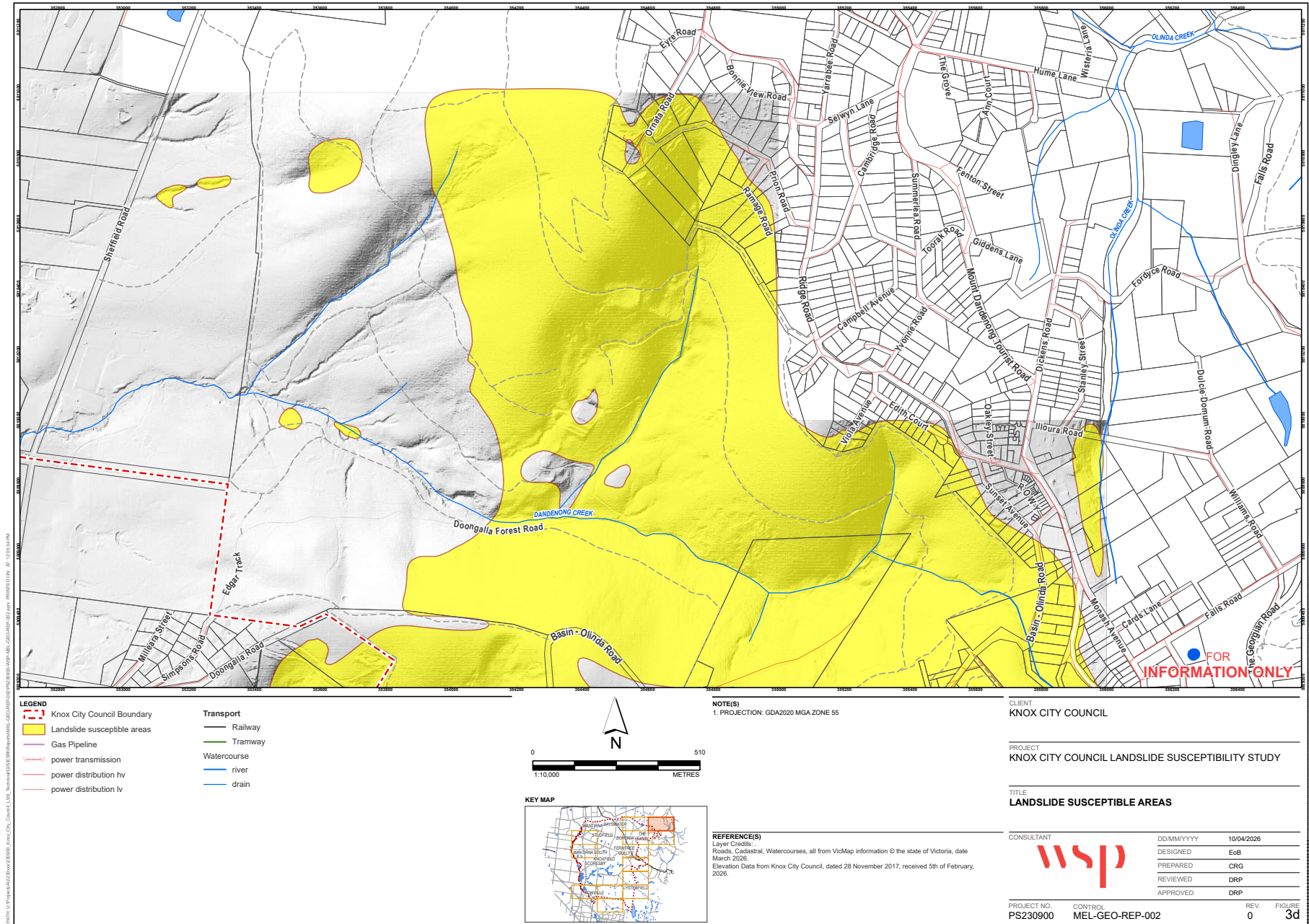
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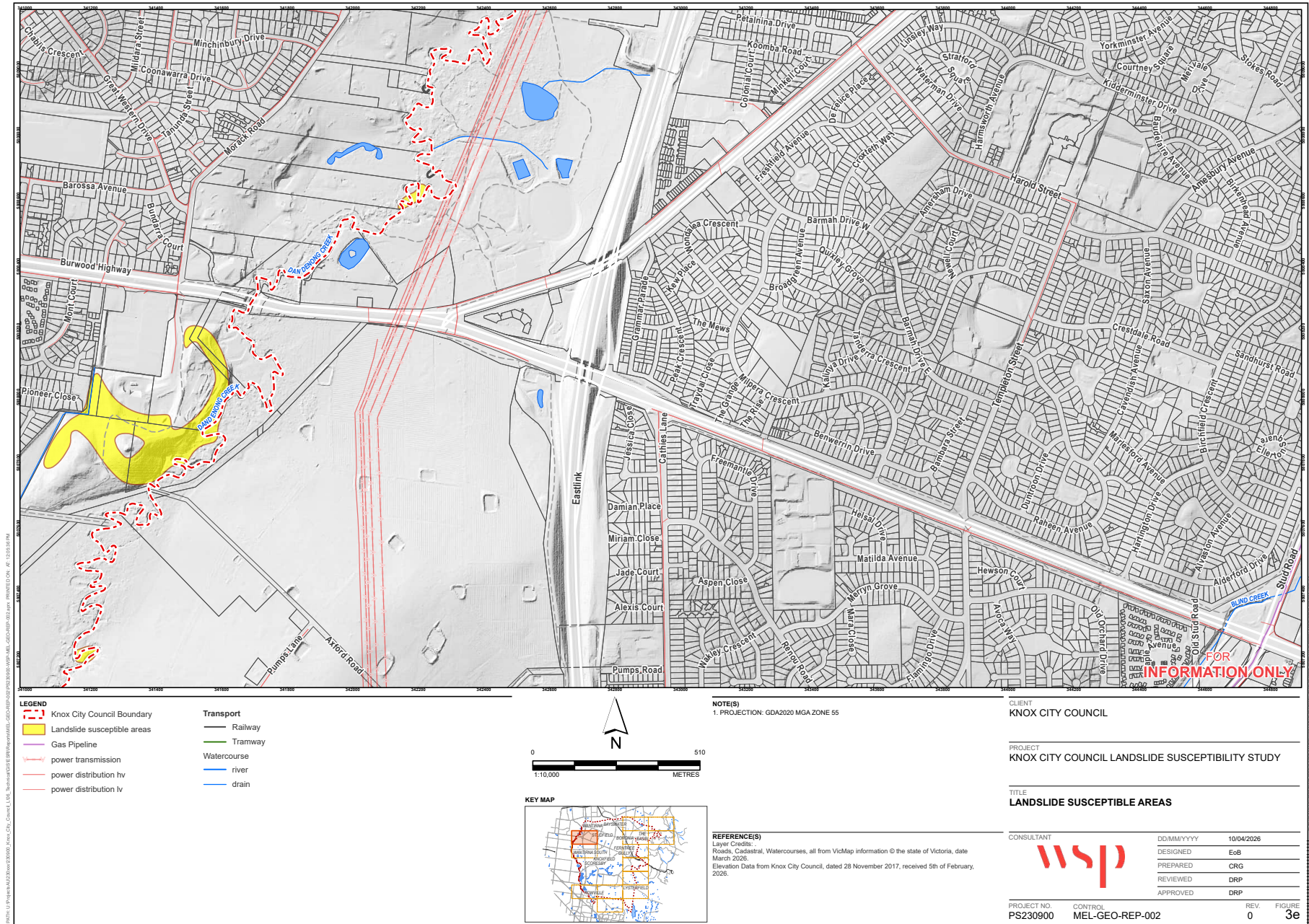
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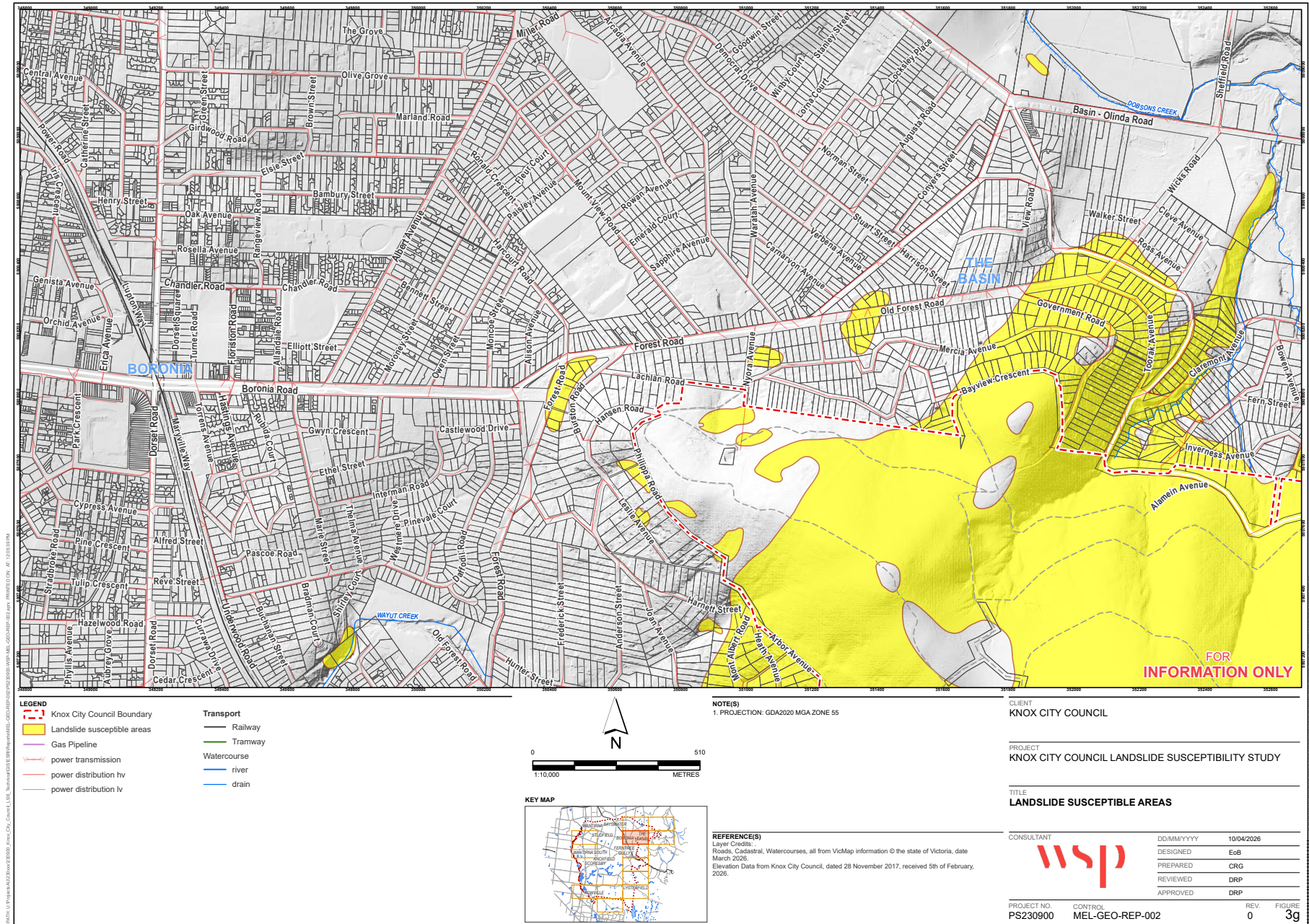
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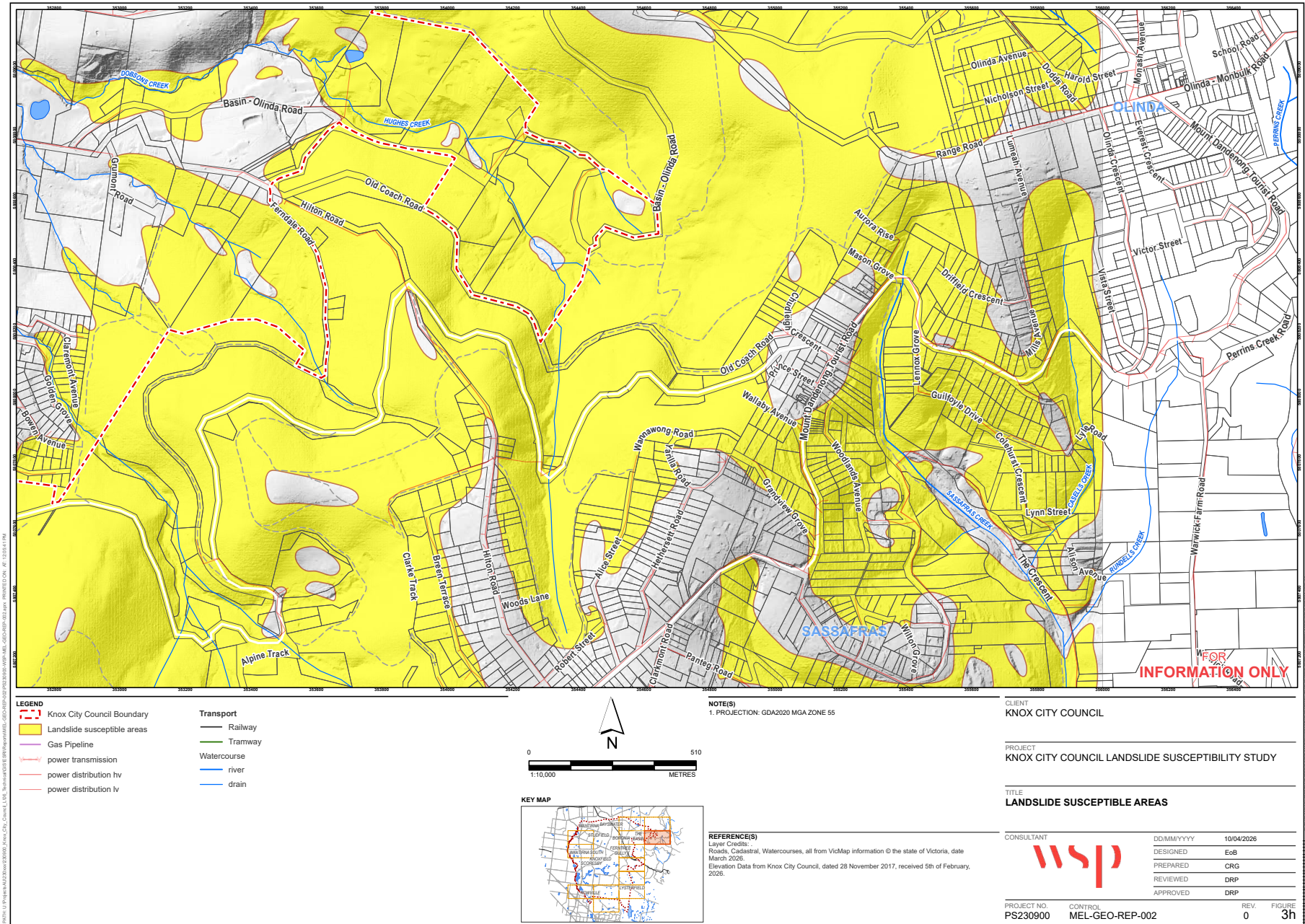


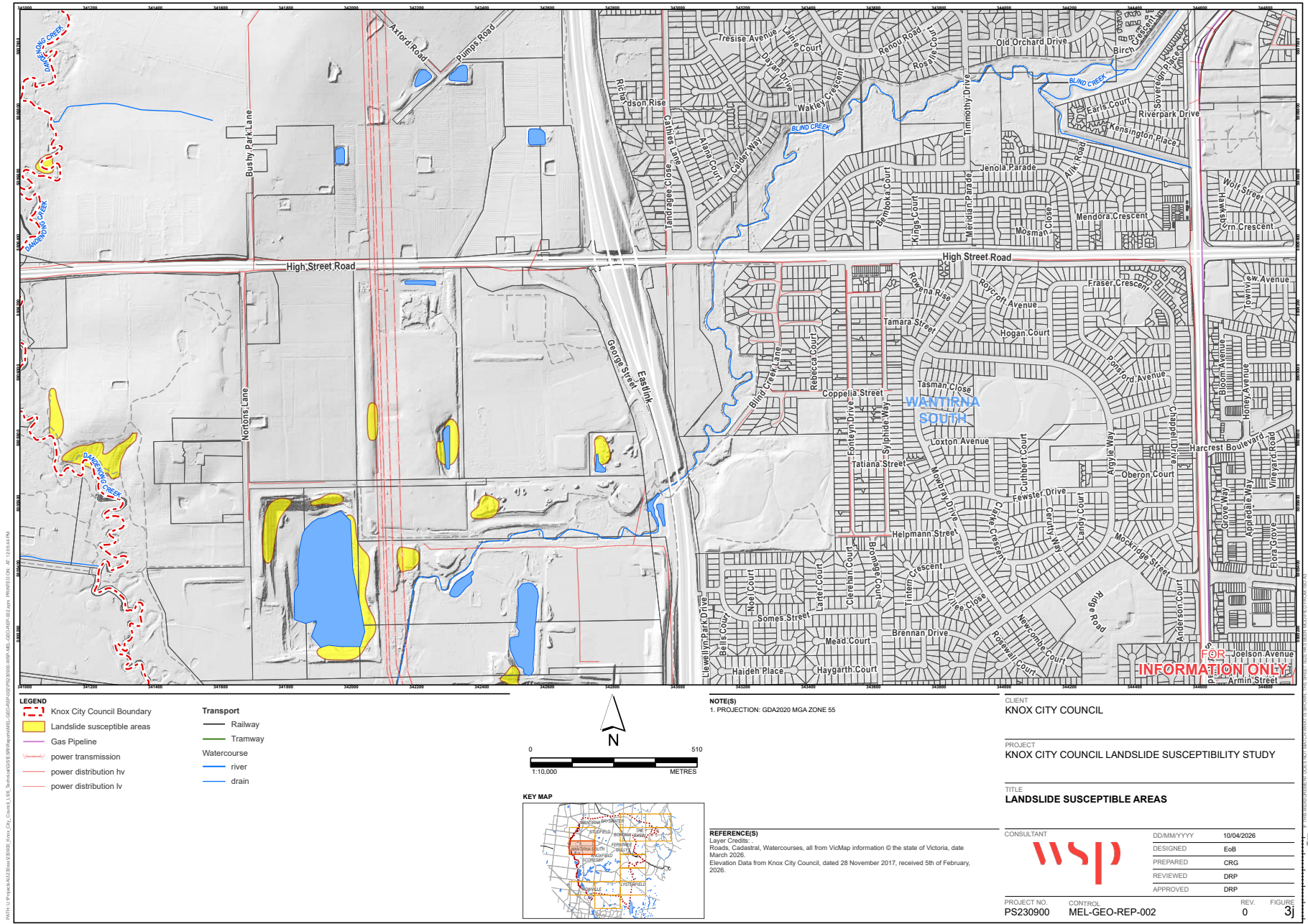


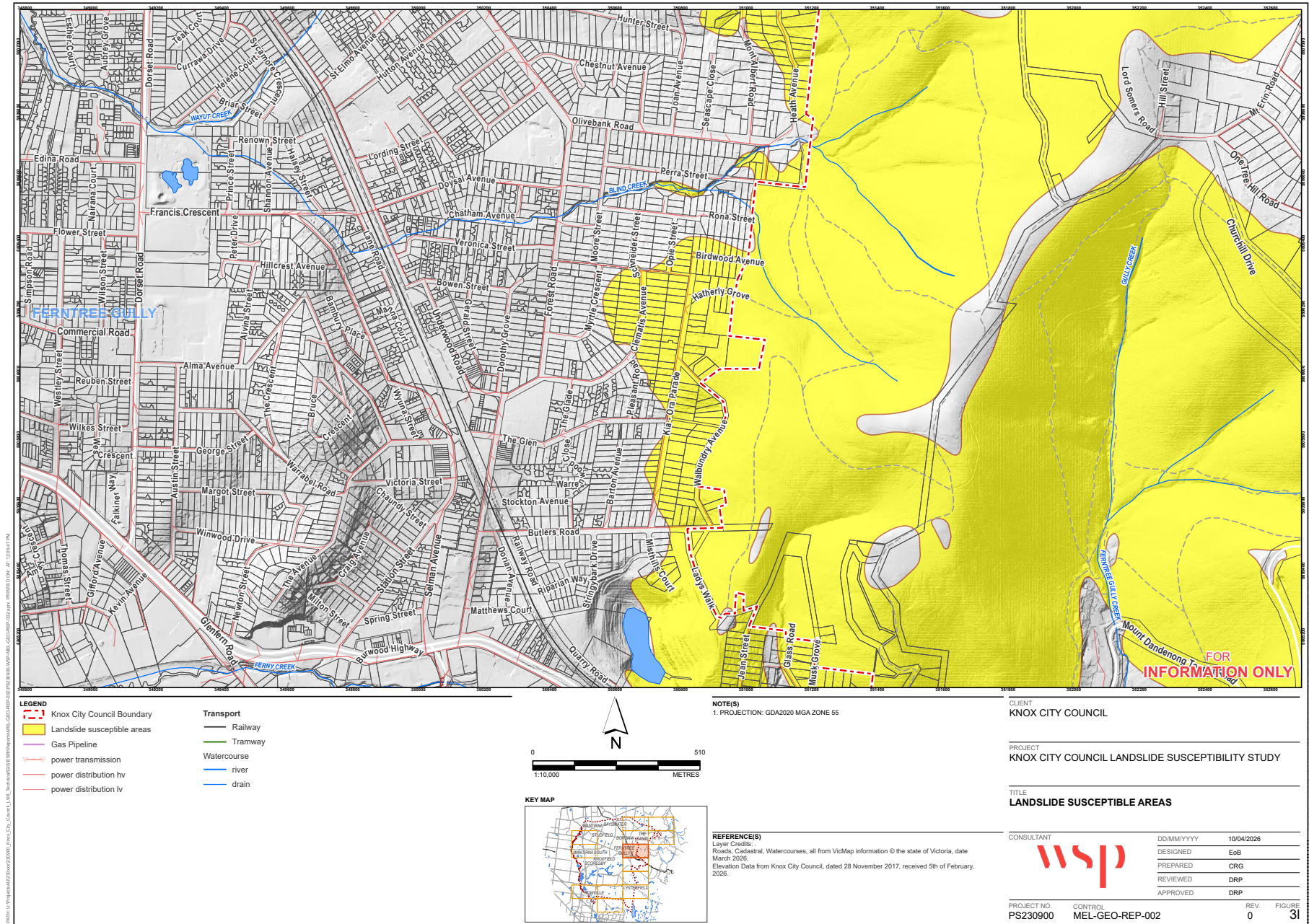


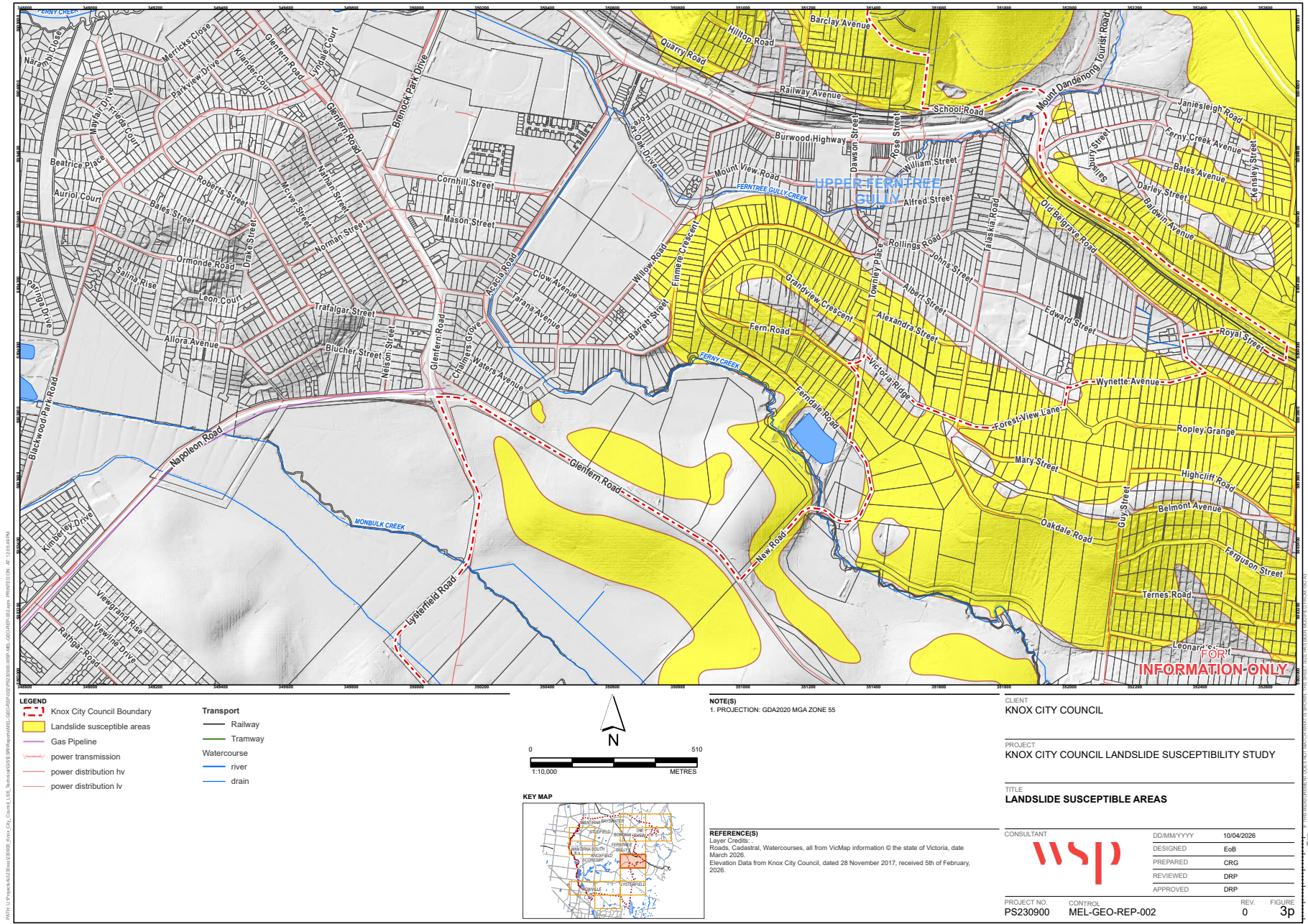


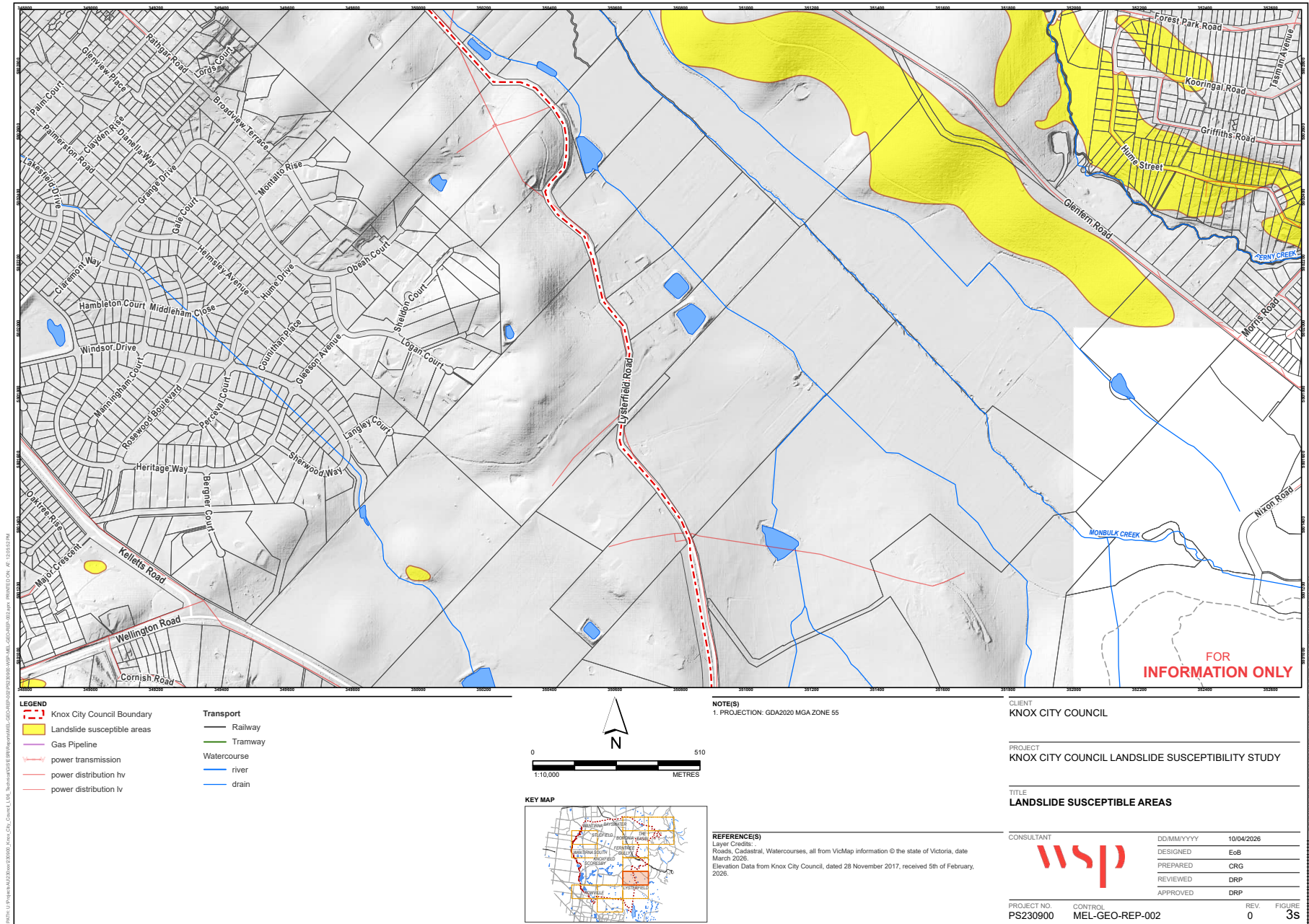


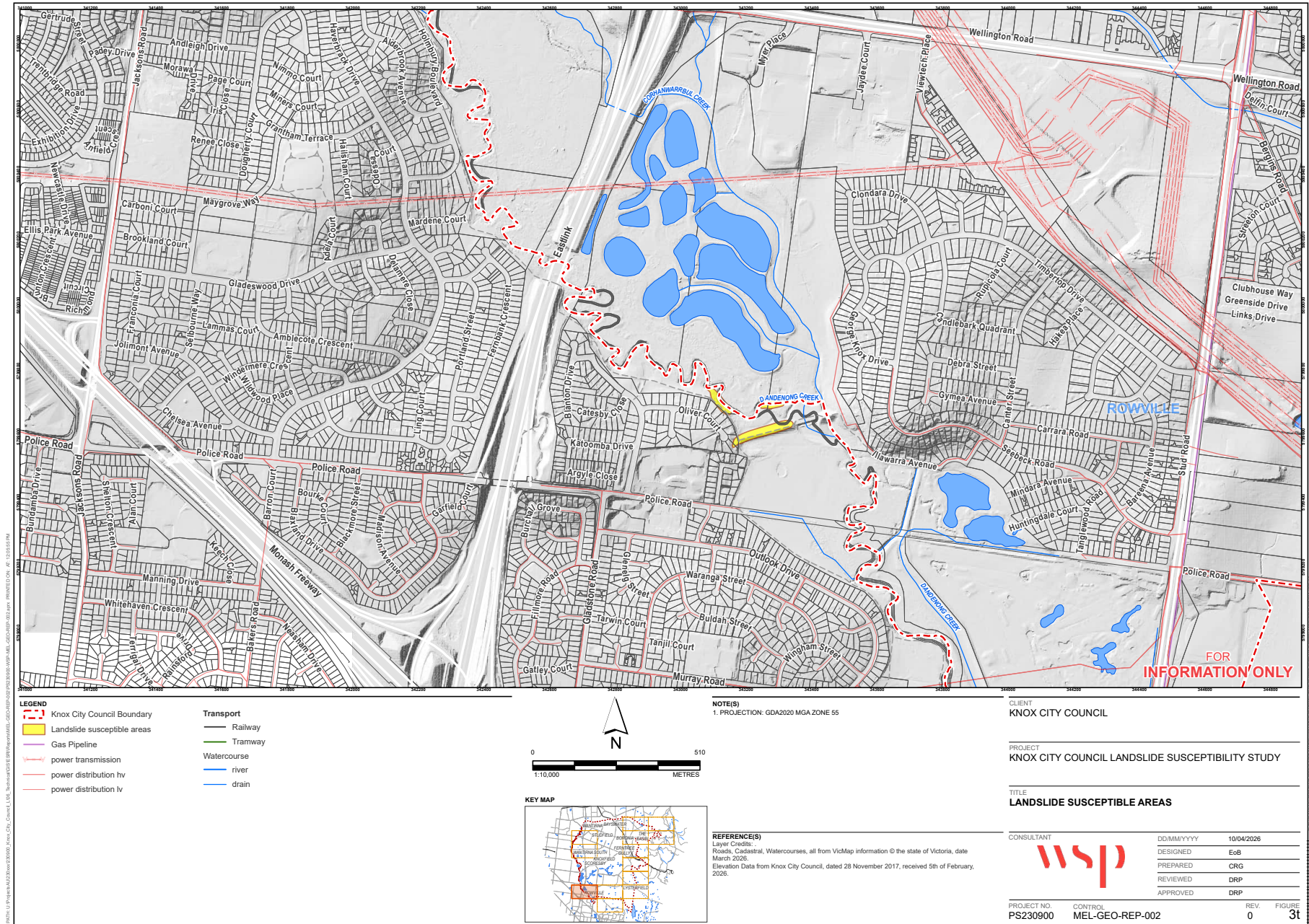


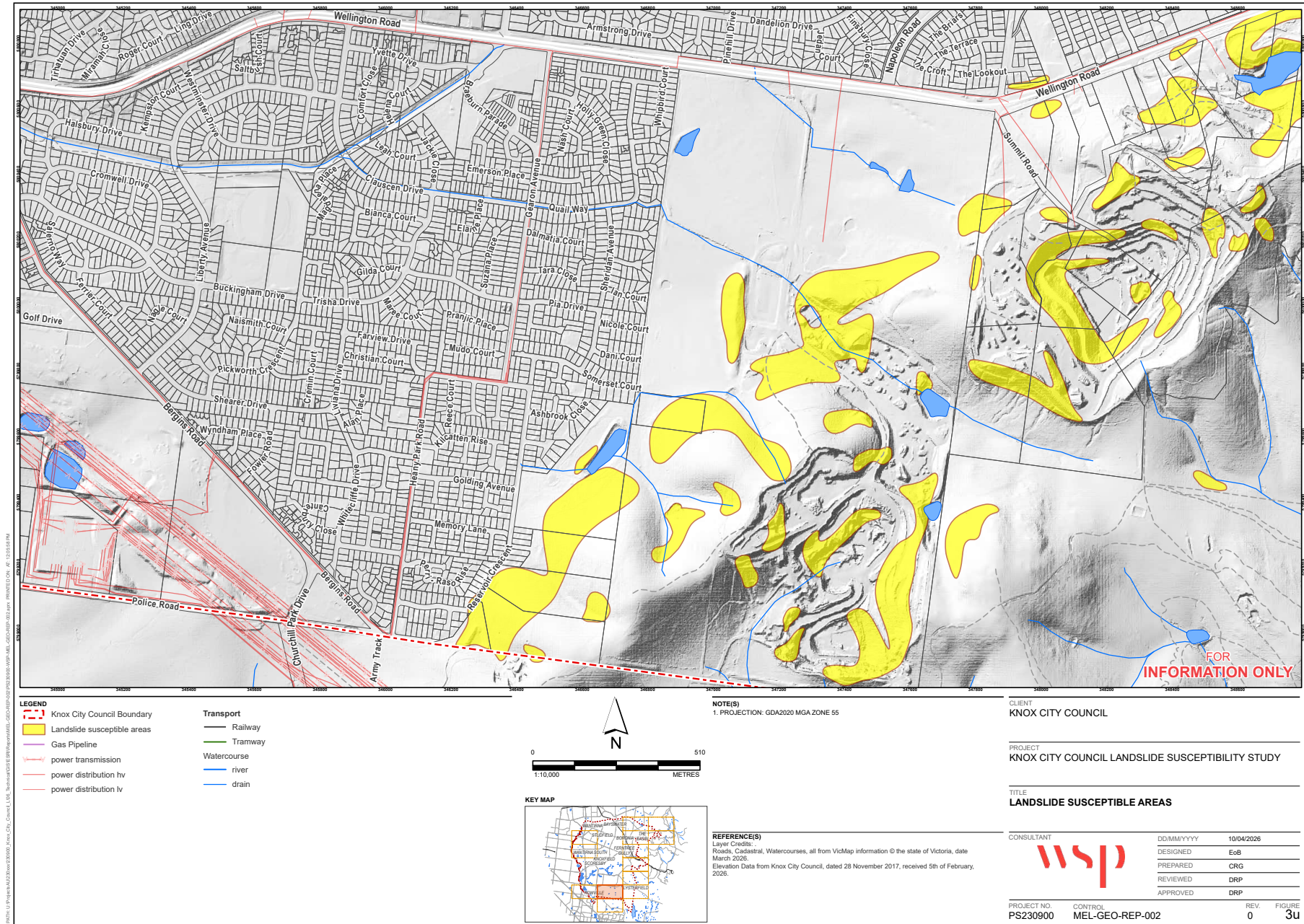


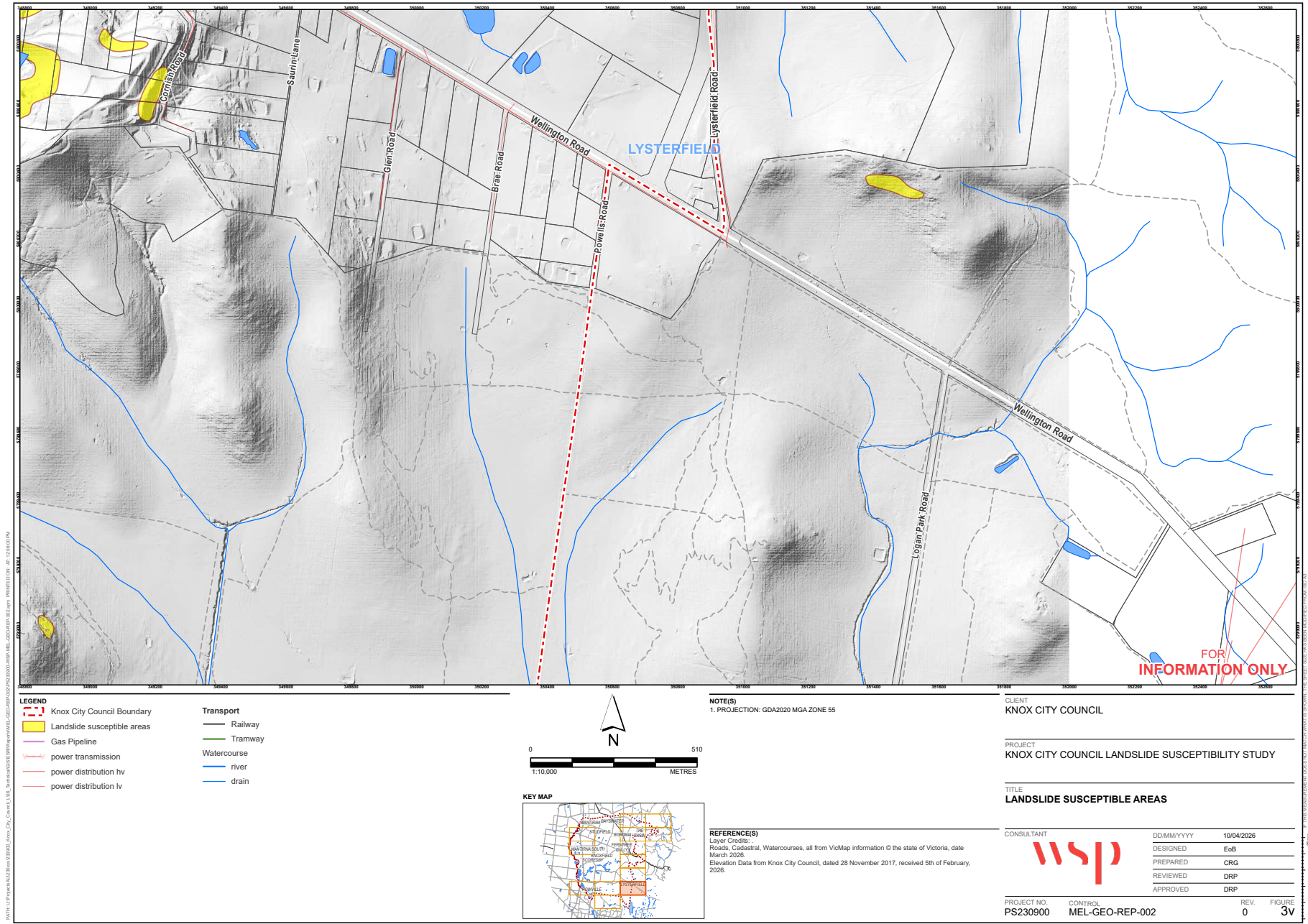


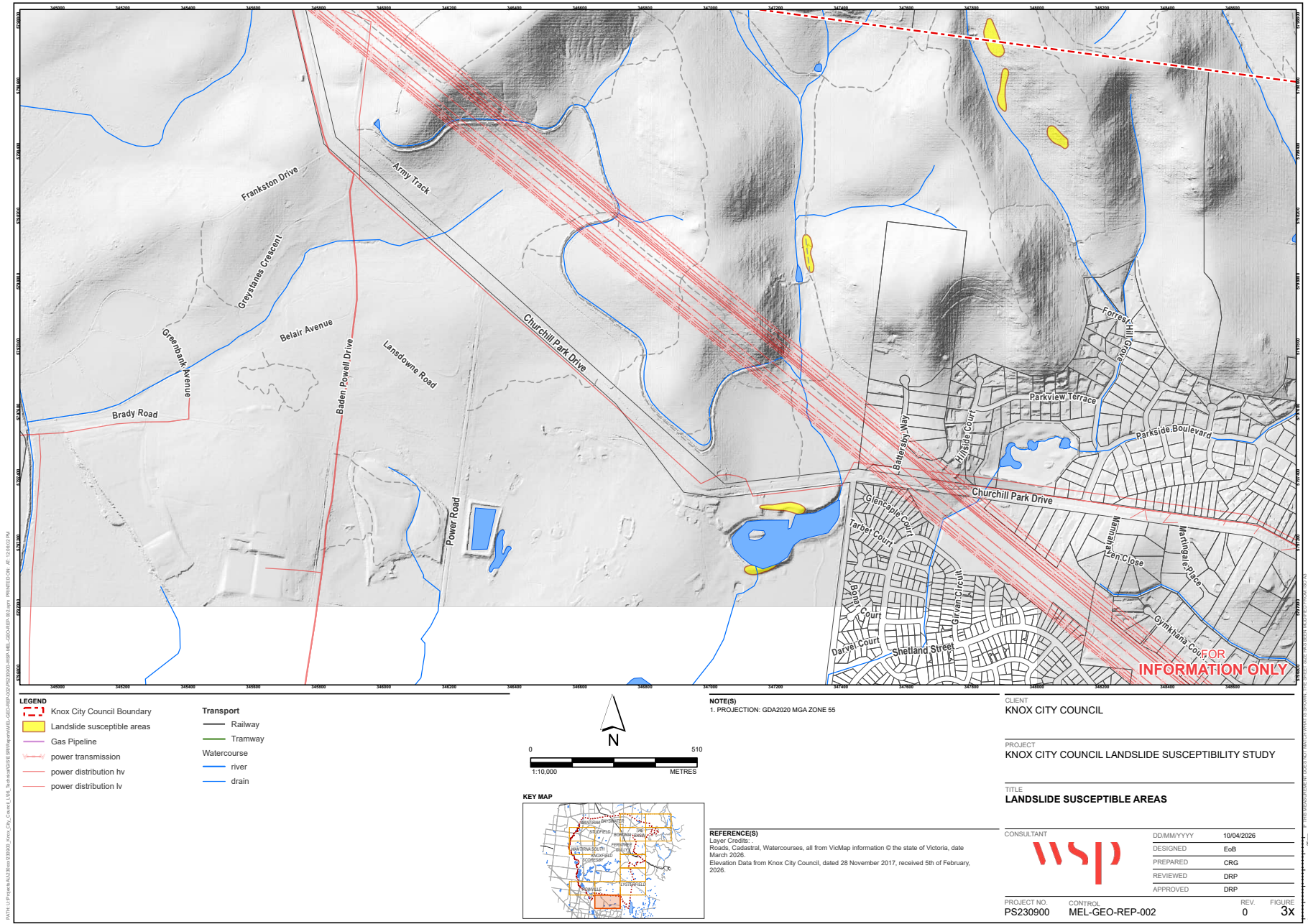








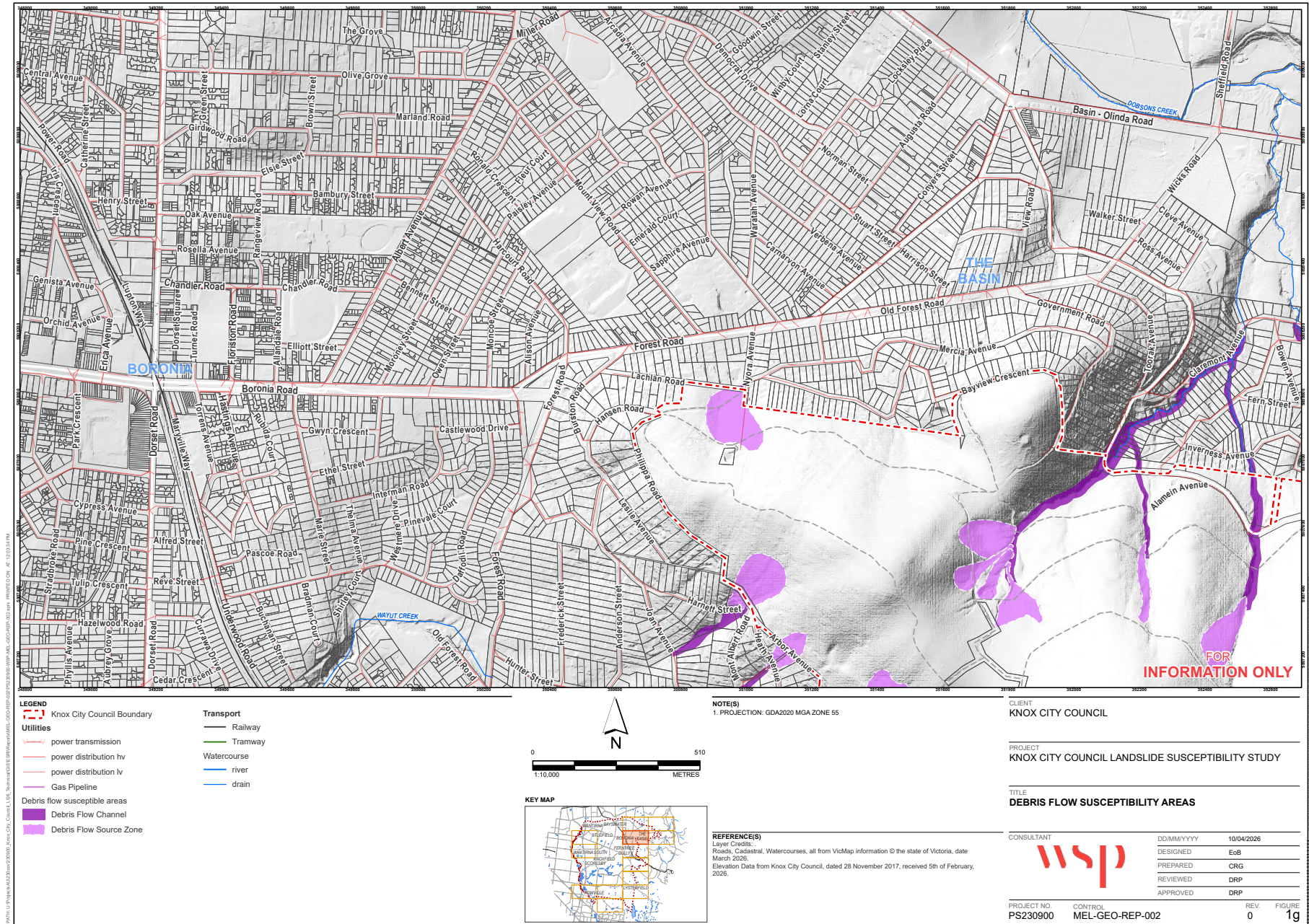


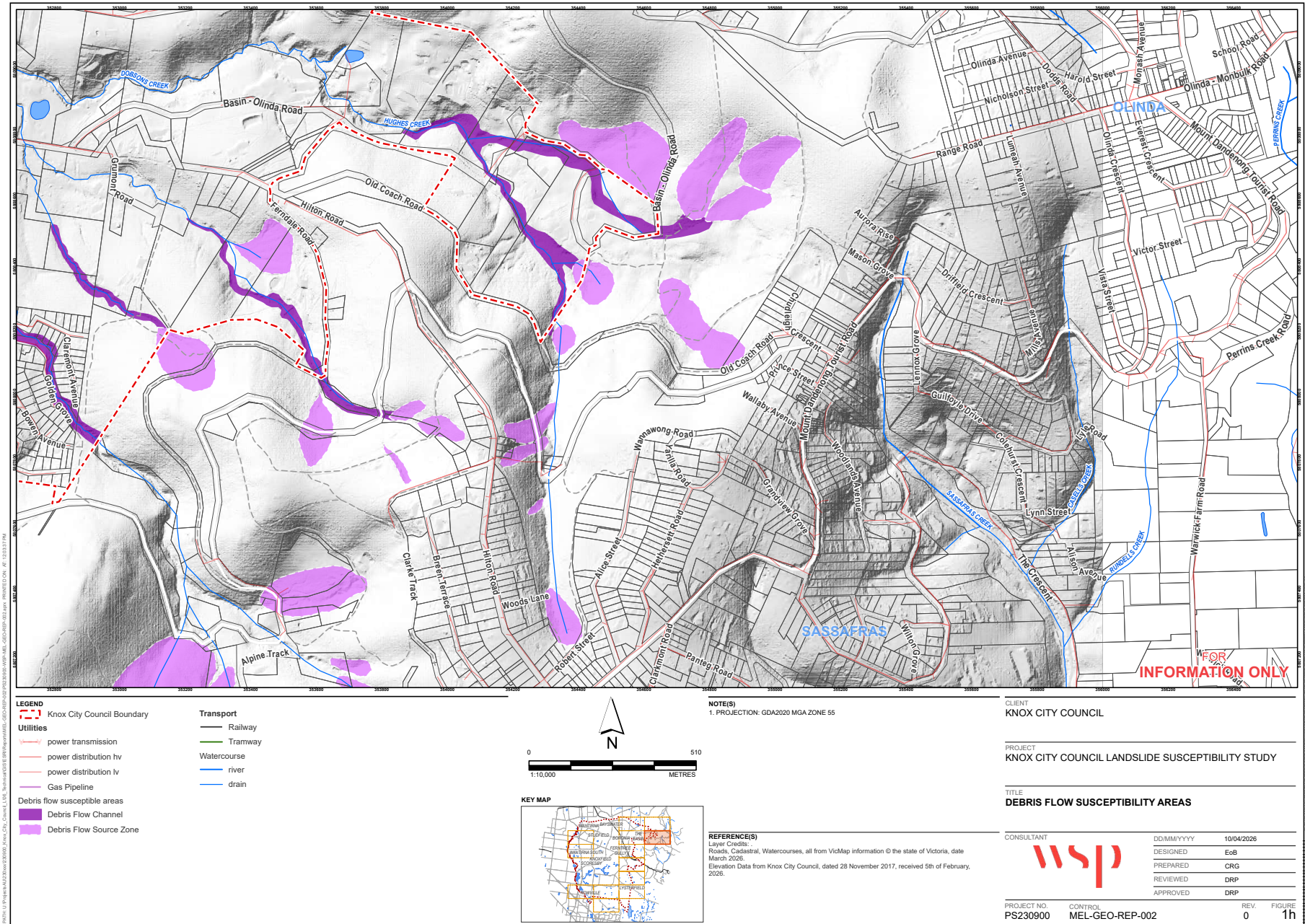


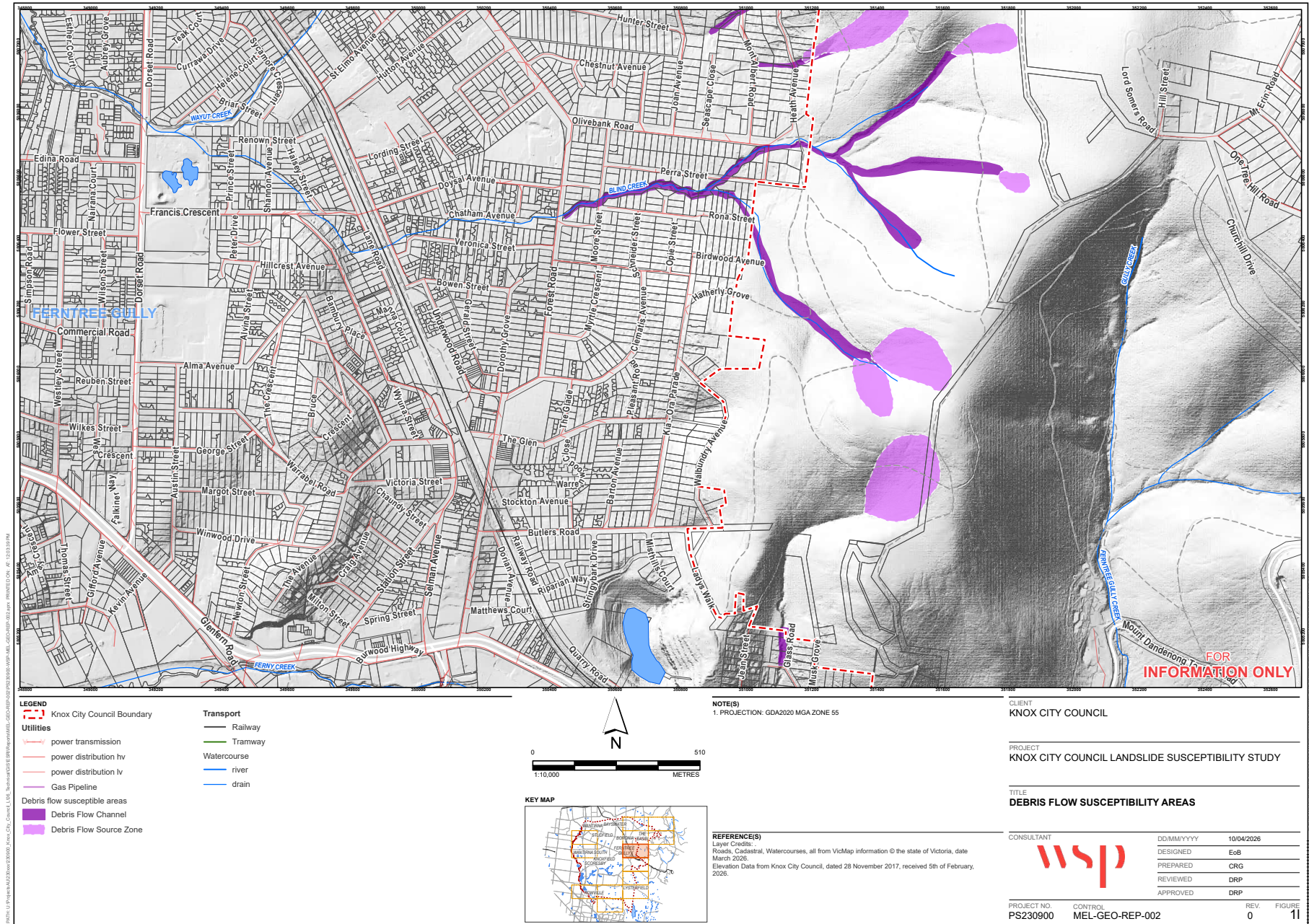
Appendix B

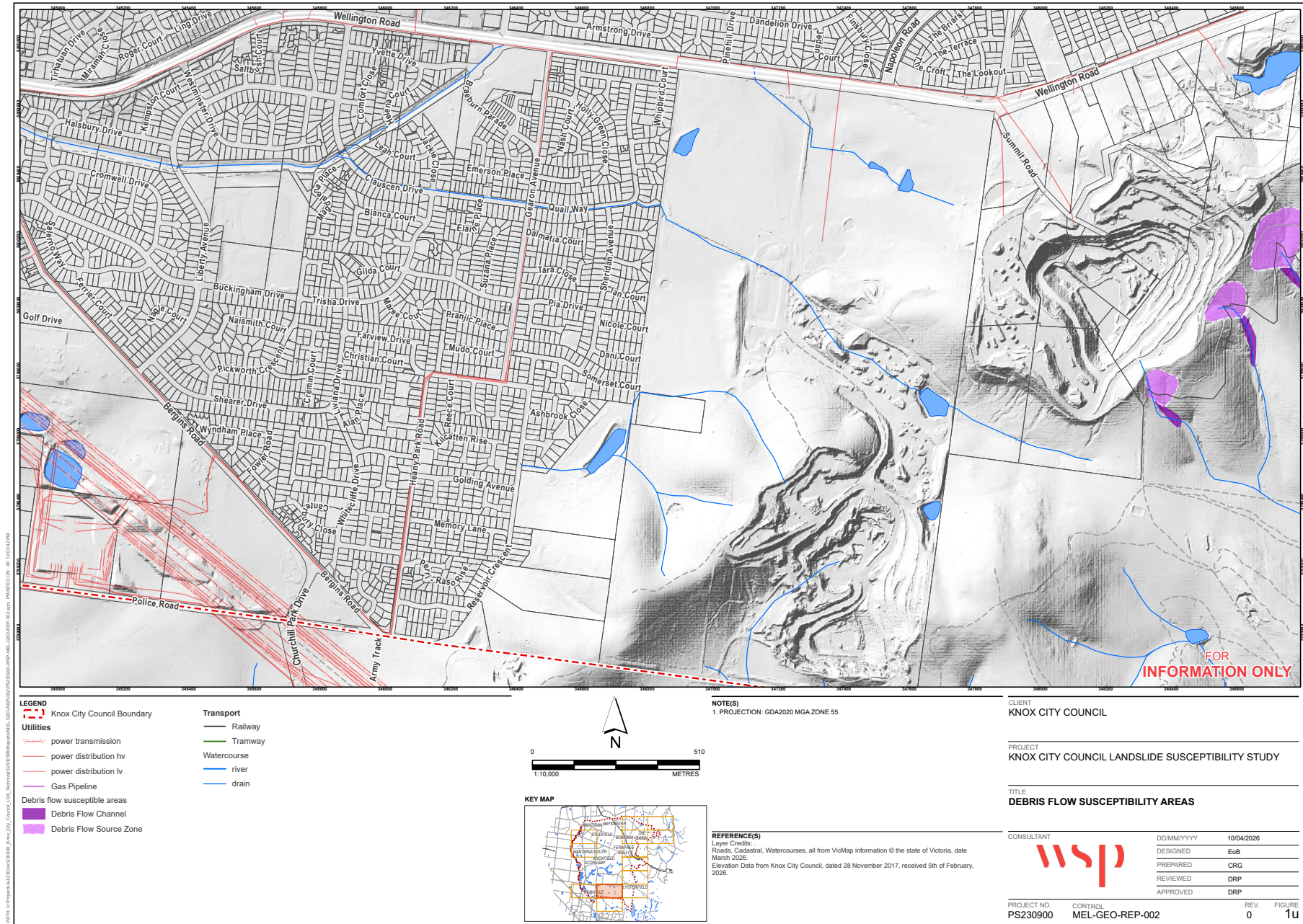
Debris flow susceptibility mapping

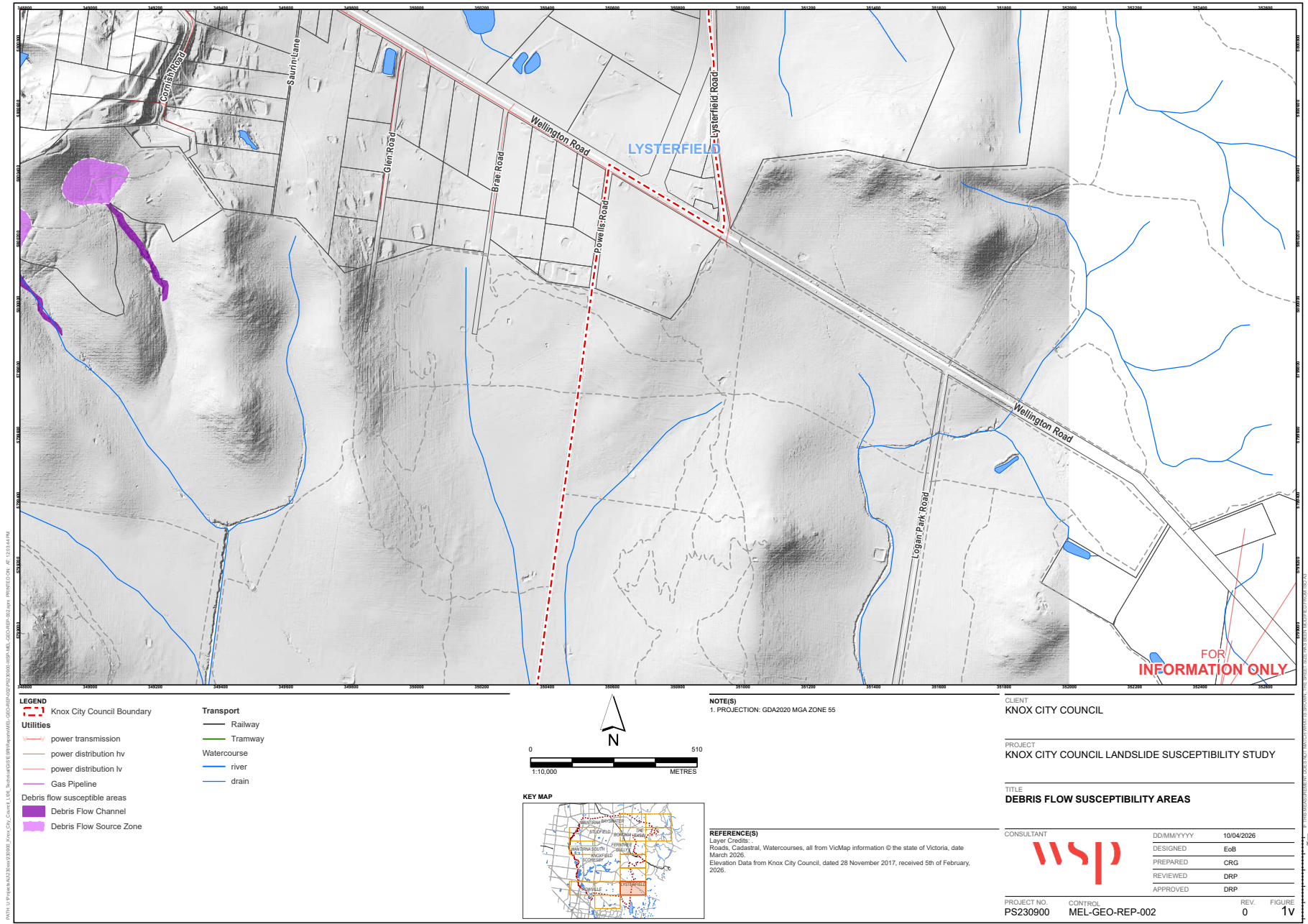












8.5 Contract 3674 - Sportsfield Maintenance

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Sportsfields Team Leader, Tracey Allen
Manager:	Acting Manager Green Spaces & Environment, Nick Dunstan
Executive:	Director, Infrastructure, Grant Thorne

SUMMARY

This report presents the outcome of the tender process for Contract 3674 – Sportsfield Maintenance and recommends the appointment of suitable contractors to deliver these services.

The contract is critical to the ongoing maintenance of Council’s sportsfields across the municipality, ensuring they remain safe, fit for purpose, and available to support a wide range of community sporting activities. Effective maintenance is essential to meet usage demands, preserve asset condition, and provide a high-quality playing surface for local clubs and the broader community.

The tender process has been undertaken in accordance with Council’s procurement requirements and has assessed respondents against key criteria including capability, experience, service delivery approach, and value for money. The evaluation has identified preferred tenderers considered best placed to meet Council’s service expectations and performance standards.

Endorsement of the recommended contractors will enable continuity of sportsfield maintenance services and support the ongoing provision of safe, accessible, and well-maintained recreational infrastructure for the community

RECOMMENDATION

That Council:

1. Note the outcome of the tender process for Contract 3674 – Sportsfield Maintenance.
2. Award Contract 3674 – Sportsfield Maintenance to the recommended tenderers, as shown below, in accordance with their submitted schedule of rates, for a period of three (3) years commencing 1 September 2026 and concluding 31 August 2029, with an option to extend the contract for a further period of up to two (2) years at the discretion of the Chief Executive Officer or delegate.
3. Note that expenditure under the contract will be based on operational requirements and funded through Council’s approved operational and capital works budgets.
4. Authorise the Chief Executive Officer, or delegate, to finalise, execute and manage all necessary contractual documentation, including the exercise of any extension options associated with Contract 3674 – Sportsfield Maintenance.

COMPANY	SECTION AWARDED
Greenshed Pty. Ltd. (Living Turf)	Section 1: Product Supply
K&B Adams Turf Pty Ltd	Section 1: Product Supply
Oasis Turf Pty Ltd	Section 1: Product Supply
Citywide Service Solutions Pty Ltd	Section 1: Product Supply Section 2: Renovations
ABK Agriculture Pty Ltd t/a Turfmate International	Section 2: Renovations Section 4: Sportsfield Consultancy Section 14: Plant hire & Equipment
Elite Turf Services Pty. Ltd	Section 2: Renovations
Linga Longa Park	Section 2: Renovations
Marsh Developments Pty Ltd t/a Superior Green	Section 2: Renovations Section 5: Plumbing & irrigation
RPS Industries Pty Ltd t/a Gecko Surfacing	Section 3: Synthetic Turf Section 13: Winter cover cages
Aste Tennis Courts Pty. Ltd	Section 3: Synthetic Turf Section 6: Fencing Section 7: Surveying Section 8: Resurfacing courts/Line marking Section 10: Soil removal
Tuff Group Holdings Pty. Ltd	Section 3: Synthetic Turf Section 9: Aths Track
Bildsports Pty Ltd t/a Turf One	Section 3: Synthetic Turf Section 6: Fencing Section 7: Surveying Section 9: Aths Track Section 12: Infrastructure
Sportsturf Consultants(Australia) Pty Ltd	Section 4: Sportsfield Consultancy
The trustee for Bayliss Family Trust t/a Bayliss Plumbing & Roofing Services Pty Ltd	Section 5: Plumbing/Irrigation
Tees & Greens Pty. Ltd	Section 5: Plumbing/Irrigation
DBS Plumbing Services Pty Ltd	Section 5: Plumbing/Irrigation
Prowire Fencing Group Pty Ltd	Section 6: Fencing
Wallgates Pty. Ltd.	Section 11: Sportsfield Lighting
Baker Dias Group Pty. Ltd	Section 11: Sportsfield Lighting
Howelec Electrical Contractors Pty Ltd	Section 11: Sportsfield Lighting
Total Sport and Floor Pty Ltd	Section 8: Court Resurfacing & Line marking
Matchpoint Systems Pty Ltd	Section 8: Court Resurfacing & Line marking
Green By Nature Speciality Services Pty Ltd	Section 10: Soil removal
Statewide Turf Pty Ltd	Section 12: Infrastructure Section 13: Winter cover cages
Global Turf Project Pty. Ltd	Section 14: Plant & Equipment hire

1. DISCUSSION

This report presents the outcome of the tender process for Contract 3674 – Sportsfield Maintenance. The contract supports the ongoing maintenance, renewal, and specialised servicing of sportsfields and associated infrastructure across the municipality, ensuring facilities remain safe, fit for purpose, and available for community use.

Council's sportsfields are critical community assets that support a wide range of organised sporting activities and informal recreation. Regular and specialised maintenance is required to meet increasing usage demands, maintain asset condition, and ensure a consistent standard of playability and safety across the network.

The contract encompasses a broad range of sportsfield maintenance services and has been structured into fourteen (14) separable sections to reflect the diversity and specialised nature of the required works. These include:

- Product supply
- Turf renovations
- Synthetic turf works
- Sportsfield consultancy
- Irrigation and plumbing
- Fencing
- Surveying
- Court resurfacing and line marking
- Athletics track works
- Soil removal
- Sportsfield lighting
- Infrastructure works
- Winter cover cages
- Plant and equipment hire

This structure enables Council to engage suitably qualified contractors with specific expertise in individual service areas, providing flexibility and access to specialised capabilities. Tenderers were invited to submit for one or more sections aligned to their experience and capacity.

A total of twenty-eight (28) submissions were received and evaluated in accordance with Council's Procurement Policy and relevant legislative requirements. Submissions were assessed against established evaluation criteria, including compliance, demonstrated capability, relevant experience, capacity, sustainability, risk, value for money, and the ability to deliver consistent service outcomes over the term of the contract.

The evaluation process has identified a panel of suitably qualified contractors who collectively demonstrate the capability and capacity to deliver the required services in line with Council's service standards and operational requirements. The recommended tenderers represent best value for Council across the various service categories and are detailed in the Recommendation section of this report.

In accordance with Council's Procurement Policy, and having regard to the value, complexity, and risk associated with the contract, a public open tender process was undertaken.

Awarding the contract to the recommended tenderers will ensure continuity of sportsfield maintenance services, while providing Council with flexibility, resilience, and access to appropriately skilled contractors across a range of specialised service areas. This approach supports the ongoing provision of safe, high-quality, and well-maintained sportsfield infrastructure for the community.

2. ENGAGEMENT

No public consultation was undertaken in relation to this report, as the recommendation relates to the award of a maintenance services contract and does not propose any changes to service levels, access arrangements, or community use of sportsfields.

The tender process was publicly advertised in accordance with Council's Procurement Policy, ensuring an open, transparent, and competitive process, and providing all suitably qualified suppliers with the opportunity to respond.

Internal consultation was undertaken throughout key stages of the procurement process, including procurement planning, development of specifications, tender evaluation, and formulation of the final recommendation. This involved representatives from Sportsfield Maintenance, Procurement, and Parks Management to ensure that operational, technical, and procurement requirements were appropriately addressed.

As no public consultation was required, there are no external consultation outcomes or findings to report.

3. SOCIAL IMPLICATIONS

The recommendation supports the continued provision of safe, functional, and well-maintained sportsfields and open space for both active and passive recreation across the municipality. These services play an important role in promoting community participation, supporting healthy lifestyles, and fostering social connection through organised sport, physical activity, and informal use of open space.

Access to quality sporting infrastructure contributes to improved physical and mental wellbeing outcomes and supports the ongoing viability of local sporting clubs and community groups.

The proposal does not result in any changes to existing service levels, programming, or access arrangements and is not expected to have any adverse impact on any community group.

4. CLIMATE CHANGE CONSIDERATIONS

The implementation of this recommendation is not expected to have any direct or material impact on Council's Net Zero 2030 target, the Community Net Zero 2040 target, or Council's exposure to climate risks and adaptation requirements.

The contract relates to the continuation of existing sportsfield maintenance services and does not introduce changes to service levels, asset use, or operational practices that would significantly alter greenhouse gas emissions or broader climate outcomes.

Notwithstanding this, the panel arrangement provides opportunities to support Council's sustainability objectives through the engagement of contractors with demonstrated environmental practices. Ongoing contract management will enable the consideration and, where practicable, incorporation of sustainable approaches, including efficient resource use, reduced emissions, and environmentally responsible materials and methods.

5. ENVIRONMENTAL IMPLICATIONS

The services delivered under this contract support the ongoing maintenance and presentation of Council's sportsfields, parks, and open space assets. This contributes to improved amenity outcomes, including effective weed and pest management, and the reduction of litter and other environmental impacts associated with high-use community spaces.

All service delivery under the contract will be required to comply with relevant environmental legislation and standards, including the Environment Protection Act 2017 (Vic) and applicable Environment Protection Authority (EPA) guidelines.

The contract also supports the adoption of sustainable maintenance practices, including efficient water use, responsible management and minimisation of chemical applications, and appropriate waste management and disposal practices. These measures contribute to reducing environmental impact while maintaining asset quality and usability.

Overall, the environmental implications of the recommendation are considered positive, supporting the sustainable management and stewardship of Council's open space assets.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The contract is based on a schedule of rates, with expenditure incurred on an as-needed basis in response to Council's operational and capital works requirements. This approach provides flexibility to adjust service delivery in line with changing priorities and budget allocations.

Funding for works delivered under this contract will be drawn from the Sportsfield Maintenance operational budget (Account 35203) and the Capital Works Program (Program 1008). In addition, other Council departments may engage contractors appointed under this panel to support sportsfield-related renewal or upgrade projects as part of their capital works programs.

The estimated year 1 expenditure under the contract is approximately \$1.8 million, comprising around \$842,000 from the Sportsfield Maintenance operational budget and approximately \$945,000 from sportsfield-related capital works. Actual expenditure will vary depending on service demand, seasonal conditions, and approved budget allocations. The contract is proposed for a term of three (3) years, with an option to extend for a further two (2) years.

The establishment of a panel of contractors across the separable service areas provides both financial and operational benefits. The panel arrangement supports competitive pricing, improves cost certainty during periods of high demand, and enables Council to respond to market capacity constraints. It also facilitates the efficient allocation of work and ensures access to appropriately skilled contractors to meet service delivery requirements.

All expenditure under the contract will be monitored and managed in accordance with Council's standard financial management and contract administration processes to ensure accountability, budget control, and value for money outcomes

7. RISKS

The following key risks have been identified in relation to this contract and will be managed in accordance with Council's Risk Management Framework:

Safety Risk: Potential injury to staff, contractors, or members of the public during the delivery of maintenance works.

Treatment: This risk will be managed through compliance with Occupational Health and Safety legislation, implementation of Safe Work Method Statements, appropriate plant and equipment safety controls, staff training, and effective site supervision.

Financial Risk: Budget pressures arising from fluctuations in maintenance costs, materials, or service demand.

Treatment: This risk will be mitigated through planned maintenance programs, robust budget forecasting, and ongoing financial monitoring. Procurement controls and the schedule of rates structure will support value for money outcomes.

Service Delivery Risk: Playing surfaces not meeting required standards due to weather impacts, high levels of use, or resource constraints.

Treatment: Managed through scheduled and preventative maintenance programs, selection of contractors based on demonstrated capability, regular condition assessments, and prioritisation of high-use sites.

Environmental Risk: Deterioration of turf quality, soil health, or surrounding environments resulting from maintenance practices or adverse climatic conditions.

Treatment: Addressed through the application of sustainable turf management practices, appropriate irrigation and fertiliser use, and minimisation of chemical applications in accordance with environmental guidelines.

Reputational Risk: Community dissatisfaction arising from perceived service shortfalls or disruptions.

Treatment: Managed through proactive communication, engagement with key stakeholders, and timely response to customer enquiries and complaints.

Operational Risk: Disruptions to service delivery due to equipment failure or limitations in contractor or resource availability.

Treatment: Mitigated through contractor performance management, maintenance of plant and equipment, and workforce and resource planning to ensure continuity of service delivery.

The establishment of a panel of contractors further reduces overall risk by providing access to multiple service providers. This approach strengthens capacity, enhances resilience, and supports continuity of service across all service areas.

8. COUNCIL AND HEALTH AND WELLBEING PLAN 2025-2029

Enhancing community connection to vital services and resources

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.

Embracing connection, inclusion and diversity

Strategy 2.4 - There are opportunities for social connection and active living through planning, provision of facilities, program delivery and support for local groups.

Caring for and enhancing our environment

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.

Being a strong voice for safety

Strategy 5.1 - Our community feels safer in public spaces and facilities through planning, maintenance, education, design and proactive program delivery for Council owned and managed spaces and via advocacy for others.

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 1 is included in the confidential agenda, as it contains confidential information pursuant to Council's Governance Rules and Section 66 of the Local Government Act 2020, as it relates to:

- private commercial information, that if released, would unreasonably expose the proposed panel of Contractors to disadvantage because it would release financial information about the business that is not generally available to their competitors.

ATTACHMENTS

Nil

8.6 Boronia Station Redevelopment

Final Report Destination:	Council
Paper Type:	For Decision
Author:	Acting Manager Strategic Infrastructure, Shane Hardingham
Manager:	Acting Manager Strategic Infrastructure, Shane Hardingham
Executive:	Director, Infrastructure, Grant Thorne

SUMMARY

The Victorian Government's Boronia Station Upgrade is currently under construction and will deliver a modern, accessible and safer transport precinct, including a new station, landscaped public plaza, improved pedestrian connections to the Dorset Road activity centre, upgraded passenger facilities and enhanced accessibility features. Completion of the project is anticipated in late 2026.

As part of the delivery of the project, ongoing discussions have been undertaken between Council officers, the Level Crossing Removal Project (LXRP) now Victorian Infrastructure Delivery Authority (VIDA Rail), Department of Transport and Planning (DTP), VicTrack and other stakeholders regarding future asset ownership, management and maintenance responsibilities associated with the upgraded station precinct.

A key outcome of these discussions is the proposed transfer of responsibility for the maintenance of the new Boronia Station plaza to Council following completion of the project and Council's appointment as the Crown Land Manager/Committee of Management for the site. The project includes a maintenance contribution from the State Government to support the ongoing maintenance of the plaza and associated landscape assets.

In addition, stakeholders have explored the opportunity to deliver a shared user path/shared zone arrangement along Lupton Way to improve connectivity between the station precinct and surrounding destinations. While this component is outside the approved scope of the Boronia Station Upgrade project, the State Government has indicated that it may be incorporated into the project if stakeholder approvals and project delivery timeframes can be achieved. The proposal would involve modifications to Lupton Way, including traffic calming treatments, signage, pavement treatments and accessibility improvements.

To facilitate the proposed shared user path arrangement, Lupton Way would be excised from being a railway responsibility and declared a municipal road in accordance with the Road Management Act. This would enable Council to assume ongoing maintenance responsibility for the road corridor, supported by a proposed maintenance contribution from the State Government.

RECOMMENDATION

That Council resolve to:

1. Note the progress of negotiations undertaken to date regarding the Memorandum of Understanding, Land and Asset Agreement and Transfer Deed associated with the Boronia Station Upgrade.
2. Advise Victorian Infrastructure Delivery Authority for Rail (VIDA Rail) and Department of SEnergy, Environment and Climate Action (DEECA) that Council accepts appointment as Crown Land Manager (Committee of Management) for the new Boronia Station Plaza following completion of the project.
3. Assume ongoing management and maintenance responsibilities for the Boronia Station Plaza as part of its role as Crown Land Manager.
4. Support the delivery of a shared user path/shared zone along Lupton Way as part of the Boronia Station Upgrade.
5. Assume future maintenance responsibilities for Lupton Way following the excision of the road from the Metropolitan Infrastructure Lease (MIL) boundary and its declaration as a municipal road in accordance with the Road Management Act.
6. Delegate the authority to the Chief Executive Officer to act on Council's behalf in relation to finalising and actioning the Memorandum of Understanding (Confidential Attachment 2), Land and Asset Agreement (Confidential Attachment 3), Transfer Deed (Confidential Attachment 4) and other documents as appropriate relating to the above resolutions for the new Boronia Station Plaza.

1. DISCUSSION

The Victorian Government, through VIDA Rail and the Level Crossing Removal Project (LXRP), is delivering the Boronia Station Upgrade, which will provide a new accessible station, upgraded passenger facilities, improved pedestrian connections and a new landscaped public plaza connecting the station precinct to the Dorset Road activity centre. Construction of the project is currently underway, with completion anticipated in late 2026.



Boronia plaza looking from Dorset Road toward Boronia Station



Boronia Station looking from Lupton Way



Boronia Station looking from Erica Avenue (note the images do not show the shared user path)

The project includes a range of new public realm, transport and community assets that will require ongoing ownership, management and maintenance arrangements to be established prior to project completion. As a result, Council officers have been engaged in discussions with VIDA Rail, LXP, the Department of Transport and Planning (DTP), VicTrack, Metro Trains Melbourne (MTM)

and other stakeholders over the past 12 to 18 months to determine future responsibilities for these assets.

The framework for these discussions has been established through three draft agreements largely agreed between the parties:

- A Memorandum of Understanding (MoU) which establishes a collaborative relationship between Council and VIDA Rail, including arrangements relating to future asset ownership, management and maintenance responsibilities and the provision of maintenance contributions.
- A Land and Asset Agreement (LAA) which allocates ownership, management and operation and maintenance responsibilities for assets delivered through the Boronia Station Upgrade and establishes the process for future handover of those assets.
- A Transfer Deed prepared pursuant to section 185D of the Major Transport Projects Facilitation Act 2009 to facilitate the transfer of ownership of community assets constructed on Crown land and VicTrack land and to formalise ongoing management and maintenance responsibilities

Boronia Station Plaza

A significant outcome of the project is the construction of a new landscaped public plaza that will provide improved pedestrian connectivity between Boronia Station and the Dorset Road activity centre. The plaza is proposed to include seating, landscaping, planting and public realm improvements that will create a key civic space within the Boronia Activity Centre. The design of the Plaza and the realignment of Lupton Way retains access to the rear of the shops. Most notably the serving window of Two Cats Coffee Shop.

The plaza is located on Crown land, and it is proposed that Council be appointed as the Crown Land Manager (Committee of Management) following completion of the project. Under the proposed arrangements, Council would assume responsibility for the ongoing maintenance and management of the plaza, with the State Government providing a maintenance contribution based on agreed maintenance rates and asset quantities. The maintenance activities include:

- Garden bed and landscaping maintenance
- Litter removal
- Path sweeping
- Graffiti removal
- Vandalism repair
- Public lighting power and repair
- Drainage inspection
- Asset audits

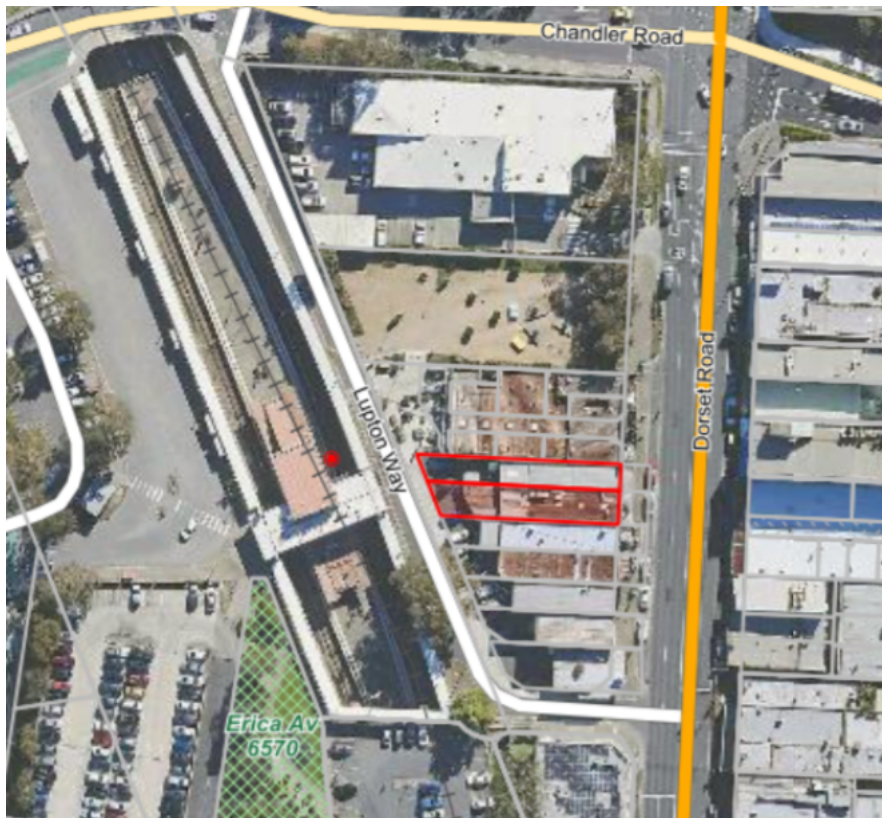
Project representatives have requested written confirmation that Council is willing to undertake maintenance responsibilities for the plaza to enable progression of the final ownership and management arrangements.

The main benefits of Council being responsible for the Plaza are

- More flexibility for Council to manage the Plaza

- Ability for Council to liaise with adjacent owners about connection and activation of the Plaza
- Ability to manage activities in the Plaza such as
 - o Fund raising
 - o School activities
 - o Street trading
- Officers are also working with VIDA Rail on a public art installation in the Plaza

Should Council determine that it is not willing to assume ongoing maintenance and management responsibilities for the plaza, VIDA Rail would need to establish alternative arrangements for the maintenance of the asset. While alternative arrangements have not been formally discussed with project stakeholders, they would include the engagement of a third-party contractor to undertake the required maintenance activities. The identification and implementation of alternative maintenance arrangements may also have implications for the finalisation of ownership, management and handover arrangements for the plaza. These alternative arrangements are likely to mean not achieving the things in the Plaza that we want, including the public art installation.



Red properties show the Crown Land

Legal and Asset Transfer Arrangements

The proposed ownership and maintenance responsibilities for assets delivered through the project are supported by the Asset Allocation Design Package, which has been reviewed and agreed by Council officers through the project's asset allocation process. The Asset Allocation Design Package identifies assets such as bollards, paving, garden beds, lighting, handrails, etc. It sets out the future asset owner, manager and maintenance responsibility for project assets and forms the basis of the Land and Asset Agreement and Transfer Deed.

The agreements establish the mechanism through which Council would ultimately assume responsibility for designated community assets, including ownership, management, maintenance and access arrangements where assets are located on Crown land, VicTrack land or within the rail corridor.

Lupton Way Shared User Path / Shared Zone Opportunity

Separately, project stakeholders have explored an opportunity to deliver a shared user path/shared zone treatment along Lupton Way to improve connectivity to the station precinct and enhance walking and cycling access. This proposal is not part of the State Government's approved project scope but has been identified as an opportunity that may be delivered if stakeholder support and project delivery timeframes can be achieved.

The concept supported by DTP includes:

- Shared zone treatments and signage.
- Speed cushions to support lower vehicle operating speeds.
- Pavement treatments and line marking.
- Widening of the underpass pram ramp connection.
- Amendments to passenger pick-up and drop-off arrangements.

Road Safety Audit and Safe System Assessment processes did not support the introduction of a southbound contra-flow cycling facility due to the constrained corridor width and associated vehicle and cyclist safety risks. Consequently, the shared zone concept has been developed using traffic-calming measures and shared access principles. These treatments noted above will deter use of Lupton Way as a thoroughfare and control the behaviour of drivers within Lupton Way.

Future Ownership and Maintenance of Lupton Way

Should the shared user path/shared zone proposal proceed, Lupton Way would be removed from railway responsibility while remaining on VicTrack land. It is proposed that the road be declared a municipal road under the Road Management Act, enabling Council to assume responsibility for road management and maintenance.

Under the proposed arrangements:

- Council would become responsible for the ongoing maintenance of Lupton Way as the coordinating road authority.
- Existing drainage assets would continue to be managed through Council's road management responsibilities.
- No separate licence arrangements would be required for routine road maintenance activities, other than some drainage that is on the MTM side of Lupton Way.
- The Asset Allocation Design Package and associated agreements would be updated to reflect the revised ownership and maintenance arrangements.
- A State Government maintenance contribution is proposed to support ongoing maintenance obligations.

Should Council determine that it is not willing to assume ongoing maintenance responsibility for Lupton Way, the proposed removal of Lupton Way from railway responsibility and its declaration as a municipal road would be unlikely to proceed.

In this scenario, Lupton Way would remain within the rail corridor and VIDA Rail would need to establish alternative arrangements for its ongoing management and maintenance.

While no alternative arrangements have been formally discussed, MTM currently manages and maintains Lupton Way and that arrangement would be likely to continue.

The matters presented through this report are important because they will determine Council's future obligations for maintaining significant new public assets delivered through the Boronia Station Upgrade. The proposed arrangements have implications for Council's future operational responsibilities, financial commitments, asset management obligations and service delivery requirements.

2. ENGAGEMENT

No formal community engagement has been undertaken by Council in relation to the matters outlined in this Issues Briefing.

The Boronia Station Upgrade project has been led by the Victorian Government through VIDA Rail and the Level Crossing Removal Project (LXRP), which has undertaken community engagement throughout the planning and delivery of the project. Feedback received through the project identified a desire for a safer, more accessible station precinct with improved cycling and pedestrian connections, enhanced lighting, increased passive surveillance and improved public spaces.

The matters outlined in this report relate primarily to asset ownership, management, maintenance and governance arrangements associated with infrastructure being delivered as part of the project. Council officers have participated in ongoing discussions and workshops with VIDA Rail, LXRP, the Department of Transport and Planning (DTP), VicTrack, Metro Trains Melbourne (MTM) and other relevant stakeholders to determine future ownership and maintenance responsibilities for project assets.

Council officers have also been engaged in detailed negotiations regarding:

- The Memorandum of Understanding, Land and Asset Agreement and Transfer Deed associated with the project.
- Future maintenance and management of the Boronia Station plaza.
- Proposed maintenance contributions for project assets.
- Ownership, operation and maintenance responsibilities associated with the Lupton Way shared user path/shared zone proposal.

3. SOCIAL IMPLICATIONS

The Boronia Station Upgrade will deliver a range of social benefits through improved accessibility, safety and connectivity within the Boronia activity centre. The new station precinct, landscaped plaza and enhanced pedestrian connections will improve access to public transport, local businesses and community facilities for residents and visitors.

The proposed plaza will create a high-quality public space that supports community interaction, passive recreation and increased visitation to the Dorset Road shopping precinct.

The proposed Lupton Way shared user path/shared zone would further improve walking and cycling connections to the station, supporting active transport opportunities and encouraging greater participation in healthy lifestyles.

Improved lighting, passive surveillance and rail CCTV throughout the precinct are expected to enhance perceptions of safety and accessibility, particularly for public transport users and vulnerable members of the community. The Plaza is currently not a Designated Place that allows Protective Services Officers (PSO's) to use their powers in the Plaza. However, the PSO office will overlook the Plaza. PSO's will be able to enlist the assistance of Victoria Police Officers to address potential unsociable activity in the Plaza.

No adverse social impacts have been identified as a result of the proposed ownership and maintenance arrangements

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

The Boronia Station Upgrade incorporates a range of environmental improvements, including new landscaping, tree and vegetation planting, enhanced public open space outcomes and improved walking and cycling connections within the station precinct. These improvements are expected to contribute positively to the urban environment and enhance the amenity of the Boronia activity centre.

The proposed station plaza includes substantial landscape treatments and greenery, which will increase canopy cover and improve the visual quality of the precinct. Ongoing maintenance of these assets by Council will help ensure the long-term environmental and amenity benefits of the investment are realised.

The proposed Lupton Way shared user path/shared zone would further support sustainable transport outcomes by improving conditions for pedestrians and cyclists and encouraging greater use of active transport connections to the station.

VIDA Rail have undertaken various site investigation as part of their design process and there are no identified environmental concerns at the site.

Future management of the plaza and Lupton Way assets would be undertaken in accordance with Council's adopted asset management, maintenance and environmental management practices, together with any requirements established through the final legal and land management agreements.

No significant adverse environmental impacts have been identified in relation to the proposed ownership, management and maintenance arrangements..

6. FINANCIAL AND RESOURCE IMPLICATIONS

Council has been actively involved in the planning, design review, asset allocation and negotiation processes associated with the Boronia Station Upgrade through the provision of officer resources across a range of disciplines, including infrastructure, transport, planning, urban design, open space, economic development and asset management. These arrangements are formalised through the draft Memorandum of Understanding between Council and VIDA Rail.

As part of the proposed arrangements, Council is seeking a payment from VIDA Rail in recognition of Council's services and participation in the project, including the review and coordination activities undertaken throughout the planning and delivery phases of the project. The value of the Council Services is referenced in the confidential attachment 1. VIDA Rail has agreed to the amount.

Subject to final agreement and execution of the relevant legal documentation, Council is proposing a maintenance contribution from VIDA Rail to support Council's future ownership, management and maintenance obligations associated with the assets transferred through the

project. This contribution is intended to support the maintenance of the Boronia Station plaza and the proposed Lupton Way shared user path/shared zone assets. The value of the Asset Services is referenced in the confidential attachment 1. VIDA Rail has agreed to the amount.

The proposed maintenance contribution is intended to offset a portion of Council's future operational expenditure associated with maintaining the transferred assets. Following the expiry of the maintenance contribution period, Council would be responsible for funding the ongoing operation, maintenance and renewal of the assets in accordance with its asset management and financial planning processes.

Should Council ultimately accept responsibility for the Boronia Station plaza and Lupton Way, the assets will be incorporated into Council's asset management systems and future lifecycle renewal requirements will need to be considered through Council's long-term financial and asset management planning processes.

7. RISKS

The proposed arrangements present a number of strategic, financial, operational and governance risks that will require ongoing management. These risks are considered manageable and will continue to be assessed and addressed through the finalisation of legal agreements, stakeholder negotiations and future Council decision-making processes.

Risk of Council not taking on Crown Land Administrator (Committee of Management) role for Boronia Plaza

Should Council not take on the Crown Land Administrator (Committee of Management) role for Boronia Plaza, DEECA would need to find another Crown Land Administrator, possible. There is a risk others may not manage the Plaza in the same condition Council would. There may be confusion in the community about what Council maintains. A lower standard of maintenance in the Plaza may reflect on Council, much like mowing of arterial road medians has.

Council achieving community and business outcomes in the Plaza would be limited. This would impact Council's capacity to:

- Liaise with adjacent owners about connection and activation of the Plaza
- Manage activities in the Plaza such as:
 - Fund raising
 - School activities
 - Street trading
- Implement community art installations in the Plaza

Risk of Council not taking on road management responsibilities in Lupton Way

Should Council not take on road management responsibilities in Lupton Way, the street would not be declared as a municipal road. It would remain rail responsibility and be managed by MTM, as is the case now. The opportunity to fill a gap in the Ringwood-Belgrave Rail Trail would be lost.

Ongoing Maintenance Liability

Should Council agree to assume responsibility for the Boronia Station plaza and Lupton Way, Council will become responsible for the ongoing operation, maintenance and eventual renewal of

these assets. While a maintenance contribution is proposed, Council will be responsible for all maintenance and renewal costs beyond the funded period.

This risk will be managed through detailed asset condition information, lifecycle planning and incorporation of the assets into Council's long-term financial and asset management frameworks.

Asset Ownership and Governance Risk

The proposed arrangements involve assets located on Crown land, VicTrack land and within the broader rail environment, creating a complex ownership and governance framework. There is a risk that unclear responsibilities could result in future disputes regarding maintenance, access or asset management obligations. This risk will be managed through the execution of the Memorandum of Understanding, Land and Asset Agreement, Transfer Deed and any required access agreements, which clearly define ownership, management and maintenance responsibilities.

Maintenance Contribution Risk

The ongoing financial implications for Council are dependent on the adequacy of the proposed maintenance contribution to meet future maintenance obligations. There is a risk that actual maintenance costs may exceed the proposed funding provided by the State Government. This risk will be managed through continued review and validation of asset quantities, maintenance standards and lifecycle cost assumptions prior to final agreement of the maintenance contribution arrangements.

Project Delivery Risk

The proposed Lupton Way shared user path/shared zone opportunity is not currently included within the approved project scope and is subject to stakeholder approvals, design changes and project delivery timeframes. Failure to meet critical project milestones may result in the opportunity not proceeding as part of the Boronia Station Upgrade, potentially resulting in increased costs, delivery delays and additional community disruption should it be delivered separately in the future. This risk will be managed through ongoing engagement with LXRP, DTP and project stakeholders and timely consideration of the proposal by Council.

Safety and Operational Risk

The proposed Lupton Way shared zone will become a Council-managed road environment if the road is declared a municipal road under the Road Management Act. Council will assume responsibility for ensuring the asset is maintained in a safe condition and managed in accordance with relevant legislative requirements. Road Safety Audit and Safe System Assessment processes have informed the current design and identified measures to address safety risks, including the introduction of speed cushions and shared zone treatments. This risk will be managed through ongoing compliance with Council's road management and asset management obligations.

In accordance with Council's Risk Management Framework, the identified risks are proposed to be managed through continued stakeholder engagement, detailed review of the legal agreements, confirmation of maintenance funding arrangements, asset management planning and future Council consideration of the final ownership and maintenance arrangements.

8. COUNCIL AND HEALTH AND WELLBEING PLAN 2025-2029

Enhancing community connection to vital services and resources

Strategy 1.1 - A variety of transport options is available through the effective planning, advocacy and management of efficient, active, sustainable and accessible transport modes, particularly in growth locations.

Being a strong voice for safety

Strategy 5.1 - Our community feels safer in public spaces and facilities through planning, maintenance, education, design and proactive program delivery for Council owned and managed spaces and via advocacy for others.

Planning our future city

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.

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

- private commercial information, that if released, would unreasonably expose VIDA Rail to disadvantage because if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

ATTACHMENTS

Nil

8.7 Knox City Council Attendance at the Australian Local Government Association National General Assembly 2026

Final Report Destination:	Council
Paper Type:	For Noting
Author:	Manager Governance and Risk, Andrew Dowling
Manager:	Manager Governance and Risk, Andrew Dowling
Executive:	Chief Executive Officer, Bruce Dobson

SUMMARY

The Australian Local Government Association (ALGA) National General Assembly (NGA) was held in Canberra from 23-26 June 2026. Over 1,100 local government leaders from across Australia attended the NGA, including representation from Knox City Council.

This report provides Council with an overview of the activities, learnings and outcomes from the 2026 NGA and attaches reports from Mayor Cr Paige Kennett and Deputy Mayor Cr Chris Duncan.

RECOMMENDATION

That Council receive and note:

1. This report on the Australian Local Government Association National General Assembly 2026.
2. Reports provided by Councillors at the Meeting on 27 July 2026.

1. DISCUSSION

ALGA is the peak body for local government nationally, representing councils across the country. ALGA operates in structure as a federation of state and territory local government associations, with the Municipal Association of Victoria (MAV) being the relevant Victorian body.

The NGA is convened by ALGA each year in Canberra and is the peak annual event for local government in Australia. The NGA provides the opportunity for representatives from Australia's 537 local governments to come together to meet with and hear from high profile and engaging speakers and Federal Government representatives, advocate on specific issues, share learnings and industry best practice, and shape the national local government policy and advocacy agenda.

The NGA was held from 23-26 June 2026, with over 1,300 local government leaders attending. Knox City Council was represented by Mayor Cr Paige Kennett, Deputy Mayor Cr Chris Duncan, and Chief Executive Officer Bruce Dobson. The Mayor also attended the Australian Council of Local Government forum held on 22 June 2026 and Urban Forum held on 23 June 2026 immediately prior to the NGA.

The theme of the NGA was 'Stronger Together: Resilient. Productive. United' which the ALGA indicated 'underscores the pivotal role councils play in shaping the nation's future and delivering national priorities.'

Advocacy

Attendance at the NGA provided the opportunity for Knox representatives to advocate for matters relevant to Knox in both formal and informal settings.

An important part of the NGA is the consideration of motions put forward by councils across Australia. Each council attending the NGA is able to vote on the motions submitted. Motions that are adopted by the NGA form part of the national local government advocacy agenda. In essence, this enables the support of ALGA as the national local government peak body in seeking action from the Federal Government on the issues raised.

In advance of the NGA, Council submitted three motions for consideration, having resolved on these motions at the Council meeting held on 23 February 2026. Where ALGA receives multiple motions on a similar issue, they can be combined, and two motions from Knox were combined into overarching strategic motions. Council's third motion was considered as submitted.

The motions as presented to the National General Assembly were as follows:

Topic	Motion
Reforms to the Environment Protection and Biodiversity Conservation Act. (Knox Motion)	This National General Assembly calls on the Australian Government to provide dedicated funding and capability-building support to local governments to implement the 2025 reforms to the Environment Protection and Biodiversity Conservation Act.
Local government cyber security, fraud resilience and the safe use of artificial Intelligence (Combined Strategic Motion)	This National General Assembly calls on the Australian Government to provide sustained national leadership by delivering a consistent, adequately funded approach to local government cyber security, fraud resilience and the safe use of artificial intelligence. This includes a shared and scalable cyber defence capability, minimum assurance standards aligned to national frameworks, workforce and governance uplift, protection of critical infrastructure and sensitive community data, and targeted support for small, rural and regional councils.
Supporting councils to renew ageing essential assets (Combined Strategic Motion)	This National General Assembly calls on the Australian Government to provide sustained, equitable and untied infrastructure funding that supports councils to renew ageing essential assets including roads, stormwater, water and sewerage infrastructure. This will reduce infrastructure backlogs, whilst recognising evidence-based asset management planning across urban, regional and rural Australia.

Each of these three motions were strongly supported and carried at the NGA, and so now form part of ALGA's advocacy efforts. Council will continue to follow-up with ALGA regarding progression of actions arising from the motions.

A listing of all the motions considered at the NGA is included in the NGA Business Papers available here – [2026 National General Assembly Business Papers](#).

Meetings

In addition to considering motions, ALGA provided the opportunity for Knox representatives to raise and discuss advocacy matters particularly relevant to Knox. Opportunities during ALGA included:

- Meeting with the Member for Aston, Ms Mary Doyle MP, in her Canberra office
- The Mayor meeting with members representing electorates in south-east Melbourne, in the office of the Hon Julian Hill MP Member for Bruce, as part of a delegation from the Greater South-East Melbourne (GSEM) regional group of councils.
- Various informal discussions across the duration of the NGA.

NGA Program

Outside of considering motions, the NGA provided an interesting program of speakers and panel discussions. The program agenda is included in Attachment 1 and included:

- A Welcome to Country provided by Paul Girrawah House, a senior Ngambri-Ngunnawal custodian of the Canberra region.
- An opening address by the ALGA President, Mayor Matt Burnett, which concluded with an urgent motion calling on the Australian Parliament to deliver an immediate increase in untied funding.
- A conversation with Mr Jamie Chaffey MP, Shadow Assistant Minister Regional Development, Local Government and Territories, and the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government. This was hosted by David Speers, MC for the duration of ALGA.
- A presentation from Steve Verity, Principal Advisor Asset Management IPWEA on financial sustainability, including the launch of the national State of the Assets report.
- Continuing the theme of financial sustainability, a panel discussion involving members of the ALGA Board highlighting financial sustainability challenges across the country.
- Community inclusion in action, a keynote address by Michael Theo, Actor and Voice Over Artist of the new Disability Inclusion Guide.
- Launch of the Local Government Skills Audit, including the National Jobs Survey Managing Financial Risk and Uncertainty, led by Jason Clark and Lisa Smith of Minds at Work.
- Practical Tools for the Modern Council, with presentations by Dailius Wilson of Payble, Colin Steele of Section 51, Felicity Cull of Pesel and Carr, and Jodie Deakes of the Asbestos and Silica Safety and Eradication Agency.

A high-level summary of the NGA in the form of a communique prepared by ALGA is included in Attachment 2.

Other Benefits

In addition to the advocacy and learnings through the formal NGA program, the NGA provided Knox representatives with a unique opportunity to network and connect with colleagues from councils across Australia. This included sharing experiences, gaining intelligence on key issues and challenges being experienced in other localities, understanding how these issues are being addressed, and learning and discussing ideas more broadly.

Councillor Reports

In accordance with Council's resolution at the 23 February 2026 Council meeting, Councillors attending the 2026 NGA are required 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 4.4.1 of the Councillor Expenses and Support Policy' which provides that Councillors can present their report in writing and/or verbally.

A report from the Mayor, Cr Paige Kennett is included in Attachment 3 to this report and a report from the Deputy Mayor, Cr Chris Duncan is included in Attachment 4 to this report.

2. ENGAGEMENT

No public consultation was undertaken.

3. SOCIAL IMPLICATIONS

By providing a report on attendance at the National General Assembly, Councillors support transparency and community engagement, and demonstrate accountability to the community contributing to public confidence in Council's ongoing commitment to good governance.

Sharing insights from such events can also promote community awareness of issues impacting Council and of Council advocacy, supporting informed decision-making.

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

No direct environmental implications from this report.

6. FINANCIAL AND RESOURCE IMPLICATIONS

The total cost of the Council's attendance at the General Assembly is expected to be approximately \$10,000, inclusive of travel, accommodation, meals and Conference Registration, and will be finalised once all expense claims are processed. (These include costs for the Mayor to attend the Australian Council of Local Government forum held on 22 June 2026 prior to the NGA.)

Councillor expenses, including those associated with attending the ALGA, are reported to the community in Council Quarterly Performance Reports and the Annual Report.

7. RISKS

No direct risk implications from this report.

8. COUNCIL AND HEALTH AND WELLBEING PLAN 2025-2029

Leading, listening and governing responsibly

Strategy 4.1 - Council demonstrates its accountability through transparent and responsible decision-making and working together productively.

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.

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 - 2026 NGA program [8.7.1 - 2 pages]
2. Attachment 2 - 2026 National General Assembly of Local Government communique – ALGA [8.7.2 - 4 pages]
3. Attachment 3 - Mayors ALGA NGA Report 2026 06 26 (1) [8.7.3 - 2 pages]
4. Attachment 4 - Deputy Mayor ALGA Report 2026 [8.7.4 - 1 page]

NGA 2026 Program

TUESDAY 23 JUNE

REGIONAL FORUM | URBAN FORUM

Presented by nbn

Presented by KPMG

8:00 AM Registrations Open

9:00 AM - Regional Forum & Urban Forum
5:30 PM National Convention Centre

5:30 PM - **National General Assembly Welcome Reception & Exhibition Opening**
7:30 PM
Sponsored by Payble

WEDNESDAY 24 JUNE

NATIONAL GENERAL ASSEMBLY

8:00 AM Registrations Open

9:00 AM **Opening Session**
Welcome to Country: Paul Girrawah House
Governor-General, Her Excellency the Honourable Sam Mostyn AC
ALGA President's Address
Mayor Matt Burnett, ALGA President

10:00 AM **David Speers (MC) in conversation with Ministers and Shadow Ministers**
Federal Minister panel
Federal Shadow Minister panel

11:00 AM **MEAL BREAK ONE**
Sponsored by Telstra

11:15 AM **Telstra Lunch Session:** Together Connects Communities - *Menzies Theatre*

12:00 PM **Financial Sustainability**
Launch of 2026 National State of the Assets Report
Around the Grounds with State and Territory Association Presidents

1:00 PM **Community Inclusion in Action**
Keynote address: Michael Theo, Actor and Voice Over Artist
Launch of the new Disability Inclusion Guide

2:00 PM **MEAL BREAK TWO**
Sponsored by McArthur

3:00 PM **Debate on Motions**

5:30 PM Close of Day One

THURSDAY 25 JUNE
NATIONAL GENERAL ASSEMBLY

8:30 AM **Debate on Motions**

11:00 AM MEAL BREAK ONE

12:00 PM **Listen and Action with Jason Clarke**
Sponsored by JLT
 Managing Financial Risk and Uncertainty
 Launch of the Local Government Skills Audit,
 including the National Jobs Survey

2:00 PM MEAL BREAK TWO
Sponsored by JLT

JLT Lunch Session: JLT Public Sector
 Client Event - *Menzies Theatre*

3:00 PM **Practical Tools for the Modern Council**
Payble Research
 Dailius Wilson, Chief Revenue Officer and
 Chief Economist, Payble
How to Get that Grant
 Colin Steele, Managing Director, Section51
Asbestos Emergency Management
 Jodie Deakes, ASSEA
Respectful Communication in an Online World
 Felicity Cull, Pesel & Carr

4:30 PM **NGA Close and Communiqué**

7:00 PM - 11:00 PM General Assembly Dinner
Sponsored by Telstra
 Anzac Hall, Australian War Memorial
 Keynote speaker: The Hon Anthony Albanese MP,
 Prime Minister of Australia
 Sponsor address: Kirsten Garwood, Telstra
Networking Event
Sponsored by ReadyTech
 Market Hall, Verity Lane

Dinner Keynote Speaker



THE HON ANTHONY ALBANESE MP

Prime Minister of Australia

Dinner Sponsor Speaker



KIRSTEN GARWOOD

Kirsten Garwood is Group Owner, Government at Telstra, where she leads teams responsible for Telstra's partnerships with the public sector, supporting federal, state, and local government priorities through delivering secure, scalable, and innovative network and connectivity solutions that enable citizen education and transport, health and social services, national intelligence, security, and resilience.

Voting Desk

Collection Details

The first voting session is on Wednesday at 3:00 PM. Please ensure you have collected your council's voting card before this time. Voting cards will be available from the voting desk at the ALGA booth in the foyer between the below times.

The voting cards work with a device that the voting delegate will need to collect at the start of each voting session.

Tuesday 23 June
 10:00 AM - 4:00 PM

Wednesday 24 June
 11:00 AM - 5:00 PM

Thursday 25 June
 8:00 AM - 3:00 PM

Return Details

You must return the device at the end of each debate session for recharging.

A fee of \$200 will apply if the device is not returned by the end of the assembly.


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[Print](#)

Posted on 25 Jun, 2026

2026 National General Assembly of Local Government communique



More than 1,100 local government leaders from across Australia gathered in Canberra from 23–25 June for the 32nd National General Assembly of Local Government (NGA), convened by the Australian Local Government Association.

Paul Girrawah House and Selina Walker, representatives of the Ngambri and Ngunnawal peoples delivered the Welcome to Country. Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of Australia, formally opened the Assembly.

A key focus of this year's NGA was the sector's united advocacy for fairer Financial Assistance Grants, including support for an emergency motion and [letter](#) to the Speaker of the House of Representatives calling on the Australian Parliament to restore Financial Assistance Grants to 1 per cent of federal taxation revenue annually. This strong call was supported by the Australian Services Union and United Services Union – who represent the many of local government employees across the country.

Delegates reinforced that sustainable, untied federal funding is essential if councils are to continue delivering the infrastructure, services and local solutions their communities

need.

We heard from a range of federal, territory and parliamentary leaders across the Assembly, including the Honourable Catherine King MP, the Honourable Kristy McBain MP, the Honourable Claire O'Neil MP, the Honourable Julian Hill MP, Mr Jamie Chaffey MP, Senator Andrew Bragg, Senator the Honourable Matt Canavan, and ACT Chief Minister Andrew Barr MLA.

This year's Assembly was held under the theme **Stronger Together: Resilient. Productive. United**, reflecting the sector's shared commitment to working with all levels of government to deliver better outcomes for local communities.

The 2026 program featured both the long-running Regional Forum and the inaugural Urban Forum, recognising the distinct opportunities and challenges facing regional and metropolitan Australia.

The Regional Forum focused on the conditions needed for thriving regional communities, including infrastructure, workforce, housing, emergency management and service delivery.

The inaugural Urban Forum highlighted the scale and complexity of challenges facing Australia's cities, including population growth, liveability, productivity, transport, housing and community infrastructure.

Together, these discussions reinforced that effective national policy must reflect local context, and that no single approach will meet the needs of every community.

Across the Assembly, delegates engaged in a program focused on the major pressures shaping councils and communities. Key themes included local government financial sustainability, roads and enabling infrastructure, emergency management, workforce and skills, climate resilience, disability inclusion and a focus on community cohesion.

Councils from across Australia also shared practical case studies and on-the-ground experience, highlighting the local innovation, service delivery pressures and community-led solutions that are shaping policy and practice across the sector.

Jason Clarke's Listen and Action workshop challenged delegates to move from discussion to delivery, offering practical tools to sharpen ideas, build consensus and turn community insight into tangible action.

The Assembly was rounded out with a final session providing delegates with useful tools and insights, including how to manage rate payments, secure grants, strengthen the management of asbestos, and support respectful engagement in an increasingly online world.

The Assembly also launched three important sector resources to support councils' advocacy, planning and delivery. ALGA's [2026 National State of the Assets Report](#) provided an evidence-based picture of the condition, performance and renewal challenge of local government infrastructure. The [2025 Australian Local Government](#)

[Workforce Skills and Capability Survey](#) offered valuable insights into the sector's workforce and future capability needs, while ALGA's new [Disability Inclusion Guide for Councils](#), developed with support from the Australian Government Department of Health, Disability and Ageing, was launched as a practical online resource to help councils embed inclusion across planning, infrastructure, services, employment and community engagement.

Motions and Assembly Outcomes

As in previous years, motions from councils across Australia formed a central part of the Assembly with 243 motions put forward this year, demonstrating the strength of councils' grassroots advocacy and the importance of bringing local priorities directly to Canberra.

Motions passed by the NGA will be referred to relevant Ministers for response and will help inform ALGA's national advocacy and policy priorities in the year ahead.

The 2026 NGA confirmed that local government remains essential to Australia's resilience, productivity and social cohesion. Stronger together, local governments will continue to advocate for sustainable funding, stronger policy partnerships and the recognition needed to build stronger communities across Australia.

Building Communities.



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Australian Local Government Association

8 Geils Court Deakin,
ACT 2600

(02) 6122 9400
alga@alga.asn.au

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Website by [Giraffe](#).

ALGA acknowledges the Traditional Custodians of the lands on which we work, the Ngunnawal and Ngambri Peoples, and pays respect to their Elders past and present. As a federated body, ALGA's member associations are based and work across the country, and ALGA acknowledges Australia's First Nations Peoples as the Traditional Owners and Custodians of the lands and waters on which we all work and live.

Mayor's report – ALGA NGA trip to Canberra

The Australian Local Government Association (ALGA) organizes the annual National General Assembly (NGA), which is an opportunity for local councils across all of Australia to come together and advocate for local government issues that are of national priority/significance.

This year, ALGA organized the very first Urban forum (which is usually just a regional forum), which I attended. The urban forum was an opportunity for urban councils to listen to issues, and topics from speakers that directly affect urban councils. We heard from The Hon Clare O'Neil MP, and the ACT Chief Minister Andrew Barr MLA Opposition Address, Minister Kristy McBain speaking on issues about population growth, transport, housing and community infrastructure.

Together with Mayors from Cardinia, Casey, Dandenong, Frankston and Kingston, we met with six Ministers and Federal Members to again talk about the Greater South East Melbourne (GSEM) and how our eight councils can work with the Federal Government to provide support for our manufacturing sector, which is so important for our local businesses success and local jobs. GSEM received some positive feedback from Ministers, that we will take with us to improve our plans and advocacy together.

I attended a session with the Eastern Region Group (ERG) of Councils to talk about our shared services work, which is progressing. There are many benefits to be realized from this work including cost reductions and better delivered services. The Mayors from the 5 councils are keen to see this work progress so we are working closely together to support this to make it happen.

I attended a demographics session, where we heard about the impact of planning changes, and how best to cope with them. For Knox, this means continuing to advocate for our city by being involved in planning decisions (where possible), and the importance of state and national policy, and how councils can be involved in those discussions, before decisions are made. Decisions made today, can create future financial commitments to Councils so it's important to hear what is happening, make sure Knox is represented, and we are positioning our city carefully for the future.

During the NGA, ALGA released the National State of the Assets Report. An important question for Councils is, how are we leaving our assets for future generations, and how does our investment keep up with the growing need? Report link here - [Media Release: National report highlights growing local infrastructure renewal challenge – ALGA](#)

While in Canberra, The Deputy Mayor, CEO and I met with our local Federal member Mary Doyle. This was a good opportunity to talk about a number of projects the Federal Government are financially supporting in Knox (Carrington and Tormore), and a number of new initiatives from the Federal Government. I also attended Question Time which was a great opportunity to hear a number of questions asked within Parliament about the Federal Governments support of Local Government.

Mayor's report – ALGA NGA trip to Canberra

One of the main events during ALGA is the voting of motions that are then shortlisted for further advocacy. ALGA states these motions are to be of national significance, that the federal government can support. There was a total of 243 motions submitted on a range of topics including housing/planning, emergency management, environment, roads, infrastructure, intergovernmental relations, jobs and skills. One of the items I heard from my residents about before I went, was the Climate Compensation Fund, which is the idea that big polluters pay for their environmental impact through compensation funds. This motion was supported. Overall, the motions that were passed, are then referred to relevant Ministers for response.

Knox Council raised three motions, all of which were supported:

1. A national approach to Cyber Security, fraud resilience and safe use of artificial intelligence – which was included in a combined strategic motion along with similar motions from other councils;
2. Funding to implement the Environmental Protection and Biodiversity Conservation 2025 reforms – which was included in a block of motions consistent with existing ALGA policy;
3. Extend across a 4-year period, the Local Roads and Community Infrastructure Program – which was included in a combined strategic motion along with similar motions from other councils.

I attended the Australian Council of Local Government opening event, where Minister Clare O'Neil, Minister Kristy McBain, Senator Andrew Bragg spoke. They spoke about the impact that local governments have on their residents, acknowledged the financial constraints councils are under, demonstrating they understand the constraints and issues for local government.

I had the great opportunity to meet with many councillors across Melbourne, many new, which is important because it creates a network that I can lean into for faster learnings, greater ideas, and to help me be the best councillor I can be. If we are experiencing an issue here in Knox, it's beneficial to hear how other councils might be experiencing the same issue and how they are addressing it, or hearing about new programs/initiatives that other councils are running, or improvements and savings in the things they are doing.

I attended ALGA NGA from Monday 22nd July to Friday 26th July 2026. The trip cost \$3,772.17 which included my flights, accommodation and a ticket to the ALCG forum. I personally paid for my breakfasts, lunches, airport parking, the ALGWA breakfast and all other incidentals.

Deputy Mayor**Australian Local Government Association National General Assembly, Canberra – June 2026**

As Deputy Mayor, I had the privilege of representing our community at the 2026 Australian Local Government Association (ALGA) National General Assembly (NGA) in Canberra. The NGA is the largest annual gathering of local government leaders in Australia and provides a valuable opportunity to engage directly with Federal Government representatives, industry experts, and councils from across the nation on issues that affect our communities.

Attending the ALGA National General Assembly provided a valuable opportunity to engage with local government representatives from across the country and bring new ideas back to benefit our community. One of the greatest advantages of the NGA is having hundreds of councillors in a single location, creating an environment where experiences, challenges and successful initiatives can be openly shared. The ability to discuss common issues and “bounce ideas” off fellow councillors from a wide range of municipalities generated practical insights that may help inform future local decision-making and service delivery.

Importantly, both the **CEO** and **Mayor** were also in attendance. This created extended opportunities outside of normal council business to discuss priorities, work through strategic issues, and strengthen alignment on key advocacy and organisational objectives. The informal setting enabled productive conversations that would have been difficult to replicate in our usual day-to-day schedules.

A particular highlight was the opportunity to meet with our Federal Member, **Mary Doyle MP**, in her Parliamentary office in Canberra. There is significant value in making the effort to meet with federal representatives on their own terms, within the setting where national policy and funding decisions are made. This demonstrates a proactive commitment to advocacy on behalf of our community and allows for focused discussions on local priorities. Such meetings help strengthen relationships, elevate awareness of local issues and position Council to better pursue future funding, partnerships and support for projects that benefit residents.

The Assembly also provided rare and valuable access to senior local government leadership. The Mayor and I were invited to join the executive members of both the **Australian Local Government Association (ALGA)** and the **Municipal Association of Victoria (MAV)** at their table for one of the interactive sessions. Not only was this an honour and a privilege but provided the opportunity for direct conversations on local government challenges, with dedicated time to raise issues and seek feedback from influential decision-makers within the sector.

Another valuable engagement was time spent with **Eastern Region Group of Councils (ERG)**, where we were able to meet in a focused and captive environment to further leverage ideas, discuss strategic alignment, and explore opportunities for shared services and collaborative initiatives. These discussions not only identified potential areas for greater efficiency and cooperation but also helped build stronger professional relationships and rapport that will support future partnerships.

Overall, attendance at the ALGA NGA delivered significant value through networking, advocacy, strategic discussions and relationship building, helping to ensure our council remains connected, informed and well positioned to deliver improved outcomes for residents.

9 Supplementary Items

10 Notices Of Motion

11 Urgent Business

12 Questions Through the Chair

13 Confidential Items