

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, Council possesses places of historic significance to the Kulin nation. Important cultural and historical sites within Knox hold both the traditional knowledge of the First 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

About this plan

Knox's integrated strategic planning and reporting framework (pictured below) illustrates the medium and long term plans that we produce to guide and manage our city.

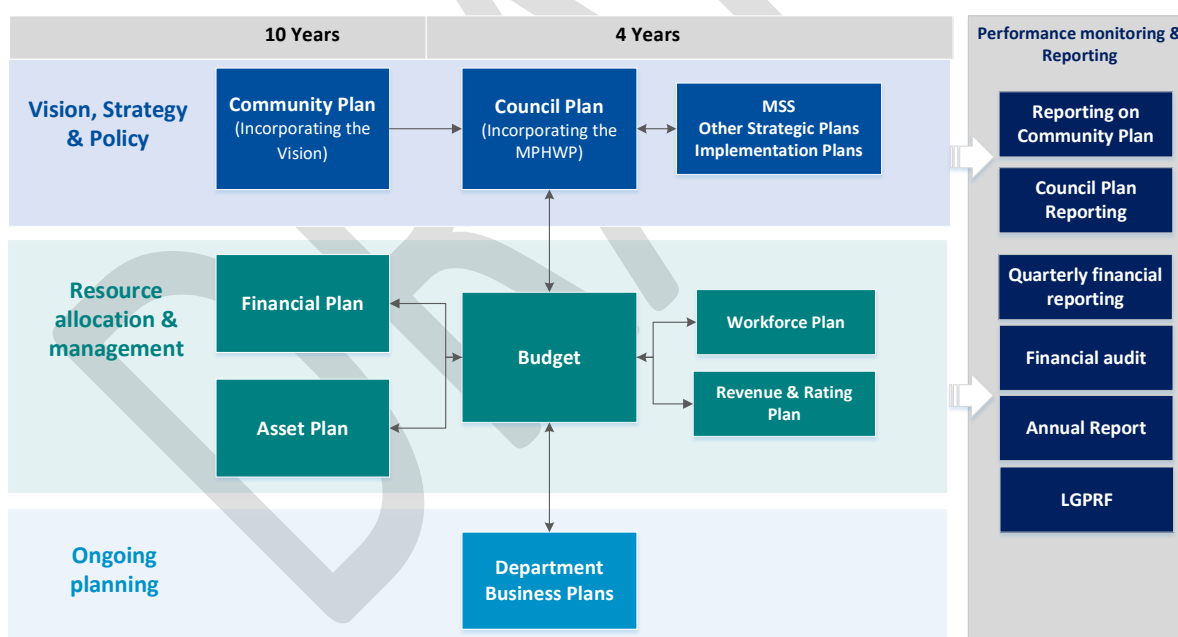
The *Knox Community Plan 2021-2031* includes our Community Vision, describes your aspirations for the future and what we, as a collective, need to focus on to achieve that vision.

Knox's *Council Plan 2021-2025* is Council's key strategic plan. It provides direction to our 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 our 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), how we're going to manage and maintain our assets (the Asset Plan) and how we can 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 below shows how our plans fit together, working toward achieving our Community Vision, and how we track our progress against them.



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 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 Household 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; and
- 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.

Cr Lisa Cooper, Mayor – Scott Ward

Cr Susan Laukens, Deputy Mayor – Friberg Ward

Cr Yvonne Allred – Baird Ward

Cr Jude Dwight – Chandler Ward

Cr Marcia Timmers-Leitch – Collier Ward

Cr Sorina Grasso – Dinsdale Ward

Cr Meagan Baker – Dobson Ward

Cr Darren Pearce – Taylor Ward

Cr Nicole Seymour – Tirhatuan Ward



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.

There are also 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 of 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 proactively 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

39 Years

is the median age

28%

are aged 55 years and over



51%

of residents are female and

49%

male



30%

of residents were born overseas

25%

speak a language other than English at home

How we live

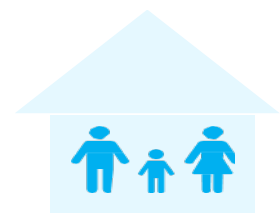
20%

of people live by themselves



84%

of dwellings are single detached houses



15,300

of households are families with children under 15 years of age

365

people identify as homeless

How we work and learn



22%

of people have a bachelors degree or higher

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



80%

of people travel to work in a private car

30%

of residents work in Knox

14,046

businesses in Knox

66,224

jobs in Knox

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

Health and wellbeing in Knox

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

Health and wellbeing in Knox			
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 are smokers	55% of adults are overweight or obese
60% of adults are at increased lifetime risk of alcohol-related harm	18% of adults experience high or very high psychological distress in their day-to-day lives. It is significantly higher in women (22%) than men (14%)	44% of students have good or excellent resilience	23% of young people in Outer Eastern Melbourne have depressive symptoms
The number of reported family violence incidents in Knox has started an upward trend 2016 – 1,026 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 equity in relationships	
Impacts of COVID-19 on our health and wellbeing			
79% said that the pandemic had impacted on their feelings of safety. There were fears of getting sick, a threat to safety in public or fear of violence or anger in the home.	21% were drinking more alcohol	28% indicated they were receiving less income	43% indicated that their stress or anxiety levels had increased
	48% were exercising less	21% were eating less healthy food	
Some positive COVID-19 impacts			
20% indicated having more time to spend with family	12% enjoyed the slower pace and having more time	4% were exercising more	

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:

- **Mental health:** 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.
- **Physical activity:** 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:** 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:** family violence wasn't discussed broadly in public forums (it's still a taboo subject to discuss in public), 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 Household Impact Survey.
- **Drugs and alcohol:** 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.
- **Climate change and health:** 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.

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

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.

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 Health Planners Network: A group of seven eastern Councils who share information, identify opportunities for collaboration and build knowledge across all health and social issues.

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 the positive health and wellbeing outcomes for our community.

- Baptistcare
- Boronia Community Church of Christ
- Community Pharmacy
- Department of Education and Training
- Department of Families, Fairness and Housing
- Department of Health and Human Services
- Eastern Access Community Health
- Eastern Community Legal Centre

- Eastern Domestic Violence Service
- Eastern Health
- Ferntree Gully Arts Society Inc.
- Gamblers Help
- 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

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, publically 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.

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 Household 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.

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*; and
- the results of the COVID-19 Household 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.

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 one 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.

Key Directions				
Opportunity and innovation	Neighbourhoods, housing and infrastructure	Natural environment and sustainability	Connection, resilience and wellbeing	Civic engagement and integrity
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.	Building on what's great about our city, Knox's housing and infrastructure will meet the changing needs of our community.	Knox's natural environment is protected and enhanced to ensure sustainability for future generations.	Knox is a place to call home. Our community is strong, healthy and we support and respect each other.	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.
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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 however, 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, where 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

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
	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 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.

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 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

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
	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 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 that 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 physical activities and can 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 Councils corporate greenhouse gas emissions• an increase in Councils 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..."

**Community Forum attendee
(September 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 Elder 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

HOW (the strategies we'll use)	WHAT (the initiatives we'll undertake)	WHEN (years)
	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
	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 some of 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
- Strategy, Learning and Evaluation (Family and Children's Services)
- Youth Services.

Other strategic documents:

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

- Children, Youth and Elder Plan
- Knox Mental Health Action Plan
- Community Access and Equity Implementation Plan
- Arts and Culture Plan
- Municipal Fire 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 proactively lead our changing community, using transparent decision-making, well-planned and effective collaboration, and ensuring all voice 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 the indicators that will help us understand if we're making a difference under this Key Direction.

Council indicators:

- improved 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
- Human Resources
- 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:

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

Our people

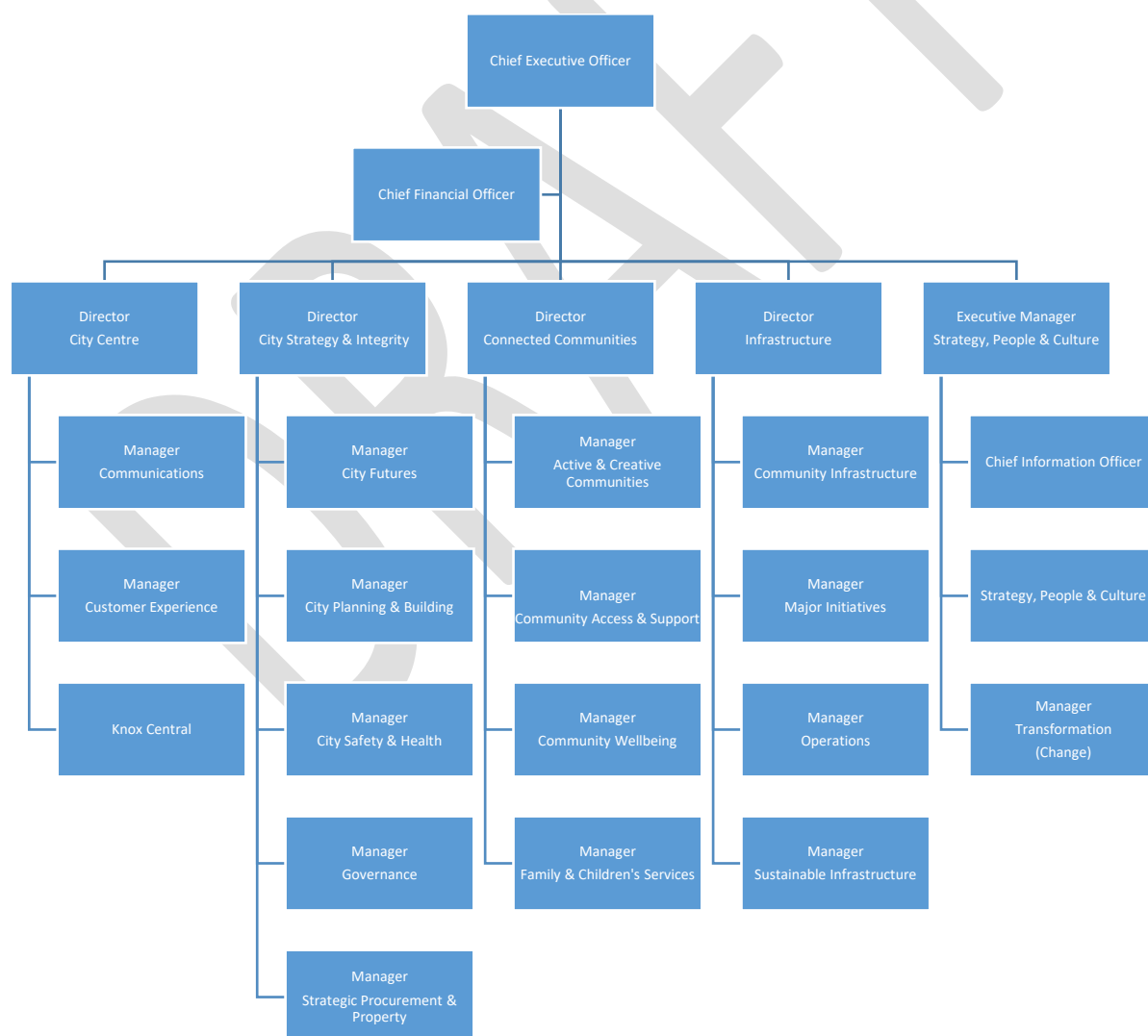
Our organisation is made up of over 1,000 staff members, and will be led by our new Chief Executive Officer (CEO), Bruce Dobson from September 2021.

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 members are:

- Director City Strategy & Integrity – Matt Kelleher
- Director Connected Communities – Tanya Scicluna
- Director City Centre – Samantha Mazer
- Director Infrastructure – Grant Thorne
- Executive Manager Strategy, People & Culture – Samantha Stanton

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



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.

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 can monitor our progress and make sure we are on the right track.

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.

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. You can find this information in our annual reports, and on our website.

We will conduct a mid-term review of the Community Plan to take Knox's pulse and make sure our plans are still reflective of our community's needs and aspirations. We will check on the availability of new data, touch base with the community, and review the key directions and strategies 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 Public Health & Wellbeing Plan) to ensure we are still meeting the needs of the community and remain adaptive to our changing environment.

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, on our website and in our publications.

Keeping in touch

We are committed to seeking feedback, making sure you are aware of issues that affect you and providing opportunities to have your say.

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 - <https://haveyoursay.knox.vic.gov.au>

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: <https://www.knox.vic.gov.au/email-newsletter>

You can also contact Council via the following methods:

Phone: 9298 8000

Email: knoxcc@knox.vic.gov.au

Website: www.knox.vic.gov.au

Social media: facebook.com/knexcouncil or via Twitter @knoxcc

Visit Council in person: Knox Civic Centre
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Wantirna South 3152