

knox

your city



Council Plan

2021 – 2025

Incorporating the Municipal Public
Health & Wellbeing Plan

Acknowledgement of traditional land owners

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

Located at the foot of the Dandenong Ranges, Knox has many places of historic significance to the Kulin nation. Important cultural and historical sites within Knox hold both the traditional knowledge of the First Nations People and the traumatic stories of colonisation.

The journey ahead for Knox involves the land, the traditional custodians, the local Indigenous community, the wider community and the Council itself. Walking together and listening together to create a culturally safe and culturally rich community for all.

In 2021 Knox City Council announced an intention to promote a “whole of business” mindset, moving forward in its acknowledgement and respect of First Nations people, ensuring cross functional collaboration as opportunities present themselves.

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Message from the Mayor



This plan represents our commitment and contribution to achieving the Community Vision:

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

The plan guides Council's work over the next four years to deliver on the priorities identified in the Community Plan. It also incorporates our Municipal Public Health & Wellbeing Plan, highlighting our commitment to our community's health and wellbeing.

Our community is still feeling the effects of the COVID-19 pandemic and our response and recovery as a city will be a key focus over the next four years. We will continue to prioritise delivering services for those facing hardship, helping local businesses to bounce back, and working towards a healthy, happy and resilient community into the future.

We would like to acknowledge and thank all those who contributed to the development of this plan. Our community provided valuable input and feedback which helped to shape our priorities and we encourage you to continue the conversation with us as we enact this plan.

Councillor Lisa Cooper

Knox City Council Mayor, 2020-21

Our commitment to addressing climate change

Knox City Council recognises that we are in a state of climate emergency. As a community, we need to take action to reduce our impact on the environment and to prepare for the effects of a changing climate.

We are committed to managing our greenhouse gas emissions and response to climate change and on 27 September 2021, adopted the Climate Response Plan 2021-2031. The plan sets out our targets and provides a roadmap with measurable actions on how this will be achieved in partnership with the Knox community. It also provides a roadmap for Council to reach net zero emissions by 2030 and for the Knox community to reach net zero emissions by 2040.

Council's commitment to addressing the Climate Emergency is reflected in this Council Plan 2021-2025 (incorporating Municipal Public Health and Wellbeing Plan).



About this plan

Knox’s integrated strategic planning and reporting framework (on the following page) illustrates the medium and long term plans that we produce to guide and manage our city.

The Knox Community Plan 2021-2031 includes the Community Vision, describes your aspirations for the future and what we, as a collective, need to focus on to achieve that vision.

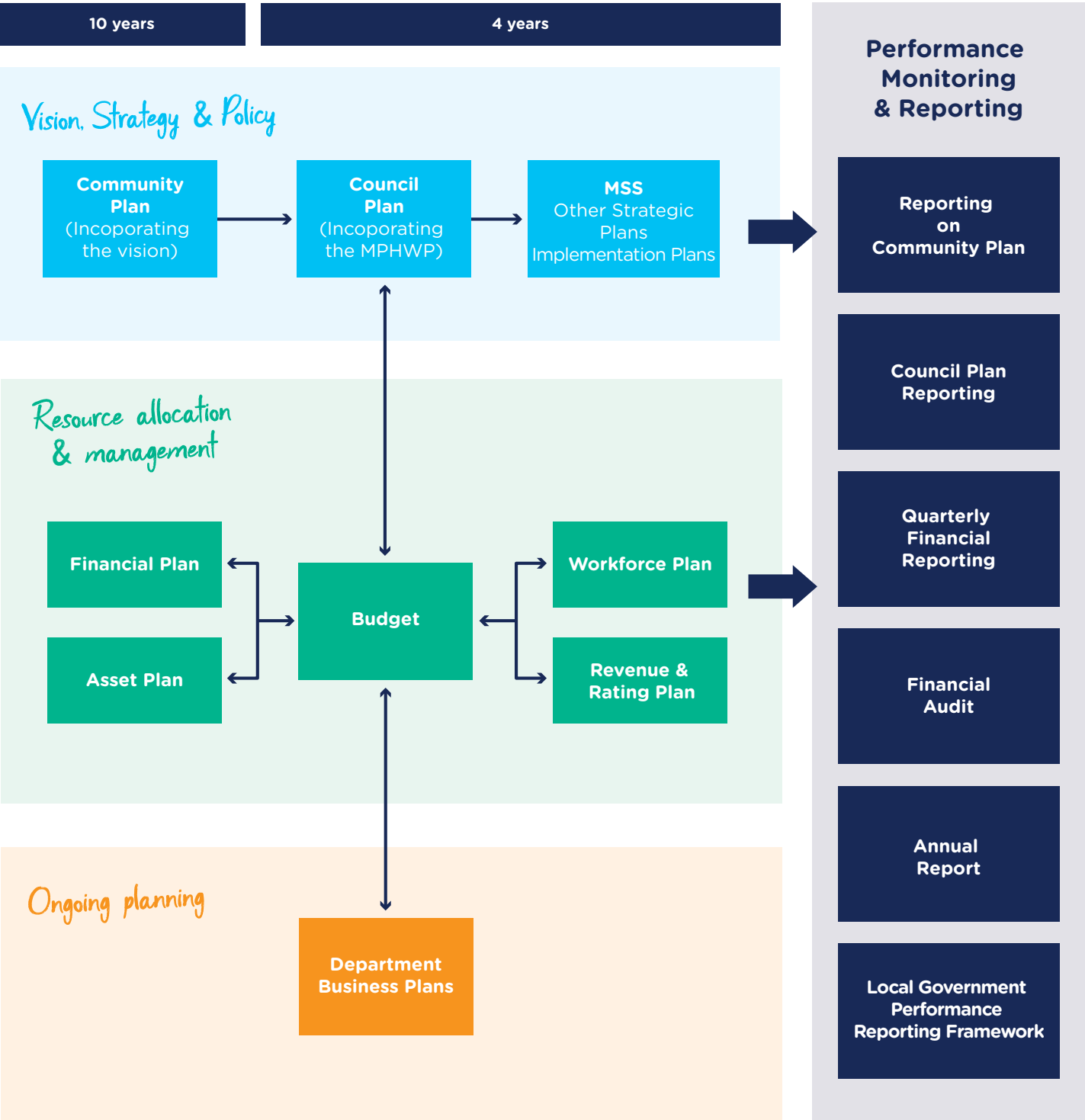
Knox’s Council Plan 2021-2025 is Council’s key strategic plan. It provides direction to the organisation, describes how we’re going to contribute to the achievement of the Community Vision and shows how we’re going to measure our success. It also demonstrates our commitment to the health and wellbeing of the community by incorporating Knox’s Municipal Public Health & Wellbeing Plan (MPHWP).

There are also a number of other plans that guide our work. They include plans about how we’re going to manage our financial resources (the Financial Plan, Budget and Revenue and Rating Plan), manage and maintain our assets (the Asset Plan) and make sure we have the right staff to deliver our services and initiatives (the Workforce Plan).

We will also monitor and report back to you on the progress of our plans through different mechanisms, ensuring we remain open, transparent and accountable.

The diagram opposite shows how our plans fit together, working toward achieving our Community Vision, and how we track our progress against them.

Integrated strategic planning and reporting framework



How it was developed

During 2020, a large research and engagement program was undertaken to inform the development of our Community Plan 2021-2031 and Council Plan 2021-2025.

The process began with a range of data being collected about the municipality via research, including:

- The State of Knox Report, which is a collection of data that identifies trends and changes in Knox over time.
- The Municipal Survey which asked residents and businesses about the importance of, and their satisfaction with, 16 aspects of Knox.

A summary of this information can be found in Knox in 2020 – a summary of the State of Knox Report 2020 and the results of the 2020 Municipal Survey, which is available on Council’s website.

To validate this data and seek the opinions of our community, a variety of activities were conducted. These ranged from broad discussions about a vision for Knox, to conversations around the goals in the Community and Council Plan 2017-2021, determining priorities and considering what role Council and stakeholders can play in responding to these.

Community members and stakeholders were given pre-reading prior to participating in forums and focus groups which outlined background information, relevant data including the results of the COVID-19 Community Impact Survey, and findings from the previous engagement activities.

A number of community members participated in multiple engagement activities, allowing for progression through the process from broad to more in-depth discussions on the future of Knox.

The engagement activities were directed at people who live, work, learn and play in Knox to:

- Gain an understanding of the community’s aspirations for the future of Knox.
- Test the data gathered through research.
- Gain feedback on the goals in the current plan.
- Identify priority areas for the community and Council.

All of this information was used to create our Community Vision and Community Plan, as well as directly inform the development of our Council Plan.

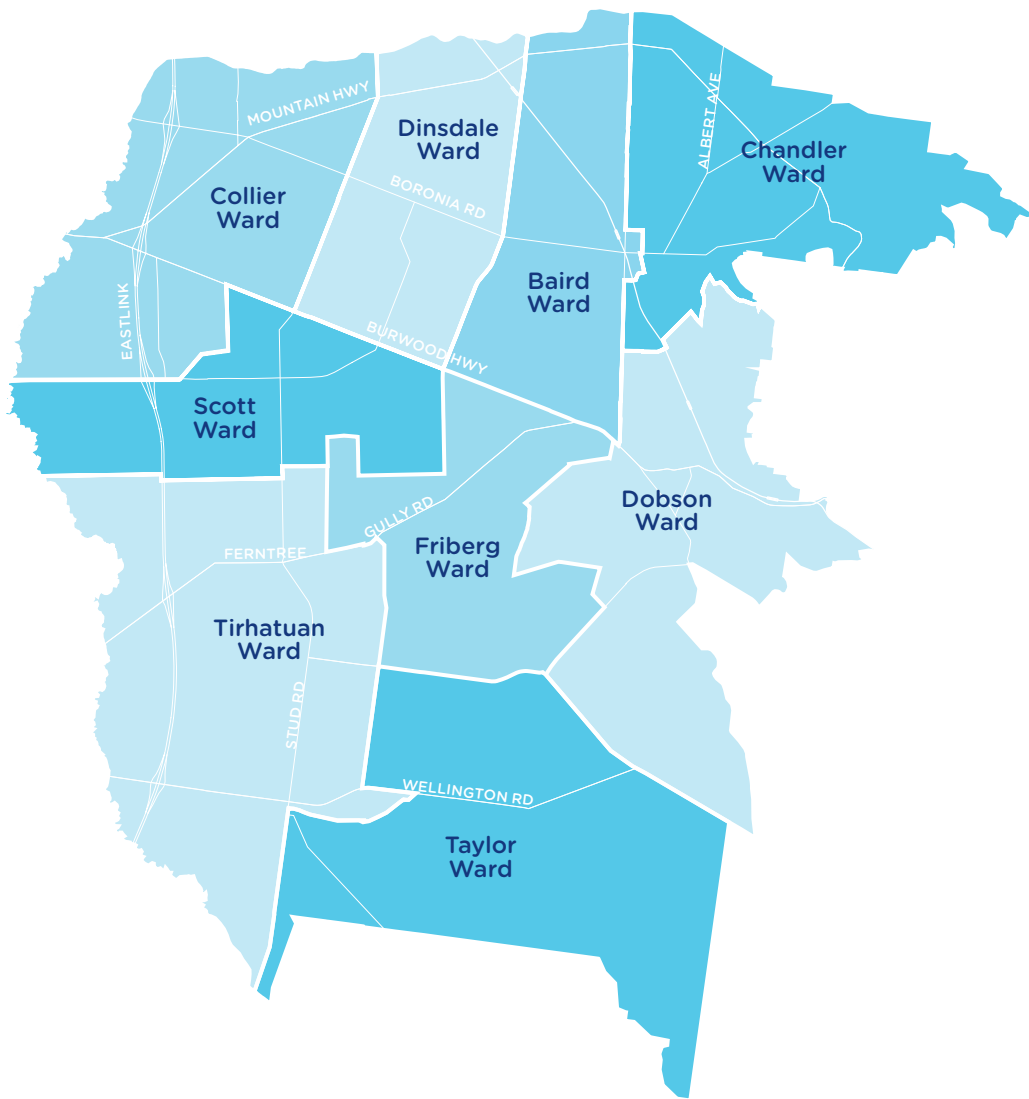
You can read more about our engagement in Development of the new Community and Council Plans - Community Engagement Report, January 2021, which is available on Council’s website.



Knox City Council

who we are and what we do

The municipality of Knox is made up of 11 suburbs, approximately 25 kilometres from the Melbourne central business district. Knox will be governed for the next four years by the nine Councillors who were elected by our community in October 2020.



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



SCOTT
Cr Lisa Cooper
Mayor 2020-21



FRIBERG
Cr Susan Laukens
Deputy Mayor 2020-21



BAIRD
Cr Yvonne Allred



CHANDLER
Cr Jude Dwight



COLLIER
Cr Marcia Timmers-Leitch



DINSDALE
Cr Sorina Grasso



DOBSON
Cr Meagan Baker



TAYLOR
Cr Darren Pearce



TIRHATUAN
Cr Nicole Seymour



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

Advocate

We raise awareness at state and federal government level and with other stakeholders about the issues and needs of the Knox community, as well as initiating or supporting campaigns for positive change.

Partner

We develop trusting formal and informal relationships and alliances, working with others to achieve common goals.

Provide

We offer a range of services and support, preventative interventions, infrastructure and facilities to individuals and groups.

Fund

We provide grants, funding and subsidies to local groups and agencies to progress and develop services and infrastructure for individuals and groups.

Educate

We share information, raise awareness, and develop knowledge and skills to empower individuals and groups.

Plan

We pro-actively plan for services and infrastructure that respond to current and future community needs.

Regulate

We provide governance and regulatory controls such as local laws and health and building controls.

Research

We collect and analyse data to inform planning, priority setting, decision-making and evaluation.

But most of all, we are here for you – our community!

We will seek to listen to you, act in your best interests and make decisions based on your needs, now and into the future.

This plan represents our commitment to you over the four-year elected term of office.

Our community

Who we are

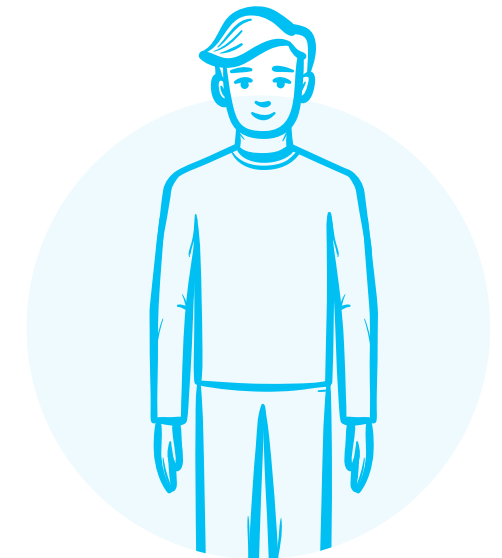
166,791

people call Knox home



51%

of residents
are female



49%

of residents
are male



39

is the
median age



28%

are aged 55 years
and over



30%

of residents were
born overseas



25%

speak a language
other than English
at home

Source: 2016 Census & id. Estimated Residential population

Our community

How we live



84%

of dwellings are single detached houses



15,300

Households are families with children under 15 years of age



20%

of people in Knox live by themselves



385

people identify as homeless

How we work



30%

of residents work in Knox



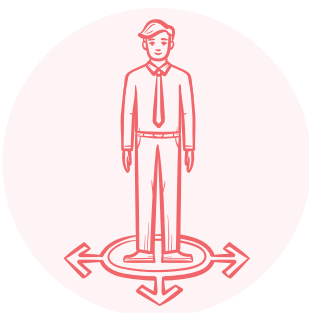
80%

of people travel to work in a private car



14,046

businesses in Knox



66,224

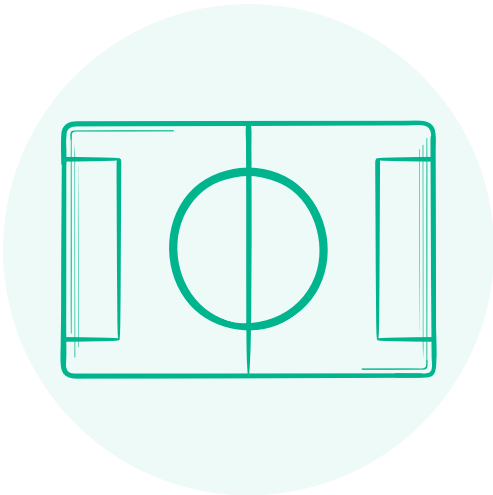
jobs in Knox



More Knox residents work in health care and social assistance than any other industry.

Source: 2016 Census & id. Estimated Residential population

Council maintains



57

sportsgrounds and
major reserves



243

council owned buildings



38,445

drainage pits



211

playgrounds



917

open space sites



724km

of local roads



1,242

footpaths

Our commitment to improving health and wellbeing in Knox

Our health and wellbeing provides the foundation for a strong, cohesive and resilient community, as well as contributing to a productive workforce and viable economy.

This Council Plan incorporates Knox's Municipal Public Health and Wellbeing Plan. This ensures the priorities for supporting, protecting and improving the health and wellbeing of our community are at the forefront of everything we do and are integrated across all Council services and initiatives.

To improve the health and wellbeing of our community, it's important to understand the factors that contribute to good health. Social structures such as policies, organisations and even the interaction between individuals and communities, can greatly influence a person's feeling of inclusion, access to resources and opportunities for a healthy lifestyle.

The physical environment can also influence whether we lead a healthy lifestyle. Access to public open space, housing, food and transport can all have an effect on our individual choices and behaviours.



Six Key Health Priorities

During 2020-21 we conducted youth, community, stakeholder and staff workshops and surveys specifically about the health and wellbeing of our community. Through this engagement, we established and discussed the following six key health priorities for Knox.

You can read more about these engagement activities in the Health and Wellbeing Engagement Report 2021 and the COVID-19 Community Impact Survey Report on Council's website.



Although the focus of mental health differed across cohorts and engagements, there was an overarching need to improve mental health through a variety of methods with particular focus on increasing social connection.



Overall, physical activity was the most prominent health and wellbeing issue (along with mental health) to emerge from the engagement activities.



Healthy eating and food security were not as prominent as mental health and physical activity in engagement discussions but were still mentioned in all engagement activities. Generally, this was in relation to eating healthier foods with less regard to food security and its implications.



Family violence wasn't discussed broadly in public forums (some people can find this a difficult subject to discuss), but many at the workshops spoke of the importance of gender and culture roles in addressing family violence. It was also raised without prompting during the initial COVID-19 Community Impact Survey.



Whilst many acknowledged drug and alcohol as a concern in the community, there was not a huge amount of discussion on the topic. During workshops, community members spoke about the importance of evidence-based education, whilst stakeholders took a broader approach suggesting a need to focus on the factors leading to alcohol consumption and drug use.



Those in the community workshops were most concerned about the environment and spoke extensively about how the physical environment of Knox can be addressed to minimise the impact of climate change.

Health and Wellbeing in Knox

Below is a snapshot of our community's health and wellbeing.

41%

of adults rate their health as very good or excellent.



50%

of adults undertake adequate physical activity to meet the national guidelines.

16%

of adults in Knox smoke daily or occasionally.



55%

of adults in Knox are overweight or obese.

60%

of adults are at increased lifetime risk of alcohol-related harm.



18%

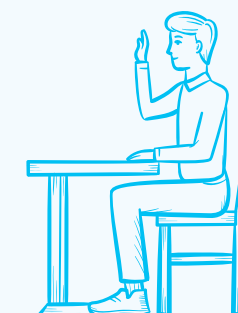
of adults experienced high or very high psychological distress in their day-to-day lives. It was significantly higher in women (22%) than men (14%).

23%

of young people in Outer Eastern Melbourne have depressive symptoms.

44%

of students have good or excellent resilience.



The number of reported family violence incidents in Knox has started an upward trend;

2016 → 1026

2017 → 975

2018 → 1,032

2019 → 1,104

2020 → 1,169

34%

of women feel safe in their neighbourhood at night compared to 71% of men.

1 in 6

adults in Knox are socially isolated.

42%

people in Knox feel valued by society.



49%

of adults definitely believe that multiculturalism makes their life better.

1 in 3

adults in Knox show low support for gender equality in relationships.

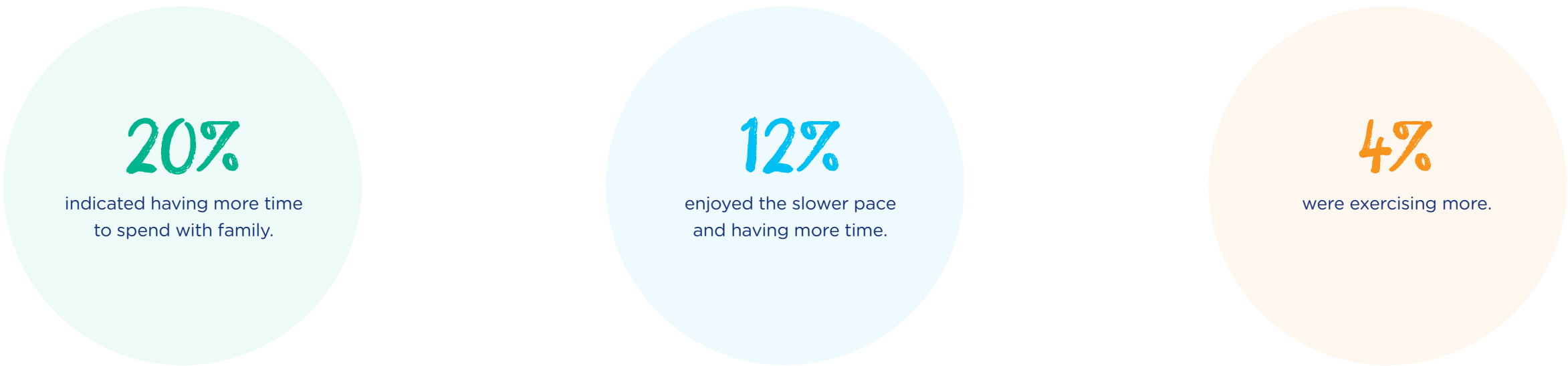
Sources:
Victorian Population Health Survey (2017)
Knox Student Resilience Survey (2015)
Victorian Student Health & Wellbeing Survey (2017)
VicHealth Survey (2015)
Crime Statistics Agency

Impacts of COVID-19 on our Health & Wellbeing

Below is a snapshot of our community’s health and wellbeing.



Some of the COVID-19 impacts were positive



A partnership approach

Our plan details our commitment to work in a collaborative and coordinated way to create and improve the physical, social, natural, cultural and economic environments that promote health and wellbeing.

However, we can't do this alone. It requires the collective effort of policy makers, service providers, community groups and individuals. Council has a role in prevention, promotion and protection, and will work together with others to achieve optimum health and wellbeing for the community.

We are committed to continuing our contribution to state, regional and local partnerships, such as the following:

The Boronia Community Network:

Bringing together organisations and service providers across Boronia to improve social and health conditions for the community of Boronia.

Knox Mental Health Roundtable:

Focuses on improving mental health and wellbeing outcomes for the community of Knox. Membership includes leading state agencies and local service providers.

Together for Equality & Respect:

A family violence and gender equality regional network to streamline practice, focus resources and build capacity.

Regional Family Violence Partnership:

An eastern collaborative of frontline and prevention services to share and improve best practice, build capacity and enhance awareness of referral pathways for victims of family violence.

Eastern Physical Activity Network: An outer-east network that identifies opportunities to collaborate on regional actions.

Eastern Affordable Housing Alliance:

A collaboration between six Councils (Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges) whose aim is to advocate for improved housing affordability and to increase the supply of social and affordable housing across the region.

Regional Local Government Homelessness and Social Housing Charter:

A partnership of 13 Councils representing Melbourne's East and South East region whose purpose is to address the urgent need for increased social housing and a more effective, integrated and supported homelessness services system.

Action on Alcohol Flagship Group:

This is a partnership of eastern Councils, community health services and specialist agencies from across the East working together to reduce the harmful impacts of alcohol in our local communities.

Eastern Elder Abuse Network:

A collaboration of agencies across the east leading primary prevention practice of abuse of the older person. This network covers communications, primary prevention and response.

Knox Emergency Relief Network:

This network is a collaboration of emergency relief agencies. Their purpose is to collaborate, share expertise and identify opportunities to improve emergency relief for the community.

We will also continue to:

- Work with the State Government and its agencies to undertake public health initiatives, projects and programs.
- Support and collaborate with service providers and community groups to provide health and support services, particularly for those in need.
- Work with First Nations organisations to ensure positive health and wellbeing outcomes for Kulin country and the Knox Aboriginal and Torres Strait Islander community.
- Work with private business, specialised health peak bodies, neighbourhood houses and other community groups, Victoria Police, community health organisations (such as Eastern Access Community Health and Eastern Health).
- Work and collaborate with other councils.
- Ensure individuals have the right information to make informed lifestyle choices, and know where to go for help when needed.
- Work with community members through advisory committees, community engagement, grant programs, etc.

Some of our partners who participated in the engagement and contributed to our Council Plan are listed below. These organisations, and all our partners, are committed to contributing to positive health and wellbeing outcomes for our community.

- Baptcare
- Boronia Community Church of Christ
- Community Pharmacy
- Department of Education and Training
- Department of Families, Fairness and Housing
- Department of Health
- Eastern Access Community Health
- Eastern Community Legal Centre
- Eastern Domestic Violence Service
- Eastern Health
- Ferntree Gully Arts Society Inc.
- Gamblers Help
- Knox Environment Society
- Knox InfoLink Inc.
- Migrant Information Centre
- National Disability Insurance Scheme
- Outer East Primary Care Partnership
- Regional Family Violence Partnership
- SalvoCare Eastern
- Shree Swaminarayan Temple Society Australia Melbourne
- Swinburne University of Technology
- Temple Society Australia
- Victorian Council of Churches
- Emergencies Ministry

Health and Wellbeing initiatives

Throughout this Council Plan, there are a number of strategies and initiatives that show how Council will contribute to our community's health and wellbeing. These were informed by:

- The Victorian public *Health and Wellbeing plan 2019-2023*.
- Research including Victorian population data, crime statistics, etc, and community engagement activities with the community, stakeholders and Council staff to identify emerging priorities and community need.
- The *Climate Change Act 2017* and the *Gender Equality Act 2020*, as well as the requirement for councils to outline ways in which they will contribute to reducing family violence.
- The actions and achievements of the *Community and Council Plan 2017-2021*.
- The results of the COVID-19 Community Impact Survey to understand the impact on health and wellbeing and to inform recovery.

We have flagged the initiatives that will contribute to the health and wellbeing of our community with a ♦ symbol. When you see this symbol you will know that these initiatives will help us become a healthier, stronger, more resilient and connected community.

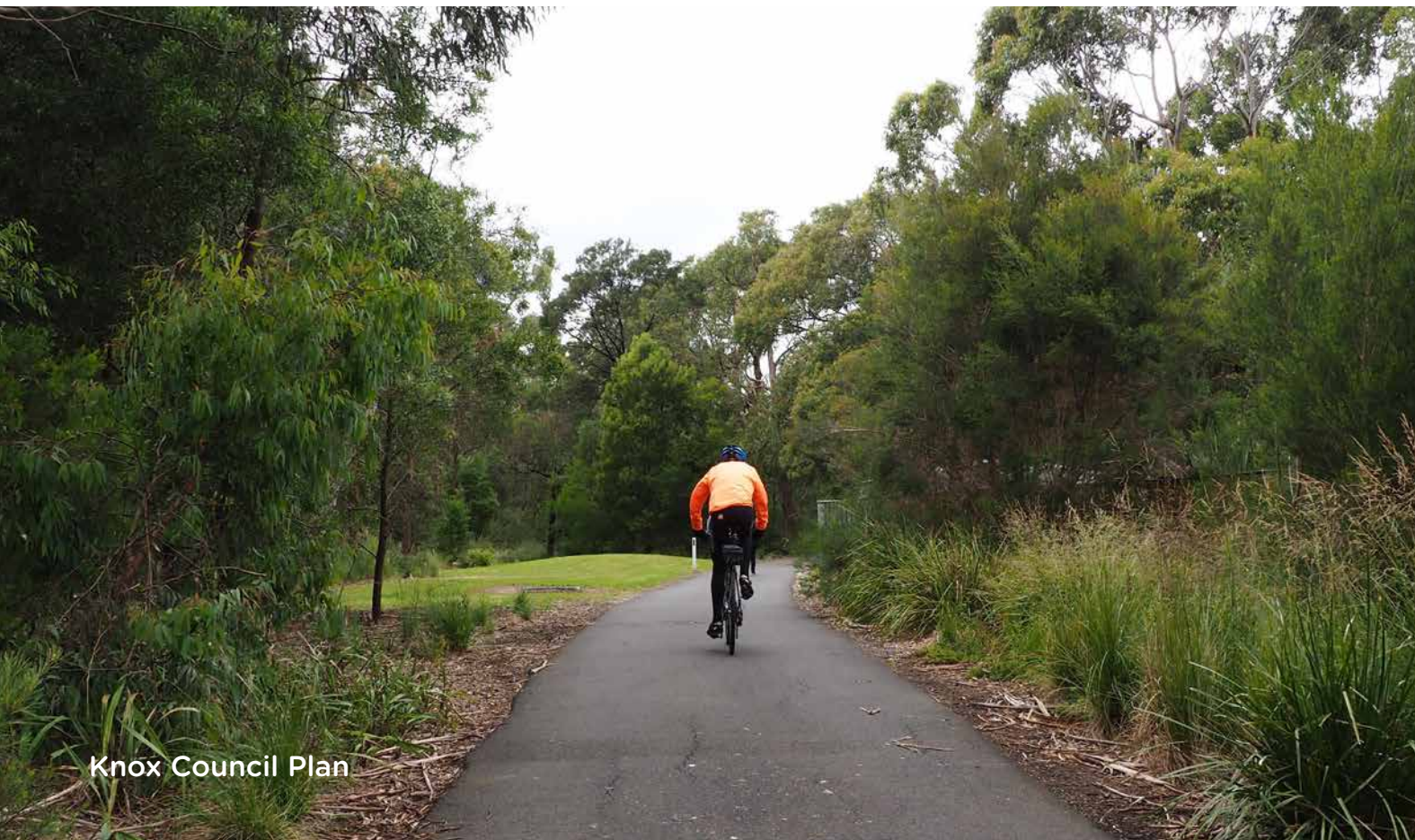
Family violence

Preventing family violence continues to be one of Council's key priorities and is evidenced by the breadth of work Council does in this space, spanning prevention through to response.

In 2020, Council endorsed a Family Violence Statement of Commitment, publicly reaffirming our role in preventing and responding to family violence. An organisational scan was conducted in 2021 which highlighted the extent of family violence initiatives including:

- **Primary prevention** - engagement with state and local campaigns on gender equality, healthy masculinities, ageism and racism, community training and health promotion initiatives.
- **Early intervention** - resource development for early identification and help seeking resources for both broader community engagement and settings-based.
- **Response** - counselling services, building capacity of our early years and emergency management teams in identifying family violence and strengthening links with our partner agencies for more effective referral.

To further focus our work a Family Violence Action Plan will be developed over the coming months.



Our First Nations People

Our First Nations People are an important part of Knox's past, present and future. In 2021, Knox City Council undertook an Aboriginal and Torres Strait Islander Needs Analysis. It identified five areas of focus in relation to engagement with and support for our First Nations People.

- **Health and Wellbeing:** For the health and wellbeing of the Knox Aboriginal and Torres Strait Islander community to flourish it must include a holistic, whole of life cycle view of health that includes physical, cultural, spiritual, emotional, economic and mental health and wellbeing.
- **Recognition and Respect:** Respect and recognition of Aboriginal and Torres Strait Islander people and their cultures increases everyone's awareness and appreciation of a culture and civilisation enriching our history for at least 65,000 years.
- **Employment and Economic Development:** Employment and Economic Development is essential to start bridging the gap of inequality between Aboriginal and non-Aboriginal people. Adequate employment is a key to health and wellbeing in any community.
- **Civic Participation:** Effective civic participation can be achieved when all members of the community feel valued, safe and recognised.
- **Cultural Heritage:** Access to Land and Protection of Cultural Heritage. Country plays a significant role in Aboriginal culture, there are many places that tell stories of events and practices within the landscape.

We commit to working in partnership with our First Nations organisations and community to address these focus areas and implement key initiatives to ensure understanding, respect, trust and wellbeing of our First Nations People.



Helping our community recover from the impacts of the COVID-19 pandemic

The COVID-19 pandemic has impacted our community in many ways, and continues to do so.

In 2020, Council staff spoke with a range of stakeholders to understand:

- The economic impacts on local businesses and industries.
- The impacts on the natural environment and local built infrastructure.
- The impacts on the emotional, social, spiritual, financial and physical wellbeing of individuals in Knox and local communities in the municipality.

In addition to these conversations, we collected perspectives and experiences from the community using the COVID-19 Community Impact Survey. The findings of this comprehensive survey supported the learnings of our informal engagements occurring between Council and community on an ongoing basis during this period.

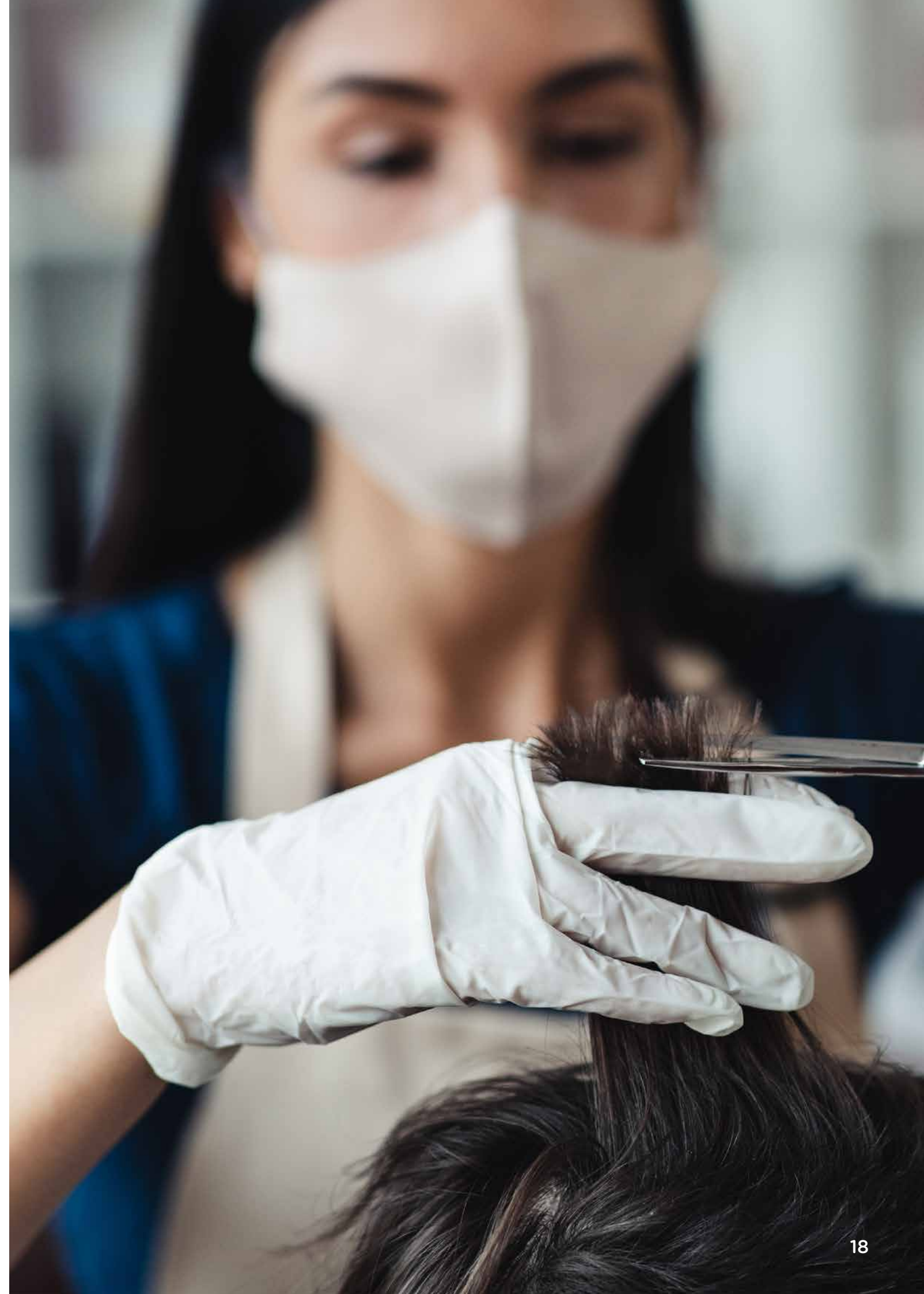
The cumulative impact of the pandemic over time is yet to be seen but is expected to significantly affect some areas, in particular:

- Mental health.
- Social isolation.
- Business and family/individual financial health.
- Reinforcing existing and creating new vulnerabilities in our community.

The ongoing nature of the pandemic requires flexibility. We are responding to the pandemic by implementing a range of relief measures and supporting those most at risk now, while we plan for recovery.

The goal for recovery is to support our community to deal with the impacts of the pandemic and build our resilience for the future. It's not just about getting things 'back to normal', it's about rebuilding, learning from this challenge and innovating, so we can emerge stronger.

Throughout this Council Plan we have identified some key initiatives that will be undertaken over the next four years to support our community's recovery and build resilience.



Our 10-year Community Vision

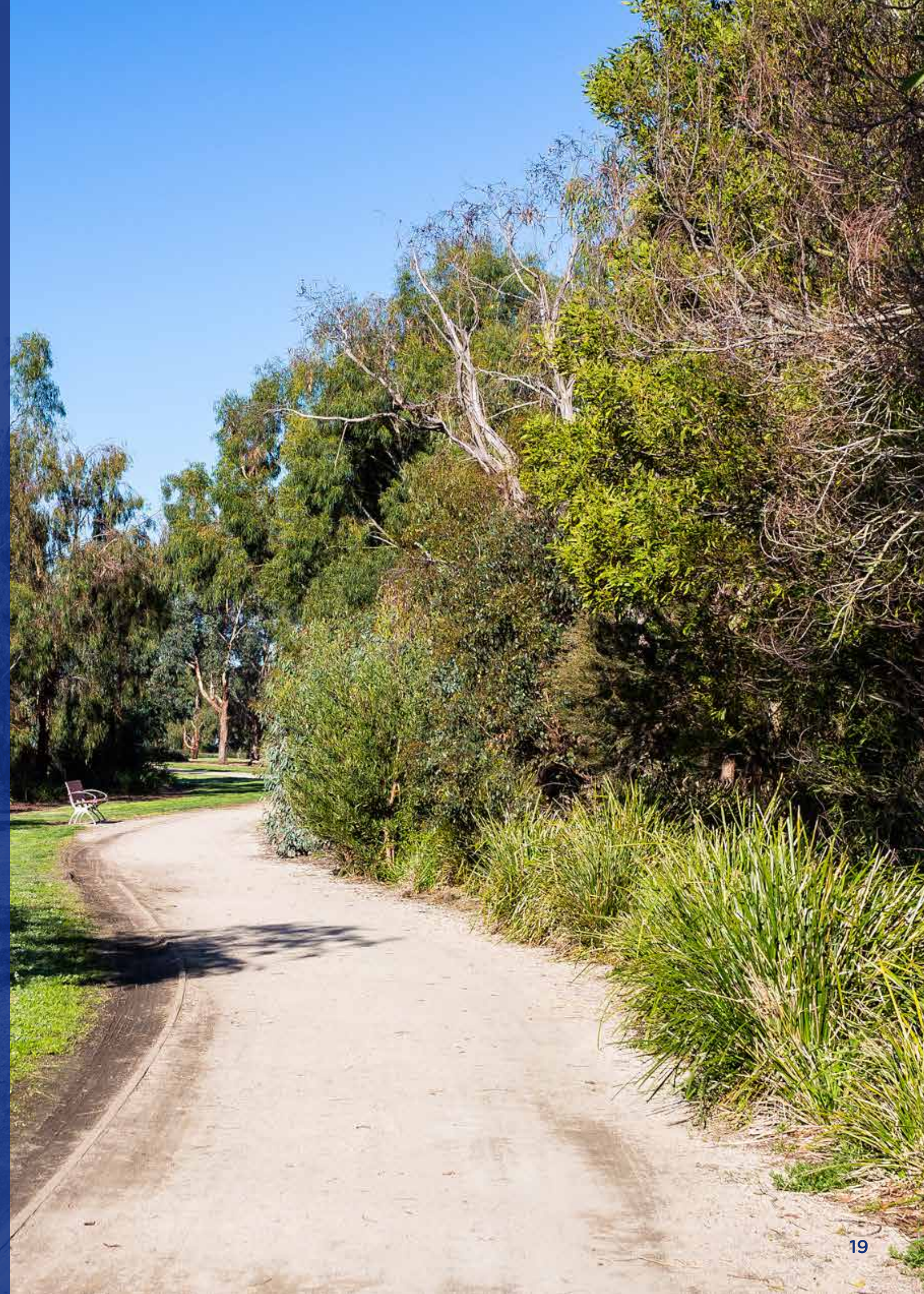
In 2020 we asked you to tell us about your aspirations for the future of Knox. Through face-to-face activities and online community forums and focus groups, people of all ages told us what they love about Knox now and what they want it to be like in 10 years.

Based on what we heard, we developed and released five vision statements for public voting. This vision statement was selected by the vast majority of those that voted as the one that best reflects our community's aspirations.

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

This is the future of Knox! It's what everyone in our community – individuals, community groups, organisations, and Council - will all work towards over the next 10 years.

You can read more about our Community Vision and the aspirations of our community in the Knox Community Plan 2021-2031 on Council's website.



Our Key Directions

The Community Plan is a long-term document which talks about what you want Knox to be like in the future. It contains five Key Directions which describe in further detail what we as a community are going to focus on to achieve our Community Vision.



Opportunity and innovation

Knox strives to be a city of opportunity, embracing innovation and change, and providing local learning and employment opportunities for all. It's a place where people and business can thrive.



Neighbourhoods, housing and infrastructure

Building on what's great about our city, Knox's housing and infrastructure will meet the changing needs of our community.



Natural environment and sustainability

Knox's natural environment is protected and enhanced to ensure sustainability for future generations.



Connection, resilience and wellbeing

Knox is a place to call home. Our community is strong, healthy and we support and respect each other.



Civic engagement and integrity

Knox Council is a trusted and respected leader in our community, acting appropriately and ensuring all voices are heard.

These Key Directions drive the work of Council and ensure we are working towards achieving the Community Vision. The following pages detail the work we will do under each Key Direction and how we will know if we are making a difference.

How - the strategies that Council will use.

What - the initiatives that Council will undertake.

When - the year of the Council Plan that we will deliver our initiatives.

How we'll know if we're making a difference

These are indicators that tell us if the work that we're doing is contributing to a positive change in our community. Some of these Council will have sole control over, and others it will have influence over, but there are others (eg. other levels of government, service providers etc) that will also contribute to that change.

Our ongoing work

The services we provide and the everyday work that Council does that all contribute to our success in these areas.

Other strategic documents

The various other strategies and plans that we've adopted that will contribute to these Key Directions.

It must be noted that many of the initiatives we undertake, services we provide and plans we develop may contribute to more than one Key Direction. In this plan, they have been placed under the Key Direction to which they contribute the most.



Opportunity and innovation

Knox strives to be a city of opportunity, embracing innovation and change, and providing local learning and employment opportunities for all. It's a place where people and business can thrive.

What you told us

You told us you want Knox to:

- Support businesses that have suffered from the impacts of the COVID-19 pandemic.
- Be recognised as a strong business hub, supporting existing businesses and attracting new investment.
- Have local employment for people of all abilities.
- Provide lifelong learning opportunities for all people.

"...I believe, our strength is that we have a highly skilled workforce that other countries don't, especially in the emerging economies"

Focus group attendee (November 2020)

How is this important for our health and wellbeing?

Having access to lifelong learning opportunities and local employment is essential for our social connection, mental health, self-expression, and financial stability and growth.

How Council will contribute to our success

We will partner with and support industries and businesses to create a strong local economy with employment and lifelong learning for all.

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
Maximise the local economy by supporting existing businesses and attracting new investment.	Work with Maroondah and Yarra Ranges Councils to deliver key initiatives of the Bayswater Business Precinct Transformation Strategy.	1-4
	Work alongside the State Government on the implementation of the Wantirna Health Precinct Masterplan. ♦	1-2
	Research and review supply chain connectivity and networks, to enable and advance the circular economy.	2-4
	Continue to monitor the local economy to inform the strategic direction of future economic development initiatives.	2-4
Encourage and support opportunities for skills development and lifelong learning for all people in Knox.	Support the implementation of the State Government reform for the roll out of 3-year old kindergarten in the Knox municipality.	1
	Implement Council's decision regarding kindergarten expansion.	2-4
	Explore opportunities to increase the number and diversity of creative learning opportunities offered through Council's cultural and community venues. ♦	2
Support organisations in Knox to navigate recovery and new ways of working.	Implement business recovery programs identified through Knox recovery planning and continue to monitor the impacts of COVID-19 to inform future programs.	1
	Coordinate the implementation of Knox's Retail Activation Strategy.	1-3
	Support, connect and strengthen the creative industry sector through arts, cultural and economic development programs.	1

How we'll know if we're making a difference

Below are the indicators that will help us understand if we're making a difference under this Key Direction.

MUNICIPAL INDICATORS:	COUNCIL INDICATORS:
<ul style="list-style-type: none">• Maintaining the number of existing businesses in Knox.• An increase in new businesses in Knox.• More residents employed in Knox.• More people with need for assistance employed in Knox.• An increase in Knox's Gross Regional Product/capita.• Improved secondary school completion rates.	<ul style="list-style-type: none">• Increased participation in Knox's Business Education program.• More community education programs run by Knox.• Participation in funded 3-year old kindergarten.• Increased participation in funded 4-year-old kindergarten.

Our ongoing work:

The services we provide that contribute to this Key Direction include:

- Economic Development
- Investment & Partnerships
- Innovation
- Strategy, Learning and Evaluation (Family and Children's Services)

Other strategic documents:

There are other strategic documents we've adopted that help us plan in this area. These include:

- Knox Land for Business Plan
- Knox ICT Strategy





Neighbourhoods, housing and infrastructure

Building on what's great about our city, Knox's housing and infrastructure will meet the changing needs of our community.

What you told us

You told us you want Knox to:

- Have a range of appropriate, affordable and accessible housing options.
- Be a great place to live, work, connect and play.
- Have accessible paths that connect well.
- Have good public transport services.

“...what Knox can do is to bring appropriate housing into the environment in such a way that the environment is also catered for. So for example, for every new building there has to be one new tree... so that there's a balance between the two.”

Focus group attendee (November 2020)

How is this important for our health and wellbeing?

Affordable and accessible housing and infrastructure are essential to the safety and wellbeing of individuals and increase the liveability of Knox.

How Council will contribute to our success

We will provide well-planned and maintained neighbourhoods and advocate for integrated and accessible transport options.

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
Plan for and support diverse housing to meet changing community needs.	Develop and implement a Social and Affordable Housing Strategy and Action Plan to increase the supply of social housing and address homelessness in Knox. ♦	1-4
	Commence review of the Knox Housing Strategy 2015. ♦	3-4
	Build on regional partnerships by contributing to the work of the Eastern Affordable Housing Alliance (EAHA). ♦	2-4
Create, enhance and maintain places and spaces for people to live, work, play and connect.	Facilitate and support the implementation of the Boronia Renewal program.	1-4
	Progress implementation of the Knox Central program.	1-4
	In response to the Victorian Government's kindergarten expansion reform, continue to work with the State Government to plan for early years infrastructure in the municipality. ♦	1
	Advocate to state and federal governments for funding to implement Stage 2 of the Lewis Park Master Plan.	1
	Update Council's flood modelling across Knox.	1
	Understand community needs across the suburbs of Knox to plan for community infrastructure requirements for the next 5-20 years. ♦	2-4
	Develop an Integrated Major Infrastructure Development Plan for sport, leisure and recreation.	2

Table continued on following page

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
Create, enhance and maintain places and spaces for people to live, work, play and connect.	Commence review and upgrade of Council's strategic planning documents including the Open Space Plan, Play Space Plan and Liveable Streets Plan. ♦	2-3
	Review and develop the Knox Domestic Animal Management Plan.	1 & 4
	Finalise and implement the Bayswater Renewal Strategy.	3-4
Provide, maintain and advocate for accessible and sustainable ways to move around Knox.	Advocate to State Government for improved public transport and arterial road connectivity in Knox. ♦	1-4
	Enhance sustainable transport utilisation through delivery of active transport infrastructure. ♦	2-4
	Implement Knox's Parking Strategy.	1-2
	Provide new and innovative community transport for the Knox community. ♦	2-4

How we'll know if we're making a difference

Below are the indicators that will help us understand if we're making a difference under this Key Direction.

MUNICIPAL INDICATORS:	COUNCIL INDICATORS:
<ul style="list-style-type: none"> • More social and rental housing that is affordable to low income households in Knox. • A reduction in the median household incomes needed to purchase a typical house. • Increased public transport usage. 	<ul style="list-style-type: none"> • More one and two bedroom dwellings approved for construction in Knox. • An increase in the number of cyclists recorded on a typical day at a typical site on Knox's shared path networks. • Improved community satisfaction with recreation facilities, arts centres and libraries, appearance of public areas, sealed local roads, and planning for population growth.

Our ongoing work:

The services we provide that contribute to this Key Direction include:

- Asset Management
- Building
- Community Transport
- Facilities
- Major Initiatives
- Municipal Strategic Social Planning
- Open Space Management
- Operations
- Planning
- Social and Community Infrastructure
- Strategic Land Use Planning
- Traffic and Transport

Other strategic documents:

There are other strategic documents we've adopted that help us plan in this area. These include:

- Affordable Housing Action Plan
- Integrated Transport Plan
- Bicycle Plan
- Bridge Asset Management Plan
- Road Management Plan
- Carpark Asset Management Plan
- Liveable Streets Plan
- Drainage Asset Management Plan
- Building Asset Management Plan
- Open Space Plan
- Domestic Animal Management Plan
- Play Space Plan
- Playground Asset Management Plan
- Public Toilet Implementation Plan



Natural environment and sustainability

Knox's natural environment is protected and enhanced to ensure sustainability for future generations.

What you told us

You told us you want Knox to:

- Protect and enhance its biodiversity and waterways.
- Have developments that are not to the detriment of the natural environment.
- Combat the negative impacts of climate change.
- Reduce, reuse and recycle, creating less waste.

“...the lovely native flora and fauna - number one priority is that it is preserved...”

Focus group attendee (November 2020)

How is this important for our health and wellbeing?

A healthy natural environment is essential to good food supplies and clean air and water. Our reserves and parkland also provide spaces to enjoy and connect with nature, which can also reduce stress and improve our mental health.

How Council will contribute to our success

We will plan our city in a way that preserves and enhances our natural environment, identify ways to reduce waste and work with our community to respond to the impacts of climate change.

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
Preserve our biodiversity and waterways, and enhance our urban landscape.	Undertake vegetation mapping analysis and habitat corridor planning to manage our urban biodiversity.	1
	Implement Knox's Biodiversity Resilience Plan. ♦	2-4
	Develop a Domestic Wastewater Management Plan for Knox.	3
Prepare for, mitigate and adapt to the effects of climate change.	Commence implementation of the high priority Year 1 actions of the Climate Response Plan, including the development of the landfill solar farm business case. ♦	1
	Implement the high priority actions from Years 2-4 of the Climate Response Plan. ♦	2-4
	Trial new and recycled materials in the construction of shared paths and as part of Council's road renewal program. ♦	2-4
	Investigate electric heavy vehicle transport options to deliver Council services.	2
Lead by example and encourage our community to reduce waste.	Enhance Knox's Waste and Recycling Education programs to focus on reducing waste to landfill and increasing recycling. ♦	1
	Implement Food and Green Organics (FOGO) waste service across Knox. ♦	2
	Secure long-term solutions for the treatment and disposal of residual waste streams.	2-4
	Progress planning and programming to standardise bin lids across Knox in line with Recycling Victoria policy.	2

How we'll know if we're making a difference

Below are the indicators that will help us understand if we're making a difference under this Key Direction.

MUNICIPAL INDICATORS:	COUNCIL INDICATORS:
<ul style="list-style-type: none">• More houses within 400m of open space.• An increase in tree canopy coverage.• A reduction in greenhouse gas emissions.• An increase in renewable energy usage.	<ul style="list-style-type: none">• A reduction in Council's corporate greenhouse gas emissions.• An increase in Council's corporate renewable energy usage.• A higher annual net gain of trees in Knox.• Improved community satisfaction with waste management and environmental sustainability.• An increase in kerbside collection waste diverted from landfill.

Our ongoing work:

The services we provide that contribute to this Key Direction include:

- Biodiversity
- Integrated Water Management
- Sustainable Futures
- Waste Management

Other strategic documents:

There are other strategic documents we've adopted that help us plan in this area. These include:

- Climate Change Response Plan
- Stormwater Quality Management Plan
- Street Tree Asset Management Plan
- Waste Management Plan





Connection, resilience and wellbeing

Knox is a place to call home. Our community is strong, healthy and we support and respect each other.

What you told us

You told us you want Knox to:

- Be a community that respects, supports and values all people.
- Have good physical and mental health and wellbeing.
- Provide the right services for those in need.
- As a community, be ready to respond to all emergencies and threats to our wellbeing, and support each other to recover from the impacts of the COVID-19 pandemic.

“People who care about each other and their community comes from shared respect and shared values; build on the harmony...”

Focus group attendee (November 2020)

How is this important for our health and wellbeing?

Belonging and social inclusion are essential to mental health and general wellbeing. The ability to practice and connect with culture is also essential to all forms of health and wellbeing.

How Council will contribute to our success

We will partner with others to deliver services that are inclusive and accessible to the whole community, and that support wellbeing, healthy and safe living, connection to the community, and cultural interaction.

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
Support our community to improve their physical, mental and social health and wellbeing.	Respond to emerging social and health issues caused by COVID-19 pandemic. ♦	1-2
	Prioritise mental health and wellbeing initiatives by focusing on community partnerships and collective impact. ♦	1-4
	Progress implementation of the Children, Youth and Seniors Plan. ♦	2-4
	Develop and implement an Active Participation Plan - Beyond Structured Sport. ♦	2-4
	Review the Sports Club Development Program and usage of Council resources to support club sustainability. ♦	2-3
	Explore opportunities for active cultural tourism through creating a Public Art Trail.	2
	Support the creation of new physical activity-based programs and community infrastructure across the municipality. ♦	2-4
	Develop and implement programs to enable older and vulnerable residents to access technology. ♦	2-4
Foster inclusivity, equality, belonging and safety within the community.	Contribute to the collective efforts in preventing and responding to family violence. ♦	1-4
	Embed the State Government's Child Information Sharing Scheme (CISS) to support the safety and wellbeing of children. ♦	2-4
	Develop and implement the Municipal Disability Leadership Plan. ♦	2-4
	Develop and implement the Dementia Friendly Action Plan. ♦	2-4
	Work and partner with the multicultural community and key services to support our diverse communities. ♦	2-3
	Implement Council's adopted Gender Equality Action Plan. ♦	2-4

Table continued on following page

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
Foster inclusivity, equality, belonging and safety within the community.	Develop and implement education and advocacy programs to address ageism and increase community respect and inclusion for all ages across Knox. ♦	2-4
	Develop and deliver a range of evidence based community training initiatives to build volunteer capacity. ♦	2-4
Honour and integrate First Nations Culture into actions and environments.	Work in partnership with local First Nations people, relevant services and key networks to progress Reconciliation. ♦	1-4
Support the community to identify and lead community strengthening initiatives.	Develop and implement a Resilience Plan to support the community to cope with stresses, emergencies and disasters.	1-4
	Participate in the review of the Eastern Region Pandemic Plan.	2
	Support the review of the Knox Municipal Emergency Management Plan and associated sub plans.	2
	Develop a sustained and responsible model for supporting community-led events, particularly in a post-COVID-19 environment.	2-4

How we'll know if we're making a difference

Below are the indicators that will help us understand if we're making a difference under this Key Direction.

MUNICIPAL INDICATORS:	COUNCIL INDICATORS:
<ul style="list-style-type: none"> A reduction in the number of adults who report high or very high psychological distress. More residents who report their health as good, very good or excellent. An increase in the level of agreement that multiculturalism makes life better. Improved perceptions of safety. An increase in the number of adults who feel a sense of belonging. More adults in Knox who volunteer. 	<ul style="list-style-type: none"> More infants and children in the Knox region immunised at Council run immunisation sessions. Increased participation in key ages and stages Maternal and Child Health visits. Improved satisfaction with cultural activities. An increase in the number of opportunities and avenues to include First Nations Culture within Knox. An increase in the number of meals delivered through Meals on Wheels. More clients and community members supported through Council's Community Access and Support programs. Greater sports participation rates.

Our ongoing work:

The services we provide that contribute to this Key Direction include:

- Active Communities
- Active Living
- Arts & Cultural Services
- Business Performance (Community Access & Support)
- Community Access, Equity and Safety
- Community Partnerships
- Community Safety
- Emergency Management
- Integrated Services (Family and Children's Services)
- Leisure Services
- Libraries
- Local Laws
- Occupational Therapy
- Youth Service

Other strategic documents:

There are other strategic documents we've adopted that help us plan in this area. These include:

- Key Life Stages Plan
- Community Access and Equity Implementation Plan
- Arts and Culture Plan
- Municipal Emergency Management Plan



Civic engagement and integrity

Knox Council is a trusted and respected leader in our community, acting appropriately and ensuring all voices are heard.

What you told us

You told us you want Knox to:

- Have lots of opportunities to have a say on matters that affect you.
- Use our resources effectively and efficiently.
- Be led by a Council that is open, transparent and accountable.

“Community ownership and people willing to speak up about their community and speak up about what’s important to them. There is an ownership to the place and people will take pride in where we/they live.”

Community Forum attendee (September 2020)

How is this important for our health and wellbeing?

The opportunity to be heard allows people to help shape their community and in turn create a sense of belonging and being valued.

How Council will contribute to our success

We will pro-actively lead our changing community, using transparent decision-making, well-planned and effective collaboration, and ensuring all voices are heard.

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
Provide opportunities for all people in Knox to have their say.	Implement priority actions of the Community Engagement Framework and Action Plan.	1-4
Manage our resources effectively to ensure financial sustainability and improved customer experience.	Develop and implement a Customer Experience Strategy and Action Plan.	1-4
	Refresh and implement Council's ICT Strategy, including consideration of Smart Cities technology.	2-4
	Refresh and implement the 'THRIVE: Future Ready Knox' organisational strategy.	2-4
Ensure our processes are transparent and decisions are accountable.	Develop a procurement policy to ensure commercial and best practice outcomes.	1
	Conduct the 2024 General Election and implement a comprehensive induction program for the elected members.	4
	Implement an internal self-assessment process to monitor Council's performance in decision making.	2

How we'll know if we're making a difference

Below are some of the indicators that will help us understand if we're making a difference under this Key Direction.

COUNCIL INDICATORS:

- Community satisfaction in the areas of:
 - Decision making.
 - Customer service.
 - Overall direction.
 - Overall performance.
 - Consultation & engagement.
- More council services with a technology based self-service option.
- Meet liquidity and indebted targets from the adopted budget.

Our ongoing work:

The services we provide that contribute to this Key Direction include:

- Communications
- Customer Service
- Financial Services
- Governance
- People and Culture
- Information Technology
- Research and Mapping
- Strategy and Business Intelligence

Other strategic documents:

There are other strategic documents we've adopted that help us plan in this area. These include:

- Financial Plan 2021-2031
- Thrive: Future Ready Knox organisational strategy
- Annual Budget
- Revenue and Rating Plan
- Strategic Asset Management Plan
- Community Engagement Policy and Framework
- ICT Strategy



Our people

Our organisation is made up of over 1,000 staff members, led by our Chief Executive Officer (CEO), Bruce Dobson.

The CEO reports directly to Council and is responsible for establishing and maintaining an organisational structure that ensures the decisions of Council are implemented, the Council Plan is delivered, and ultimately our Community Vision is achieved.

The Executive Leadership Team is appointed by the CEO and assists in the overall leadership and governance of the organisation. The Executive Leadership Team is below and the organisation structure, as at October 2021, is illustrated to the right.



Bruce Dobson
Chief Executive Officer



Matt Kelleher
Director, City Strategy and Integrity



Tanya Scicluna
Director, Connected Communities



Samantha Mazer
Director, City Centre



Grant Thorne
Director, Infrastructure



Sam Stanton
Executive Manager, Strategy, People & Culture

Each member of the Executive Leadership Team is responsible for a Directorate or an area of the organisation that reports directly into the CEO.

Organisation structure

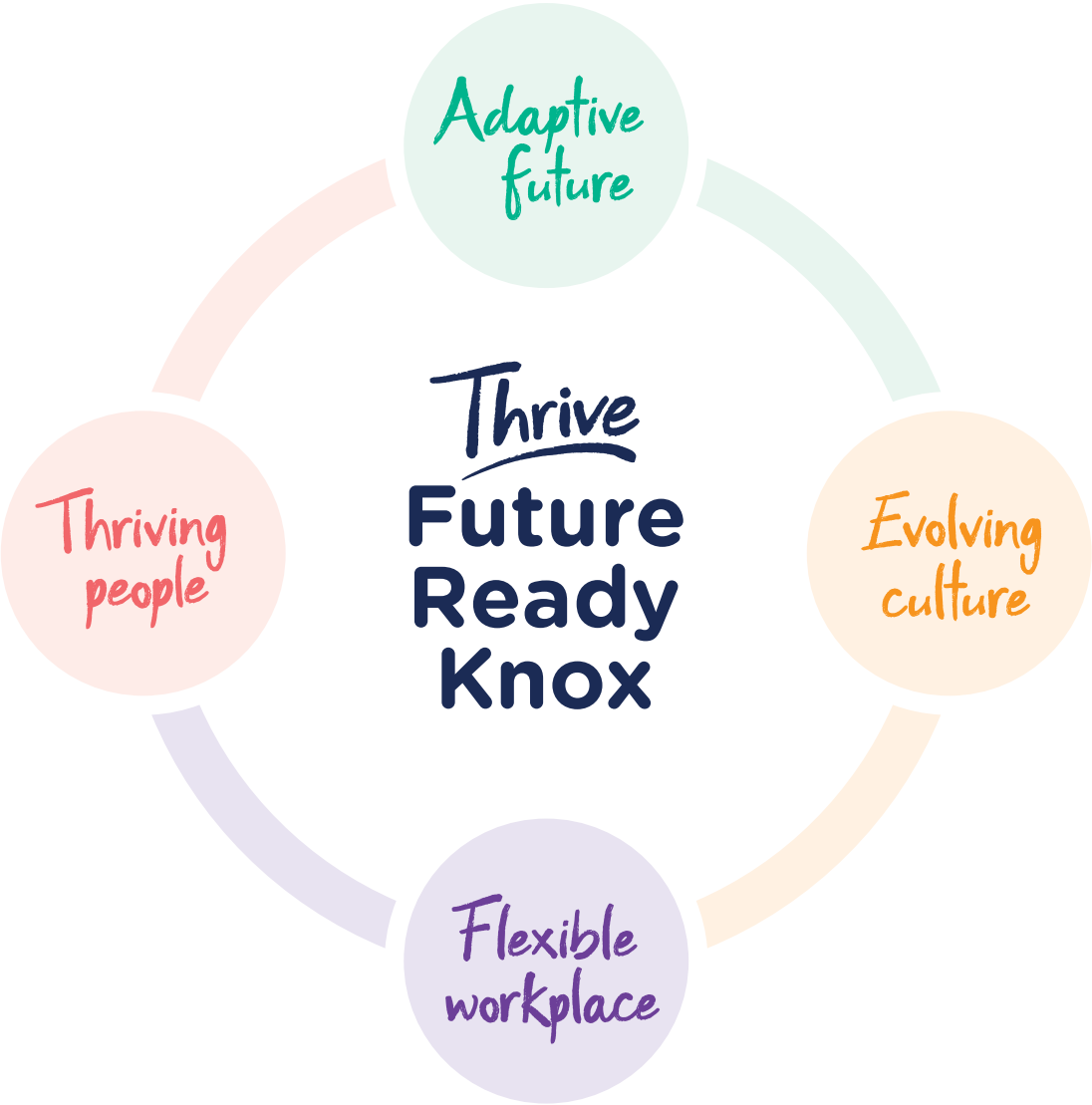


Our values

Thrive: Future Ready Knox is our organisational strategy that has been developed by Knox staff, for Knox staff.

We need to think about the future of work and adapt how we lead our changing business, so we have the right skillsets and mindsets to meet the changing needs of our community. We want to invest in our people so that everyone feels empowered to succeed for themselves and for others.

THRIVE commits us to leading our future across four inter-related priorities.



Adaptive future

We will be a resilient, adaptable and sustainable workplace, with a clear strategy of excellence and service.

Evolving culture

We strive to be an agile organisation built on a foundation of psychological safety and trust in our leaders, our teams and ourselves.

Flexible workplace

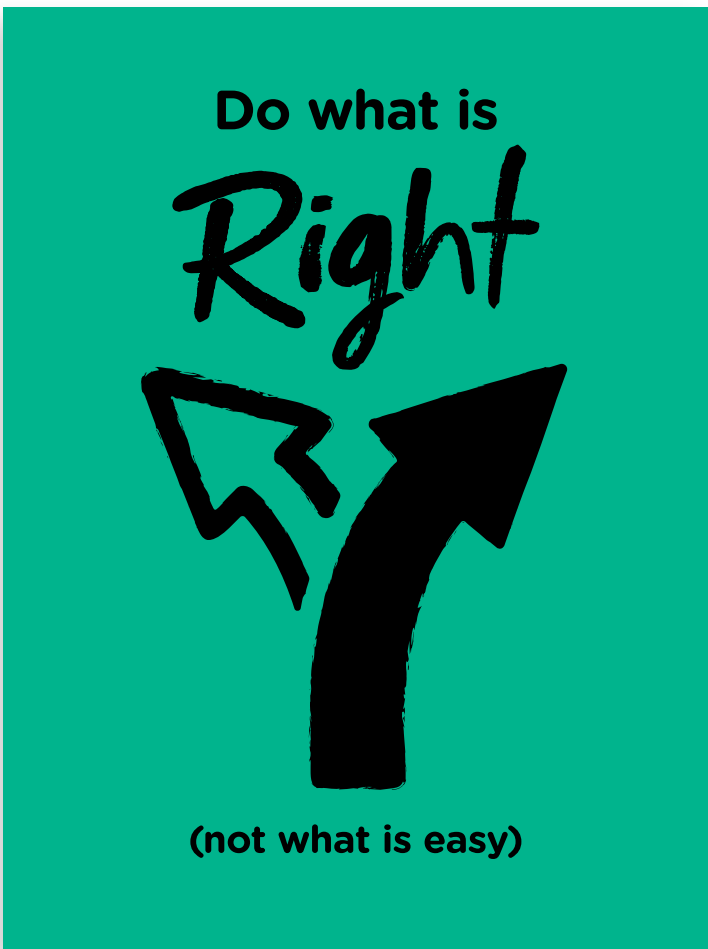
We will thrive in our inclusive and connected workplace, defined by flexible practices and spaces, and enabled by new technologies and business intelligence.

Thriving people

We will be defined by our resilient, diverse and capable people and will support them to keep growing and leveraging their passions, talents and skills.

Our values

Thrive also outlines our values which are the foundation to our success and culture at Knox. They represent what we stand for, inspire us and create a shared understanding to align the way we work with our organisational purpose of **‘empowering our diverse community to thrive and prosper’** and ultimately our Community Vision.



Monitoring our progress

There are many ways we monitor our progress and make sure we are on the right track.

Knox City Council collects data from numerous sources, conducts regular surveys and undertakes community engagement activities to keep track of and inform what's happening in our community.

Going forward, we will look at different ways to collaborate and contribute to Knox's success over the next 10 years. We will engage with our partners and stakeholders to build on our strengths, embrace opportunities and find solutions to the challenges facing our community.

We will review the Community Plan every four years as we produce a new Council Plan. These reviews will take Knox's pulse and make sure our Community Vision is still reflective of our community's aspirations. We will check on the availability of new data, touch base with the community, and review the key directions with agencies and stakeholders to ensure they are still relevant and meeting community needs.

Similarly we will conduct thorough annual reviews of our Council Plan (including the Municipal Health & Wellbeing Plan) to ensure we are still meeting the needs of the community and remain adaptive to our changing environment. We will make sure our strategies are still the right ones, and add to or change our initiatives where appropriate.

We will keep you up to date on the work we are doing to contribute to achieving the Community Vision through regular reporting against our Council Plan. You can find this information in our annual reports, in various publications and on our website.



Keeping in touch and opportunities to have your say

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

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

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

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



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**For any queries please call the
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