knox

your city

2017-2021

Community & Council Plan

Knox City Council

Acknowledgment of the Traditional Owners

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

Knox Community Snapshot

$653k
The median house price in Knox [1]

1 in 4 are 55 years of age or more [2]

Knox is 25km from the Melbourne CBD and covers 113.84km²

28% work in Knox and 32% work in a neighbouring municipality [3]

12,972
The number of registered businesses in Knox [4]

Manufacturing (75%) and wholesale trade (16%) account for most of the goods and services produced in Knox [5]

The number of people of retirement age is expected to double between 2011 and 2031 [6]

157,052
people live in Knox

4.3% are unemployed [7]

97% have easy access to open space within 500m of their home [8]

One quarter were born overseas [9]

About half are families with children [10]

* Refer to Appendix C (page 105) for Reference Sources

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Mayor's Message

As Mayor of Knox, it is my pleasure to present to you the *Knox Community and Council Plan 2017–21* (the Plan).

The Plan is Knox's long-term plan to guide our city for the next four years and beyond. It outlines our long-term, shared goals and our aspiration for the future. The Plan shows what we are aiming to achieve for our city and describes how we will know when we get there. The Plan took approximately 12 months to develop, and involved speaking with our residents, businesses, community groups, partners and agencies.

We asked you, our community, what you think of Knox, what's important, what's working well, what's not and what you want for the future. The Plan reflects what you told us.

We all have a responsibility for our community and to the future of Knox. We need to plan for our city and the people who are here now while also keeping in mind the generations of the future. The Plan is a roadmap for Knox, outlining where we are heading and what we all need to do to get there.

Many people contributed to the development of the Plan. We would like to thank everyone who was involved and acknowledge the significant contribution made to planning for the future of our city.

Councillor Darren Pearce
Knox City Council Mayor, 2016–17

What is the Knox Community Plan?

Knox City Council (the Council) has been working over the last 12 months with a range of stakeholders and the community, to develop a new plan for the next four years. This plan replaces the Knox City Plan (incorporating the Council Plan) 2013–17 which expired at the end of June 2017.

Council has been working towards integrating a number of key strategic documents and collaborating with others to create a plan for the community. The new *Community and Council Plan 2017-21* (the Plan) seeks to advance this and includes:

- a vision statement for the Knox community;
- shared goals and strategies to achieve the vision; and
- the Council Plan outlining the role and focus of Council, the targets it has set and the initiatives it will undertake over the next four years.

The Plan identifies the priorities of our community for the future and guides the decision making of Council and its partners, agencies and all stakeholders.

The Plan meets the legislative requirement under the *Local Government Act 1989* for a Council Plan, and the requirement in the Public Health and Wellbeing Act 2008 to have a Municipal Public Health Plan.

How was it developed?

The development of the Plan was informed by relevant legislation, research, existing Council plans and strategies (see Appendix A), and a range of community engagement activities as outlined below.

State of Knox

Council has committed to undertake regular state of the city reporting. It does this by producing the State of Knox Report. The State of Knox Report presents high-quality, reliable and comparable data as well as analysis and discussion about Knox, which is designed to give people a comprehensive picture of Knox's current 'state'. The report acts as a monitoring tool to assist Council and the community to track our progress towards the long-term vision.

In 2016, a second edition of the State of Knox Report was produced. This report provides a demographic overview of Knox, explores how things have changed since the first edition was produced in 2013 (and endorsed by Council in 2015), and compares our municipality with metropolitan averages or, in some cases, state averages. The report also outlines Knox's strengths and areas of concern.

Municipal Survey

After collecting the data, it was important to explore the responses of people in our community. We asked how satisfied people are with various aspects of the city, how they hope their city will look in the future, and what they want the experience of living here to be like. The conversation was carried out in a number of different ways.

The Municipal Survey was a starting point for a dialogue with the community about perceptions of life in Knox. It was conducted via telephone, online, face to face and paper-based forms. The Municipal Survey reached not only residents, but business owners, community groups, Council staff and elected members.

The Municipal Survey was an important part of the consultation process to help us understand:

- how perceptions of Knox have changed over the last four years (since the last City Plan was developed);
- how people feel about Knox today; and
- how Knox is meeting their needs and the needs of others.

Focus groups and workshops

Informed by the results of the Municipal Survey and data from the second State of Knox Report, a number of focus groups and workshops were run with agencies and stakeholders, advisory committees, businesses, educators, young people, and members of the general community.

The aim of these sessions was to:

- outline what Knox is like today, based on the State of Knox Report and the Municipal Survey results;
- better understand the factors contributing to the areas of strength and concern for the Knox community;
- identify emerging issues and prioritise them; and
- begin to identify what could be done in the future to address these issues.

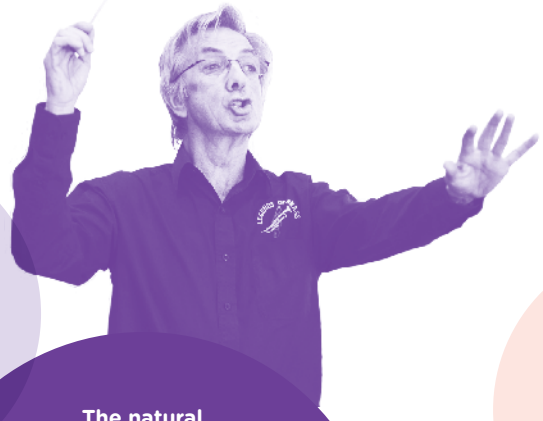
Knox Community Panel

The Knox Community Panel (the Panel) was a new initiative for Council and an important part of the conversation with our community. Conducted in five full day sessions over several months, beginning in August 2016, the purpose of the Panel was to allow Council to connect with a group of people who represented different aspects of the Knox community. The Panel:

- discussed community priorities based on the research and other activities conducted to date;
- discussed in detail the challenges Council faces over the next few years; and
- provided feedback on how to approach those challenges, including an indication of priorities.

Panel members were able to gain a deeper understanding of local government and the issues facing Knox, as well as having the opportunity to hear and debate different viewpoints and consider in detail what Knox means to them now and in the future.

Community input



"We moved out here in 1970 for quality of life, not a... sardine experience"

The natural environment is valued as an important aspect of Knox.

The community is satisfied with the natural environment in Knox.

Knox has a 'green and leafy' identity that may be threatened by development.

Good design should be a focus for new development.

"What impact will the buildings built today have in 30 years?"

"Is all this kind of development going to kill the environment?"

"We have to focus on sustainability and environmentally friendly housing"

"There is a perception that it is unaffordable to downsize in Knox"

Issues like housing type and affordability in Knox have low levels of satisfaction.

Affordable housing is needed but there is resistance to higher density housing development.

There is a mismatch between potential demand and supply in housing type.

There is a lack of supply in social housing.

"We shouldn't assume that people in social housing cause more problems than other people"

"Lack of public transport affects businesses and employment"

Knox is a significantly car-dependent municipality and has a high car ownership rate.

Ease of getting around Knox is considered important but the satisfaction is quite low.

"Connectivity creates high and positive morale"

"It's generally easy (if time consuming) to negotiate by public transport"

"We deliberately moved to Scoresby to tap into local skills"

"Why are families choosing to go to non-Knox schools?"

"Local employment is beneficial to the area"

The community has a desire to work locally. Being able to work locally is seen as valuable.

Education is an important issue, particularly for young people.

There is a need to plan for the future of the local economy.

"Health... is important to everyone, at every stage, from the beginning, maternal and child health, and right through the life stages"

"More people are acknowledging mental health as an issues... which seems to be reducing the stigma"

Safety (real and perceived) is a very important issue.

Safety is one of the most important issues for young people, particularly on public transport.

There is a very large number of family violence referrals from Knox.

"We know that safety matters and it's important to do things that are visible, such as lighting..."

"Elder abuse: financial, emotional... is becoming more prevalent"

General health and wellbeing are very important

Drug use is a serious social and health issue

Inclusive sporting and recreational activities are seen as important and the community is satisfied with what is available.

"Women seem to be more involved in football – with more women around, people behave differently"

"Knox has a strong community feel"

A sense of community spirit is important.

More opportunities for people to get together would be welcomed.

The focus should be on harmony, not diversity.

"Continue to support community harmony. Stop calling it cultural diversity"

"We want centres where all ages can come together, building better community spirit, mentoring for older and younger people, mutual support, a place to go"

"Listen and then take notice of what people say..."

"People are time poor and this impacts on their ability to commit to community engagement activities"

Opportunities to have a say are important.

Many feel there are not enough opportunities to have their say on issues of importance to them.

"People feel powerless; not listened to..."

"Leadership is the key to people having confidence in decision making and advocacy"

Key Challenges for the City of Knox

Our community, along with most others, is in an environment of ongoing change, creating a range of challenges.

These challenges include, but are not limited to, changing demographics, technological changes, increasing financial pressures for residents, businesses and government, increasing development and the resulting changes in the natural and built environments. As changes take place, people have increased expectations and look to government and other community support agencies for support, guidance and leadership.

Local government in Victoria is also faced with a number of challenges. These include state government caps imposed on the level of rates councils can collect, shifts in federal and state policy and funding arrangements that affect services delivered by councils, and significant cost shifting from other tiers of government to local councils. These pressures are causing councils across Victoria to re-examine their role and purpose, their relationship to other tiers of government, the services they deliver and the best ways of serving their communities.

Many of the issues and challenges facing our community are highlighted under each of the Goals in this document. However, many of the challenges we face as a community also present opportunities.

The role of multiple stakeholders

It takes the work of many to ensure city-wide goals are achieved. What is outlined in this plan is shared – Council is not the only organisation that will ensure we achieve our vision.

There are many individuals, groups, organisations and businesses that can help to implement the Plan in a formal or informal role. Council recognises the important contribution of these stakeholders in both the development and implementation of this plan. They do this by sharing their knowledge, expertise, practical experience, influence, community connections and resources. Some organisations have similar roles to Council; others have vastly different roles but, more often than not, these roles are complementary. Accordingly, Council is keen to work in an integrated manner with its partners and other agencies and stakeholders to achieve positive outcomes for all people who live and work in Knox. The input and action of partners, agencies and other stakeholders will be broadened over time as work continues on implementing this plan and achieving the Knox Vision 2035.

The key agencies and stakeholders who have helped develop this plan have provided information about what they will do to reach these goals. The list is not exhaustive but is indicative of those who have been involved in the development of the plan, are working towards a particular goal or have an interest in that area. Agencies and stakeholders are listed under the following groups:

- Government (local, state and federal)
- Community organisations / service providers
- Community / volunteer groups
- Partnerships and networks
- Educational institutions
- Businesses

Key agencies	Goals							
	1	2	3	4	5	6	7	8
Government (Local, State and Federal)								
Knox City Council	●	●	●	●	●	●	●	●
Adjoining councils	●		●	●	●			
Australian Local Government Association								●
Centrelink				●	●			
Country Fire Authority							●	
Department of Premier and Cabinet				●				
Department of Economic Development, Jobs, Transport and Resources			●					
Department of Education and Training			●					
Department of Environment, Land, Water and Planning	●	●		●		●		
Department of Health and Human Services				●	●	●		
Department of Justice & Regulation								●
Eastern Health				●				
Eastern Regional Libraries					●		●	
Environmental Protection Authority	●							
Independent Broad-based Anti-corruption Commission								●
Local Government Investigations and Compliance Inspectorate								●

Key agencies	Goals							
	1	2	3	4	5	6	7	8
Melbourne Water	●						●	
Municipal Association of Victoria								●
Parks Victoria	●			●		●	●	
Metropolitan Planning Authority					●			
Regional Development Australia					●			
Victorian Local Governance Association								●
Port Phillip and Western Port Catchment Management Authority	●							
Public Transport Victoria			●			●		
South East Water	●							
Transport for Victoria (still to be formed)			●					
Victorian Electoral Commission								●
Victorian Heath Promotion Foundation			●					
Victorian Ombudsman								●
Victoria Police			●					
Victoria State Emergency Service				●			●	
VicRoads			●					
Vic Track			●					

Key agencies	Goals							
	1	2	3	4	5	6	7	8
Community organisations / service providers								
Community Houses					●			
Community Housing Limited		●						
EACH		●	●	●	●	●		
Eastern Community Legal Centre				●				
Eastern Domestic Violence Outreach Service (EDVOS)				●				
Emergency Management Vic				●				
Knox hospitals						●		
Play Australia	●							
Specialist mental health services						●		
Uniting Care Harrison		●						
Red Cross				●				
Women's Health East				●		●		
Migrant Information Centre				●				
Volunteer 4 Knox							●	
Victorian Council of Churches				●				
YMCA						●		

Key agencies	Goals							
	1	2	3	4	5	6	7	8
Knox Infolink				●		●		
Partnerships and networks								
Eastern Affordable Housing Alliance		●						
Eastern Melbourne Primary Health Network						●		
Knox Youth Service Providers' Network						●		
Outer Eastern Melbourne Services Connect Partnership						●		
Outer East Children and Youth Partnership				●				
Outer East Primary Care Partnership						●	●	
Eastern Metropolitan Social Issues Council						●		
Eastern Transport Coalition			●					
Together for Equality and Respect Partnership						●		
South East Melbourne Innovation Partnership					●			
Community / volunteer groups								
Active Transport Victoria			●					
Bicycle Network			●					
Bushland Reserves Friends Group	●							●
Bushwalking Victoria	●					●		

Key agencies	Goals							
	1	2	3	4	5	6	7	8
Community Theatre Groups						●		
Indigenous community	●						●	
Knox Environment Society	●					●		
Knox Senior Citizen Clubs							●	
Neighborhood Watch				●				
Neighbourhood / Community Houses							●	
University of the third Age (U3A)					●	●		
Scouts Victoria	●					●		●
Sporting and leisure clubs								
Towards Reconciliation @ Knox							●	
Victoria Walks			●					
Educational institutions								
Local Knox schools	●				●	●	●	
Local tertiary and vocational education and training providers (Swinburne University of Technology, Deakin University, The University of Melbourne, Monash University)	●				●	●	●	
KIOSC					●			
Businesses								
Ausnet	●							

Key agencies	Goals							
	1	2	3	4	5	6	7	8
Eastrans Bus Services			●					
Metro Trains			●					
Property developers	●	●						
Ventura Buses			●					
Local businesses					●			
Traders Groups							●	

The structure of the Plan

The Plan is Knox's roadmap for the future. It describes the desired future state, what we are going to focus on for the next ten years and beyond, and what Knox City Council has committed to for the next four years to help get us there.

The following pages describe in more detail the vision and the shared goals for the Knox community. The Vision 2035 sets out the long-term aspirations of the Knox community. The eight medium-term shared goals (for the next ten years and beyond) and strategies (for the next four years) relate to the various aspects of the Knox community that have been identified as important through the consultation process to achieve our vision.

Council's commitment to achieving the vision and goals, is set out in the pages headed 'Council Plan' for each goal. These outline the role Council will play in achieving the shared goals and strategies, the priorities that will shape its program of work over the next four years (specific initiatives as well as guiding everyday work) and the resources required do this (as outlined in the Strategic Resource Plan). The Plan meets the obligations of the Public Health & Wellbeing Act 2008 by identifying goals and strategies based on available evidence and community engagement for the Knox community to achieve maximum health and wellbeing. It also specifies how the council will work in partnership with others to undertake public health initiatives, projects and programs to achieve those goals and strategies. The Plan responds to Council's responsibility under the Disability Act 2006, in reducing barriers and discrimination and promoting inclusion and participation in the community of persons with a disability. Detailed actions will be included in Council's Community Access and Equity Implementation Plan.

Knox Community & Council Plan 2017–2021

Guiding principles

The Plan is guided by a set of principles. These principles are an established set of criteria which guided the development of the Plan and underpins all future planning for the City of Knox. Council will adhere to these throughout the implementation of the plan and use them to guide all future planning.

Flexibility	Council is ready to adopt alternative strategies in response to changing circumstances, to enable community resilience.
Integration	Implementation should bring together a range of distinct systems and stakeholders, creating additional benefits where resources are shared and helping people to work together to achieve greater ends, giving consideration to a place-based approach to planning and delivery.
Robustness	Strategies should be well-conceived, evidence-based and able to take account of all life stages. Sustainability principles should be embedded to balance current needs with those of future generations, taking into account return on investment.
Inclusiveness	Council encourages broad engagement, shared contribution and collaboration in community decisions, incorporating an access and equity approach.
Resourcefulness	Council recognises alternative ways to use resources, including funding and delivery, adopting a prevention and early intervention approach.
Reflection	Council draws on experience to inform future decision-making and evaluation.
Foresight	Council works to identify future changes which will impact the community and use innovative and creative strategies and action to deal with change in the long term, exercising stewardship and leadership of change.

Council role and focus

Under each of the shared goals Council has identified a number of roles that it will undertake specifically.

These roles are defined below:

Advocate	raising awareness in state and federal governments and other stakeholders of the issues and needs of Knox residents and businesses, as well as initiating or supporting campaigns for positive change.
Partner	developing trusting formal and informal relationships and alliances and working with others to achieve common goals.
Provide	offering a range of services and support, preventative interventions, infrastructure and facilities to individuals and groups.
Fund	providing grants, funding and/or subsidies to local groups and agencies to progress and develop services and infrastructure for individuals and groups.
Educate	sharing information, raising awareness, and developing knowledge and skills to empower individuals and groups.
Plan	proactively planning for services and infrastructure which respond to current and future needs and requirements.
Regulate	providing governance and regulatory controls such as local laws and health and building controls.
Research	undertaking the collection, analysis and dissemination of quantitative and qualitative data to inform evidence-based planning, priority setting, decision-making and evaluation.

Vision 2035

The Vision 2035 statement describes the long-term aspirations of the Knox community. Throughout our consultation process, we asked people in the community what makes Knox what it is today and what they would like to see in Knox in the future. Many community members, businesses and other stakeholders acknowledged that Knox is a great place to live, and noted that young people don't want to leave the place where they have grown up. Therefore, Vision 2035 is about enhancing what already exists, building on our strengths and working together to overcome our challenges.

Nestled between the foothills of the Dandenong Ranges and the wetlands of the Dandenong Creek Valley, Knox has a rich natural environment and picturesque landscape, highly valued by residents and visitors alike. Knox encompasses the best of city and suburban living. From the thriving modern city vibe of Knox Central at its heart, plentiful public open spaces, outstanding civic facilities and diverse residential offerings to its leafy suburban centres with abundant space, clean air, excellent schools and good transport links, Knox is the preferred place to live, work and play today and for generations to come.

Goals

Together with the community, we have identified eight key goals as theframework for progress towards this *Vision 2035*, and strategies for achieving them, and these are explained in detail in the following sections:

Goal 1 — We value our natural and built environment

Goal 2 — We have housing to meet our changing needs

Goal 3 — We can move around easily

Goal 4 — We are safe and secure

Goal 5 — We have a strong regional economy, local employment and learning opportunities

Goal 6 — We are healthy, happy and well

Goal 7 — We are inclusive, feel a sense of belonging and value our identity

Goal 8 — We have confidence in decision making

For each goal, the Council Plan sections outline:

- the role Council will play in contributing to the achievement of that goal;
- the strategies it will use;
- the targets it has set;
- initiatives to be undertaken over the next four years; and
- measures of success.

Goal 1.

We value our natural and built environment

Context

Amid the changes during the 20th century, Knox has retained much of its green and leafy character and open spaces. The Dandenong Ranges continues to be central to the identity of the city. A sense of openness is delivered through a mixture of formal open spaces including creek corridors, a comprehensive park network and mature streetscapes. Trees and green spaces provide numerous economic, environmental and social benefits, including habitat for flora and fauna, enhancing neighbourhood aesthetics, providing shade and lowering ambient temperature, which can contribute to reducing the effects of heatwaves. However, this 'feeling of openness, green and leafy and village feel' is perceived by some in the community to be 'under threat from development'.

Our community has evolved around several creeks, which contribute significantly to the sense of openness that residents enjoy. The creeks are vital to the municipal drainage system and many of Knox's 118 sites of biological significance are located along or near these creeks. These sites consist of remnant indigenous vegetation and associated flora and fauna, and many of them bring the bush feel of the Dandenong Ranges into residential areas, contributing to Knox's identity as 'green and leafy'. However, native vegetation or areas with indigenous tree cover occupy less than five percent of the municipality. Slightly more than half of the indigenous plant species presently found in Knox are likely to disappear from the municipality within one or two decades. Some of these threatened plants are highly reliant on sites owned by state and federal government, such as schools, roadsides, utility installations or freeway reservations.

Managing water, energy and gas in a more efficient way, and being responsible about the way we dispose of waste, are also key areas of focus for all sectors of the community. With energy and water prices increasing and the cost of landfill disposal increasing every year, measures to address the efficient use of these resources will help with the cost of living (or operating) pressures.

Our community recognises the close relationship between our built environment, our health and social wellbeing. Our physical environment contributes to our individual and collective sense of place and community. We identify and strongly value Knox being made up of a network of villages with good access to urban facilities and services. We support new homes, community assets and commercial developments that incorporate sound sustainability principles providing increased energy and water efficiency across the built environment, reducing greenhouse gas emissions and improving health. Planning and development should balance respect for Knox's character and the needs of a changing community.

Key facts and figures

- On average, Knox households each produce 11 kg more garbage (waste to landfill) and divert 30 kg more recyclables than the metropolitan average
- Total electricity usage across Knox has fallen by 8.5 per cent between 2010 and 2014
- There are approximately 70,000 street trees in Knox and on average 2,000 street trees are planted annually
- 42 per cent of all threatened plant species in Knox are not found in reserves managed for conservation
- Knox has 9.3 per cent less 'green' vegetation cover than the metropolitan average of 53 per cent
- Native vegetation or areas with indigenous tree cover occupy less than 5 per cent of the municipality
- More than 82 percent of Knox residents rate the local area as being a pleasant environment with nice streets and well-planned open spaces
- 79.8 per cent of people in Knox have a positive perception of local amenity, which is higher than the metropolitan average
- Perception of the availability of good facilities and services such as shops, schools and libraries has declined in recent years from 93.4 per cent in 2008 to 89.8 per cent in 2011-12. However, it compares favourably with the metropolitan average of 86.3 per cent.

Key challenges and opportunities

- Managing conflict arising from increased development pressure on the natural environment
- Ongoing management of waste – organic, hard, digital
- Impact of climate change patterns (rainfall and temperature) cross community, economic and natural systems
- Adapting to climate change (including frequent extreme weather events)
- Our reliance on non-renewable energy, particularly in buildings that are critical for business continuity
- Cost of living pressures due to energy price increases
- Net gain of native vegetation and indigenous flora and fauna
- Continuing to protect and manage open spaces and canopy tree cover and sites of biological significance
- Maintaining healthy waterways
- Increasing local food production to improve food security
- Providing access to the natural environment, parks, open space to enhance health, wellbeing and child development.

Want to know more? Refer to the State of Knox Report, 2016.

What we'll do

Below are the shared strategies that describe how we will go about achieving this goal.

Strategy 1.1 Protect and enhance our natural environment

Strategy 1.2 Create a greener city with more large trees, indigenous flora and fauna

Strategy 1.3 Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure

Community Targets

Below is a range of shared targets to support progress toward the achievement of this goal. The measures for these targets are listed in Appendix B.

- A reduction in greenhouse gas emissions
- An increase in renewable energy usage
- A reduction in water usage (potable)
- An increase in the water quality in our waterways
- A reduction in air pollution
- An increase in tree canopy coverage
- A reduction in the energy and water used in our homes
- An increase in satisfaction with neighbourhood appearance.

Council Plan

The following section outlines the role Council will play in contributing to the achievement of this shared goal, and the strategies it will use, the targets it has set and the initiatives to be undertaken over the next four years.

Strategy 1.1	Council role and focus	
Protect and enhance our natural environment	• Advocate for the planning and development of renewable energy projects/alternative energy production/onsite energy production. • Provide innovative ways to reduce environmental impacts, such as the light bulb replacement program and Council's waste and recycling education program.	• Partner with State Government and private providers to manage local waterways. • Regulate our municipal drainage systems through monitoring and maintenance. • Plan for water-sensitive urban design in Council projects.

Council targets	How we will measure the impact of Council's efforts
• A reduction in environmental impact	• Council's corporate greenhouse gas emissions
• An increase in the usage of renewable energy	• Council's corporate renewable energy usage
• A reduction in waste generated in our homes	• Percentage of applicable buildings assessed in planning as meeting the best practice target of a 5o% reduction in Greenhouse Gas emissions
• A reduction in water use of new buildings	• Percentage of applicable Council capital works buildings assessed as meeting the best practice environmental targets in water savings, stormwater quality, sustainable materials, local biodiversity, sustainable transport user facilities, energy savings and greenhouse gas emissions reductions
• A reduction in Greenhouse Gas emissions of new buildings	• Annual non-recyclable garbage generation per household (waste to landfill) • Annual diversion rate per household (recyclable and green waste)
• Sustainable design of Council's new buildings	• Percentage of applicable buildings assessed in planning as meeting the best practice target of a 25% reduction in potable water consumption

Council Initiative		Year	1	2	3	4
1.1.1	Complete Flood Mapping and Modelling Study of stormwater sub catchments across the municipality (15 stormwater sub catchments already completed).		●	●	○	○
1.1.2	Identify and commence implementation of strategic and appropriate locations for dog parks in Knox.		●	○	○	○
1.1.3	Continue to implement initiatives to achieve resource efficiency, reduction in water and energy use.		●	●	●	●
1.1.4	Increase the provision of public place recycling bins across the municipality.		●	○	○	○
1.1.5	Continue Council's waste and recycling education program.		●	●	●	●
1.1.6	Expand the range of items to be recycled through the kerbside domestic and commercial waste service.		○	○	●	○
1.1.7	Increase the volume of hard waste recycled.		○	○	○	●
1.1.8	Progress discussions with Melbourne Water to transfer the catchments of 60Ha and above to the regional drainage authority.		●	●	●	●
1.1.9	Develop and implement a strategic pest animal plan.		●	●	●	●
1.1.10	Phase hybrid and electric vehicles into the Council vehicle fleet where appropriate and investigate the installation of charging points in new community infrastructure where appropriate.		●	●	●	●

Year 1 = ●○○○ Year 2 = ○●○○ Year 3 = ○○●○ Year 4 = ○○○●

Strategy 1.2	Council role and focus	
Create a greener city with more large trees, indigenous flora and fauna	• Provide sustainable design advice for residential and business developments. • Provide for Knox's street tree replacement program. • Educate the community and developers about the importance of trees and indigenous vegetation in public and private spaces, including their value in connecting children to nature. • Fund local Friends Groups to care for waterways and indigenous vegetation	• Regulate new development to protect and enhance native flora and fauna. • Regulate new developments to adhere to Knox's landscape guidelines. • Regulate knox's waterways and sights of biological significance (e.g. weed, bushland habitat and vegetation management) to enhance its protection. • Research and monitor native flora and fauna in Knox.

Council targets	How we will measure the impact of Council's efforts
• An increase in canopy tree cover along streets	• Percentage of street corridors covered by canopy trees
• An increase in canopy tree cover on private land	• Under development
• An increase in the number of indigenous plant species in Knox	• The total number of indigenous plant species in Knox
• An increase in local Knox residents' biodiversity awareness	• The total number of Gardens for Wildlife participants

Council Initiative		Year	1	2	3	4
1.2.1	Revegetate priority sites as per the recommendations from the Knox Revegetation Plan 2012.		●	●	●	●
1.2.2	Implement the Knox Locally Threatened Species Management Plan 2010.		●	●	●	●
1.2.3	Conserve, protect and enhance sites of biological significance and increase connectivity between current sites.		●	●	●	●
1.2.4	Strategic acquisition of sites of biological significance when they arise.	(pending Council resolutions)	●	●	●	●
1.2.5	Continue to grow and support the Knox Gardens for Wildlife Program and Bushland Reserve Friends Groups and associated activities.		●	●	●	●
1.2.6	Plant a net gain of street trees annually.		●	●	●	●

Strategy 1.3	Council role and focus	
Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure	• Partner with community and other key stakeholders to plan for enhanced local village feel and prosperity through local activities, new investment, infrastructure, services and facilities. • Provide policy direction and leadership on a range of sustainability issues through the Knox Council Sustainable Buildings Policy. • Plan for the enhancement and protection of local character through planning controls for new development. • Partner with a range of community organisations and other levels of government to plan and deliver community facilities (including multi-use hubs) and infrastructure.	• Plan for place-based projects that increase community connectedness. • Advocate for grant funding to meet our changing community infrastructure needs. • Regulate land use planning in line with the Knox Planning Scheme to ensure built form enhances the 'village' and 'green and leafy' feel. • Plan and maintain Council's Assets Management Register.

	Council targets	How we will measure the impact of Council's efforts
	• A decrease in the number of 'at risk buildings' in Knox.	• The number of at risk buildings in Knox
	• Increase Council's urban design management and assessment capacity to facilitate best practice urban design outcomes	• Increase in the number of workshops, forums, and recognition programs to build Council's urban design management and assessment capacity

Council Initiative		Year	1	2	3	4
1.3.1	Continue to address Council's Asset Renewal backlog.		●	●	●	●
1.3.2	Complete an At Risk Building Assessment and develop a program of works for inclusion in Council's capital works program.		●	●	●	●
1.3.3	Undertake a strategic review of the Boronia Structure Plan including a detailed assessment of strategic sites (i.e. Boronia Park).		●	○	○	○
1.3.4	Develop and undertake a review of the Master plan for the Boronia Park precinct.		○	●	○	○
1.3.5	Incorporate in the development of the Strategic Asset and Investment Strategy, Community Infrastructure Plans in key locations with models for alternative funding to enable the development of multi-use community facilities and infrastructure.		●	●	○	○
1.3.6	Finalise and implement the public arts plan.		●	○	○	○

Goal 2.

We have housing to meet our changing needs

Context

Our community, like so many others around Melbourne, is changing. Knox residents recognise the importance of achieving sustainability and quality in building design that contributes positively to neighbourhoods. While we still want to maintain the local character of our suburbs, our housing needs are shifting. For many of us our lifestyles and family structures are changing, and with this comes a change in housing needs.

More and more people in our community - those who have grown up here, are starting a family or have lived here for many years - want to remain living in Knox as they move through different life-stages. There are also people from outside of Knox who want to move into the area. The housing market has responded to this over the past ten or so years with a range of different housing options being built, around nearby shopping centres and close to public transport hubs. We have gone from a community with predominately large houses to a community with a range of smaller housing options including townhouses, multilevel apartments and dual occupancy dwellings.

Affordability is a growing issue not just in Knox but across Victoria. When people have secure and affordable housing that is appropriate to their life circumstances, other needs can be met, such as employment, education and life opportunities. Some people in Knox are at risk of being denied their basic human right to adequate housing, due to housing affordability issues. Sustainable design is a key contributor to housing affordability, with the rising costs of heating and cooling homes becoming onerous on those most vulnerable in our community.

Many Knox residents want to see out their retirement in their own homes and maintain their independence while older residents find there is a lack of age-appropriate, affordable and adaptable downsizing options (including high care services) in the Knox area.

Engagement with the community has highlighted that some people are concerned that we are losing our identity due to rapid changes in a number of our suburbs. However, without change, we risk Knox becoming a community that is unaffordable and doesn't meet current and future housing needs.

Key facts and figures

- Over 84 per cent of private dwellings in Knox contain three or more bedrooms (compared with 70.1 per cent across metropolitan Melbourne).
- Almost 90 per cent of private dwellings in Knox are separate houses.
- The 2016 Knox median house price was $653,000 compared with the metropolitan average of $527,450. House prices have increased (in real terms) in Knox by 159 per cent since 2000, compared with an 82 per cent increase for metropolitan Melbourne.
- The current shortfall in social housing needed in Knox is estimated at 460 dwellings (2016) and this will increase to a shortfall of 860 social housing dwellings by 2036 if no action is taken to increase the supply of low-cost housing.
- The Knox median rent increased by 22 per cent between 2001 and 2006 and by 50 per cent between 2006 and 2011. It is estimated that only 5.6 per cent of local rental housing stock is affordable for low-income households (2014).
- In 2011, social housing stock within Knox was below the metropolitan average, both in terms of the average as a percentage of housing stock (2.1 per cent compared with 2.9 per cent) and as a ratio of the number of dwellings per head of population (7.4 per 1,000 residents, compared with 10.6). For the fourth consecutive year, no social housing projects were approved in Knox in 2015.
- In 2011 an estimated 250 people were homeless in Knox with the highest numbers located in Ferntree Gully (70), Boronia-The Basin (55) and Wantirna South (40).
- Housing targets set out in the Knox Housing Statement (now the Knox Housing Strategy) over the 2011–2015 period specified 1,866 new dwellings. The number of approved dwellings passed the five-year target in the third year of the period, due to an unusually large number of applications in 2012.

Want to know more? Refer to the State of Knox Report, 2016.

Key challenges and opportunities

- Minimal diversity (type and size) in available housing options provides limited choice to respond to our changing needs
- Housing affordability (renting and purchasing) and affordable living
- Tensions between higher density development and existing lower density neighbourhoods
- Improving the accessibility and sustainability of the design and quality of housing in Knox
- Reaching the required supply of social housing stock.

What we'll do

Below are the shared strategies that describe how we will go about achieving this goal.

Strategy 2.1 Plan for a diversity of housing in appropriate locations

Strategy 2.2 Encourage high quality sustainable design

Strategy 2.3 Support the delivery of a range of housing that addresses housing and living affordability needs

Community targets

Below is a range of shared targets to support progress toward the achievement of this goal. The measures for these targets are listed in Appendix B.

- An increase in the diversity of housing options
- An increase in housing affordability
- An increase in social housing in Knox
- A reduction in the energy and water used in our homes
- A reduction in the waste and carbon emissions generated in our homes.

Council Plan

The following section outlines the role Council will play in contributing to the achievement of this shared goal, and the strategies it will use, the targets it has set and the initiatives to be undertaken over the next four years.

Strategy 2.1	Council role and focus	
Plan for a diversity of housing in appropriate locations	• Plan for a range of housing through the Planning scheme and research the effectiveness of the Knox Housing Strategy through the annual Housing Monitoring Report. • Plan for housing diversity and choice in appropriate locations to achieve accessible, sustainable and affordable housing options; advocate to other levels of government to increase provision; partner with others to deliver affordable housing options. • Research the future housing needs of the Knox community.	• Educate the community about the systemic issues causing housing stress and homelessness. • Advocate to state government for appropriate regulations to better enable accessible housing and ageing in place, particularly for older single and other vulnerable groups. • Plan for universal design principles to be included in new development through the planning scheme.

Council targets	How we will measure the impact of Council's efforts
• An increase in the number of smaller dwellings available	• The number of one and two bedroom dwellings approved for construction in Knox
• An increase in the number of new housing developments in well located areas	• The number of approved dwellings in activity centres

Council Initiative		Year 1	2	3	4
2.1.1	Continue to support the development of Stamford Park residential estate.	●	●	●	○
2.1.2	Implement Council's Housing Strategy including facilitation of strategic redevelopment sites.	●	●	●	●

Strategy 2.2	Council role and focus	
Encourage high quality sustainable design	• Educate developers of best practice design through use of the 'Residential Design Guidelines'. • Plan for and regulate universal design principles to be included in new development through the planning scheme.	• Educate developers about the importance of design that applies the principle of bringing nature back to cities. • Provide environmentally sustainable design (ESD) building advice to residents intending to build a new home / building

Council targets	How we will measure the impact of Council's efforts
• Improve high quality sustainable design for all new, large developments	• The number of sustainable design assessments for new residential developments with two or more new dwellings and for non-residential developments with a gross floor area of 550m^2 or more

Council Initiative		Year 1	2	3	4
2.2.1	Explore a range of mechanisms to improve and encourage high quality and sustainable design in the built form.	●	○	○	○

Strategy 2.3	Council role and focus	
Support the delivery of a range of housing that addresses housing and living affordability needs	• Advocate to other levels of government for funding and policy initiatives that facilitate social and affordable housing to support the needs of the Knox community (for example, inclusionary zoning). • Advocate for the provision of appropriate mechanisms by state and federal governments to support the delivery of social housing; for example, improved legislative and taxation reforms by state and federal government, to support affordable housing aims.	• Plan for the provision of affordable housing through the development of land use strategies and policies that promote diversity of housing, including social housing, and the implementation of the *Knox Affordable Housing Action Plan 2015–2020*. • Partner with community housing associations, developers and other relevant agencies involved in social housing to achieve social housing outcomes specifically on strategic sites identified in the Knox Housing Strategy.
	Council targets	**How we will measure the impact of Council's efforts**
	• An increase in social and affordable housing in Knox	• The amount of social housing that is affordable to low income households in Knox • The amount of rental housing that is affordable to low income households in Knox.

Council Initiative		Year 1	2	3	4
2.3.1	Implement the *Affordable Housing Action Plan* including advocacy for an increase for the supply of social and affordable housing at key strategic sites and across the municipality.	●	●	●	●
2.3.2	Explore and where appropriate leverage Council's own land to pilot and partner the development of a range of housing models.	○	●	○	○

Goal 3.

We can move around easily

Context

Having the ability to move around easily adds to our health, wellbeing, connection and interaction with others. It enables people to access employment, socialise with family and friends, and access to healthy food. It also has an economic benefit for the municipality. Eastlink and the connections to the Eastern and Monash freeways are important economic infrastructure assets that support business.

In Knox, we enjoy a significant bicycle network exceeding 90 km, over 1200 km of footpaths, and access to public transport services. However, while we report that we have a better than average perception of access to transport options in Knox, the majority (70 per cent) of employed people travel to work by car alone.

The road network is important for moving people and goods, as well as bus services relying on a good road network with adequate priority. Our public transport network, while very good in some areas, is inadequate in others. The Belgrave train line travels through the north-east of the municipality, with stations in Bayswater, Boronia, Ferntree Gully and Upper Ferntree Gully. There are 15 regular bus routes operating in Knox, two SmartBus services and three Telebus services. The Night Bus service also services parts of Knox. There is also a range of community transport services provided in Knox, supporting a variety of community needs.

While Knox does not have a tram service, the Knox Transit Link is a bus service that connects the route 75 tram terminus at Vermont South to Westfield Knox, operating at the same frequency as the tram service. There are several areas in Knox (particularly the Rowville area) with large estates not serviced by public transport. Apart from the SmartBus services and a small number of route buses, many transport services do not meet the needs of residents, operating infrequently or on indirect routes, and cannot compete with cars.

Our bicycle and walking paths predominantly cater for recreational users connecting to parks, reserves, schools, train stations and shopping precincts. Commuter use is less frequent due to several gaps in our on-road network. Of our 1,200 km of footpaths ‘walkability’ is typically poor (based on connectivity, density and mix of land uses), giving Knox a walkability rating of 2.0 (where 1 is low and 10 is high). This is only one representation of Knox’s walkability and it does not take into account factors such as footpath provision, the distance between origin and destination, traffic exposure, connections to public transport and supporting infrastructure such as shading and seating.

Key facts and figures

- We are significantly car-dependent, particularly in the southern area which has poor access to public transport services
- Almost 75 per cent of Knox residents travel to work by car, compared with a metropolitan average of 64 per cent.
- We are ranked third of all Melbourne municipalities in terms of our weekly expenditure on fuel.
- We have higher car ownership rates (2.01 cars per household) in comparison with the average metropolitan Melbourne rate (1.84).
- Council manages more than 90km of shared paths throughout Knox.

Key challenges and opportunities

- Limited access, connectivity and frequency of public transport services in the south (Rowville and Lysterfield)
- Poor pedestrian and cycling conditions
- High levels of car dependency

Want to know more? Refer to the State of Knox Report, 2016.

What we'll do

Below are the shared strategies that describe how we will go about achieving this goal.

Strategy 3.1 Enable improved transport choices supported by integrated and sustainable transport systems and infrastructure

Strategy 3.2 Improve bike and footpath connectivity, including identifying gaps between existing bike routes, footpaths and key places

Community targets

Below is a range of shared targets to support progress toward the achievement of this goal. The measures for these targets are listed in Appendix B.

- An increase in the use of public transport
- A decrease in car dependence
- An increase in transport choice.

Council Plan

The following section outlines the role Council will play in contributing to the achievement of this shared goal, and the strategies it will use, the targets it has set and the initiatives to be undertaken over the next four years.

Strategy 3.1	Council role and focus	
Enable improved transport choices supported by integrated and sustainable transport systems and infrastructure	• Advocate to other levels of government for clean, reliable and frequent public transport in Knox. • Provide opportunities for active transport such as shared paths and footpaths. • Provide education programs about the benefits of improved public transport options and communicate the benefits of walking, cycling and other non-car based modes of transport. Implement travel behaviour programs that support alternatives to single occupant car trips.	• Advocate to State Government and relevant authorities for level crossing removals. • Provide targeted community transport for particularly vulnerable groups and individuals. • Fund high quality local transport infrastructure to the Knox community including footpaths, walking and cycling paths and roads. • Plan for increases in housing density around public transport hubs (for example, train stations, bus interchanges).

Council targets	How we will measure the impact of Council's efforts
• An increase in the number of vulnerable community members accessing Knox Council's Community Transport service	• The number of people using Council's Community Transport service
• An increase in Council's advocacy efforts to improve transport in Knox	• Media coverage relating to improving transport options in Knox
• Maximising grant funding secured for transport improvements in Knox	• The percentage of successful grant applications for transport improvements in Knox
• An increase in the number of schools participating in the Walk2School program	• The number of schools participating in the Walk2School program

Council Initiative		Year	1	2	3	4
3.1.1	Undertake a strategic review of Council's parking compliance services to review current parking compliance issues within the municipality, and provide strategies and recommendations to address them.		●			
3.1.2	Investigate community transport services and availability in Knox to determine requirement for funding advocacy to increase community transport options delivered by community agencies.		●			
3.1.3	Continue to advocate for all priority transport projects, including the Knox Tram, Rowville Rail, improved bus services, and the Dorset Road extension.		●	●	●	●
3.1.4	Implement travel behaviour change programs to influence travel choices.		●	●	●	●
3.1.5	Advocate to State and Federal Governments for improved sustainable transport infrastructure and services.		●	●	●	●

Strategy 3.2	Council role and focus	
Improve bike and footpath connectivity, including identifying gaps between existing bike routes, footpaths and key places	• Provide local bike and footpaths with priority given to upgrades and renewals where they improve accessibility and connectivity with consideration of significant natural environments. • Advocate to state government for increased funding for cycling and pedestrian infrastructure.	• Provide improvements to street lighting along key routes/places, leading to better connectivity and safety at night.

Council targets	How we will measure the impact of Council's efforts
• A decrease in the number of school crossing incidents	• The number of school crossing incidents reported to Council
• Improved footpath connectivity in Knox	• Kilometres of new footpaths constructed • The number of identified missing footpaths in Knox
• An increase in cyclists using Knox's shared path networks	• The number of cyclists recorded on a typical day at a typical site on Knox's shared path networks

Council Initiative		Year 1	2	3	4
3.2.1	Reduce the backlog of missing footpaths in Knox.	●	●	●	●
3.2.2	Increase the number of cyclists using Council's shared path networks.	○	●	●	○
3.2.3	Continue to progress implementation of the *Mobility Implementation Plan*.	●	●	●	●

Goal 4.

We are safe and secure

Context

Feeling safe and secure in our community and homes is fundamental to our health and wellbeing. There is a range of factors that can affect our perceptions of safety, including: levels of crime, family violence, and drug and alcohol misuse. A sense of safety outside the home can be affected by the look and feel of our streets and suburbs during the day and at night, the connections we have in our community, the condition of public and private facilities; and our response to emergencies (windstorms, fire, hailstorms, flooding, heatwave or hazardous material incidents).

Attractive and welcoming neighbourhoods contribute to community safety and social connectedness. Crime prevention programs are more effective when the community is involved in the development and implementation of responses. Active community involvement in safety initiatives helps build communal knowledge and the sharing of accurate information about local crime and safety issues, leading to constructive community action.

Violence against women is the biggest contributor to ill health and premature death in women aged 15–44 years. In Australia, on average, one woman is killed by a current or former partner each week. Family violence may cause fear, depression, anxiety and low self-esteem, isolation, loneliness and lack of social support, as well as injury or death, while the damaging effects for children witnessing violence in the home are well documented. Family violence also includes violence between same sex couples, siblings, violence by teenage children towards their parents, child abuse, violence by ex-partners and abuse (particularly financial) of elderly parents. There is limited Knox data on violence perpetrated by adolescents against parents or siblings and elder abuse , and no separate local data on abuse in the Lesbian, Gay, Bisexual, Trans, Intersex and Queer (LGBTIQ) community or Culturally and Linguistically Diverse (CALD) community.

Context cont.

The way we manage emergencies in Victoria has changed significantly since the 2009 Victorian bushfires. This pivotal period saw the establishment of a new overarching agency to implement reform across the emergency management sector. Emergency Management Victoria now sets the standard for how agencies work together before, during and after emergencies. The shared goal for emergency management in Victoria is for a sustainable and efficient emergency management system that reduces the likelihood, effect and consequences of emergencies. More than 570 Knox residents choose to volunteer for the Victorian State Emergency Services (VIC SES) or the Country Fire Authority (CFA).

Community empowerment, shared responsibility and self-reliance are key themes of the resilience framework being developed for Victoria's emergency management sector. The Community Resilience Framework puts local people at the centre of decision-making and establishes a foundation for the emergency management sector to better connect with communities to build a safer and more resilient future. It is important for those most vulnerable in our community (for example, the aged, people with a disability and young people) to have adequate support in times of crisis.

Key facts and figures

- Victoria Police Eastern Family Violence Unit has responded to an increase in elder abuse cases as part of Operation Elder, which has followed up on more than 200 elderly people in Knox, Maroondah and Yarra Ranges during 2016, who have been victims of serious abuse from family members or friends.
- Crime remains lower than average in Knox but began to trend upward in 2011–12 after a decade of declining rates. Crime in Knox grew faster than the Victorian average over the five years 2011 to 2015, increasing by 24 per cent compared with 20 per cent statewide over the same period. Knox's crime rate increased by 14 per cent from 5758/100,000 population in 2012–13, to 6588/100,000 in 2015–16 (this compares with the metropolitan average in 2015–16 of 8576/100,000 people)
- Knox has had the highest rate of reported family violence in Melbourne's outer east for more than 20 years. The number of recorded offences per 1,000 of population has increased from 10.6 in 2012–13 to 11.2 in 2015–16
- Child abuse substantiations per 1,000 children and adolescents (0–17 years) increased from 5.3 in 2009-10 to 6.4 in 2010-11. This was above the metropolitan average of 5.4. The rate of child abuse substantiations and re-reports for young children (0–8 years of age) was well below the metropolitan average

Key facts and figures cont.

- 98 per cent of adults in Knox reported feeling safe to walk alone in their local area in daylight hours, compared with the metropolitan average of 95.5 per cent
- Almost 99 per cent of adults feel safe at home alone during the day and 96.4 per cent during the night, which was closely aligned with the metropolitan average
- Over 62 per cent of adults feel safe to walk alone in their local area at night. This was below the metropolitan average of 68.4 per cent
- The Knox municipal area has experienced many emergencies in recent times including windstorms, fire, hailstorms, flooding and hazardous material incidents.

Key challenges and opportunities

- Reported incidents of family violence remain high within the community
- Gaining a better understanding of elder abuse incidents, addressing the ability of perpetrators to isolate and control older people in their home, the reluctance of older people to report family members or known others as perpetrators of abuse, and identifying ways to support those who are vulnerable
- Reported incidents of child abuse remain high within the community
- People with disabilities at higher risk and experience violence at higher rates in comparison to people without disabilities
- Increasing community understanding of the impacts associated with mental illness
- Managing Graffiti in a timely manner around the community
- Improving our perceptions of community safety
- Increase in the frequency of emergency situations (windstorms, fire, hailstorms, flooding, heatwave and hazardous material incidents)
- Building community and personal resilience.

Want to know more? Refer to the State of Knox Report, 2016.

What we'll do

Below are the shared strategies that describe how we will go about achieving this goal.

Strategy 4.1 Encourage and support the community to take responsibility for their own safety, and the safety of others

Strategy 4.2 Enhance community connectedness opportunities to improve perceptions of safety

Strategy 4.3 Maintain and manage the safety of the natural and built environment

Strategy 4.4 Protect and promote public health, safety and amenity

Strategy 4.5 Support the provision of emergency services

Community targets

Below is a range of shared targets to support progress toward the achievement of this goal. The measures for these targets are listed in Appendix B.

- A reduction in the crime rate
- A reduction in the incidence of family violence
- A reduction in the incidence of child abuse
- An improvement in perceptions of safety
- A reduction in the road toll

Council Plan

The following section outlines the role Council will play in contributing to the achievement of this shared goal, and the strategies it will use, the targets it has set and the initiatives to be undertaken over the next four years.

Strategy 4.1	Council role and focus	
Encourage and support the community to take responsibility for their own safety, and the safety of others	• Advocate to other levels of government for changes to legislation and preventative services to address antisocial behaviour, family violence, and child and elder abuse. • Advocate to Victoria Police for increased reporting of the prevalence and impact of family violence (for example, contributing factors such abuse of alcohol, gambling, mental health issues). • Advocate to the state government for increased planning controls and social impact assessment criteria for liquor outlet density.	• Plan for the implementation of a range of legislative requirements associated with family violence (for example, the Child Safe Standards and the findings of the Royal Commission into Family Violence). • Partner with key stakeholders to deliver education and early intervention and development programs to help prevent family violence and child and elder abuse. • Provide support and education to enable the community to respond to and recover from emergency events, particularly among vulnerable groups.

Council targets	How we will measure the impact of Council's efforts
• An increase in participation in community safety programs	• The number of individuals participating in community safety activities
• An increase in the number of community safety programs delivered by Knox	• The number of community safety activities delivered by Knox

Council Initiative		Year 1	2	3	4
4.1.1	Develop and participate in a Council and community program for the 16 days of Activism against gender violence.	●	○	○	○
4.1.2	Implement gender equity actions to support prevention of violence against women within the *Community Access & Equity Implementation Plan*.	○	●	○	○
4.1.3	Implement the Business Champions of Change Project on family violence prevention with three businesses across Outer East.	●	●	○	○
4.1.4	Continue to implement the Victorian Child Safe Standards.	●	○	○	○

Strategy 4.2	Council role and focus	
Enhance community connectedness opportunities to improve perceptions of safety	• Educate and support groups such as sporting clubs, churches and community groups, to build their capability to respond to emergency situations. • Research to better understand community perceptions of safety. • Educate the community on countering poor perceptions of low safety presented in the media.	• Educate the community on the impacts of social media. • Educate the community about Council's role in closed circuit television surveillance and other safety/crime prevention technology. • Plan for public and private safety policy, programs and initiatives.

Council targets	How we will measure the impact of Council's efforts
• An increase in the number community activities on the prevention of family violence	• The number of awareness raising activities which incorporate family violence prevention
• Improvement in knowledge and understanding of emergency management by non-emergency groups	• Participation rates by non-emergency groups in emergency management education and programs

Council Initiative		Year 1	2	3	4
4.2.1	Develop a communications approach to improve perceptions of community safety.		●		

Strategy 4.3	Council role and focus	
Maintain and manage the safety of the natural and built environment	• Plan and partner with others for the integration of responses and recovery approaches related to emergencies and natural disasters to improve community preparedness and resilience. • Partner with the community to control graffiti on public and private spaces, including graffiti prevention initiatives and evaluation of graffiti prevention programs and practices.	• Plan for Crime Prevention Through Environmental Design initiatives to reduce crime and anti-social behaviour through the Knox Planning Scheme. • Plan for bushfire management through the planning scheme.
	Council targets	**How we will measure the impact of Council's efforts**
	• A decrease in the amount of reported graffiti on Knox Council's assets	• The square metre amount of graffiti reported on Knox Council's assets • The total number of graffiti incidents reported to Council • Uptake and utilisation of the Vandaltrak reporting app

Council Initiative		Year	1	2	3	4
4.3.1	Implement a community safety program and build community connections to improve perceptions of safety within key locations across the municipality (including Boronia Activity Centre).		●	●	●	●
4.3.2	Implement a graffiti reporting system (mobile app) in partnership with other Metropolitan Councils.		●	○	○	○

Strategy 4.4	Council role and focus	
Protect and promote public health, safety and amenity	• Provide immunisation services to all eligible people in the municipality, to protect the community against vaccine preventable disease. • Educate the community through the provision of information, monitoring, surveillance, and enforcement that supports controlling the spread of infectious disease, including food-borne disease.	• Plan and regulate using a range of local laws to deal with local issues and meet local needs (for example, responsible pet ownership, disabled parking permits, street trading, and public health).

Council targets	How we will measure the impact of Council's efforts
• Improved bushfire safety throughout the bushlands interface areas of the municipality	• The number of properties that comply with the requirements during the annual inspections at the start of the Fire Danger Period
• An increase in infant and child immunisation rates in Knox	• The number of infants and children in the Knox region who are immunised at Council run immunisation sessions
• Improvement in the quality of food services in Knox	• The time take to action food complaints

Council Initiative		Year 1	2	3	4
4.4.1	Ensure Council's Emergency Management Plans and Sub-Plans meet legislative requirements.	●	●	●	●
4.4.2	Inform residents and conduct inspections of all properties within the Bushfire Management Overlay areas to ensure compliance with relevant legislation.	●	●	●	●

Strategy 4.5	Council role and focus	
Support the provision of emergency services	• Plan for emergency management policy direction, programs and initiatives, including resilience. • Partner with others (for example, Maroondah and Yarra Ranges Councils), to manage and coordinate local relief and recovery activities, including participating in regional and state emergency management events, forums and committees.	• Plan for fire prevention policy direction, programs and initiatives. • Provide emergency management training for staff and community.

Council targets	How we will measure the impact of Council's efforts
• Improved knowledge of the Municipal Emergency Management Plan throughout Knox	• The number of individuals participating in Council run emergency management events

Council Initiative		Year 1	2	3	4
4.5.1	Engage with emergency services through the Municipal Emergency Management Planning Committee to assist with the adequate provision of emergency services across the municipality.	●	●	●	●

Goal 5.

We have a strong regional economy, local employment and learning opportunities

Context

Having a strong local economy is good for our community as it extends the range of local employment opportunities and improves our access to goods and services. Being able to learn and work locally has a positive impact on health, wellbeing and connection to the local community. Having the skills and capacity to contribute is an important way for individuals to realise their full potential. Ongoing learning can contribute to personal growth and development, support full participation in social, cultural and economic life and provide a pathway to a rewarding and well paid career.

Knox is made up of a number of business, commercial and industrial hubs, including four substantial activity centres at Knox Central, Boronia, Stud Park and Bayswater, supported by several smaller local activity and shopping precincts and villages. Knox is regarded as a location for sustainable business and investment; we offer contemporary business opportunities built upon entrepreneurship, innovation and creativity. This is supported through contemporary business development opportunities offered to Knox enterprises both through Council's Business Education and Events Program, and through organisations such as South East Melbourne Innovation Partnership (SEMIP), and the Knox Innovation, Opportunity and Sustainability Centre (KIOSC). Knox has 36 large employers (with more than 200 employees) which make up 0.3 per cent of businesses operating in Knox.

There continues to be a strong need for trade based qualifications to meet Knox industry skill requirements, even though the nature and level of trade training requirements are changing as technology and industry demands change. Local access to diverse employment and learning opportunities can influence residents' capacity to gain employment and improved personal economic capacity and wellbeing. Knox is characterised by higher than average household, personal and family income and ranks as the 12th least disadvantaged municipality in Victoria but there are localised concentrations and population groups for whom outcomes do not reflect the general level of economic advantage.

Key facts and figures

- Knox participates in the global economy with the value of exports generated estimated at $8.04 billion in 2016. This represents 40 per cent of the $20.5 billion gross revenue produced by its industry and accounts for 7 per cent of the exports generated by Greater Melbourne
- An estimated 55,800 jobs existed in Knox in 2011 - a slight drop from the 2006 estimate of 56,300
- Jobs in Knox are mainly in the occupational categories of Professionals (17 per cent), Clerical and Administrative Workers (15 per cent) Technicians and Trades Workers (15 per cent) and Managers (13 per cent)
- In 2001, 28 per cent of the Knox resident workforce (defined as people who live in the Knox municipality and are employed) worked in Knox while another 32 per cent worked in a neighbouring municipality
- Between 2013 and 2014, the Knox resident workforce unemployment rate increased from 4 per cent to 5.7 per cent, with a similar trend experienced at the Greater Melbourne and Australian reporting level. Since then, Knox unemployment has been declining, reaching 4.6 per cent in March 2016 and widening the gap between Knox and the Greater Melbourne and Australian unemployment rates by at least 1.6 per cent (the Australian rates is 6.2 per cent)
- Average household income in Knox is consistently higher than the metropolitan average household income ($805 per week in 2011), though growth in income in Knox between 2006 and 2011 was slower than the average (21 per cent compared with 24 per cent metropolitan-wide), bringing Knox's income much closer to the metropolitan average.

Key challenges and opportunities

- Strengthening local living and providing opportunities to work locally
- Giving people the opportunity to connect more with their community
- Support our ageing workforce
- Maintaining our strong local economy
- Ensuring we have an appropriate supply of land for business into the future
- Supporting businesses transitioning from the more traditional forms of industry to newer and more advanced industries
- Focusing on Advanced Manufacturing
- Attracting businesses in the Health, Ageing and Business Service sectors of industry to the city
- Capitalising on the policy shift in aged care reforms
- Leveraging reform of the National Disability Insurance Scheme (NDIS)
- Improving our work/life balance.

Want to know more? Refer to the State of Knox Report, 2016.

What we'll do

Below are the shared strategies that describe how we will go about achieving this goal.

Strategy 5.1 Attract new investment to Knox and support the development of existing local businesses, with a particular focus on Advanced Manufacturing, Health, Ageing and Business Services sectors

Strategy 5.2 Plan for a range of key strategic centres that provide a diversity of employment, services and amenities to support the changing needs of our community

Strategy 5.3 Promote and improve infrastructure and technology within the municipality and enhance strategic employment places for business

Strategy 5.4 Increase and strengthen local opportunities for lifelong learning, formal education pathways and skills development to improve economic capacity of the community

Community targets

Below is a range of shared targets to support progress toward the achievement of this goal.
The measures for these targets are listed in Appendix B.

- An improvement in learning outcomes
- An increase in preschool enrolments
- An increase in the rate of secondary school completion
- An increase in the proportion of the community holding post-school qualifications
- An increase in business growth (and expansion)
- An increase in gross regional product exports
- An increase in local jobs
- An improvement in work-life balance
- An increase in the level of home internet access
- An increase in personal wealth (economic capacity)

Council Plan

The following section outlines the role Council will play in contributing to the achievement of this shared goal, and the strategies it will use, the targets it has set and the initiatives to be undertaken over the next four years.

Strategy 5.1	Council role and focus	
Attract new investment to Knox and support the development of existing local businesses, with a particular focus on the Advanced Manufacturing, Health, Ageing and Business Services sectors.	• Partner with others to invest in the local economy through strategic investment attraction and targeted advisory support and advocacy to assist business growth. • Partner in regional forums and initiatives such as the South East Melbourne Innovation Partnership, Regional Development Australia and Metropolitan Planning Authority, to achieve cross boundary collaboration and joint advocacy. • Plan for key strategic places such as the Bayswater Business Precinct, Scoresby, Knoxfield, Rowville Employment Precinct, and Wantirna Health Precinct to increase prosperity. • Undertake research to improve understanding of the creative industries that exist within the municipality and what they contribute to the local economy.	• Undertake research to improve understanding of the needs of local business through continuation of Business Visits and Business Skills programs to ensure the service remains responsive and contemporary. • Partner with others to facilitate export and import replacement supply chain channels for better connection to local suppliers and to grow export markets for local businesses. • Plan and deliver programs to attract new private investment to the city. • Provide services to foster and support new and existing business, including connecting clients to other government and non-government services. • Plan for the development of a considered differential rating strategy.

Council targets	How we will measure the impact of Council's efforts
• An increase in access to and participation in Knox's Business Education Program	• Participation numbers in Knox's Business Education Program
• Knox businesses have a better understanding of business support services offered by Council	• The number of Knox businesses registered in the Knox Biz database

Council Initiative		Year 1	2	3	4
5.1.1	Develop and implement a Strategic Asset and Investment Strategy to best achieve community and Council outcomes through the implementation of targeted investment strategies.	●	●	●	●
5.1.2	Develop and regularly update a Knox Investment Plan to support Council's advocacy program and activities.	●	○	○	○

Strategy 5.2	Council role and focus	
Plan for a range of key strategic centres that provide a diversity of employment, services and amenities to support the changing needs of our community	• Plan for the consolidation and coordination of services, programs and other interventions in Boronia, Upper Ferntree Gully, Rowville and other areas of significant potential, and partner with others where synergies are identified. • Plan for the enhancement of planning controls and processes to facilitate and guide investment in strategic sites and precincts to achieve quality outcomes for the community.	• Research to investigate new forms of investment to support community infrastructure

Council targets	How we will measure the impact of Council's efforts
• Community infrastructure that fits changing community needs.	• The number of Council facilities developed in activity centres in Knox
• Initiate investment in Wantirna Health Precinct	• Completion and initial implementation of an investment strategy and planning framework for the Wantirna Health Precinct

Council Initiative		Year 1	2	3	4
5.2.1	Undertake a strategic review of the Boronia Structure Plan including detailed assessment of strategic sites.	●	○	○	○
5.2.2	Continue to implement the Knox Central program to progress the development of a new Civic and Arts precinct for Knox.	●	●	●	●
5.2.3	Advance the planning for the Wantirna Health Precinct in partnership with the Metropolitan Planning Authority and Department of Economic Development, Jobs, Transport and Resources.	●	○	○	○
5.2.4	Initiate a Precinct Investment Plan for Wantirna Health Precinct and the enabling planning and implementation frameworks.	○	●	○	○
5.2.5	Implement the strategic review of land for business and employment in the municipality.	●	●	○	○

Strategy 5.3	Council role and focus	
Promote and improve infrastructure and technology within the municipality and enhance strategic employment places for business	• Advocate for the provision of effective communications infrastructure to enable business growth. • Advocate to state and federal government for investment and delivery of significant infrastructure to support businesses and the economy (for example, the National Broadband Network). • Provide local infrastructure improvements to support business attraction, retention and development in Knox.	• Partner with relevant agencies and provide information to assist local and home based business to take up broadband services. • Partner with local businesses, social enterprises and other levels of government to deliver appropriate employment and skills development opportunities.

	Council targets	How we will measure the impact of Council's efforts
	• An increase in contributions collected from new development towards essential community infrastructure in line with the Development Contributions Plan	• Contributions collected from new development towards essential community infrastructure in line with the Development Contributions Plan

Council Initiative		Year 1	2	3	4
5.3.1	Participate and collaborate regionally to plan for improved infrastructure in and between key priority employment precincts, activity centres and residential areas.	●	●	●	●
5.3.2	Investigate the use of Environmental Upgrade Agreements for businesses to improve infrastructure, reduce energy consumption and create savings.	●	●	○	○
5.3.3	Progress the development, implementation and evaluation of Development Contributions Plan (DCP) planning including addressing infrastructure information gaps and mapping necessary to inform these plans.	●	●	●	○

Strategy 5.4	Council role and focus	
Increase and strengthen local opportunities for lifelong learning, formal education pathways and skills development to improve economic capacity of the community	• Partner with relevant education, government and community organisations and business sectors to promote and facilitate connections and support the provision of education and training for adults. • Partner with education providers to provide opportunities for skills and language training to strengthen and enhance business investment opportunities. • Partner across the region in strategic alliances to provide facilities such as KIOSC and programs for education and training and to enable ongoing collaboration to build the capability of the workforce to meet local employment needs and address skill shortages. • Partner with Knox Neighbourhood Houses (for example, Learn Local) to provide adult learning opportunities; expand and strengthen business networks in Knox through supporting and connecting established networks and delivery of the Business Visits and networking event program.	• Educate the community about the range of available local learning opportunities. • Undertake research and share economic data about Knox with current and potential Knox businesses, to improve levels of awareness and understanding about the health of the local economy. • Provide support to Knox businesses with practical outcomes-based programs that deliver opportunities to generate and expand reach and employment potential. • Partner with relevant organisations to provide education to encourage local businesses to support staff in transition to retirement. • Provide programs for members of community organisations to develop skills to participate in a range of community organisations including volunteer committees.

Council targets	How we will measure the impact of Council's efforts
• An increase in the participation rates for Knox skills development programs for community groups	• The number of individuals participating in skills development programs run for community groups
• An increase in skills development programs run for community groups	• The number of Skills development programs run annually

Council Initiative		Year	1	2	3	4
5.4.1	Explore as part of the People Strategy opportunities for Knox City Council to provide employment opportunities for disadvantaged groups.		○	○	●	●
5.4.2	Advance the next stage of the collaborative Strategic Investment and Development Program in partnership with Maroondah and Yarra Ranges Council and the state government for the Bayswater Business Precinct, with a focus on business networks, precinct amenity, streamlining assessment and new investment.		●	●	●	○
5.4.3	Construct and open two Early Years Hubs in Wantirna South and Bayswater to support early education, life long learning and improved physical and mental health.		●	●	○	○
5.4.4	Explore the development of a pilot program within existing educational services and facilities to advance the business community's second language skills, particularly in Mandarin and Hindi.		○	○	●	○
5.4.5	Promote and support the establishment of social enterprises to create greater employment and community development opportunities for all.		○	●	○	○

Goal 6.

We are healthy, happy and well

Context

Personal health and wellbeing provides the foundation for good quality of life and a strong, cohesive and resilient community, as well as contributing to workforce productivity and a viable economy. Most people in Knox experience relatively high levels of personal health and wellbeing. Different health and wellbeing opportunities and vulnerabilities arise during different stages of life. For example, children, youth, adults and older people have differing support, service and infrastructure requirements.

Some people, including the most vulnerable, marginalised and disadvantaged, experience poor health, chronic conditions and acute health incidents. People's personal, social and working lives can be compromised by ill health or disability and the associated pain, isolation and inconvenience. The financial cost of ill health arising from treatment expenses and loss of income and opportunity can have negative individual, family, social and economic impacts.

Some of the underlying factors in personal health and wellbeing include stable and affordable housing, good quality health and social services, education, financial security, work-life balance, family/social influence, community connectedness and adequate transport options. Risk factors include social disadvantage, material deprivation, poor living and working conditions, tobacco use, alcohol misuse, lack of physical activity and an unhealthy diet. Importantly, inadequate care, support services and infrastructure for children, youth and older people may result in short and longer-term impacts for individuals, families and the broader community. Appropriate intervention during these important times will achieve the greatest benefit.

Being active and participating in leisure, culture and sport can also increase our sense of wellbeing, enjoyment, social interaction, personal achievement, physical fitness and confidence, as well as reducing anxiety, stress and the likelihood of illness.

Key facts and figures

- While 42.7 per cent of adults in Knox self-report that their health is 'excellent' or 'very good', a significant number participate in behaviour that poses health risks
- 13.3 per cent of adults in Knox smoke, compared with 12.4 per cent across metropolitan Melbourne (2014)
- The proportion of adults not meeting physical activity guidelines (25.5 per cent) is lower than the Victorian average (26.6 per cent), which is a positive however, the rate of obesity remains considerably higher than the metropolitan average, at 54.2 per cent compared with 48.6 per cent (2014).
- Rates of substance misuse by young people improved in Knox between the two State of Knox reviews, with reductions in the rate of alcohol-related assaults by 18–24 year olds. The number of alcohol-related hospital admissions (per 10,000) for people 15–24 years of age dropped substantially from 48.8 in 2009–10 to 27.1 in 2012–13. This figure, however, is still higher than the metropolitan average of 22.9, which has also declined significantly, from 50.5 per 10,000 in 2009–10 to 22.9 in 2012–13. The number of 15–24 year olds being admitted to hospital for drug-related matters also increased from 13.8 (per 10,000) in 2009–10 to 24.8 (per 10,000) in 2012–13 and was well above the metropolitan average of 20.7.
- 10 per cent people in Knox have a diagnosed mental health or behavioural problem (15,000 residents), and the rate of adolescents experiencing psychological distress and adolescent psychiatric hospitalisations is slightly higher in Knox than in other municipalities.
- 6.5 per cent of Knox children (0–6 years) were developmentally vulnerable in 2015 in two or more domains (for example, physical health and wellbeing, social competence, emotional maturity, language and cognitive skills, communication or general knowledge). This is a significant improvement on the 2012 figure for Knox of 7.4 per cent and much better than the metropolitan average of 9.9 per cent in 2015
- In 2015, 80.9 per cent of children were developmentally on track in social competence and 77.3 per cent in emotional maturity; this is well below the 2012 figures of 83.1 per cent and 82.8 per cent respectively
- Children's immunisation rates in Knox have historically been well above average. However, deterioration has been detected in some areas; for example, the number of key age and stage (3 1/2 years) maternal and child health visits (per 100 enrolled children) declined from 67.6 in 2011–12 to 64.8 in 2013–14 and the percentage of one-year old children who have been immunised dropped from 91.2 per cent in 2013–14 to 90.8 per cent in 2014–15. The percentage of five-year-old children who are fully immunised has remained high and stable, with 92.4 per cent being fully immunised in 2013–15 and 92.9 per cent in 2014–15.

Key facts and figures cont.

- Breastfeeding has dropped from 38.7 per cent in 2010–11 to 36.8 per cent in 2013–14, but this figure is still above the most recent metropolitan average of 34.3 per cent.
- From 2011 to 2026 the 60+ population in Knox is forecast to increase by nearly 13,000 individuals, or 45%. This increase is primarily being driven by 70+ year olds, which is expected to increase by over 9000 people, from 13,150 in 2011 to 22,389 in 2026. It is estimated that age - related conditions such as Dementia and Alzheimer's Disease are the main conditions associated with almost a quarter of profound/severe disability arising from mental and behavioural disorders. This is expected to increase as the number of aged residents grows.

Key challenges and opportunities

- Impact of poverty, insecure housing and homelessness, family violence and family dysfunction on personal health and wellbeing
- Increasing impacts of poor lifestyle choices, such as smoking, alcohol misuse, drug misuse and lack of physical activity on overall health
- Participation in structured sport, recreation and leisure activities is inhibited by issues such as gender, cost, and disability
- Increasing rates of obesity
- Addressing issues of inadequate nutrition
- Supporting those with mental health issues
- Supporting healthy development of children and young people, particularly those most vulnerable
- Leveraging reform of the National Disability Insurance Scheme (NDIS)

Want to know more? Refer to the State of Knox Report, 2016.

What we'll do

Below are the shared strategies that describe how we will go about achieving this goal.

Strategy 6.1 Mitigate lifestyle risks such as smoking, risky alcohol consumption and drug use, obesity, lack of physical activity and poor nutrition

Strategy 6.2 Support the community to enable positive physical and mental health

Community targets

Below is a range of shared targets to support progress toward the achievement of this goal. The measures for these targets are listed in Appendix B.

- An increase in the physical health of the community
- A reduction in childhood vulnerability
- An increase in child and adolescent health and wellbeing
- A reduction in alcohol-and drug-related harm
- An improvement in the mental health of the community
- An increase in the quality and effectiveness of services delivered and facilities operated by a range of providers, from all levels of government (including Council, community based organisations, enterprises, and not for profit organisations)

Council Plan

The following section outlines the role Council will play in contributing to the achievement of this shared goal, and the strategies it will use, the targets it has set and the initiatives to be undertaken over the next four years.

Strategy 6.1	Council role and focus	
Mitigate lifestyle risks such as smoking, risky alcohol consumption and drug use, obesity, lack of physical activity and poor nutrition	• Fund opportunities to increase participation in sport and leisure with a focus on female participation in sport. • Provide opportunities for the community to access unstructured sport and leisure activities, including partnering with government and non-government organisations. • Partner with state government and regional and community organisations on a range of health and wellbeing outcomes (for example, gambling and alcohol reform). • Provide a range of health promoting workplace programs and initiatives.	• Provide community initiatives that promote healthy eating and community connectedness. • Partner with a range of organisations to deliver education and early intervention and development programs to reduce and prevent alcohol abuse, with a particular focus on young people. • Provide programs and initiatives that address problem gambling. • Regulate public health and safety issues relating to under-age supply of alcohol and cigarettes. • Educate the community to minimise harm from drug and alcohol use.

Council targets	How we will measure the impact of Council's efforts
• An increase in health promotion, harm minimisation education and capacity building within Knox sporting clubs	• The number of health promotion, harm minimisation education and capacity building programs delivered within Knox sporting clubs

Council Initiative		Year 1	2	3	4
6.1.1	Deliver health promotion and harm minimisation programs, including; • Education/capacity building programs with sporting clubs focused on cultural change. • Advocacy to improve planning policy responses and regulatory framework that manage the density of alcohol outlets within places or locations.	●	●	●	●
6.1.2	Continue to implement Council's Health Promoting Organisation initiative in partnership with community organisations to positively affect organisational and community health outcomes.	●	●	●	●

Strategy 6.2	Council role and focus	
Support the community to enable positive physical and mental health	• Partner with sporting clubs and community groups to identify initiatives to engage women and girls to increase their participation in community sports and activities. • Advocate to state government for increased availability and access to local mental health services and programs. • Provide information about the mental health service system, including awareness of mental health issues and services through appropriate Council programs. • Educate the community about healthy food choices through Knox sporting and community groups that operate in Council owned and managed facilities. • Provide services and community infrastructure which support sporting, recreational, cultural and leisure activities and encourage greater participation. • Provide support for children and families relating to mental health and wellbeing, including referrals and seeking partnerships with other relevant services.	• Partner with others in regional/sub regional/state initiatives to achieve cross-boundary collaboration, joint advocacy and integrated action on shared health and wellbeing priorities. • Partner with other organisations to plan for municipal health, monitoring, implementation and evaluation of health and wellbeing initiatives. • Provide a community transport service focused on supporting participation by seniors and people with disabilities. • Partner with relevant agencies and stakeholders to respond to service sector reform across the aged care and disability service system, and establish the most appropriate role for Council within these service systems. • Provide programs and initiatives to enhance protective factors and mitigate risk factors for those most vulnerable (for example, children and young people, marginalised and disadvantaged groups) through community-based prevention strategies. • Plan for key life stages of childhood, youth and older age where Council intervention and support will have the greatest benefit in accordance with Council's Key Life Stages Vision and Principles.

Council targets	How we will measure the impact of Council's efforts
• An increase in the number of females participating in sport	• The number of females participating in organised sports in Knox
• Sustain the number of juniors (under 17) participating in sport	• The number of juniors participating in organised sports
• An increase in the number of people with a disability participating in sport	• The number of people with a disability actively participating in organised sport
• An increase in the number of Indigenous people participating in sport	• The number of Indigenous people actively participating in organised sports
• An increase in the number of Council programs broadened to incorporate mental health messages	• The number of Council programs/activities that incorporate and/or promote mental health messages
• An increase in participation in active ageing activities	• The number of participants attending Knox Seniors Festival events and Knox Senior Zest 4 Life events

Council Initiative		Year	1	2	3	4
6.2.1	Develop an Aquatic Plan.		●			
6.2.2	Develop a Pavilion Plan.			●		
6.2.3	Progressively upgrade Council's sporting facilities in line with universal design to support an increase in female participation in sport.		●	●	●	●
6.2.4	Implement the Municipal Strategic Disability Leadership Plan to support people with a disability, their families and carers with the implementation of the NDIS.		●	●		
6.2.5	Progress Council's public Expression of Interest process seeking applications from NDIS/ECIS service providers to lease the Illoura House facility for use as a disability focused centre supporting children, families, carers and people with disabilities in Knox.		●			
6.2.6	Finalise and implement the Key Life Stages Implementation Plan focusing on Early Years, Youth and Older People.		●	●	●	●
6.2.7	Commence a review into the role of Council to advance mental health within the municipality, i.e. schools, business and community settings.			●		

Goal 7.

We are inclusive, feel a sense of belonging and value our identity

Context

A sense of belonging is a fundamental factor in our health and wellbeing. This can be measured by how well people connect and interact with one another, whether as friends, family, acquaintances or in other social/community groups. Having opportunities to connect with places and spaces enhances our quality of life. All of us have a responsibility for building a respectful and inclusive community. Some community members can feel vulnerable and isolated, such as people with a disability, women, Indigenous communities, children and young people, culturally and linguistically diverse (CALD) groups, low socio-economic communities, Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) communities, people with mental health issues, and older people.

In Knox people have a broad range of structured and unstructured ways of connecting with each other including community art, volunteering, involvement in community organisations, schools, churches, recreation and sporting groups, as well as attending festivals, libraries, theatres and community events. The idea of 'community' is changing and some Knox residents are connecting more than ever before through online networks, although this can potentially increase their isolation.

We live in a community of more than 157,000 residents. With over 25 per cent born overseas and 20 per cent from non-English speaking backgrounds. Where community acceptance of cultural diversity is strong, people from other cultures can thrive and overall community wellbeing increases. We have the second largest (544) and fastest growing (13 per cent increase since 2006) population of Aboriginal and Torres Strait Islander people in Melbourne's Eastern Metropolitan Region. However, due to historical underreporting it is likely there is a significantly higher number in this population group. Over fifty-five per cent of Knox's Aboriginal population is under the age of 25.

Arts and culture are integral to supporting healthy people and strong communities. Events and facilities provide activities and places to develop social cohesion and reduce isolation. Participating in various forms of cultural expression, such as the arts, empowers people to be creative, to develop and practise new skills and to contribute to the cultural identity of the community. While traditionally the community has embraced local events, recently participation rates in events organised by Council have decreased.

Knox is a dedicated Refugee Welcome Zone. There is a strong increase in the number of applicants for citizens attending Citizenship Ceremonies in Knox. Council has a long history of progressing Indigenous recognition and reconciliation in practical and symbolic ways. However, more can be done to promote greater community awareness and respect for Aboriginal history and culture in Knox.

Key facts and figures

- Nearly 71 per cent of people report that they feel part of the Knox community
- We are a community of active volunteers; however; rates appear to be declining
- We place high value on our access to local parks and open space but there is some concern about the changing look and feel of our community
- 67.5 per cent of adults report that they have participated in arts and related activities in a three-month period, compared with 65.2 per cent for Metropolitan Melbourne
- 50.3 per cent of Knox adults feel that multiculturalism makes life in the area better; this is 3.7 per cent lower than the Melbourne metropolitan average.

Key challenges and opportunities

- Decreased participation in community events in Knox
- Decreased social cohesion
- Low levels of understanding in the broader community of Aboriginal history, knowledge or cultural heritage
- Finding the balance between a changing city and maintaining what people know and love
- Coordinating our volunteering and providing opportunities to participate
- Connecting people who are vulnerable, marginalised and disadvantaged
- Looking at potential areas for integrating facility and service planning and delivery
- Supporting and empowering others to support those who need it most (marginalised, vulnerable and disadvantaged)
- Keeping connected with neighbours and friends
- Supporting cross generational connections for mutual benefit and understanding
- Enhancing public perception of the value of multiculturalism

Want to know more? Refer to the State of Knox Report, 2016.

What we'll do

Below are the shared strategies that describe how we will go about achieving this goal.

Strategy 7.1	Protect and preserve our local cultural heritage
Strategy 7.2	Celebrate our diverse community
Strategy 7.3	Strengthen community connections
Strategy 7.4	Promote and celebrate the contribution of our volunteers

Community targets

Below is a range of shared targets to support progress toward the achievement of this goal. The measures for these targets are listed in Appendix B.

- An increase in people feeling connected to their community (reduced social isolation)
- An increase in volunteering in the community
- An increased access and participation in creative arts-based experiences
- An increased community celebration and embracing of diversity
- An increased community engagement and participation in local community events.

Council Plan

The following section outlines the role Council will play in contributing to the achievement of this shared goal, and the strategies it will use, the targets it has set and the initiatives to be undertaken over the next four years.

Strategy 7.1	Council role and focus	
Protect and preserve our local cultural heritage	• Educate the community to promote awareness and protection of Knox's sites of cultural significance. • Plan to identify, protect and manage sites of heritage significance through the planning scheme. • Regulate to protect remnant vegetation and locally indigenous species through the planning scheme.	• Partner with stakeholders to help support the management of heritage sites to maximise community access. • Partner with the Indigenous community to enhance our natural environment and to promote broader knowledge and awareness of Indigenous culture and history.

Council targets	How we will measure the impact of Council's efforts
• An increase in people attending events aimed at embracing Aboriginal cultural heritage	• The number of individuals attending Sorry Day • The number of individuals attending National Aboriginal and Islander Day Observance Committee (NAIDOC) events

Council Initiative		Year 1	2	3	4
7.1.1	Determine the most effective role for Council in the protection and maintenance of heritage assets in Knox	●	●	●	○
7.1.2	Develop a plan for the ongoing protection and management of Indigenous and post European settlement heritage resources related to Knox.	○	●	●	●

Strategy 7.2	Council role and focus	
Celebrate our diverse community	• Educate the community to promote an understanding of the value that diversity brings to the Knox community. • Partner with the Aboriginal community to strengthen relationships with other parts of the community. • Educate the community for greater awareness and respect, and consistently celebrate our Aboriginal heritage and the contribution that Aboriginal and Torres Strait Islander people make to Knox. • Educate the community to celebrate the contribution that people of different ethnic backgrounds and cultural heritage bring to a multicultural community.	• Partner with multicultural groups to support cultural festivals. • Undertake research to better understand the needs of different groups, and plan to incorporate these into Council's activities and services. • Provide a range of community events to celebrate local culture and identity, and promotion of awareness and celebration of cultural diversity. • Partner with the community to enhance social cohesion via the celebration of diversity in culture, faith, sexuality and gender identity, abilities and political perspective.

Council targets	How we will measure the impact of Council's efforts
• An increase the number of multicultural groups engaging in Council events and festivals	• The number of multicultural groups participating in Council run community festivals and events.
• An increase in the number of new and emerging groups applying for council grants program	• The number of applications for grants

Council Initiative		Year 1	2	3	4
7.2.1	Finalise and commence implementation of the Knox Access and Equity Implementation Plan	●	○	○	○
7.2.2	Further develop partnerships with community houses for extended programming related to digital literacy	●	○	○	○

Strategy 7.3	Council role and focus	
Strengthen community connections	• Provide support for community groups to plan and deliver a range of programs, services and partnerships which aim to build local connections between people and reduce social isolation. • Partner with a range of stakeholders to establish key place-based partnerships with relevant communities of interest to strengthen place-based delivery and coordination of Council's resources. • Provide a range of opportunities, programs and activities that enable active citizenship. • Plan infrastructure, open space and community facilities to increase community connectedness. • Provide a range of arts and cultural festivals, events, programs and projects. • Partner with business and community groups to strengthen social enterprises in Knox.	• Plan to identify strategically effective places for co-location of services. • Provide community information (for example, the 'Near Me' community events planner and function in GIS). • Educate the community to increase awareness of creative arts-based experiences and activities and encourage greater involvement. • Fund a range of community resources including grants opportunities. • Provide a range of services that help to support and facilitate environment groups, sporting clubs and community groups. • Provide a range of services and infrastructure that positively contribute to people's sense of belonging (for example, affordable secure housing, activities that promote community cohesion).
	Council targets	**How we will measure the impact of Council's efforts**
	• Sustain attendance at Knox run community festivals, events and projects	• The number of individuals attending Knox City Council major events.
	• An increase in the percentage of participants reporting enjoyment of attendance at Knox run events and festivals	• The number of surveyed participants who report that they enjoyed the event/festival attended

Council Initiative		Year	1	2	3	4
7.3.1	Advocate and plan for the development of a Bayswater Multipurpose Community Facility.		●	●		
7.3.2	Support the development of the new The Basin Community House on The Basin Primary School site.		●			
7.3.3	Prioritise and promote programs and services which aim to build community connections and reduce social isolation across all life stages and spatially represent this information on Council's mapping system.			●	●	
7.3.4	Design, develop and implement an approach to facility management that integrates service and facility advocacy, is consistent across the organisation, and improves efficiencies in the management of Council's buildings.		●	●	●	●
7.3.5	Finalise review of Council's Community Operational Funding Program.		●			
7.3.6	Develop a streamlined approach and tools to support community members holding community events and festivals on Council land.		●			
7.3.7	Relocate the Knox City Library service and Youth Information Centre within Knox Westfield.		●			

Strategy 7.4	Council role and focus	
Promote and celebrate the contribution of our volunteers	• Provide training and support for Council volunteers and supervisors of volunteers who support the delivery of Council services, programs, festivals and events. • Educate the community to acknowledge and celebrate the contribution that all volunteers make within the community. • Provide support for community groups to operate in an increasingly regulated environment.	• Provide support for the community to build capacity through the delivery of Council's community group skills development and grants programs. • Provide training for community organisations to develop the skills of community volunteers in Knox. • Research the changing needs of volunteerism in Knox, to support, encourage and facilitate increased volunteer participation.

Council targets	How we will measure the impact of Council's efforts
• An increase in the number of volunteers registered and trained to support Council programs	• The number of volunteers registered and trained to support Council programs

Council Initiative		Year	1	2	3	4
7.4.1	Continue to support the attraction, placement and recognition of volunteers through the Volunteer Resource Centre for community groups in Knox.		●	○	○	○
7.4.2	Embed a strengthened approach to the management and recognition of volunteers within the organisation.		●	○	○	○

Goal 8.

We have confidence in decision making

Context

Having an opportunity to have a say and being heard tells us we are valued, gives us a sense of ownership of processes and outcomes and contributes to our sense of feeling that we are part of our community. Such participation is also about promoting active participation – everyone has a role to play by being good citizens and accepting a share of responsibility for the common good. All levels of government are responsible for good stewardship of community assets and resources, taking into account the needs of the community now and in the future.

There are many ways for people to have their say on local issues, such as being part of a committee or board, evaluation panel, action group or focus group. People may get involved in issues of importance to them by attending public meetings, speaking to local politicians, signing petitions or joining a protest.

There are also many different ways an organisation can communicate with the community or those interested in particular issues when it comes to decision making. In some circumstances an organisation may simply inform people of the decision that has been made, but at other times it may be more appropriate (and often necessary) to consult with people to hear their views before making a decision, or even involve them in the decision making process – giving ownership to those involved. It is also important to 'close the loop' in the decision making process, by telling those involved how their contribution was considered and why or why it was not taken on board.

Some groups in our community find it difficult to voice their concerns or be heard, such as people who are vulnerable or from marginalised and disadvantaged backgrounds; for example people from culturally and linguistically diverse backgrounds, people with a disability or a mental health issue, Aboriginal and Torres Strait Islander people.

We also look to the leaders in our community to make informed, evidence-based decisions. This requires a level of trust in all levels of government and within the city. However, some practices may diminish our level of trust, including a lack of transparency and accountability, a failure to be open about transactions or decisions, or to do what is promised. There can also be a failure to take into account the needs of future generations, not just the present community.

Key facts and figures

- We rank slightly lower than average for participation in citizen engagement (46.3 per cent compared with 50.5 per cent Victoria-wide)
- 46.2 per cent of adults reported having been involved in some sort of citizen engagement activity, such as town meetings, public hearings, contacting a local politician, joining a protest or signing a petition in Knox, which was below the metropolitan average of 47.5 per cent (2011)
- 15 per cent of Knox adults surveyed indicated they served on a decision making board or committee (2011–12). This is slightly lower than the previous figure (17.5 per cent in 2008) and the metropolitan average for 2011–12 of 16.6 per cent
- 37.3 per cent of Knox residents in 2011–12 felt that good opportunities were available to have a say about issues that are important to them (slightly lower than the metropolitan average of 39.3 per cent)
- In 2015–16, 4.92 per cent of Council decisions were made in a meeting that was closed to the public, compared to the 9.5 per cent average for Melbourne metropolitan councils and 11.6 per cent for all councils in the state.

Key challenges and opportunities

- Reduced citizen participation
- Imbalance between community needs and wants and the available resources
- Engaging hard to reach groups
- Identifying empowering engagement opportunities that work for our community
- Having the commitment, resources and skills to undertake well designed evaluation of programs and initiatives to inform decision making
- Promoting good governance in local incorporated organisations
- Modelling transparent and informed decision making across all levels of government
- Practicing innovative funding and decision making to achieve positive community outcomes.

Want to know more? Refer to the State of Knox Report, 2016.

What we'll do

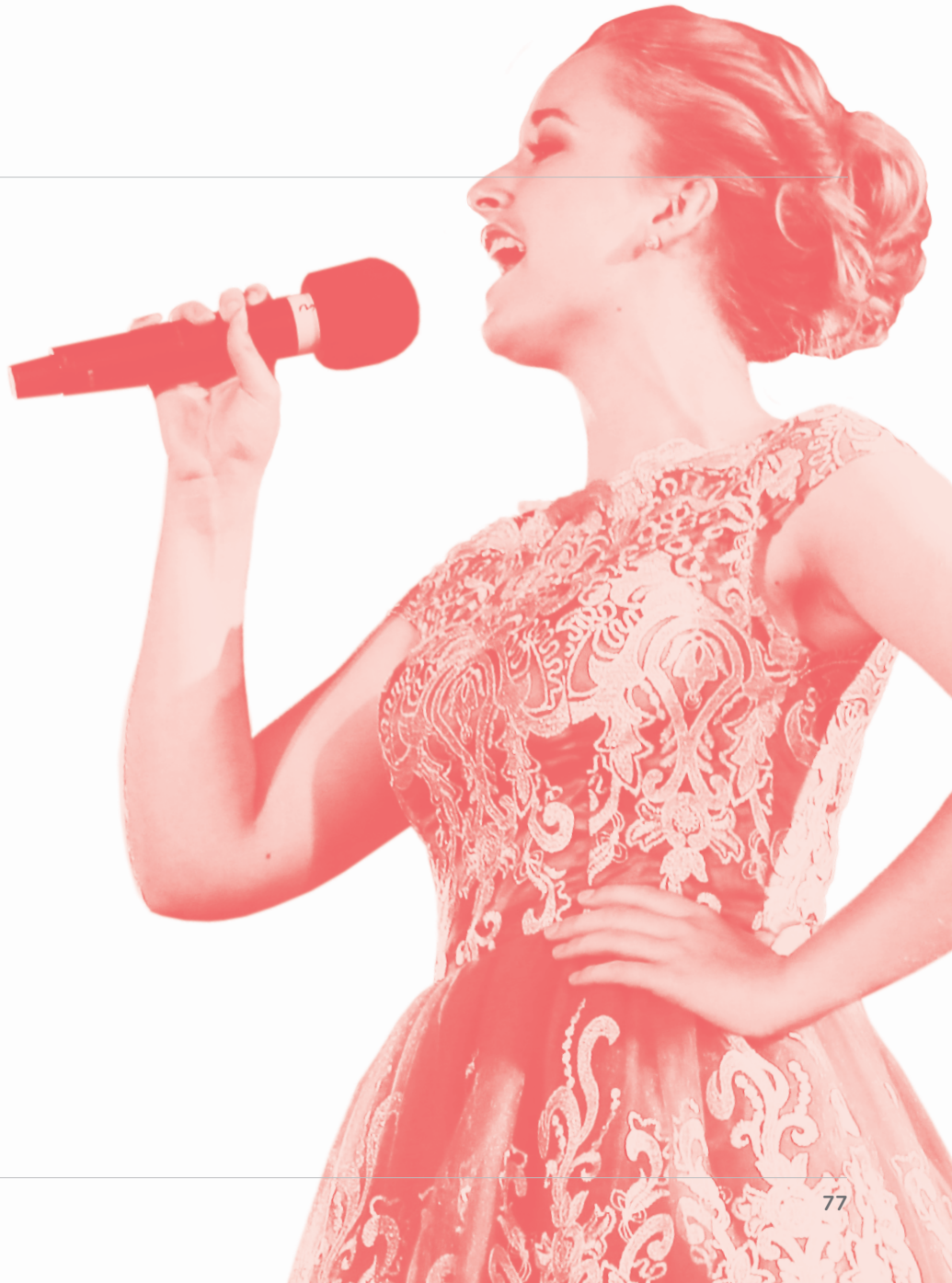
Below are the shared strategies that describe how we will go about achieving this goal.

Strategy 8.1	Build, strengthen and promote good governance practices across government and community organisations
Strategy 8.2	Enable the community to participate in a wide range of engagement activities

Community targets

Below is a range of shared targets to support progress toward the achievement of this goal. The measures for these targets are listed in Appendix B.

- An increase in transparency in decision making across all levels of government
- An increase in engagement participation from across all sectors of the community



Council Plan

The following section outlines the role Council will play in contributing to the achievement of this shared goal, and the strategies it will use, the targets it has set and the initiatives to be undertaken over the next four years.

Strategy 8.1	Council role and focus	
Build, strengthen and promote good governance practices across government and community organisations	• Provide support to build the capacity of the council to identify and work with partners to deliver on key shared outcomes. • Plan to strengthen the effectiveness and efficiency of Council's services. • Plan for financial strategies to ensure ongoing adequate funding for the renewal of infrastructure under Council's stewardship. • Provide technology and systems to support and enable improved service delivery outcomes, customer experience and deliver efficiencies. • Provide support to build the capacity of community organisations to plan, prioritise, improve financial sustainability and respond effectively to community needs. • Educate to build the capacity of Knox City Council to practise strategic foresight, plan and prioritise, improve financial sustainability, and respond in innovative ways within a rapidly changing environment.	• Research the contemporary role of local government and Council's capacity to lead, respond and remain financially sustainable in a flexible and adaptable way. • Undertake research on the city to inform planning and decision making. • Advocate for decisions and investments by other levels of government that deliver what the community needs. • Plan for appropriate community consultation to enhance the decision-making process of Council and/or other organisations. • Partner with a range of stakeholders to explore opportunities for new partnerships to help deliver community outcomes and share resources in the provision of service delivery. • Undertake research to monitor and measure outcomes of council plans and strategies and report back to the community and other stakeholders where relevant.
	Council targets	**How we will measure the impact of Council's efforts**

	• An improvement in the effectiveness of Council's services	• Community perceptions of Council performance (Index Score 0-100) in each of:
		  • making community decisions
		  • customer service
		  • council direction
		  • overall performance
		  • Council decisions made at meetings closed to the public

Strategy 8.1 (continued)	Council targets	How we will measure the impact of Council's efforts
	• An increase in the number of Council services with a self-service technology based option	• Council services with a technology based self-service option
	• A reduction in the funding gap for the renewal of infrastructure.	• The funding gap for renewal of infrastructure
	• Deliver community grant programs with robust governance structures	• The number of funded groups who acquit their 'Community Operational Grants' or 'Community Development Funds' on time for their intended spend

Council Initiative		Year 1	2	3	4
8.1.1	Review Council's advisory committees to enable community participation, advice and action.	●	○	○	○
8.1.2	Continue to implement the Community Group Training Program through community organisations and by Council.	●	●	●	●
8.1.3	Implement a Customer Focused Business Improvement program on reviewing and improving the efficiency and effectiveness of services delivered by the organisation.	●	●	○	○
8.1.4	Implement staged delivery of the ICT Roadmap to support organisational efficiency and effectiveness and to increase capacity for customer self-service.	●	○	○	○
8.1.5	Strengthen and centralise the coordination, collection and provision of research and data to support future planning by Council.	●	○	○	○
8.1.6	Respond to and implement any reforms made to the *Local Government Act 1989*.	●	●	○	○
8.1.7	Implement the requirements of the Victorian Government's Early Years Management Framework – specifically the requirements for Council's role as a Kindergarten Cluster Manager and the need for a different model for parent committees supporting Council operated preschool services.	○	●	●	●
8.1.8	Conduct the 2020 General Election and implement a comprehensive induction program for the elected members.	○	○	○	●
8.1.9	Implement organisational development programs that ensure a shared responsibility for leadership and achievement of Council priorities.	●	●	●	●

Strategy 8.2	Council role and focus	
Enable the community to participate in a wide range of engagement activities	• Provide opportunities for the whole community, including, vulnerable, marginalised and disadvantaged people within the community, to have a voice on issues that affect them. • Provide support for community members about their aspirations and concerns through customer service and community engagement.	• Provide capacity building initiatives to support and encourage community leadership. • Provide opportunities for community participation in decision making (for example, opportunities for dialogue between community members and the Council during Council meetings, rather than just having the opportunity to ask a question).

Council targets	How we will measure the impact of Council's efforts

• Increased opportunities for community participation in Council's decision making, clarifying the limits of influence.	• Community perceptions of Council performance (Index Score 0-100) in each of:
	  • community consultation and engagement
	  • advocacy (lobbying on behalf of the community)

Council Initiative		Year 1	2	3	4
8.2.1	Review and implement Council's updated Community Engagement approach.	●	●	●	●
8.2.2	Finalise and implement Council's Communication Strategy.	●	○	○	○
8.2.3	Finalise and implement Council's Advocacy Framework through delivering targeted advocacy campaigns in line with Council's objectives.	●	●	●	●
8.2.4	Facilitate regular networking sessions with key agencies and stakeholders to identify partnership opportunities in order to achieve shared Community and Council Plan goals.	●	○	○	○

About Knox City Council

All councils form a level of government closest to the community. *The Local Government Act 1989* states 'the primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions'. This involves planning for the community, taking into account changing needs and differing opinions, now and for the future. Knox Council, in common with all Victorian councils, must:

(a) promote the social, economic and environmental aspects of the community, ensuring they are viable and sustainable;
(b) ensure resources are used efficiently and effectively and services are provided to best meet the needs of the local community;
(c) improve the overall quality of life of people in the community;
(d) promote appropriate business and employment opportunities;
(e) ensure that services and facilities provided by the Council are accessible and equitable;
(f) ensure equitable rates and charges; and
(g) ensure transparency and accountability in Council decision making.

It will do this by showing leadership, advocating to others in the interests of its community, remaining open and transparent, and encouraging active participation in the community.

The people you elected to take on this role over the next four years in Knox are:

- Cr Peter Lockwood – Baird Ward
- Cr John Mortimore – Chandler Ward
- Cr Jackson Taylor – Collier Ward
- Cr Adam Gill – Dinsdale Ward
- Cr Jake Keogh – Dobson Ward
- Cr Tony Holland – Friberg Ward
- Cr Darren Pearce– Taylor Ward (Mayor 2016–17)
- Cr Nicole Seymour – Tirhatuan Ward
- Cr Lisa Cooper – Scott Ward

Planning, Monitoring and Reporting

Planning

The purpose of the Plan is to set the direction for the Knox community and guide the work and decision making of Council and various agencies and stakeholders. It is based on the priorities of our community and highlights what is important to the people of Knox now and what needs to be considered for the community of the future.

We have kept our *Guiding Principles* - flexibility, integration, robustness, inclusiveness, resourcefulness, reflection, and foresight - in mind while creating the Plan. Council will use them to inform all future planning and work.

The planning framework illustrates how the Plan guides the rest of Council's planning documents and is informed by research and community engagement. All of these planning documents guide Council's ongoing work and service delivery, which also contribute to achievement of the vision.

Monitoring and reporting

Council will review the Plan annually and report on the progress of Council initiatives through quarterly Annual Plan Progress Reports and an Annual Report. Initiatives marked to be completed within a particular financial year (and resourced through the Budget of that year) will be reported quarterly and at the end of that financial year. Initiatives that carry across two or more years will have their progress reported on in the Annual Report.

Council targets and measures will also be reported in the Annual Report. These will be used to track the effectiveness of Council's contribution to the strategies, goals and ultimately the vision.

There will be a mid-term review of the Plan in 2019. The review will include checking on the availability of new data, touching base with the community, and reviewing the strategies and goals with agencies and stakeholders to ensure they are still relevant and meeting community needs. This will also involve monitoring our progress against the community targets and will inform the next *State of Knox Report*.

We will be checking in with agencies and stakeholders to ensure we are all heading in the right direction. This will involve monitoring our progress against targets to track the success of our strategies in achieving our goals.

What we will report on	How	When
Initiatives (specific to a financial year)	Annual Plan Progress Report	Quarterly
Initiatives (specific to a financial year or those that span across more than one year)	Annual Report	Annually
Council targets & measures	Annual Report	Annually
Community targets & measures	State of Knox Report	Every 2 – 4 years

Feedback and contact information

Knox City Council welcomes feedback on the *Knox Community and Council Plan 2017–21* and relevant reports.

To request additional copies of this document, provide feedback or express interest in being involved in future consultation activities, please:

Telephone: 03 9298 8000

Email: knoxcc@knox.vic.gov.au

Visit Council's Webpage: knox.vic.gov.au

Visit Council's Facebook page: facebook.com/knoxcouncil
or via Twitter: @knoxcc

Visit Council in person: Knox Civic Centre, 511 Burwood Highway, Wantirna South

Strategic Resource Plan 2017–18 to 2021

(a) Plan development

The Local Government Act 1989 requires that a Strategic Resource Plan be prepared and adopted describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the *Community and Council Plan 2017-21*.

Council has developed this Strategic Resource Plan 2017-18 to 2020-21. This Plan details the financial and non-financial resources required for the next four years to resource the directions that have been established in the *Community and Council Plan 2017-21*. The four-year forecast provides a high-level, medium term view of how Council intends to use and govern its resources to achieve the strategic direction.

For further context, it is recommended that the Strategic Resource Plan 2017-18 to 2020-21 is read in conjunction with the *Community and Council Plan 2017-21* and the 2017-18 Annual Budget.

(b) Financial Resources

The financial outcomes and forecast long-term financial statements provided in this Strategic Resource Plan are reviewed on an annual basis. The Financial Plan presented in this section is the position of Council as part of the 2017-18 Annual Budget.

Comprehensive Income Statement

For the year ending 30 June

	2017–18 $'000	2018–19 $'000	2019–20 $'000	2020–21 $'000
INCOME				
Rates and Charges	106,858	109,304	111,813	114,387
User Fees	14,843	15,169	15,678	16,484
Statutory Fees and Fines	2,833	2,795	2,848	2,900
Grants - Operating	20,351	23,571	23,816	24,257
Grants - Capital	4,723	6,115	2,136	2,158
Contributions - Monetary	4,932	4,911	5,161	5,412
Contributions - Non Monetary	2,000	2,000	2,000	2,000
Other Income	3,025	3,180	3,028	3,191
TOTAL INCOME	**159,565**	**167,045**	**166,480**	**170,789**
EXPENSES				
Employee Costs	68,251	69,171	71,220	73,417
Materials and Services	57,072	55,769	56,797	57,506
Contributions and Donations	5,399	5,512	5,607	5,703
Depreciation and Amortisation	22,867	22,929	23,867	24,656
Borrowing Costs	164	953	1,486	2,028
Bad and Doubtful Debts	64	65	67	68
Net Loss (Gain) on Disposal of Property, Infrastructure, Plant and Equipment	1,239	1,433	3,820	(19,613)
Other Expense	558	572	586	600
TOTAL EXPENSE	**155,614**	**156,404**	**163,450**	**144,365**
SURPLUS (DEFICIT)	**3,951**	**10,641**	**3,030**	**26,424**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	**3,951**	**10,641**	**3,030**	**26,424**
LESS				
Grants - capital - non recurrent	3,164	4,000	0	0
Contributions and donations - capital	172	0	0	0
Contributions - non monetary	2,000	2,000	2,000	2,000
UNDERLYING SURPLUS (DEFICIT) FOR THE YEAR	**(1,385)**	**4,641**	**1,030**	**24,424**

Balance Sheet

For the year ending 30 June

	2017–18 $'000	2018–19 $'000	2019–20 $'000	2020–21 $'000
CURRENT ASSETS				
Cash and cash equivalents	40,794	34,407	30,185	50,814
Trade and other receivables	10,161	10,445	10,738	11,040
Other assets	1,527	1,565	1,605	1,645
Inventories	4	4	4	4
TOTAL CURRENT ASSETS	**52,486**	**46,421**	**42,532**	**63,503**
NON CURRENT ASSETS				
Investments in associates	3,741	3,741	3,741	3,741
Property, infrastructure, plant and equipment	1,749,150	1,775,088	1,791,843	1,800,082
Intangible assets	1,312	1,312	1,312	1,312
TOTAL NON CURRENT ASSETS	**1,754,203**	**1,780,141**	**1,796,896**	**1,805,135**
TOTAL ASSETS	**1,806,689**	**1,826,562**	**1,839,428**	**1,868,638**

Balance Sheet (continued)

For the year ending 30 June (continued)

	2017–18 $'000	2018–19 $'000	2019–20 $'000	2020–21 $'000
CURRENT LIABILITIES				
Trade and other payables	25,906	21,597	21,036	20,198
Trust funds and deposits	2,802	2,872	2,944	3,018
Provisions	17,746	18,312	18,879	19,464
Interest-bearing loans and borrowings	1,415	2,373	3,066	3,587
TOTAL CURRENT LIABILITIES	**47,869**	**45,154**	**45,925**	**46,267**
NON CURRENT LIABILITIES				
Provisions	7,720	7,750	7,780	7,811
Interest-bearing loans and borrowings	22,763	34,680	43,715	46,128
TOTAL NON CURRENT LIABILITIES	**30,483**	**42,430**	**51,495**	**53,939**
TOTAL LIABILITIES	**78,352**	**87,584**	**97,420**	**100,206**
NET ASSETS	**1,728,337**	**1,738,978**	**1,742,008**	**1,768,432**
EQUITY				
Accumulated surplus	635,708	652,370	655,636	682,043
Reserves	1,092,629	1,086,608	1,086,372	1,086,389
TOTAL EQUITY	**1,728,337**	**1,738,978**	**1,742,008**	**1,768,432**

Statement of Changes in Equity

For the year ending 30 June

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2018				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	**1,724,386**	**618,654**	**1,067,083**	**38,649**
Surplus/(deficit) for the year	3,951	3,951	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,652)	0	4,652
Transfer from other reserves	0	17,755	0	(17,755)
BALANCE AT END OF THE FINANCIAL YEAR	**1,728,337**	**635,708**	**1,067,083**	**25,546**
2019				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	**1,728,337**	**635,708**	**1,067,083**	**25,546**
Surplus/(deficit) for the year	10,641	10,641	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,520)	0	4,520
Transfer from other reserves	0	10,541	0	(10,541)
BALANCE AT END OF THE FINANCIAL YEAR	**1,738,978**	**652,370**	**1,067,083**	**19,525**

Statement of Changes in Equity (continued)

For the year ending 30 June (continued)

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2020				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	**1,738,978**	**652,370**	**1,067,083**	**19,525**
Surplus/(deficit) for the year	3,030	3,030	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,658)	0	4,658
Transfer from other reserves	0	4,894	0	(4,894)
BALANCE AT END OF THE FINANCIAL YEAR	**1,742,008**	**655,636**	**1,067,083**	**19,289**
2021				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	**1,742,008**	**655,636**	**1,067,083**	**19,289**
Surplus/(deficit) for the year	26,424	26,424	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,911)	0	4,911
Transfer from other reserves	0	4,894	0	(4,894)
BALANCE AT END OF THE FINANCIAL YEAR	**1,768,432**	**682,043**	**1,067,083**	**19,306**

Statement of Cash Flows

For the four years ending 30 June 2021

	2017–18 $'000	2018–19 $'000	2019–20 $'000	2020–21 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Rates and charges	106,834	109,150	111,655	114,225
Statutory fees and fines	2,796	2,756	2,808	2,858
User fees	14,756	15,078	15,584	16,386
Grants - operating	20,351	23,571	23,816	24,257
Grants - capital	4,723	6,115	2,136	2,158
Contributions - monetary	4,932	4,911	5,161	5,412
Interest	1,701	1,700	1,700	1,700
Other receipts	1,324	1,480	1,328	1,491
Net movement in trust deposits	68	70	72	74
Employee costs	(67,691)	(68,575)	(70,623)	(72,801)
Materials and services	(56,889)	(55,581)	(56,604)	(57,308)
Contributions and Donations	(5,399)	(5,512)	(5,607)	(5,703)
Other payments	(558)	(572)	(586)	(600)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	**26,948**	**34,591**	**30,839**	**32,148**

Statement of Cash Flows (continued)

For the four years ending 30 June 2021 (continued)

	2017–18 $'000	2018–19 $'000	2019–20 $'000	2020–21 $'000
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, infrastructure, plant and equipment	1,361	1,167	2,727	28,167
Payments for property, infrastructure, plant and equipment	(57,974)	(54,067)	(46,029)	(40,593)
Payments for investments	0	0	0	0
Proceeds from sale of investments	0	0	0	0
NET CASH USED IN INVESTING ACTIVITIES	**(56,613)**	**(52,900)**	**(43,302)**	**(12,426)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Finance costs	(164)	(953)	(1,486)	(2,028)
Proceeds from borrowings	19,950	14,291	12,100	6,000
Repayment of borrowings	(522)	(1,416)	(2,372)	(3,066)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	**19,264**	**11,922**	**8,242**	**906**
NET INCREASE (DECREASE) IN CASH HELD	**(10,401)**	**(6,387)**	**(4,221)**	**20,628**
Cash and cash equivalents at the beginning of the financial year	51,195	40,794	34,407	30,185
CASH AND CASH EQUIVALENTS AT END OF YEAR	**40,794**	**34,407**	**30,185**	**50,814**

Statement of Capital Works

For the four years ending 30 June 2021

	2017–18 $'000	2018–19 $'000	2019–20 $'000	2020–21 $'000
CAPITAL WORKS PROGRAM BY ASSET CLASS				
PROPERTY				
Land	8,085	0	0	0
Land improvements	0	0	0	0
Buildings	39,618	20,842	20,937	14,304
TOTAL PROPERTY	**47,703**	**20,842**	**20,937**	**14,304**
PLANT AND EQUIPMENT				
Plant, machinery and equipment	2,254	2,115	2,463	2,271
Fixtures, fittings and furniture	0	0	0	0
Computers and telecommunications	7,356	6,406	4,657	2,835
Artworks	181	64	69	70
TOTAL PLANT AND EQUIPMENT	**9,791**	**8,585**	**7,189**	**5,176**
INFRASTRUCTURE				
Roads	8,000	8,000	8,500	8,900
Bridges	1,000	4,220	500	500
Footpaths and cycleways	3,373	4,432	3,953	5,048
Drainage	2,575	2,280	3,350	4,295
Recreational, leisure and community facilities	7,427	8,264	8,221	7,182
Off street car parks	550	700	530	750
Other infrastructure	1,571	1,271	1,504	1,812
TOTAL INFRASTRUCTURE	**24,496**	**29,167**	**26,558**	**28,487**
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	**81,990**	**58,594**	**54,684**	**47,967**

Statement of Capital Works (continued)

For the four years ending 30 June 2021 (continued)

	2017–18 $'000	2018–19 $'000	2019–20 $'000	2020–21 $'000
REPRESENTED BY				
Asset renewal	28,098	27,484	30,596	31,443
Asset upgrade	20,791	17,625	10,376	7,806
Asset new	27,236	11,264	13,712	8,718
Asset expansion	5,865	2,221	0	0
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	**81,990**	**58,594**	**54,684**	**47,967**
CAPITAL WORKS FUNDING SOURCE				
EXTERNAL				
Loan Proceeds	19,950	14,291	12,100	6,000
Grants - Capital	4,723	6,115	2,136	2,158
Contributions - Capital	172	0	0	0
TOTAL EXTERNAL FUNDING	**24,845**	**20,406**	**14,236**	**8,158**
INTERNAL				
Proceeds from Sale of Fixed Assets	1,361	1,167	2,727	28,167
Movement in Reserve funds	14,683	10,541	4,894	4,894
Rate Funding	41,101	26,480	32,827	6,748
TOTAL INTERNAL FUNDING	**57,145**	**38,188**	**40,448**	**39,809**
TOTAL CAPITAL WORKS FUNDING SOURCES INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	**81,990**	**58,594**	**54,684**	**47,967**

(c) Non-Financial Resources

Statement of Human Resources

For the year ending 30 June

BUDGETED STATEMENT OF HUMAN RESOURCES FOR THE YEAR ENDED 30 JUNE	2017–18 $'000 EFT	2018–19 $'000 EFT	2019–20 $'000 EFT	2020–21 $'000 EFT
STAFF EXPENDITURE				
Employee costs - operating	68,251	69,171	71,220	73,417
Employee costs - capital	1,094	1,097	1,114	1,132
TOTAL STAFF EXPENDITURE	**69,345**	**70,268**	**72,334**	**74,549**
STAFF NUMBERS				
Equivalent full time (EFT) employees	710.30	708.85	708.85	708.85
TOTAL STAFF NUMBERS	**710.30**	**708.85**	**708.85**	**708.85**

Other Information

Summary of Planned Human Resources Expenditure
For the year ending 30 June

	2017–18 $'000 EFT	2018–19 $'000 EFT	2019–20 $'000 EFT	2020–21 $'000 EFT
STAFF EXPENDITURE				
CEO and Council				
Permanent Full Time	565	583	602	621
Permanent Part Time	0	0	0	0
City Development				
Permanent Full Time	8,418	8,526	8,766	9,041
Permanent Part Time	3,283	3,325	3,419	3,526
Community Services				
Permanent Full Time	12,539	12,668	13,023	13,411
Permanent Part Time	17,488	17,653	18,147	18,688
Corporate Development *				
Permanent Full Time	8,910	9,106	9,400	9,699
Permanent Part Time	3,307	3,380	3,489	3,600
Engineering and Infrastructure *				
Permanent Full Time	13,209	13,379	13,787	14,207
Permanent Part Time	1,626	1,648	1,701	1,755
TOTAL STAFF EXPENDITURE *	**69,345**	**70,268**	**72,334**	**74,549**

* Total Staff Expenditure includes Employee Costs – Capital (employee costs that are allocated to the delivery of Capital Works projects).

Other Information (continued)

Summary of Planned Human Resources Expenditure (continued)
For the year ending 30 June (continued)

	2017–18 $'000 EFT	2018–19 $'000 EFT	2019–20 $'000 EFT	2020–21 $'000 EFT
STAFF NUMBERS				
CEO and Council				
Permanent Full Time	3.00	2.99	2.99	2.99
Permanent Part Time	0.00	0.00	0.00	0.00
City Development				
Permanent Full Time	77.30	77.14	77.14	77.14
Permanent Part Time	37.28	37.20	37.20	37.20
Community Services				
Permanent Full Time	130.97	130.71	130.71	130.71
Permanent Part Time	196.25	195.85	195.85	195.85
Corporate Development				
Permanent Full Time	81.07	80.91	80.91	80.91
Permanent Part Time	35.06	34.99	34.99	34.99
Engineering and Infrastructure				
Permanent Full Time	138.40	138.12	138.12	138.12
Permanent Part Time	10.96	10.93	10.93	10.93
TOTAL STAFF NUMBERS	**710.30**	**708.85**	**708.85**	**708.85**

Appendix A - Relevant legislation, strategies and plans

The principal legislation in Victoria governing the establishment and operation of Councils in Victoria is the *Local Government Act 1989*. There are however, many other Acts and Regulations that give powers and responsibilities to Councils. These can be found on the Know Your Council website: knowyourcouncil.vic.gov.au/guide-to-councils/how-councils-work/acts-and-regulations. The following list outlines the range of Knox City Council strategies and plans that have supported the development of *the Plan*.

Goal 1	• Water Sensitive Urban Design and Stormwater Management Strategy 2010 • Climate Change Response Plan 2012 - 2022	• Knox Revegetation Plan 2012 • Knox Planning Scheme
Goal 2	• Knox Long Term Financial Forecast and Rating Strategy 2014–15 to 2018–19 • Knox Housing Strategy 2015 • Knox Residential Design Guidelines • Knox Planning Scheme	• Knox *Affordable Housing Action Plan* 2015–2020 • Knox Liveable Streets Plan 2012–2022 • Annual Housing Monitoring Reports
Goal 3	• Knox Integrated Transport Plan 2015–2025 • Knox Mobility Study 2011 • Knox bicycle Plan Review 2008	• Knox Pedestrian Plan 2005 • Footpath and Shared Path Asset Management Plan 2016 • Access and Inclusion Plan for people with Disabilities 2016
Goal 4	• Climate Change Response Plan 2012–2022 • Knox Community Safety Plan 2013–2017	• Knox Municipal Fire Management Plan 2015 – 2018 • Municipal Emergency Management Plan 2016–2019 • Domestic Animal Management Plan 2013-2017
Goal 5	• Draft Knox Central Structure Plan	• Knox Planning Scheme
Goal 6	• Knox Open Space Plan 2012–2022 • Knox Arts and Cultural Plan 2012–2022 • Knox Leisure Plan 2014–2019	• Knox Liveable Streets Plan 2012–2022 • Youth Strategic Plan 2012–2017 • Key Life Stages Implementation Plan (under development)
Goal 7	• Knox Arts and Cultural Plan 2012–2022 • Multicultural Strategic Plan 2012–2017 • Youth Strategic Plan 2012–2017	• Knox Liveable Streets Plan 2012–2022 • Access and Inclusion Plan for people with Disabilities 2016 • Municipal Early Years Plan 2011–2015
Goal 8	• Community Engagement Framework	• Legislation and Local Laws

Appendix B – Community targets and measures

Community targets and measures

Below is a range of shared targets and measures that will indicate progress toward the achievement of each goal. The sources of these measures is also provided.

	Target	How We'll Measure Success	Source
Goal 1	A reduction in greenhouse gas emissions	Victorian greenhouse gas emissions	DELWP annual report
	An increase in renewable energy usage	Knox renewable energy generation	Ausnet
		Knox solar system capacity	Australian Solar PhotoVoltaic Institute
	A reduction in water usage (potable)	Knox water usage	South East Water
	An increase in the water quality in our waterways	Water quality	Melbourne Water
	A reduction in air pollution	Air quality (Dandenong and Ringwood air quality monitoring stations)	EPA
	An increase in tree canopy coverage	Total canopy coverage tracked through spatial analysis	*Point Cloud data*
	A reduction in the energy and water used in our homes	Annual consumption of electricity per household	DSE via CIV
		Annual consumption of gas per household	
		Residential water use per capita per dwelling	Southeast Water data
	An increase in satisfaction with neighbourhood appearance	Percentage of residents who are satisfied with their neighbourhood	Housing Survey (Post Occupancy Survey)

	Target	How We'll Measure Success	Source
Goal 2	An increase in the diversity of housing options	% of Apartment, Townhouse, and Villa Units approved and built each year	Annual planning applications approvals and annual state government Housing Development Data - Annual planning applications approvals
		% of smaller dwellings (1–2 bedrooms) approved and built each year	
		Rentals as a % of total housing stock	Census
		Medium and high density housing as a % of total housing stock	
		Ratio – growth in number of smaller dwellings to number of smaller households	Intercensal change
		% of family homes (3-4 bedroom dwellings) against the % of family households with children	Annual planning application approvals, annual state government Housing Development Data, and Census
		% of smaller dwellings approved and built each year (1–2 bedrooms) vs the growth in smaller households (1–2 people)	
	An increase in housing affordability	% total Knox households with mortgage costs >30% of gross income	Census
		% households that rent in Knox with rental costs >30% of gross income	
		% lower income households paying >30% of household income on housing costs (rental or mortgage)	
		% rental housing that is affordable for lower income households receiving a Centrelink benefit	Rental Report statistics (DHHS)
		Number of social housing units approved and built each year	Annual planning application approvals
		Social housing as a proportion of total housing stock	Census
		% of local need for social housing that can be met with local social housing and affordable private lettings	Derived from Census and Rental Report statistics (DHHS)

	Target	How We'll Measure Success	Source
Goal 2	An increase in social housing in Knox	Number of social housing units approved and built each year	Annual planning application approvals
		Social housing as a proportion of total housing stock	Census
		% of local need for social housing that can be met with local social housing and affordable private lettings	Derived from Census and Rental Report statistics (DHHS)
	A reduction in the energy and water used in our homes	Annual consumption of electricity per household	DSE via CIV
		Annual consumption of gas per household	
		Residential water use per capita dwelling	Southeast Water data
		Kilolitres of water saved per year as a result of water-efficient building design of approved dwellings	STEPS report data summarised in the annual Knox Sustainable Design Report
	A reduction in the waste and carbon emissions generated in our homes	Annual non-recyclable garbage generation per household (waste to landfill)	CIV
		Annual diversion rate per household (recyclable and green waste)	
		Annual CO2 emissions per household	DSE via CIV
		Tonnes of CO2 saved per year as a result of energy-efficient building design of approved dwellings	STEPS report data summarized in the annual Knox Sustainable Design Report
Goal 3	An increase in the use of public transport	% LGA population living near to public transport – within 400m of bus stop; 800m of a train station	Public transport stops as reported in CIV *Note: no longer in CIV. Check what stats are available with Department of Transport*
		% employed Knox residents who travel to work by public transport	Census
		% journey-to-work trips into Knox made by public transport	
		# Myki touch ons/offs	PTV
	A decrease in car dependence	% dwellings with no motor vehicle	Census
		Number of registered passenger vehicles per 1000 population	National Regional Profiles by LGA
		% dwellings with 3 or more motor vehicles	Census

	Target	How We'll Measure Success	Source
	An increase in transport choice	% share of investment in public transport infrastructure and services, roads, road bike lanes, bus lanes, foot paths and shared paths	State and federal government budget commitments
Goal 4	A reduction in the crime rate	Number of recorded offences, *against the person, *against property per 100,000 population	Victoria Police statistics
	A reduction in the incidence of family violence	Number of recorded offences per 1,000 population	
	A reduction in the incidence of child abuse	Rate of child abuse substantiations per 1000 children and adolescents, 0-17 years	Victorian Child and Adolescent Monitoring System
	An improvement in perceptions of safety	% adults who feel safe walking alone in their local area, *daytime *at night	VicHealth Indicators Survey
		% adults that feel safe at home alone, *daytime *at night	
	A reduction in the road toll	Rate of road-related deaths and serious injuries in Knox	VicRoads Crashstats Database
Goal 5	An improvement in learning outcomes	% students achieving national benchmarks *in literacy *in numeracy	National Assessment Program – Literacy and Numeracy (NAPLAN)
	Increase in preschool enrolments	Preschool participation	Number of first year enrolments in preschool as a per cent of children enrolled in Prep the following year
	Increase in the rate of secondary school completion	% population 15+ years with Year 12 or equivalent	Census
		% population 20–24 years with Year 12 (or equivalent) completion	
		% persons 15+ years who did not complete Year 12	
	An increase in the proportion of the community holding post-school qualifications	% population 15+ years with no post school qualification	
		% 15-24 year olds participating in post-school education (vocational or university	
		% Year 12 completers going on to university (Bachelor Degree)	
		Rate of vocational education and training enrolments/100 population	
		% of persons who completed a higher education qualification by age	
		% young people (15–19 years) not at secondary school that are fully engaged in work or study at an non-school institution	
		% people employed in highly skilled occupations as a percentage of people working in the municipality of Knox	

	Target	How We'll Measure Success	Source
Goal 5	An increase in business growth (and expansion)	Change in number and size of local businesses within the Manufacturing, Health & Social Assistance and Professional Scientific & Technical Services sectors	Regional Economic Modelling and Planning (Remplan) system
	An increase in gross regional product exports	Change in $ value of products exported outside of the Knox municipality from local businesses within the Manufacturing, Health & Social Assistance and Professional Scientific & Technical Services sectors	Remplan
	An increase in local jobs	Ratio of jobs to local workforce	Census
		% Knox resident workforce that works in Knox	
	An improvement in work-life balance	% employed/unemployed with a long commute (2 or more hours per day) to and from work/mutual obligation/work for the dole placement.	VicHealth Indicators Survey
	An increase in the level of home internet access	% adults with *internet, *broadband access at home	Census
	An increase in personal wealth (economic capacity)	% older households (65+ years) with 'low' or 'very low' household income	
		Employment Vulnerability Index risk category	Centre of Full Employment and Equity (CofFEE)

Goal 6	An increase in the physical health of the community	% adults reporting health as 'excellent' or 'very good	Victorian Population Health Survey
		Personal Wellbeing Index Score (0–100)	VicHealth Indicators Survey
		Personal Wellbeing Index Score (0–100), population, 55+ years	
		% adults not meeting physical activity guidelines	Exercise, Recreation & Sport Survey data
		% adults who are current smokers	VicHealth Indicators Survey
		Number of alcohol related hospital admissions per 10,000 young people 15–24 years	Victorian Population Health Survey
		Alcohol-related assaults per 10,000 young people, 18–24 years	Victorian Alcohol Statistics Series
		% adults who are overweight or obese	Victorian Population Health Survey
		% children who are overweight or obese	
		% adults who meet the recommended daily fruit and vegetable intake	
		% children who meet the recommended daily fruit and vegetable intake	

	Target	How We'll Measure Success	Source
Goal 6	A reduction in childhood vulnerability	% children 0–6 years that are developmentally vulnerable in two or more domains	Commonwealth Department of Education
		% children 0–6 years who are developmentally 'on track' with respect to physical health and wellbeing	
	An increase in child and adolescent health and wellbeing	% adolescents perceiving good health	Adolescent Health and Wellbeing Survey
		% adolescents satisfied with their quality of life	
		% adolescents reporting sufficient physical activity for health	
		MCH enrolments	
		% eligible children fully immunised	Local Government Report Framework (LGPRF)
		% fully breastfed infants at six months of age	
		Participation in 3 1/2 year key age and stage visit	
	A reduction in alcohol-and drug-related harm	Rate of alcohol and drug-related hospital admissions	AOD dataset
		Ambulance call out data	
	Improvement in the mental health of the community	% adults with high/very high psychological distress levels	Victorian Population Health Survey
		Number of mental health-related public hospital emergency department admissions per 1000 population	Victorian Emergency Department database, DHS
		Registered mental health clients per 1000 population	Mental Health, Drugs & Regions Division, 2012-13, as reported in DHS Local Government Area Profiles
		Number of suicides	
	An increase in the quality and effectiveness of services delivered and facilities operated by a range of providers, from all levels of government (including Council, community based organisations, enterprises, not for profits organisations)	% adults who believe there are good facilities and services in Knox	Victorian Population Health Survey
		% adolescents perceiving good access to *shopping *basic services	Adolescent Health and Wellbeing Survey
		% adolescents perceiving good access to playgrounds, parks, gyms near their home	
		% adults that perceive easy local access to recreational and leisure facilities	Victorian Population Health Survey

	Target	How We'll Measure Success	Source
Goal 7	An increase in people feeling connected to their community (reduced social isolation)	% adults reporting satisfaction with feeling part of the community (Index Score 0-100)	VicHealth Indicators Survey
		% adults, 55+ years, reporting satisfaction with feeling part of the community	
		% adults reporting the ability to get help from family, friends or neighbours when needed	
		# of people with internet access	*Source to be defined
		Library membership per 1000 residents.	Survey Public Library Services in Victoria
	An increase in volunteering in the community	% adults who help out at a local group by volunteering	VicHealth Indicators Survey
		Data gap -informal volunteering	
	An increase in access and participation in creative arts-based experiences	% adults who 'agree' or 'strongly agree' that there are adequate opportunities to participate in arts and related activities	Community Indicators Survey
		% adults who have participated in arts and related activities in the previous 3 months	
		*attended arts activities *made or created arts or crafts	VicHealth Indicators Survey
		% people employed in the arts and related activities as a ratio of the Victorian average	Bohemian Index – Census
	An increase community celebration and embracing of diversity	% adults who agree that multiculturalism makes life in the area better	Victorian Population Health Survey
		Data gap – embracing other types of diversity (for example, LGBT, Aboriginal)	
	Increased community engagement and participation in local community events	% adults who have attended a local community event in the past 6 months	
Goal 8	An increase in transparency in decision making across all levels of government	Data gap	
	An increase in engagement participation from across all sectors of the community	Adult participation in citizen engagement activities in the last year	Victorian Population Health Survey
		% adults who are members of an organised group	
		% adult members of an organised group that have taken action	
		% adults who agree there are opportunities to have a real say on issues of importance to them	

Appendix C – Knox Community Snapshot Reference Sources

1 2016 – A Guide to Property Values, Department of Environment, Land, Water & Planning

2 Knox Population Forecast, .id (2010)

3 Census of Population and Housing, Australian Bureau of Statistics (2011)

4 June 2016 – REMPLAN incorporating Australian Bureau of Statistics, Counts of Australian Businesses, Catalogue 8165.0

5 June 2016 – REMPLAN incorporating Australian Bureau of Statistics Gross State Product

6 .id Population and Housing Forecast (2014)

7 Small Area Labour Markets, December quarter, 2016, Department of Employment

8 Knox Open Space Plan, 2012-2021, Knox City Council (2012)

9 Census of Population and Housing, Australian Bureau of Statistics (2011)

10 Census of Population and Housing, Australian Bureau of Statistics (2011)

Glossary

Term	Definition
Vision	A statement of what Knox could look like in the next 20 years.
Community and Council Plan	The *Knox Community and Council Plan 2017–21* was developed with the community, for the community. It has shared goals and strategies and outlines the role and focus of Council and others that play a role in the Knox community. It is a plan for the whole city to be implemented with partners to achieve the shared Vision. A four-year Council Plan is required under the *Local Government Act 1989*. It sets out what Council will do to achieve the Vision. The *Community and Council Plan 2017-21* meets this legislative requirement.
City Plan	The City Plan *(incorporating Council Plan) 2013-17* is the previous version of the Community and Council Plan. The City Plan was the first attempt at integrating Council's planning with that of partners and stakeholders.
State of Knox Report	Based on data, the *State of Knox* Report provides a snapshot of the city at a point in time. It was developed to assist Council to monitor and measure its progress toward the achievement of the Vision. This type of reporting will continue, however it will be based on the new Community and Council Plan and therefore the 3rd edition will look quite different.
Outcome	A change caused by an action or process; for example, an improvement in health.
Implementation Plan	A description of proposed actions to implement the Community and Council Plan, to inform Council's business and in conjunction with partners. These consistently reflect the goals, strategies, and role and focus of Council outlined in the Community and Council Plan, and expand upon them in more detail. Examples of these include the Key Life Stages Implementation Plan and the Access and Equity Implementation Plan.
Municipal Strategic Statement	The Municipal Strategic Statement (MSS) is part of the Knox Planning. It is one of Council's key strategic visionary documents, providing the overarching strategic directions for land use and development in Knox.
Council Long Term Financial Forecast (LTFF)	The LTFF exists to facilitate the delivery of *the Plan*. The LTFF is not an end in itself but is a means of ensuring the shared goals of the Plan are matched by an appropriate resource plan.
Service Plan	Service Plan provides Council endorsed direction for a service over a minimum four year timeframe. This is achieved following an analysis of Council's strategic direction, community need, changing practice, legislation and regulations, and Standards.
Council Budget	The Budget is a one year snapshot of the funding required to achieve the goals of *the Plan*, and includes detailed information about the rates and charges to be levied, the capital works program to be undertaken, and other financial information.

Term	Definition
Council Annual Plan	The Annual Plan sits in the budget document and provides a description of the services and initiatives Council has funded and how they will contribute to achieving the shared goals specified in the *Community and Council Plan 2017-21*.
Council Department Business Plan	Provides a clear line of sight for Council staff between the Plan to their own work; prioritised plan of work for each team across Council; link between budget and work program.
Council Service	A combination of activities provided to the community to meet a need or range of needs.
Life Stages	Council supports the key life stages of childhood, youth and older age, where intervention will have the greatest benefit.
Access and Equity Approach	Knox City Council is guided by the principles of equity, diversity, access and inclusion. We work to ensure that all community members have access to the services and information they need and the ability to feel included and participate in community life free from discrimination, regardless of cultural background, religious beliefs, age, gender or abilities.
At risk buildings	A building which fits the profile for structural rectification works severe enough to require investigation to prevent further failure
Community Infrastructure Plan	Guides future community infrastructure investment in key locations to meet community needs.