

# Council and Health and Wellbeing Plan 2025-2029

Progress report quarter four:  
2025-2026



knox



# About the plan

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

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

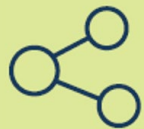
## Our Community Vision 2035

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

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

# Our themes

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



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

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



**Caring for and enhancing our environment**

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



**Being a strong voice for safety**

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



**Embracing connection, inclusion and diversity**

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



**Leading, listening and governing responsibly**

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



**Planning our future city**

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

# Our health and wellbeing priorities

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



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



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



**Support access to affordable and nutritious food**



**Create opportunities for active living**



**Advocate for equity across our community**



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



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



**Improve social connection and mental wellbeing**

## How to read this report

### Actions

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

Progress status is reported based on the following colour coding:

| Complete                                                                          | Behind schedule                                                                     |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|  |  |

### Performance measures

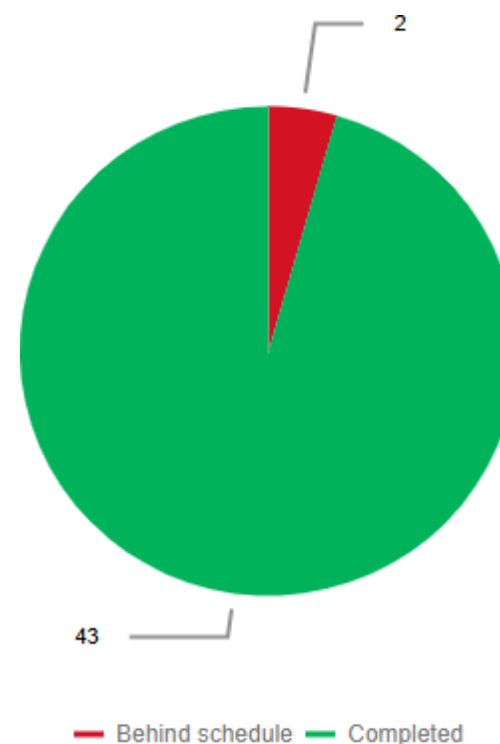
This report also includes the Council and Health and Wellbeing Plan 2025-2029 performance measures which demonstrate progress towards achieving each Strategic Objective. The data reflects the year end result. Each measure is tracked against its annual target as set out in the Annual Budget.

## Progress Report Quarter 4, 2025-2026

### 2025-26 actions summary

There are 45 actions to be delivered in 2025-2026. Of these, 43 actions have been completed and two actions are behind schedule. It is proposed that the two actions that are behind schedule remain in progress and are carried forward to 2026-2027 to support their completion.

| Theme                                                          | Complete  | Behind schedule | Grand Total |
|----------------------------------------------------------------|-----------|-----------------|-------------|
| Enhancing community connection to vital services and resources | 7         | 0               | 7           |
| Embracing connection, inclusion and diversity                  | 9         | 1               | 10          |
| Caring for and enhancing our environment                       | 7         | 0               | 7           |
| Leading, listening and governing responsibly                   | 7         | 1               | 8           |
| Being a strong voice for safety                                | 6         | 0               | 6           |
| Planning our future city                                       | 7         | 0               | 7           |
| <b>Total</b>                                                   | <b>43</b> | <b>2</b>        | <b>45</b>   |



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

## Actions

| Action                                                                                                                                                                                                        | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Status                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Finalise and commence implementation of a Cemetery Landscape Masterplan to guide development of new ashes interment areas that meet community needs while complementing the existing amenity of the cemetery. | 100%     | Procurement for concept design services for new niche walls and memorial elements has been completed, supporting the next stage of implementation of the Cemetery Landscape Masterplan. The engagement of design services will assist in progressing detailed concepts, exploring design options and ensuring proposed memorial elements align with the Masterplan objectives, operational requirements and the future needs of the cemetery.                                                                     | Complete  |
| Implement Economic Development's 2025-26 events program to strengthen capacity building for local businesses.                                                                                                 | 100%     | The 2025-2026 Economic Development Events Program has been delivered, providing a range of networking and business capability building opportunities for local businesses. Sessions included Human + AI: Creating Strategic Content That Converts, Numbers & Networking: EOFY Tips and Local Connections, and Marketing When Customers Are Spending Less. The program supported local businesses to build capability, strengthen skills, expand professional networks, and respond to evolving market conditions. | Complete  |

| Action                                                                                                                                                    | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Status                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Promote <i>Your Library</i> activities, programs and events that focus on lifelong learning, increase social connection and improve access to technology. | 100%     | <p>Council and Your Library continue to work collaboratively through regular programming meetings to align library activities with Council's strategic objectives. Council actively promotes Your Library programming and many activities are delivered in partnership between Council and Your Library.</p> <p>In response to community demand, Your Library has expanded programming at Rowville library to increase access to technology support services.</p>                                                                                                                                                                      | Complete  |
| Improve our shared path network through new and renewed upgrades including the Liverpool Road shared path.                                                | 100%     | <p>The Knox Cycling Action Plan has continued to guide shared path priorities for 2025-2026. Council has completed the Green Spine shared path on Chandler Road in Boronia and delivered the first stage of the Liverpool Road shared path. Further stages of the Liverpool Road shared path are planned to commence in 2026-2027, subject to final delivery requirements. Council has also progressed design, scoping and investigation work for future shared path improvements. These include Brenock Park Drive, Railway Trail connections in Upper Ferntree Gully, Railway Parade and the Stud Road service road in Scoresby.</p> | Complete  |

| Action                                                                                                                                                                          | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Status                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Advocate for enhanced bus service frequency and coverage across the Knox network and for release of the business case for transport options in the Caulfield-Rowville corridor. | 100%     | Council has continued to advocate for more frequent and better connected bus services across Knox through ongoing engagement with the Department of Transport and Planning and participation in the Eastern Transport Coalition. During the year, council supported regional advocacy priorities, including improved bus connections between Vermont South, Mountain Highway and Bayswater, investigation of a Bayswater to Stud Park bus link via Henderson Road, and identification of safer arterial road crossings to improve access to frequent bus services. Council also continued to advocate to seek the release of the business case for transport options in the Caulfield to Rowville corridor. Ongoing coordination with State Government project teams, including the Boronia Station Precinct Upgrade, supported integrated transport, and improved access, safety and community connections across Knox. | Complete  |
| Lead and deliver the Knox Food Relief Taskforce and actively participate and contribute to the Knox Emergency Relief Network.                                                   | 100%     | The Knox Food Relief Taskforce continues to progress actions from its workplan, including engaging with local businesses and planning a winter tin food donation drive. The Taskforce also continues to inform Councils advocacy efforts with State and Federal government on food relief and related community needs. Council remains an active participant in the Knox Emergency Relief Network and continues to support collaboration across the sector. In June 2025, Council promoted the winter tinned food drive and the recent Outer East Homelessness Round Table.                                                                                                                                                                                                                                                                                                                                              | Complete  |

| Action                                                                                                                  | Progress | Comments                                                                                                                                                                                                                                                                                                                 | Status                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Collaborate with Yarra Ranges Shire and Maroondah City Council to develop the Bayswater Business Precinct Spatial Plan. | 100%     | Council officers continue to collaborate with Yarra Ranges Shire and Maroondah City Council in the development of the spatial plan for Bayswater Business Precinct. The draft spatial plan is expected to be presented for Council endorsement by December 2026 for the purpose of community and stakeholder engagement. | Complete  |

## Performance measures

| Performance Measure                                                                                                    | Annual Target    | 2025-2026 Result          | Comments                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kilometres of new active transport in Knox aligned with the Knox Cycling Action Plan and other active transport plans. | 2Kms             | 2.8Kms                    | Council delivered 2.8 kilometres of new active transport infrastructure in line with the Knox Cycling Action Plan and other active transport priorities. Key projects completed included new footpaths, shared path connections, mobility improvements and road safety upgrades. |
| Community satisfaction with bike and shared paths (both on road and off-road and including shared paths).              | 79-80            | 79                        | Community satisfaction with bike and shared paths was 79 which is an “excellent” level of satisfaction.                                                                                                                                                                          |
| Community satisfaction with the maintenance and repair of sealed and local roads.                                      | 68-70            | 75                        | Community satisfaction with sealed local roads was 75 which is a “very good” level of satisfaction.                                                                                                                                                                              |
| Number of visits to libraries in the Knox municipality.                                                                | 625,00 - 640,000 | 778,592                   | The 2025-2026 result was significantly higher than the annual target. This increase is largely due to the continued success of Knox Library Ngarrgoo.                                                                                                                            |
| Community satisfaction with local library services.                                                                    | 8.5-8.6          | 8.7                       | Community satisfaction with library services was 8.7 which is an “excellent” level of satisfaction.                                                                                                                                                                              |
| Number of planning permits issued for commercial, office or retail use and development.                                | 130-150          | <i>Data not available</i> | Data will be available in late 2026.                                                                                                                                                                                                                                             |

| Performance Measure                                                          | Annual Target | 2025-2026 Result | Comments                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------|---------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Value of grants provided to emergency relief organisations.                  | \$100,000     | \$100,000        | The Emergency Relief Grant was established with an annual allocation of \$100,000. This grant stream was exhausted in during 2025-26 with all grant money going to Emergency Relief organisations with the City of Knox.                                                                                                    |
| Self-reported health status of Knox residents.                               | 36%-38%       | 37%              | This figure is obtained from the Victorian Population Health Survey which is undertaken every 4-6 years. The latest figures are from 2023 and state that the 'self-reported health status of Knox residents is excellent/very good 37.2%'. The next survey is expected to be undertaken in 2026 with data released in 2027. |
| Amount of gross regional product (GRP) (\$) generated by businesses in Knox. | \$9.4B-\$9.7B | \$10.31B         | Knox City Council's Local Industry Gross Regional Product was \$10.31 billion for the year ending June 2025. This is the most recent data available, with Economy ID expected to receive the first Local Government Area estimates for 2025-2026 GRP in April 2027.                                                         |
| Community satisfaction with Council services and facilities.                 | 7.7-7.9       | 8.0              | Community satisfaction with Council services and facilities was 8.0 which is an "excellent" level of satisfaction.                                                                                                                                                                                                          |

## Theme 2: Embracing connection, inclusion and diversity

### Actions

| Action                                                                                                                                                                | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                      | Status                                                                                       |
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| Strengthen the ongoing partnership with sessional kindergarten providers operating from Council facilities through enhancement of processes and partnership meetings. | 100%     | Partnership activities continued throughout the year. Strong attendance and participation from key kindergarten stakeholders and supporting sector regulators remained a key strength of the partnership model. This sharing of practice continued to strengthen collaboration and provided a strong foundation for ongoing work to support the ongoing implementation of kindergarten into the future.                       | Complete  |
| Consider the child perspective in service delivery, decision making and design through a Child Friendly Cities Education Campaign to build capability of our staff.   | 100%     | Stage 2 of the Child Friendly Cities initiative has commenced, focusing on learning and capacity building for Council staff. An internal working group representing a range of service areas has been established, and a workplan has been developed to support ongoing staff education, awareness and information sharing across the organisation. Remaining activities will continue through 2026-2027 early years actions. | Complete  |

| Action                                                                                                                                                                         | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Status                                                                                              |
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| Deliver targeted programs for priority population groups, including intergenerational initiatives, for example an annual fishing program, to strengthen community connections. | 100%     | <p>Planning for the intergenerational program between Swinburne TAFE Certificate II in Community Service studies with secondary school students has been completed, with sessions commencing in July 2026. The program has been developed through collaboration between Swinburne staff, a retirement village lifestyle coordinator and an intergenerational specialist, creating a new approach to engaging students from across Knox secondary schools.</p> <p>Residents experiencing loneliness and social isolation have been invited to participate, with program outcomes helping to inform future work with tertiary education providers.</p> <p>Across the year, 168 programs were delivered, reaching more than 4,700 community members and strengthening community connections.</p> | Complete         |
| Undertake the Knox Aquatics Feasibility Study.                                                                                                                                 | 60%      | <p>The Feasibility Study has been split into two stages. Stage 1 involved an extensive technical assessment of the site, which included a delay while additional information relating to underground services was obtained. These details required review by an external consultant and are informing the strategic review (Stage 2), which is progressing well. The review is expected to be completed in the first half of 2026-2027.</p>                                                                                                                                                                                                                                                                                                                                                   | Behind schedule  |

| Action                                                                                  | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Status                                                                                       |
|-----------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Deliver sporting club capacity-building sessions in partnership with key stakeholders.  | 100%     | A number of sporting club capacity-building sessions were delivered throughout the year in partnership with key stakeholders. Sessions included Cultural Awareness, Preventing Vaping Among Youth Players and Responsible Service of Alcohol. The Knox Sport and Leisure Awards were held on 17 June 2026, recognising the contributions and achievements of the local sporting community. The Vic Kids Eat Well pilot program also continued throughout the year with four Knox sporting clubs in partnership with Community Strengthening and Eastern Access Community Health (EACH). | Complete  |
| Deliver the 2025-26 actions of the Alcohol Statement of Commitment implementation plan. | 100%     | The Knox Local Drug Action Team met throughout the year with representatives from community health, women's health services, and prevention and response organisations. The group progressed planning for community engagement to better understand alcohol-related harm experienced by mothers and women who are carers in Knox. A Community Action Plan grant application was submitted, and Council is awaiting the outcome.                                                                                                                                                         | Complete  |

| Action                                                                                                                           | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Status                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Deliver volunteer training sessions and promote opportunities to strengthen social and community networks and reduce loneliness. | 100%     | <p>The Community Training Program delivered 17 community training sessions during the year, supporting local community groups, volunteers and organisations to build their knowledge and capacity across a broad range of topics.</p> <p>Training delivered included:</p> <ul style="list-style-type: none"> <li>• Running a Successful Community Group/Sporting Club</li> <li>• Safe Food Handling</li> <li>• Child Safe Training (two sessions)</li> <li>• Managing Challenging Member and Volunteer-Related Situations</li> <li>• Building Aboriginal Cultural Competency (two sessions)</li> <li>• Cultural Awareness</li> <li>• 3Rs of Family Violence</li> <li>• Volunteering – Recruitment and Retention</li> <li>• Fundraising for Community Groups</li> <li>• Grant Writing</li> <li>• Social Media</li> <li>• Social Media Consultancy</li> <li>• Three Knox City Council Grant Information Sessions</li> </ul> <p>299 participants attended, with strong participation in the Council Grant Information Sessions (63 attendees across three sessions) and</p> | Complete  |

| Action                                                                                                                                                                                                                                       | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Status                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Partner with our diverse and multicultural community, key services and networks to support and celebrate our diversity, including the coordination of the Knox Community Safety, Health and Wellbeing and Multicultural Advisory Committees. | 100%     | continued demand for governance, grants, child safety and cultural competency training.<br><br>In addition, 15 Community Strengthening e-bulletins were distributed, including three special editions, to nearly 800 subscribers throughout the year. These e-bulletins provided information on funding opportunities, training, networking events and other resources relevant to community organisations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                              |
|                                                                                                                                                                                                                                              |          | The Knox Community Safety, Health and Wellbeing Advisory Committee continued to provide advice and input throughout the year. To streamline engagement and encourage participation, the June committee meeting was rescheduled and replaced by a joint Advisory Committee meeting in July 2026.<br><br>The Knox Multicultural Advisory Committee met regularly throughout the year. Members provided feedback on Cultural Services planning, gender equality and family violence prevention initiatives, the development of Committee priorities for 2026, and the proposed Knox Multicultural Advisory Committee eNewsletter. Members were also invited to participate in Community Day at Westfield Knox to strengthen connections with community organisations and stakeholders. These activities provided valuable insights that will help shape Council's future programs, communications and engagement with multicultural communities. | Complete  |

| Action                                                                                                            | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Status                                                                                       |
|-------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Review the Reconciliation Action Plan 2023-2025 and develop the next iteration of the plan.                       | 100%     | Actions under the Knox Reconciliation Action Plan 2023-2025 were implemented and reviewed at the conclusion of the Plan. A review report was presented to Council in September 2025. The new Reconciliation Action Plan 2026-2030 has been developed and will be presented to Council for endorsement in 2026-2027.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Complete  |
| Deliver the bi-annual Youth Summit to hear from the voices of young people on issues which are important to them. | 100%     | <p>Youth Services delivered the Youth Summit in August 2025 for young people aged 12 to 18 years. Every secondary school in Knox was invited, with six schools represented on the day. 68 students registered and 50 attended. The event was supported by 16 Youth Advisory Committee members. Key topics discussed included life skills and education, outdoor and recreation activities and how Council communicates with young people. Youth Services will use the insights from the Summit to guide service delivery for the next 18 months.</p> <p>In September, two young people presented the Summit outcomes to Councillors, and their contribution was well received.</p> <p>Youth Services is also working with Council's Communications and Engagement team to develop a plan to engage the 16-to-25-year age group in further consultation opportunities.</p> | Complete  |

## Performance measures

| Performance Measure                                                                   | Annual Target | 2025-2026 Result | Comments                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------|---------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Participation of young people in Youth Services programs.                             | 7,500-8,000   | 14,745           | Program participation was strong throughout 2025-2026, with larger than predicted engagement by young people in Pop-Up Youth Hives. Participation was particularly strong in the second half of the year, with May being the busiest month for the period, contributing to a result that significantly exceeded the annual target. |
| Participation in social inclusion programs and intergenerational initiatives.         | 4,000-4,200   | 4,701            | Participation rates have exceeded the target for this performance measure.                                                                                                                                                                                                                                                         |
| Community satisfaction with community and cultural activities, festivals, and events. | 8.0-8.2       | 8.4              | Community satisfaction with community and cultural activities, festivals, and events was 8.4 which is an “excellent” level of satisfaction.                                                                                                                                                                                        |
| Number of health promotion initiatives targeted at reducing alcohol-related harm.     | 8-9           | 8                | There were 8 health promotion initiatives targeted at reducing alcohol-related harm delivered during 2025-2026.                                                                                                                                                                                                                    |
| Number of volunteers that attend volunteer training and education.                    | 275-325       | 320              | The total number of attendees for 2025-2026 was 320, an increase of 54 from 2024-2025. Attendees per session averaged 19, on par with 2024-2025. We held 17 sessions in 2025-2026, an increase from 15 in 2024-2025.                                                                                                               |

| Performance Measure                                                                                                                      | Annual Target | 2025-2026 Result | Comments                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Participation of people living with disability and their carers in targeted events, programs and professional development opportunities. | 1,800-2,000   | 2,797            | Participation significantly exceeded the target range, with 2,797 attendances recorded. This outcome demonstrates the continued demand for inclusive events, programs and support groups delivered for people living with disability, their carers, and educators who access Council's professional development programs. |
| Number of residents accessing the Knox community transport bus outings.                                                                  | 5,000-5,500   | 6,075            | There has been increased use of community transport this year, with higher number of clients enjoying outings and community organisations hiring the buses for excursions.                                                                                                                                                |
| Community Satisfaction with services for youth.                                                                                          | 8.0-8.1       | 8.1              | Community satisfaction with services for youth was 8.1 which is an “excellent” level of satisfaction.                                                                                                                                                                                                                     |
| Community Satisfaction with sports ovals and other outdoor sporting facilities.                                                          | 8.2-8.3       | 8.2              | Community satisfaction with sports ovals and other outdoor sporting facilities was 8.2 which is an “excellent” level of satisfaction.                                                                                                                                                                                     |
| Number of upgrades that provide for gender inclusion in Council owned pavilions.                                                         | 1-2           | 4                | Seebeck Reserve, Park Ridge Modular Pavilion, Wally Tew Pavilion and Tormore Reserve Pavilion have been upgraded.                                                                                                                                                                                                         |

## Theme 3: Caring for and enhancing our environment

### Actions

| Action                                                                | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                      | Status                                                                                       |
|-----------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Progressively replace fleet vehicles with zero/low emission vehicles. | 100%     | New fleet assets are being purchased to reduce council's environmental footprint. Electric Vehicles (EV's) and hybrid vehicles are being considered for dedicated pool and passenger fleet.                                                                                                                                                                                                                                                   | Complete  |
| Finalise the first draft of the 10-year Open Space Strategy.          | 100%     | An initial draft of the Open Space Strategy has now been developed. A Councillor briefing held on 13 April 2026 outlined the draft community values, strategic principles and key community feedback received to date. Further community consultation is currently underway to help refine the draft Strategy. Following this engagement, the Strategy will be updated and is expected to be presented to Council for endorsement in 2026-27. | Complete  |

| Action                                                                                                                | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Status                                                                                         |
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| Deliver the year two funded actions of the Biodiversity and Resilience Strategy 2024-2034 Action Plan.                | 100%     | A range of year two actions under the Biodiversity and Resilience Strategy 2024-2034 Action Plan were delivered throughout the year. The Gardens for Wildlife program celebrated its 20th anniversary, while work continued on the Biodiversity Sensitive Urban Design Framework in partnership with the University of Melbourne. A Nature Conversations community co-design workshop was delivered, and the Nature Stewards Program received positive feedback from participants. Community planting events were also held for World Environment Day and at Koolunga Native Reserve, supporting community participation in biodiversity and environmental stewardship. | Complete    |
| Deliver the annual Sustainability Initiatives of Council's Capital Works Program to reach net zero emissions by 2030. | 100%     | The annual Sustainability Initiatives of Council's Capital Works Program were completed and included projects such as: <ul style="list-style-type: none"> <li>• efficiency upgrades to lighting and air conditioning at Knox Civic Centre</li> <li>• lighting replacement at several outdoor car parks including Wally Tew Reserve and Pickets Reserve</li> <li>• the installation of pool blankets to the 50m Pool at Knox Leisureworks</li> <li>• lighting upgrades to Knoxfield Tennis Club</li> </ul>                                                                                                                                                               | Complete    |
| Conduct the mid-term review of Council's Climate Response Plan 2021-2031.                                             | 100%     | The mid-term review of Council's Climate Response Plan 2021-2031 was completed with the draft to be presented to Council for consideration in July 2026.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Complete  |

| Action                                                                                                                                                                                                                    | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Status                                                                                       |
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| Advocate to Federal and State Governments to reconsider the kerbside glass only service reform, in favour of an expanded Container Deposit Scheme (CDS) to enhance glass recycling and reduce cost to the Knox community. | 100%     | <p>Knox is among 39 Victorian councils calling on the State Government to delay the mandatory rollout of a costly fourth glass bin.</p> <p>Community feedback from our 2025 Waste Service Review showed that homes in Knox have less than 10 glass items to recycle per week. For our community, this suggests a fourth household bin dedicated solely to glass recycling would not be well utilised.</p> <p>Knox residents responded to the “Let’s be clear on glass” community survey and the results are being provided to the State Government for review.</p> <p>The 39 Councils are requesting expanding the CDS to include wine and spirit bottles and an extension of the July 2027 deadline for the glass-only kerbside service. This would allow sufficient time to fully explore alternative options.</p> | Complete  |
| Participate in the South East Metropolitan Advanced Waste Processes Project Oversight Group, to oversee facility construction and report back to Council.                                                                 | 100%     | <p>Knox City Council is involved in ongoing discussions following the Victorian Civil and Administrative Tribunal (VCAT) decision in April that will impact the South East Metropolitan Advanced Waste Processes Project. Knox City Council is a part of the South East Council landfill user group and there is a working group tasked with preparing a report investigating the impacts of the landfill and transfer station capacity after the closure of Veolia Hallam. Knox is up to date with providing the working group with required data and attending meetings.</p>                                                                                                                                                                                                                                       | Complete  |

## Performance measures

| Performance Measure                                                                                           | Annual Target                    | 2025-2026 Result          | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community satisfaction with the provision and maintenance of parks and gardens.                               | 7.8-8.0                          | 8.1                       | Community satisfaction with the provision and maintenance of parks and gardens was 8.1 which is an “excellent” level of satisfaction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Net change in Council trees (planted vs removed).                                                             | 1,250-1,350                      | 1,298                     | During 2025-26 council planted 2,372 trees and 1,074 trees were removed. This is a net gain of 1,298 trees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Waste diverted from landfill.                                                                                 | 72-74%                           | 71%                       | The diversion rate is relatively consistent with the previous reporting period. The diversion rate has been impacted by the successful uptake of the Container Deposit Scheme (CDS), which has shifted recyclable materials away from Council’s collection system, and lower green waste tonnages due to reduced rainfall. As a result, these materials are no longer included in our reported recycling figures, impacting the calculated diversion percentage. The diversion rate of 71% continues to place Knox as a leading Council in reducing waste to landfill and in a strong position to achieve state and Council goals on this key environmental indicator. |
| Council’s greenhouse emissions (CO2 equivalent).                                                              | 1,800-1,850                      | <i>Data not available</i> | Data will be available in August 2026.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Electrification of Council Buildings (removal of gas and/or installation of solar and/or battery connection). | 3-5 buildings per financial year | 3 buildings               | HV Jones Pavilion, Wally Tew Pavilion and Tormore Reserve Pavilion have been fully electrified in this financial year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

## Theme 4: Leading, listening and governing responsibly

### Actions

| Action                                                                                                                                                                               | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Status                                                                                         |
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| Optimise Council's key communication channels to ensure our customers have easy access to relevant and timely information.                                                           | 100%     | <p>The review of Council owned communication channels has been completed for Knox News print magazine, eNewsletter, roadside banner, the Have Your Say website and on hold messages. The review process included completing Equity Impact Assessments to ensure the needs of different audiences were considered.</p> <p>Reviews were also completed for external communication channels that Council regularly utilises including digital screens, Electric Vehicle (EV) charging station screens, community newspapers, and the Mayor's radio segment. Findings from the reviews will inform the development of guides, documenting processes, monitoring and evaluation measures and actions for improvement. This work aligns with the Digital Roadmap and Social Media Framework.</p> | Complete    |
| Finalise the platform tender process for Core Business Systems to integrate technology systems into a single source of truth, optimising efficiency, cybersecurity and productivity. | 100%     | The tender was finalised and the contract was awarded to the preferred tenderer on 24 December 2025.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Complete  |

| Action                                                                                                    | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Status                                                                                              |
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| Develop and endorse Council's Annual Budget 2026-27.                                                      | 100%     | The 2026-2027 Annual Budget was adopted by Council on 22 June 2026.                                                                                                                                                                                                                                                                                                                                                                                                                                           | Complete         |
| Actively pursue and participate in collaborative procurement opportunities to maximise contract outcomes. | 100%     | Council continued to pursue collaborative procurement opportunities throughout the year to achieve improved contract outcomes and value for money. This included participation in collaborative procurement activities for Traffic Management and IT Operations Management services. Council will continue to review procurement opportunities and where appropriate, align contracts with broader Eastern Region collaborative arrangements to support efficiency, consistency and value for money outcomes. | Complete         |
| Deliver the year one actions of Council's Organisation Strategy 2025-29.                                  | 90%      | Our Organisation Strategy focuses on five key themes. It encourages our people to be customer centric, people focused, financially sustainable, change ready and outcomes driven. Nine of the ten actions within the Organisation Strategy were completed during 2025-26. The remaining action will be carried forward to 2026-27.                                                                                                                                                                            | Behind schedule  |

| Action                                                                                                                                                                | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Status                                                                                         |
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| Complete a community engagement program to inform Council's Annual Budget 2026-27.                                                                                    | 100%     | Community engagement for the Annual Budget and Action Plan was undertaken between 28 July and 24 August 2025 with 594 responses from community members and eight formal submissions. The engagement activities were focused on understanding how we can best meet community needs under each theme of the Council and Health and Wellbeing Plan, community ideas for actions or projects in a specific location in Knox and the services our community think deliver most value. Engagement activities included an online survey, five pop-up events across the municipality and targeted events at the hubs and with the multi-advisory committee. The community engagement report was presented to Council at the Council Meeting on 29 September 2025 with formal submissions being heard on 1 October 2025 by Councillors. The feedback received during these community engagement activities informed the development of the Annual Budget 2026-27. | Complete    |
| Develop and launch a Continuous Improvement Framework and Year 1 program of initiatives to improve customer experience, staff experience, and operational efficiency. | 100%     | The Continuous Improvement Framework and associated roadmap were endorsed by the Executive Leadership Team in May 2026. The program has now been launched, with the prioritisation of improvement projects underway to support the delivery of ongoing improvements across Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Complete   |
| Develop and endorse Council's Asset Plan 2025-2035.                                                                                                                   | 100%     | Council adopted the Asset Plan 2025-2035 on Monday 27 October 2025.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Complete  |

## Performance measures

| Performance Measure                                                          | Annual Target | 2025-2026 Result | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------|---------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community satisfaction with Council's community consultation and engagement  | 6.9-7.1       | 7.1              | Community satisfaction with community consultation and engagement was 7.1 which is a "good" level of satisfaction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Adjusted underlying surplus                                                  | 9.15%         | 4.69%            | The adjusted underlying surplus for the 2026 financial year was 4.69%. The major variance to budget in the adjusted underlying result was the \$11.7 million variance for the net gain (loss) on disposal of property, infrastructure, plant and equipment, including a timing difference in land and building sales totalling \$10.0 million which are now set to proceed during the 2027 financial year. Partially offsetting this was an increase of \$8.3 million for depreciation due to the impact of AASB 13 Fair Value Measurement which contributed to an increase of \$253 million in the value of Council assets as at 30 June 2025 (after the adoption of the budget for the 2026 financial year). |
| Community satisfaction with Council having a sound direction for the future. | 6.7-6.9       | 7.1              | Community satisfaction with Council having a sound direction for the future was 7.1 which is a "good" level of satisfaction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Community satisfaction with Council's representation,                        | 6.7-6.9       | 7.1              | Community satisfaction with Council's representation, lobbying, and advocacy on behalf of the community was 7.1 which is a "good" level of satisfaction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

| Performance Measure                                       | Annual Target | 2025-2026 Result | Comments                                                                                                                                                                                          |
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| lobbying, and advocacy on behalf of the community         |               |                  |                                                                                                                                                                                                   |
| Community satisfaction with Customer Service              | 7.7-7.9       | 7.7              | Community satisfaction with Customer Service was 7.7 which is a “very good” level of satisfaction.                                                                                                |
| Community satisfaction with Council’s overall performance | 6.9-7.1       | 7.2              | Community satisfaction with Council’s overall performance was 7.2 which is a “good” level of satisfaction.                                                                                        |
| Council decisions made at meetings closed to the public.  | 4%-6%         | 4%               | Council continues to strive to limit the number of decisions made in meetings closed to the public as much as possible. Seven resolutions were made in closed meetings of Council during 2025-26. |

## Theme 5: Being a strong voice for safety

### Actions

| Action                                                                                                                                                                                       | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Status                                                                                       |
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| Complete the Domestic Animal Management Plan 2025-2029.                                                                                                                                      | 100%     | The development of the Domestic Animal Management Plan (DAMP) 2025-2029 has been finalised and was endorsed by Council on 23 February 2026.                                                                                                                                                                                                                                                                                                                                                                                                                     | Complete  |
| Participate in the Eastern Metropolitan Council's Emergency Management Partnership (EMCEMP) in order to deliver a collaborative approach to regional emergency preparation and preparedness. | 100%     | Knox City Council has recently signed a new partnership agreement with the EMCEMP Councils, including ongoing funding for the next four years to enable a collaborative approach to regional emergency preparation and preparedness. Under this new partnership, officers will continue to participate in the collaboration.                                                                                                                                                                                                                                    | Complete  |
| Develop a first draft of a Public Lighting Policy for Knox to extend usable hours and improve perceptions of safety in public spaces.                                                        | 100%     | A first draft of the Public Lighting Policy for Knox has been developed following a review of public lighting policies from other municipalities and input from the project working group. Officers are currently reviewing the draft to consider policy scope, public safety outcomes, asset and maintenance implications, implementation requirements and alignment with the Council and Health and Wellbeing Plan 2025-2029. Feedback from the internal review will inform further refinement of the draft before presentation to Council for consideration. | Complete  |

| Action                                                                                                                                                                                                                    | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Status                                                                                       |
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| Partner with key stakeholders to deliver community safety programs and initiatives that improve perceptions of safety and neighbourhood connection.                                                                       | 100%     | Three Knox eNews articles were published between April and June 2026, with a cumulative 380 click throughs. Council delivered an internal and external session titled ' <i>Understanding the Youth Crime Narrative</i> ' in June 2026, attended by 27 participants. The ' <i>Keeping Knox Safer</i> ' round table was held in May 2026, bringing together 44 participants from a range of services across Knox and State Government. <i>Three Cuppa with a Cop</i> sessions were also attended by Council Officers in collaboration with Victoria Police.                                                                                                                                                                                                                                                                                                       | Complete  |
| Celebrate the achievements of women and progress towards gender equality through the delivery of International Women's Day event and 16 days of Activism Against Gender-Based Violence in partnership with our community. | 100%     | Throughout the year, Council delivered a range of initiatives to celebrate the achievements of women and promote gender equality, including International Women's Day events and activities delivered through the 16 Days of Activism campaign. Delivered in partnership with community organisations, regional councils, Knox Libraries and other stakeholders, these initiatives supported community awareness, encouraged respectful relationships and strengthened understanding of gender equality and the prevention of gender-based violence.<br><br>Planning has also commenced for 2026-27 activities, including the 16 Days of Activism Against Gender-Based Violence campaign, and Councils participation in the <i>Put Her Name On It</i> program to support recognition of women's contributions and promote gender equality within the community. | Complete  |

| Action                                              | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Status                                                                                       |
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| Deliver year two of the Free From Violence project. | 100%     | <p>Year two of the project was completed in March 2026 and year three of the Free From Violence project has commenced in April 2026 following approval by Department of Families, Fairness and Housing of the Project Plan.</p> <p>The Free From Violence project saw the activation of a major family violence awareness and help seeking campaign across a number of settings within Knox, including sporting clubs and stadiums, early years settings, neighbourhood houses, opportunity shops, licenced venues as well as through billboards and roadside banners.</p> <p>An event to mark World Elder Abuse Awareness Day was delivered on 24 June 2026 to promote gambling harm awareness and the link to elder abuse. Planning is underway for education sessions to be rolled out in Quarter 1 to meals on wheels volunteers, library staff, sporting clubs and Council staff.</p> | Complete  |

## Performance measures

| Performance Measure                                                                                                                                                                                     | Annual Target | 2025-2026 Result | Comments                                                                                                                                                                                                                                                                                           |
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| Perception of community safety in public areas of Knox.                                                                                                                                                 | 7.9-8.1       | 8.2              | The perception of community safety in public areas of Knox exceed the target.                                                                                                                                                                                                                      |
| Perception of community safety at home.                                                                                                                                                                 | 8.2-8.3       | 8.3              | The perception of community safety at home met the target.                                                                                                                                                                                                                                         |
| Number of days taken to follow up a major or critical food notification or outbreak.                                                                                                                    | 1-2           | 1                | Follow ups on major or critical food notification or outbreak continue to be conducted within one day of notification.                                                                                                                                                                             |
| Percentage of high-risk buildings (large public buildings such as shopping centres, aged care facilities, hospitals or entertainment venues) audited annually, for compliance with safety requirements. | 30%-35%       | 30%              | The audits undertaken continue to be a mix of proactive and reactive reviews of high-risk buildings. The bulk of the audits relate to high-risk combustible cladding buildings located within the Knox Municipality that have been referred to the Knox Building team by Cladding Safety Victoria. |
| Animal Management Prosecutions.                                                                                                                                                                         | 95%-100%      | 100%             | Council prosecutes serious offences under the Domestic Animals Act, as well as matters involving repeat offenders who consistently show irresponsible pet ownership. The Council has maintained a 100% success rate in its prosecutions.                                                           |

## Theme 6: Planning our future city

### Actions

| Action                                                                                                                              | Progress | Comments                                                                                                                                                                                                                                                | Status                                                                                       |
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| New or upgraded Council facilities are designed to be Disability Discrimination Act compliant.                                      | 100%     | All building works undertaken in the Capital Works Program for 2025-2026 requiring a building permit were compliant with the Disability Discrimination Act (DDA), as required under the Building Regulations, ensuring inclusive and accessible design. | Complete  |
| Assess building condition audit data and create renewal programs to align with building hierarchy and the long-term financial plan. | 100%     | A prioritised renewal program has been prepared utilising the 2024 building condition audit data. This renewal program aligns with building hierarchy and the long-term financial plan.                                                                 | Complete  |
| Review the Public Toilet Policy and develop the next iteration of the Policy and Implementation Plan.                               | 100%     | The Draft Public Toilet Management Policy and Draft Public Toilet Management Plan have been completed. The final Policy and Plan will be presented to Council in 2026-2027.                                                                             | Complete  |

| Action                                                                                                                                                                                                                    | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                   | Status                                                                                       |
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| Commence preparation of the Knox Housing Strategy review following release of the new Plan for Victoria and State housing targets to ensure that Knox is well placed to respond to legislative change and market demands. | 100%     | This project has commenced however continues to be rescoped in response to planning reform being progressed by the State Government. Delivery was significantly delayed awaiting the release of the housing modelling tool required to determine the distribution of State Government-allocated housing targets. The tool was released in February 2026, enabling the next phase of the project to proceed.                                | Complete  |
| Prepare the Bayswater Renewal Strategy Planning Scheme Amendment for implementation into the Knox Planning Scheme.                                                                                                        | 100%     | Preparation of documentation associated with the planning scheme amendment has been completed, including a response to a request for further information from the Department of Transport and Planning (DTP) regarding the amendment. Council is awaiting final authorisation from DTP before presenting a report to Council to note the planning scheme amendment documentation prior to public exhibition of the amendment in 2026-2027. | Complete  |

| Action                                                                                                     | Progress | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Status                                                                                       |
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| Advocate and provide support for eligible community members over 55 to access safe and affordable housing. | 100%     | Council officers continue to work with the Department of Families, Fairness and Housing (DFFH) to support older residents to access affordable housing. In response to increasing numbers of visible homelessness, Council sent a targeted advocacy letter to the Minister for Housing advocating for State Government funding to support homelessness outreach services in Knox, following the identification of a gap in funding for these services within the municipality. The State Government advised that the 2026-2027 Budget includes funding for homelessness and housing support services in areas where services are currently unfunded or where additional investment is required due to increasing levels of homelessness. Advocacy for safe and affordable housing will continue. | Complete  |
| Deliver the year three actions of the Social and Affordable Housing Strategy 2023-2027.                    | 100%     | The Mid-Term Review of the Social and Affordable Housing Strategy 2023-2027 was presented to Council in November and received positive feedback. The actions identified during the associated Equity Impact Assessment (EIA) have commenced. The implementation group meet quarterly to monitor progress and support delivery of the identified actions.                                                                                                                                                                                                                                                                                                                                                                                                                                         | Complete  |

## Performance measures

| Performance Measure                                                                                   | Annual Target     | 2025-2026 Result | Comments                                                                                                                                                                                                                                                                                                                                                                                   |
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| Community satisfaction with planning for population growth.                                           | 6.0-6.5           | 6.8              | Community satisfaction with planning for population growth was 6.8 which is a “good” level of satisfaction.                                                                                                                                                                                                                                                                                |
| The number of one- and two-bedroom dwellings approved in planning permits.                            | 50-60             | 72               | The result exceeded the annual target.                                                                                                                                                                                                                                                                                                                                                     |
| Extent of housing development that is consistent with housing strategy expectations.                  | 66%-76% alignment | 77%              | In 2025, 77% of new dwelling approvals were consistent with their designated Housing Strategy Area, representing a 9% increase from 68% in 2024. This is the third-highest level of alignment recorded since 2016 and is above the 10-year average of 74%.                                                                                                                                 |
| Percentage and proportion housing defined as affordable for very low- and low-income earners sales.   | 3.2%-3.5%         | 4%               | 3.5% of housing sales in Knox in the 12 months to December 2025 were affordable for low-income households and 0.4% of sales were affordable for very low-income households. There is a 6-month lag for this data as this comes from a non-Council dataset.                                                                                                                                 |
| Percentage and proportion housing defined as affordable for very low- and low-income earners rentals. | 44%-47%           | 24%              | 23.7% of rentals in Knox in the 12 months to December 2025 were affordable for low-income households and 0.3% were affordable for very low-income households.<br><br>Affordable rental listings have continued to decline steadily since data monitoring became available in 2020, but this decline has accelerated at a much faster rate than the previous trend since January 2023. This |

| Performance Measure                            | Annual Target | 2025-2026 Result | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|                                                |               |                  | explains the much lower figure than the annual target. The accelerated decline in rental affordability coincides with a 'landlord exodus'. A high rate of rental sales starting in 2023-24 has been attributed by industry experts to Government policy changes (including Land Tax). Rental property losses tend to push prices up under basic supply-demand logic. There is a 6-month lag for this data as this comes from a non-Council dataset. |
| Percentage of Asset Renewal Program completed. | 85%-95%       | 100%             | The Capital Works Renewal Program for 2025-2026 has expended \$31.83m out of the \$31.96m amended budget which equates to a 99.6% completion delivery rate. This is across renewal programs for Bridge, Road Sub Structures, Road Surface, Drainage, Water Sensitive Systems, Footpath, Shared Path, Building, Active Reserves, Road Furniture, Carpark, Plant, Playground, Passive Open Space and Artwork.                                         |