



# **KNOX CITY COUNCIL MINUTES**

## **STRATEGIC PLANNING COMMITTEE**

Meeting held  
at the Civic Centre,  
511 Burwood Highway  
Wantirna South  
on  
Tuesday 9 August 2016

## Meeting Opened at 7.00pm

### **Present**

*Cr T Holland (Mayor & Chairperson)*

*Cr P Lockwood*

*Cr J Cossari*

*Cr A Gill*

*Cr L Cooper*

*Cr D Pearce*

*Friberg Ward*

*Baird Ward*

*Collier Ward*

*Dinsdale Ward*

*Scott Ward*

*Taylor Ward*

*Mr T Doyle*

*Chief Executive Officer*

*Dr I Bell*

*Director – Engineering &  
Infrastructure*

*Mr A Kourambas*

*Director - City Development*

*Ms J Truman*

*Director – Corporate Development*

*Ms K Stubbings*

*Director – Community Services*

*Ms F Cousins*

*Manager - Governance &  
Innovation*

### **Apologies**

*Cr Seymour, Cr Mortimore, Cr Orpen.*

### **Declarations of Conflict of Interest**

*Nil.*

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**ALL WARDS****1. ECONOMIC DEVELOPMENT COMMITTEE ANNUAL REPORT 2015-16**

**SUMMARY:** *Acting Coordinator Economic Development  
(Helen Ruddell)*

*This report presents the Economic Development Committee Activities 2015-16 for adoption. The report outlines the activities and discussion topics of the Economic Development Committee over the past 12 months.*

**RECOMMENDATION**

**That Council receive and note:**

- 1. The Economic Development Committee 2015-16 Annual Report attached as Appendix A and Appendix B; and**
- 2. The Priority Initiatives for 2016/17 attached as Appendix C.**

**1. INTRODUCTION**

The Terms of Reference of the Knox Economic Development Committee require that an Annual Report be presented to Council. This report presents the Economic Development Committee 2015-16 Annual Report for adoption. The report outlines the activities and discussion topics of the Economic Development Committee over the past 12 months. The Attachment also provides an overview of the input and contribution made by the Committee into Council strategies, plans and projects.

**2. DISCUSSION**

The Annual Report provides an overview of the Economic Development Committee's activities throughout 2015-16. In summary, the following topics were discussed in 2015-16:

- Service Planning;
- Committee Feedback - Future Meeting Venues and Timing;
- Business and Economic Development Service (BEDS);
- Place Program;
- Development Facilitation and Investment Attraction across the City;
- Land for Business Project;
- Plan Melbourne;

**1. Economic Development Committee Annual Report 2015-16 (cont'd)**

- Implementation against Integrated City Strategy:
  - Business and Economic Development Service
  - Place Program;
- Knox Business Conference;
- Regional Partnerships and Alliances;
- Bayswater Structure Plan; and
- Corporate Social Responsibility.

Appendix A provides an overview of how the topics above align with the Knox Integrated City Strategy and Implementation Plan 2015-2017.

**3. CONSULTATION**

The Economic Development Committee's feedback and input has been incorporated into strategies and plans such as the Integrated City Strategy & Implementation Plan 2015-2017, Service Review of the Economic Development and Place Program Service Planning activities, and the broad Economic Development and Place Program programs and activities delivered throughout 2015-16.

The draft Annual Report 2015-16 was presented to the June 2016 Economic Development Committee meeting and feedback from the Committee was incorporated into the final report.

**4. ENVIRONMENTAL/AMENITY ISSUES**

There are no specific environmental issues arising from this report.

**5. FINANCIAL & ECONOMIC IMPLICATIONS**

There are no specific economic implications arising from this report.

**6. SOCIAL IMPLICATIONS**

There are no specific social implications arising from this report.

**7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

The work of the Economic Development Committee is closely linked to the following theme and objective in the City Plan:

Theme: *Prosperous, Advancing Economy.*

**1. Economic Development Committee Annual Report 2015-16 (cont'd)**

Objective: 2.1 *Knox has a strong local economy that supports business growth, jobs and community wealth.*

2.2 Improve local opportunities for people to live, work, learn and play in Knox.

**8. CONCLUSION**

The Economic Development Committee's Annual Report provides an overview of the Committee's activities throughout 2015-16 and how these activities link to the Knox Integrated City Strategy and Implementation Plan 2015-2017.

**9. CONFIDENTIALITY**

There are no confidentiality issues associated with this report.

**COUNCIL RESOLUTION**

MOVED: CR. PEARCE

SECONDED: CR. COOPER

That Council receive and note:

1. The Economic Development Committee 2015-16 Annual Report attached as Appendix A and Appendix B; and
2. The Priority Initiatives for 2016/17 attached as Appendix C.

CARRIED

## 1. Economic Development Committee Annual Report 2015-16 (cont'd)

### APPENDIX A - Knox Economic Development Committee - Annual Report 2015-16

#### Knox Economic Development Committee Annual Report 2015-16

The Terms of Reference for the Knox Economic Development Committee (EDC) requires an annual report to be produced in line with the stated objectives and the performance measures of the EDC. The annual report details the key topics discussed during the three EDC meetings held in 2015-16.

#### Objectives of the Committee

The objectives of the Economic Development Committee are to:

- Exchange information with and provide advice to officers on the policy framework for Council's Economic Development and Place Programs;
- Advise on, monitor and report annually to Council on the implementation and revision of the Economic Development and Place Programs;
- Identify, consider and advise on new Economic Development and Place Program activities and initiatives; and
- Make recommendations to Council on any changes required in the Economic Development or the Place Programs.

#### Issues for Discussion

The following items were discussed during 2015-16 at the EDC.

Topic	Key activities of the Committee	Alignment to Integrated City Strategy (Areas of Focus)
<b>Service Planning Progress Update</b> (October 2015 & February 2016)	<p>The Committee received a progress update on Economic Development and Place Management Service Planning activities.</p> <p>The Committee expressed an appetite for further exploration on impact investment models and presentation of outcomes to be achieved. The Bendigo Bank Business Super Communities initiative was noted by the Committee.</p>	15.2 (Council Plan objective 13) Strengthen the effectiveness and efficiency of Council's services.

<p><b>Committee Feedback – Future Meeting Venues and Timing</b> (October 2015)</p>	<p>The Committee provided input into future EDC meetings being hosted at local business and stakeholder venues with the incorporation of a short tour, and that the meetings commence at 4.00pm.</p>	<p>10.3 Improve our understanding of the performance, market reach and potential growth of the local economy and business community.</p>
<p><b>Update on Business and Economic Development Service (BEDS)</b> (October 2015)</p>	<p>The Committee received an update on a number of key Economic Development programs and projects including Swinburne University of Technology and KIOSC partnership; Bayswater Business Precinct; Business Education and Events Program; and the Knox Business Life November 2015 edition.</p>	<p>10 &amp; 11 Knox has a strong local economy</p>
<p><b>Update on Place Program</b> (October 2015)</p>	<p>The Committee received an update on a number of Place Program initiatives including Mountain Gate and Renew Boronia.</p>	<p>10 &amp; 11 Knox has a strong local economy</p>
<p><b>Update of Development Facilitation and Investment Attraction across the City</b> (October 2015, &amp; February &amp; June 2016)</p>	<p>The Committee received an update on the current development facilitation and investment attraction activities occurring across the City</p>	<p>10.4 Grow the local economy through strategic investment attractions and targeted advisory support and advocacy to assist business growth</p>
<p><b>Briefing on Land for Business Project</b> (October 2015 &amp; June 2016)</p>	<p>The Committee received an update on the current planning for the Land for Business project and its timeline.</p>	<p>11.4 Foster viable and accessible Activity Centres commensurate with their role and function to meet community needs</p>



<p><b>Plan Melbourne</b> (October 2015)</p>	<p>The Committee received an overview of the Plan Melbourne Refresh discussion paper recently released by the State Government for consultation up until 18<sup>th</sup> December 2015 and noted that a report will be presented to Council Issues Briefing on 1 December, 2015.</p>	<p>11.2 Apply a place-based approach to planning and programs, connecting the delivery of services, programs and activities with measurable outcomes in Scoresby/Rowville, Bayswater, Knox Central and Wantirna Health Precinct</p>
<p><b>Update on implementation against Integrated City Strategy:</b></p> <ul style="list-style-type: none"> <li>• <b>Business and Economic Development Service</b></li> <li>• <b>Place Program</b></li> </ul> <p>(February &amp; June 2016)</p>	<p>The Committee received an update and noted on the Business and Economic Development Service, and Plan Program activities being implemented against the Integrated City Strategy.</p>	<p>10 &amp; 11 Knox has a strong local economy</p>
<p><b>Knox Business Conference update</b> (February 2016)</p>	<p>The Committee received an update and supported Council's inability to host the annual Business Conference in 2016 and for the redirection of funds to regional event, 'Smart Manufacturing 16' being held during March and May '<i>aggressively promoting</i>' South East Melbourne Manufacturing Zone as the largest Manufacturing Centre of Australia'.</p>	<p>10.4 (Council object 6) Increase Council's active partnerships within the business community</p>
<p><b>Regional Partnerships and Alliances update</b> (February &amp; June 2016)</p>	<p>The Committee received an update and noted the areas of regional collaboration such as the Melbourne East Regional Partnership (Bayswater Employment Precinct; Regional Investment Attraction projects and the coordination of bulk purchasing opportunities), Automotive Manufacturing Taskforce, South East Melbourne Manufacturers Alliance (SEMMA) and Smart Manufacturing 2016.</p>	<p>10.4 Grow the local economy through strategic investment attractions and targeted advisory support and advocacy to assist business growth</p>

<p><b>Bayswater Structure Plan</b> (February 2016)</p>	<p>The Committee noted the success of the Bayswater Structure plan and the importance of having these strategic plans to guide investment and development and assist Council to advocate for such projects as the Bayswater Grade separation.</p>	<p>11.3 Consolidate and coordinate Council's efforts, interventions and delivery in Boronia, Upper Ferntree Gully, Rowville and other areas of significant potential</p>
<p><b>Corporate Social Responsibility</b> (February &amp; June 2016)</p>	<p>The Committee expressed a desire for strengthening activities between business and community organisations and to keep maintaining business community connections.</p>	<p>13.5 Provide opportunities, programs and activities that enable active citizenship and strengthen and recognise the value of volunteerism</p>
<p><b>Council Report - Economic Development Committee: Activities and Achievements for 2015-16 Report for SPC (scheduled 9 August 2016)</b> (June 2016)</p>	<p>The Committee received and noted the draft Economic Development Committee: Activities for 2015-16 Report requesting the inclusion of Business and Economic Development Service, and Plan Program activities aligning to Council's Integrated City Strategy be included for 2016-17</p>	<p>15 Ensure Knox City Council is contemporary, effective and well governed through the pursuit of excellence in Council's practices, projects and service delivery</p>
<p><b>Industry Skills Fund</b> (June 2016)</p>	<p>The Committee requested that Council continue to promote the Australian Government initiative, Industry Skills Fund.</p>	<p>10.1 (Council Plan objective 6) Increase Council's active partnerships within the business community</p>

### Committee Membership

The Economic Development Committee comprises of three (3) Knox Councillors determined annually by Council - one of whom is the Chairperson. This Committee has been in place since November 2014.

## 1. Economic Development Committee Annual Report 2015-16 (cont'd)

### APPENDIX B – KNOX ECONOMIC DEVELOPMENT COMMITTEE: ACTIVITIES FOR 2015-16

## ECONOMIC DEVELOPMENT COMMITTEE ACTIVITIES 2015/16

The Economic Development Committee Activities 2015-16 have been delivered against four key strategic focus areas and roles identified by Council's Economic Development Committee and endorsed by Council in August 2014.



### Understanding our Local Economy and Business Community

*“Research and analysis of economic data and the conduct of business visits to improve our knowledge of the aspirations and challenges of local business”*

## **(a) Knox Economy and its broader operating conditions**

### Global and National

Reserve Bank Governor, Glenn Stevens commented in July 2016 that the global economy is continuing to grow, at a lower than average pace. Several advanced economies have recorded improved conditions over the past year, but conditions have become more difficult for a number of emerging market economies. Similar to June 2015 where the Reserve Bank noted that growth in China had slowed appreciably, China's growth rate has moderated further, though recent actions by Chinese policymakers are supporting the near-term outlook.

In Australia, recent data suggests overall growth is continuing, despite a very large decline in business investment. Other areas of domestic demand, as well as exports, have been expanding at a pace at or above trend. (Source: [www.rba.gov.au](http://www.rba.gov.au); Media Release Statement by Glenn Stevens, Governor: Monetary Policy Decision - 5 July 2016)

### State

The Victorian Budget 2016-17 outlines that *'the Victorian economy is the fastest growing economy in the nation with an expected 3% growth forecast for 2016-17'*. The budget includes up to \$12.4 billion capital investment in infrastructure projects such as new road and rail projects that are expected to create jobs across the state.

This growth is being attributed to the *'improved confidence and trading conditions for Victorian businesses'*. The Governments *'ongoing investment in education, health and security are identified as cornerstones of strong economies and even stronger communities'*

The Victorian Government is continuing to encourage growth in six key sectors with the potential to drive longer-term economic growth: medical technology and pharmaceuticals, new energy technology, food and fibre, transport, defence and construction technologies, international education and professional services. (Source: [www.budget.vic.gov.au](http://www.budget.vic.gov.au) Victorian Budget 2016-17)

### Melbourne Eastern Region

The Melbourne East economy is a major economic force with a gross regional product of \$50.4 billion in 2015 up 5% from the previous 12 months. The top five employing sectors in Melbourne's east are Health Care and Social Assistance, Retail, Manufacturing, Education and Training, and Professional, Scientific and Technical Services.

When comparing ABS, Census Employment Data for 2006 to 2011, Manufacturing has dropped (down 7,136 jobs to 44,080) from being the largest employing sector. Whilst jobs in manufacturing have declined, it remains the greatest contributor (29%) to Melbourne East's total economic output (\$104B) as it transforms to remain competitive in the modern manufacturing era of growth, change, and economic opportunity. (Source: REMPLAN)

Health Care and Social Assistance (up 7,438 jobs to 49,174) is now the largest employing sector in Melbourne's East with the growing number of residents aged over 55 lifting from 21.2% in 1996 to 28.3 % in 2013 and contributing to its growth (Source: REMPLAN).

### Knox City Council

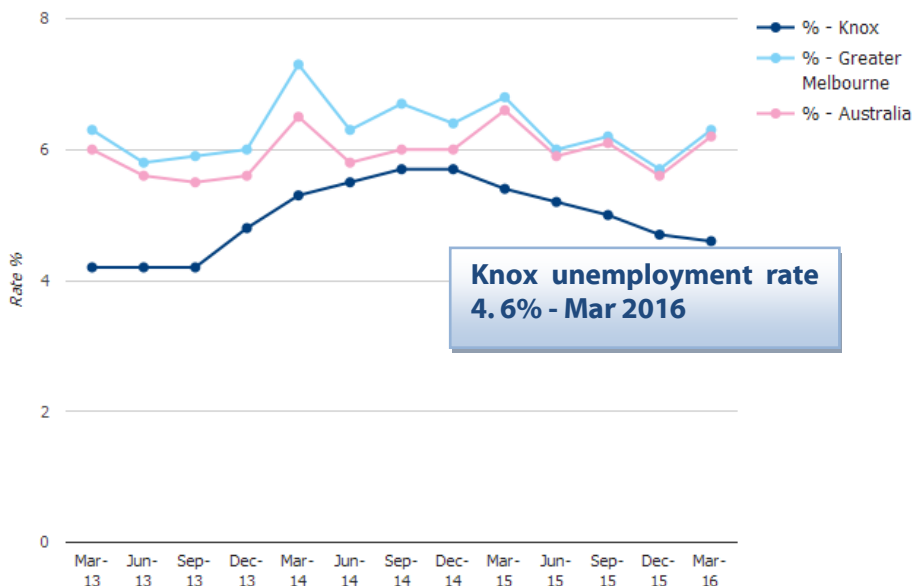
The Knox GRP is at its highest in 10 years, up 8% to \$8.08billion. Our unemployment figure has been steadily trending downwards (currently 4.6%) after its peak in September and December 2014 of 5.7%. It is currently 1.6% below the Australian figure (1.7% below Greater Melbourne).

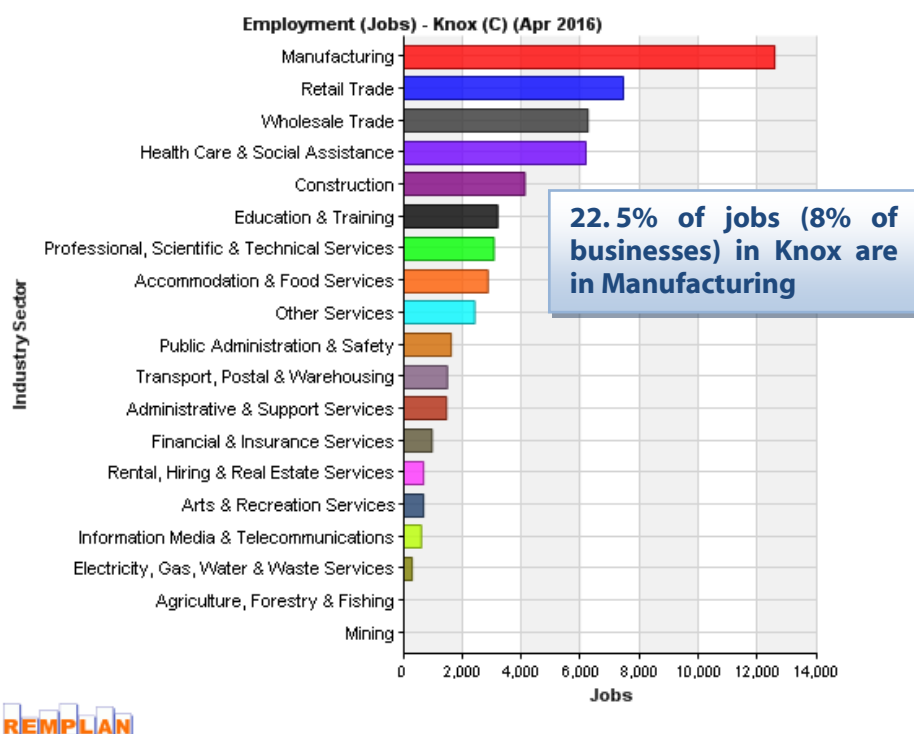
Small businesses (employing less the 20 people) and the manufacturing sector both continue to be the backbone of our economy making up 97% of all businesses and 23% of jobs respectively. Strong employment growth is being experienced by the Health Care and Social Assistance (jobs up 16%) and Professional, Scientific and Technical Services (jobs up 31%) and are expected to continue to grow as the Knox community ages, the increased use and impact of information and communication technologies and the rapid application of scientific advances in new products and processes (Source: REMPLAN economy).

Whilst 71% of jobs in Knox are attributable to 6 industry sectors: manufacturing, retail trade, wholesale trade, health care and social assistance, construction and education; 45% of the gross revenue generated by Knox businesses and organisations is attributed solely to the Manufacturing sector.

Knox

Unemployment Rate





### Workforce Planning

The global and domestic employment structures are changing rapidly as industry sectors transform or are created. With the continual emergence of new technologies, globalisation, and changes in demographics, consumer behaviours and Government fiscal policies, innovation is essential for business survival.

A detailed desktop review and stakeholder analysis for the Knox workforce undertaken in 2015 identified the following themes:

- the need to build workforce capabilities through reskilling, up skilling and employment pathways for workforce productivity and economic and community prosperity;
- Soft (Foundation) skills accompanied by Science, Technology, Engineering and Math (STEM) capabilities are inadequate in both the existing and emerging workforce to meet the changing demands of business production and global competitiveness;
- Mitigation against the risks associated with an aging workforce by attracting younger people into the Knox workforce is required;
- Facilitating localized connections for businesses with Government agencies, industry associations and educators who are developing programs for skills and workforce development will be the most effective approach in building existing and future workforce capabilities; and
- Knox Industry sectors Manufacturing, Construction, Wholesale & Retail Trade, and Health Care and Social Assistance Services would benefit from targeted programs to build the human capital of businesses and transferable skills of employees.

The City Futures, Economic Development team are currently exploring the following initiatives:

### Workability & lifelong learning – how can we make it happen for seniors in Knox?

Joint Project Scoping has begun between the Knox Departments of Economic Development, City Futures and Active Ageing & Disability Services, on a project to assist us to achieve key strategies in the Integrated City Strategy. The Victorian Government, Age Friendly Victoria Initiative is offering Community Grants targeting rural councils and innovative age-friendly projects in metropolitan Melbourne to improve the quality of life for older people, which includes workability and lifelong learning. Knox intends to submit for future funding opportunities under this initiative.

#### Trial Program - Be Inspired

A collaboration between Youth Services and City Futures and supported by OELLEN, the program connects nine female local business entrepreneurs with nine female year 11 students from Boronia K12 and Mater Christie secondary schools. The aim of the program is to provide students with an insight into the skills required to run a small business including business management, interpersonal, entrepreneurial, and financial learning skills.

The program commenced in February 2016 and will conclude at the Knox Eastern Women on the Go Business Breakfast and expo on 26 August 2016 at which point the trial will be evaluated.

#### Economic Impacts on the Knox Economy

During 2015/16 Council's investment in its Capital Works Program was \$50.73 million. This investment is estimated to have increased the Knox economic output, including all direct, industrial and consumption effects by up to \$109million (Type 2 Output multiplier of 2.15), and increased total jobs by 228 (direct, industrial and consumption).

For the same reporting period Council approved an estimated \$409.9 million in planning applications excluding approved secondary consents:

#### Knox City Council Approved Planning Application 2015/16

	No. Applications	Estimated application total value (\$ million)	Economic Output / Type 2 Multiplier (includes direct, industrial and consumption effects)	Increased jobs (includes direct, industrial and consumption)
<b>Residential</b>	964	\$261.0 m	\$616 m / 2.36	1,666
<b>Commercial</b>	122	\$ 64.9 m	\$134.3m / 2.07	288
<b>Industrial</b>	74	\$83.7 m	\$173.21 / 2.07	371

(Source: REMPLAN Knox April 2016 - Type 2 multiplier includes all direct, indirect and consumption effects that are expected to be realised within the economy as a result of the direct monetary and employment increases).

#### (b) Business Engagement and Visits

Economic Development Officers have participated in a number of business visit and engagement activities during the 2015-16 period as follows:

Activity Type	Purpose	No. of Businesses	No. of Events
<b>Business Visits</b>	Better understand general business conditions and opportunities for business skills development, collaboration and general awareness of Council's Business and Economic	47	

Development Service.	
<b>Business Event Engagement</b>	Connect with business at various events such as Healthy Together Knox breakfasts, Swinburne University Business events, Small Technology Cluster Event in a Tent, Corporate National Tree Days, and Smart Manufacturing 16. 46
<b>Contact (telephone &amp; email) to promote a business initiative/s</b>	SEMIP initiative – Food Manufacturing High Performance Consortium opportunity (11); 685 Aspire – matching business waste with potential purchasers or recyclers (653); and Smart Manufacturing 16 - Exhibition opportunity (21).

Business intelligence captured through 34 (72%) of the business visits activities is telling us that:

- 85% of businesses had experienced ‘about the same’ or ‘stronger’ business performance over the last 12 months;
- Over the coming 12 months
  - 79% expected their staffing levels will not change or will
  - 50% of businesses are expecting to make a capital investment into the operations
  - 53% of businesses expect their profitability to increase;
- Generally business is sound, however having to do more with less - identifying process improvements and efficiencies including introduction of robotics to reduce manual handling;
- Workforce is aging – generally no active succession planning strategy;
- Recruiting for technical and/or foundation skills including attitude are increasingly presenting challenges for businesses;
- Knox location is an advantage - accessibility to Eastlink, locally skilled workforce and the facility size meeting their needs; and
- Food Manufacturing businesses and their supply chains are being impacted by contracts requiring more quality audits, controls and crunching dollars.

## Supporting our Businesses

*“Providing Business Education and Events and opportunities for business networking”*

### (a) Knox Business Education and Events Program

Knox runs one of the most successful Business Education and Events program in Melbourne. Council’s Business Education program is delivered in collaboration with Government Agencies and Education Providers to provide an extensive program aimed at growing local business through skills development and technology transfer.



The following table provides a snapshot of Council's Education and Events Program for the reporting period:

Partnership	No. of Seminars & Workshop	No. Registrations/ Engagements	of Mentoring Sessions
<b>a. Small Business Victoria</b>	26	344	
<b>b. Small Business Bus Visits</b>	8	134	34
<b>c. Australian Taxation Office</b>	2	42	
<b>d. Victorian Government's Grow Your Business Group Training</b>	1	9	
<b>e. Grant Ready</b>	1	51	
<b>f. Eastern Women on the Go Business Forum and Expo</b>	1	116	

Knox also partners with neighbouring Councils and educators such as the Learn Local in Knox network and Swinburne University of Technology to actively support and promote their education and event initiatives through [www.knoxbiz.com.au](http://www.knoxbiz.com.au) and e-bulletins. The level of activity for the period is estimated as follows:

Provider	Program examples:	Estimated No. of events
<b>Learn Local in Knox</b>	Digital, Customer Experience, MYOB, Introduction to Small Business, Social Media	➤ 50
<b>Neighbouring Council Programs</b>	SBV Workshop and Seminars program	➤
<b>Swinburne University of Technology</b>	Swinburne Business Forums on cutting edge practices e.g. Redundancy, Restructures and Recovery - Lessons Learnt from Best Practice	➤ 6

Below is a brief description of each education and events partnership:

#### **a. Small Business Victoria (SBV) Partnership program**

The SBV Workshop and Seminars program has been running at Knox since 2007. It offers a choice of 22 heavily subsidised different training programs aimed at assisting SME's to commence, develop and grow their business.

#### **b. Small Business Bus program**

Provides free face to face information on Small Business Victoria's programs and services and free mentoring by experienced business professionals.

#### **c. Australian Taxation Office**

Provides free information on tax essentials and record keeping for new or existing businesses

**d. Victorian Government's Grow Your Business Group Training**

The Group Program consists of a subsidised workshop with a particular business development focus. It involves a component of 'one on one' time between the business and consultant and group workshops making the total program time 20-23 hours per business.

Council was approved to auspice a Group Program which commenced with ION Group in June 2016. The Program theme is "Decisions that Drive Profits".

**e. Grant Ready Program**

Knox Council in partnership with Grant Ready provided a general information session for local business on understanding grants that are available to small business. The program outlined how to look at grants from a strategic perspective rather than just for additional revenue.

One hundred percent of those attending the seminar rated it as good to excellent with the seminar providing the information expected or needed.

**f. Women on the Go (WOTG) Business Forum & Expo**


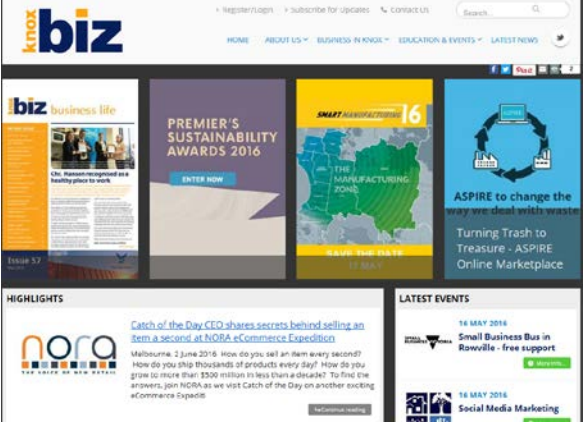
Knox City Council, Maroondah City Council, Yarra Ranges Council and the Bendigo Bank have been partnering to run 'Women on the Go' Business Forum and Mini Expo since 2009. This annual event event incorporates a Mini Expo and Business Forum

- ✓ 116 bookings reaching venue capacity where taken in 2015 (9% increase on 2014)
- ✓ 52 Expo stands booked with 100% attendance on the day
- ✓ of those participants who completed the survey:
  - i. 89% indicated the event was 'Excellent, 'Good' or had met their expectations
  - ii. 89% were either 'very satisfied' or 'satisfied' with the content
  - iii. 79% would recommend the event to a business associate

**(b) Marketing and Communications**

**A Communications Plan for the Knox Business and Economic Development Service**

The City Futures Department provides an integrated and planned approach to communicating the activities of the Economic Development Program with the following improvements implemented during the 2015-16 reporting period:

<p>Refreshed identity including a new name and design – applied to online and hard copy publications and other promotional material.</p>	
<p>Transition from <a href="http://www.knoxbusinessdirect.com.au">www.knoxbusinessdirect.com.au</a> to <a href="http://www.knoxbiz.com.au">www.knoxbiz.com.au</a> aligning with twitter account @knoxbiz and website refresh</p>	
<p>Consistent messaging across business engagement activities</p>	<p>Purpose: Knox Council’s Economic Development Program – provides services to help create and grow business and the local economy.</p> <p>The program is delivered and reported against four key focus areas:</p> <ol style="list-style-type: none"> <li>1. Understanding our Local Economy and Business Community</li> <li>2. Support our Businesses</li> <li>3. Growing our Local Economy</li> <li>4. Enabling Prosperous Places –</li> </ol>

**e-Bulletin**

More than 3,600 businesses registered on the KnoxBiz website rely on Council's regular e-Bulletins to learn about relevant Council programs and services to help create and grow business and the local economy.

- ✓ 75 e-bulletins have been published to an average of 3680 recipients. On average 17% of email recipients open the e-bulletin.
- ✓ 44% of people attending a Knox Business Education and Events program during 2015-16 heard about the program through Council's business e-bulletin. Additionally 10% heard about the program through the KnoxBiz website; and 9% through Business Victoria website, Knox Council website and word of mouth respectively.



**Knox Business Life**

The publication showcases local business success stories, informs business of relevant Council projects, events and services, and advises business of changes to legislation that may impact their business and of other government programs aimed at growing business.

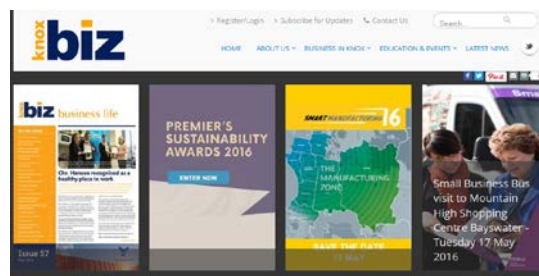
Council currently produces two of these publications per year (May and November) which is distributed to more than 6,000 businesses



### [www.knoxbiz.com.au](http://www.knoxbiz.com.au)

The KnoxBiz website provides information, advice and action to help create and grow business and the local economy.

More than 5,600 Knox businesses registered on the KnoxBiz online business directory



## Growing our Local Economy

*"Attract new or additional investment to Knox, expand existing businesses, identify new business and investment opportunities, and participate in partnerships and regional initiatives"*

### (a) Investment Facilitation Service

This service continues to respond to enquiries from property developers, new businesses to Knox and the eastern regional office of the Department of Economic Development, Jobs, Transport and Resources (DEDJTR).

An investment attraction plan is being prepared using the C A R E (Create, Attract, Retain and Expand) model that will:

- identify investable opportunities across specific industries and business types
- Document key opportunities outlining realistic timeframes, resources, specific Council roles and risk of failure

The plan will strategically align with the Regional Investment Attraction Strategy for Melbourne's East.

### (b) Regional Organisations/Partnership

Knox City Council is an active member in the following regional organisations to help create and grow business and the local economy:

#### a. Melbourne East Regional Development Australia Committee (MERDA)

The Melbourne East regions Councils ( 7 Councils) and the Victorian Government signed an MOU last September which set up a model of collaborative working with the Melbourne East Regional Economic Development Group (MEREDG), and reports through to the Eastern Metropolitan CEO's Group. This group's priority is to advance the implementation framework for delivery against the *Regional Investment Attraction Strategy* and related major regional economic development initiatives as currently being identified in the action plan in particular:

- Bayswater Industrial Precinct (joint regional project).
- Progression of the Regional Work Plan and improved coordination of economic development initiatives across the region.
- Implementation of the Regional Investment Attraction Strategy for Melbourne's East with the implementation with a 2 page editorial prepared for Inside Small Business magazine.

### b. Outer Eastern Local Learning and Employment Network (OELLEN)

The OELLEN works in partnership with educators, local agencies, industry and other stakeholders to improve education and training outcomes for young people aged between 10 and 19 years of age in Knox, Maroondah and Yarra Ranges municipalities. The OELLEN supports young people at risk of disengaging, or who have already disengaged, from education and training and are not in meaningful employment.



Specific programs undertaken in Knox during 2015 include:

- Bayswater Secondary College – Green Smiles community project in collaboration with Arrabri Community House and EACH and funded by the Department of Environment, Land Water and Planning, Local Landscapes Enhancement Grant;
- Rowville Secondary College – three day volunteer boot camp where students work with community groups supporting homeless people;
- Supported KIOSC with the Careers of the Future Expo as part of National Science week; and
- Collaborated with KIOSC to connect students and workplaces under the Industry Pathway (IP) program.

### c. South East Melbourne Innovation Partnership (SEMIP)

SEMIP membership is the Cities of Greater Dandenong, Kingston, Knox and Monash, (which effectively defines the 'boundary' of the Precinct), Monash University, CSIRO, Australian Synchrotron, Melbourne Centre for Nanofabrication, Small Technologies Cluster, and the Victorian Department of Economic Development, Jobs, Transport and Resources.



## (c) Partnership & Alliances

Knox City Council engages in the following partnerships and alliances to help create and grow business and the local economy:

### a. South East Melbourne Manufacturers Alliance (SEMMA)

SEMMA is a peak industry group representing more than 200 leading manufacturers based in South East Melbourne. SEMMA provides its members with a strong, clear voice, and



is able to participate in the ongoing regional and national debate regarding the critical need for an innovative and sustainable manufacturing community. It is consistently approached by both state and federal politics for its opinion on issues affecting manufacturing. SEMMA also provides an important networking focus for manufacturing companies of all sizes, helping to forge inter-business links locally, nationally and around the world.

Knox Council has become an annual member of SEMMA effective 1 June 2016. This partnership supports Council's Integrated City Strategy 10. *Improve the reach and growth into national and global markets and boost local employment by supporting the development of local businesses with a focus on Advanced Manufacturing, Health, Ageing and Business Services Sectors.*

#### **b. Swinburne University of Technology (SUT) Alliance Statement**

The Statement provides a vehicle for promoting and achieving collaboration on some important initiatives that will be a timely and mutual benefit to the Council and University.



Regular collaboration has:

- ✓ In collaboration with SUT, Council secured a location for the Melbourne Eastern Suburbs Hackers Inc. (MESH) at the SUT Wantirna campus. MESH is a Makerspace that provides an open and safe environment for members to freely share knowledge and ideas, to work on projects individually or collaboratively;
- ✓ Council collaborated with joint partners SUT and the Department of Education and Training to secure SUT's Wantirna campus as a location for a 2016 Mini Makers Faire. The internationally branded sold out event was held on Friday - 18 March (Education Day) and Saturday 19 March (Community Day) showcased invention, creativity and resourcefulness by bringing together Makers, Tinkerers, Inventors, Thinkers, Techies, Creators and Enthusiasts; and
- ✓ Provision of Swinburne Business Forums locally.

Strategic Dialogue meeting held 30 May has set the priorities areas as:

- Research - opportunities including data intelligent systems – cities infrastructure, strategic planning, housing etc and possible broader regional collaborations;
- KIOSC / Wantirna Campus – includes investigation of community accessibility options for the Wantirna Campus
- Workforce Planning; and
- Bayswater Business Precinct

#### **c. KIOSC**

The alliance has seen considerable collaboration between KIOSC and Council including:

- ✓ Annual STEM event during National Science week:
  - 180 senior school students from 10 local secondary schools participated in "careers in action" across the medical, environmental, energy, transport and technology fields.
  - Local businesses including Thermo Fisher Scientific, Davey, Cummins and STC opened their doors to students, involving guided tours and talks about their day to day business and future career opportunities.
  - An evening event was attended by more than 100 parents, teachers, students and businesses at KIOSC to hear from Social Demographer Mark McCrindle about trends in future careers.
- ✓ 8,000 secondary school students participated in the KIOSC Discovery Programs and 12 Taster Days.
- ✓ KIOSC stand at Stringybark was one of the most visited stands displaying virtual reality experiences, 3D printing, wearable technology and fun with robots.

- ✓ KIOSC hosted the first education Mini Maker fare in March attended by 300 hundred teachers and students on the Friday 18 March, followed by 500 community members on the Saturday 19 March.

#### d. Smart Manufacturing 2016

Participation in the Smart Manufacturing 16 Event held 22 and 23 March and 17 May 2016 in partnership with Committee for Dandenong, South East Melbourne Manufacturers Alliance (SEMMA), and Greater Dandenong, Kingston, Monash, Cardinia and Casey Councils.



The event program aimed to *'aggressively promote Dandenong and South and East Melbourne as the largest Manufacturing Centre of Australia'*. In excess of 60 businesses exhibited, 1000 people attended Symposia sessions, 1000 students learnt about career pathways; and members from both State and Federal Government attended the event in central Dandenong.

## Enabling Prosperous Places

*"Work under Council's Place Program and in areas of strategic importance such as Employment Precincts"*

#### (a) Bayswater Business Precinct Initiative (joint project with Maroondah and Yarra Ranges and Eastern Regional Development Australia)

- The Bayswater Business Precinct (BBP) supports the use of the industrial/employment areas in Bayswater, Bayswater North and Kilsyth, as an important precinct for economic and employment outcomes through four key themes:
  1. Working Together – the LGAs combined administration, advocacy and branding activity.
  2. Planning – facilitating a coordinated approach to planning, culminating in land use reform.
  3. Essential Infrastructure – improving the provision of roads, NBN and public transport.
  4. Built Form – improving amenity, corporate boulevards and interface with residential properties.

A coordinated business engagement activities program has been established including visits, networking events, e-communication, and Planning Policy and Controls for the Bayswater Business Precinct Review has commenced.



**(b) Wantirna Health Precinct**

Wantirna Health Precinct has been identified as a State Significant Precinct in Plan Melbourne. To date, two key pieces of work have been completed:

- A Strategic Directions and Opportunities paper which outlines a process by which Council as the local planning authority can best maximise its influence and ensure its objectives for the site/area are realised.
- A Health Demand Analysis which has now been completed was reported to Council via memo April 2016. The Study noted that the Precinct does have the ability to realise its potential as a State Significant Precinct through a 'high growth' scenario. In order to do this though Council and its partners must adopt a proactive approach.

To this end, Council together with MPA, Eastern Health, DEJTR and DHHS are currently preparing an interim set of controls in order to secure future uses consistent with that of a Health Precinct. A Structure Plan is expected to follow this pending Council and State Government approvals.

**(c) Knox Central**

Progress preparation of a detailed structure plan to guide and support future development within the Knox Central Activity Centre.

A land use, economic and property market analysis study and heritage study have been completed. Transport and built form studies are currently underway. Initial internal consultation with Council departments has also occurred. Preliminary drafting of the draft Structure Plan has commenced. Progress has been reported to the Knox Central Advisory Committee at its October 2015 and February 2016 meetings.

Complimenting this, discussions concerning the creation of a 'syndicated property fund' continue. The focus of the property fund is the proposed Arts and Entertainment Centre for Knox Central and is predicated on a partnership approach between Council and the local community in investment facilities. Pending assessment by asset specialists, a proposal will be prepared for Council consideration/ decision late 2016.

**(d) Knox Land for Business Strategy and Planning Scheme Amendment Project Update**

The Land for Business Review and Future Directions Plan has commenced and aims to provide an evidence base and framework for:

- Delivering on Council's commitment to driving employment and economic growth;
- Providing strategic directions for Council existing employment precincts, activity centres and other industrial and commercial land.
- Ensuring Knox has an appropriate supply of employment and local shopping /services land well into the future (securing land) and leveraging the land it does have to ensuring it meets current and future needs (making land work).
- Changes to the Knox Planning Scheme to implement the Review and Futures Direction Plan.
- Identification of other appropriate non-planning/statutory actions and interventions.

**1. Economic Development Committee Annual Report 2015-16 (cont'd)****APPENDIX C – KNOX ECONOMIC DEVELOPMENT COMMITTEE: ACTIVITIES FOR 2015-16****ECONOMIC DEVELOPMENT COMMITTEE  
PRIORITY INITIATIVES FOR 2016-17**

The coming year will see the ongoing implementation of the actions outlined against the Economic Development and Place Programs. Priority initiatives including:

- Land for Business – Complete draft review and future directions plan, consultation and report to Council;
- Bayswater Business Precinct - Bayswater Industrial Precinct ongoing proactive participation in the regional collaborative project to advance the renewal of the Bayswater Employment Precinct;
- Continuation of Service Planning for the Economic Development and Place Program Services including implementation;
- Ongoing collaboration on the Melbourne East Regional Plan 2020 initiatives including implementation of the Investment Attraction Strategy;
- Progress preparation of a structure plan in collaboration with the Metropolitan Planning Authority to guide future investment and development for the Wantirna Health and Medical Precinct; and
- Knox Central - developing and progressing the Knox Central Structure Plan and associated Planning Scheme Amendment (key stages in the process for 2016/2017 are: Council adoption of draft documents for public exhibition; public exhibition; consideration of submissions and planning panel hearing, if required).

**ALL WARDS****2. KNOX ACTIVE AGEING ADVISORY COMMITTEE – PROPOSAL TO PROCEED WITH THE RECRUITMENT OF NEW COMMUNITY AND INDUSTRY REPRESENTATIVES**

**SUMMARY:** *Coordinator Age Friendly Planning (Teresa Donegan)*  
*The Knox Active Ageing Advisory Committee (KAAAC) involves a yearly rotating membership.*

*Council's approval is sought to proceed with the recruitment of new Committee members; in accordance with the current Terms of Reference.*

**RECOMMENDATION**

**That Council endorse the recruitment of new community and industry representatives for the Knox Active Ageing Advisory Committee via an expression of interest process.**

**1. INTRODUCTION**

The Knox Active Ageing Advisory Committee (KAAAC) continues to provide advice to Council and Council Officers on the implementation of the City Plan, incorporating the Council Plan and on emerging issues affecting older people within the Knox municipality. Reforms to the aged care service system in conjunction with changes in the needs and preferences of seniors continues to impact on current practices and are key considerations in planning and responding to an ageing population.

The KAAAC is a valuable resource and contributor to support Council in its planning for an ageing population.

**2. DISCUSSION****2.1 Role of the Committee**

The current objectives of the Committee, as outlined in the Terms of Reference are to:

1. Provide advice and recommendations to Council on:
  - a) The implementation of the Strategic Objectives under the Council Plan, in particular:
    - To improve planning for an ageing population across Council's services to build capacity to respond to an ageing population
    - Provision of a range of programs, services and partnerships which aim to build local connections between people and reduce social isolation
  - b) Effective communication and consultation strategies to facilitate engagement with older people and other key stakeholders.

**2. Knox Active Ageing Advisory Committee – Proposal to Proceed with the Recruitment of New Community and Industry Representatives (cont'd)**

2. Provide advice to Council on emerging issues affecting older people within the Knox community.
3. Consider and provide input to advice and information made available through other Council advisory and community consultation processes related to older people and active ageing issues.

**2.2 Continuation of Committee Membership**

The KAAAC comprises of a maximum of nine (9) community representatives and a maximum of five (5) industry representatives.

There are four (4) community representatives and one (1) industry representative whose terms are expiring in March 2017. In addition, there is one (1) community representative position which is currently vacant.

**2.3 Recruitment of KAAAC members**

In accordance with the current Terms of Reference community and industry representatives will be sought through an Expression of Interest (EOI) process. The EOI process will involve public advertisement, on Council's Internet site, through local networks and advertisement in the local community newspapers.

Given the early September deadlines for the local newspapers and that the KAAAC is seeking to recruit five (5) community representatives, timely approval to proceed with recruitment will ensure local advertisement in these newspapers. Advertisement via Council's professional networks and on the internet will also target recruitment for an industry representative.

Council will be responsible for appointing all community and industry representatives to KAAAC. Approval is sought from Council to proceed with an EOI.

**3. CONSULTATION**

From a consultation perspective, members of the KAAAC bring a range of viewpoints to the Committee. The KAAAC has been consulted on a range of Council strategies during their development, including the Community Health and Wellbeing Strategy 2013-17, Housing Strategy, Rowville Plan and Planning Scheme Amendment C131, Knox Play Space Plan, Public Toilet Management Policy and Integrated Planning Strategy.

2. **Knox Active Ageing Advisory Committee – Proposal to Proceed with the Recruitment of New Community and Industry Representatives (cont'd)**

**4. ENVIRONMENTAL/AMENITY ISSUES**

There are no environmental or amenity issues related to this report.

**5. FINANCIAL & ECONOMIC IMPLICATIONS**

The annual cost of conducting the KAAAC is approximately \$1,800. This covers catering and administration costs and is provided for in Council's Operating Budget. Council's Coordinator Age Friendly Planning provides support and coordination of the Committee. Given that the KAAAC provides Council with the opportunity to directly engage with community and industry representatives on issues affecting older people; it is considered that there is a cost benefit to Council. The KAAAC also assists Council to respond to the Strategic Objectives within the Knox City Plan 2013-17, incorporating the Council Plan, identified in Section 7 of this report.

**6. SOCIAL IMPLICATIONS**

The establishment of the KAAAC has been a positive step towards achieving greater engagement and civic participation of the older community in Knox by creating a formal structure for the provision of advice and recommendations to Council and Council Officers on issues affecting older residents.

The Committee has taken an active role in recommending initiatives to recognise and celebrate older persons in Knox, promoting active ageing and encouraging full participation of all residents in the social, economic and cultural life of the community.

**7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

The appointment of community and industry representatives to Council Advisory Committees fosters an increased level of engagement with the community and encourages greater participation in local government. The Knox City Plan 2013-17, incorporating the Council Plan, identifies the key directions and strategic objectives to achieve Council's purpose of enhancing the quality of life of the Knox Community. The theme which is of particular relevance for older people in Knox is: "Healthy, Connected Communities", which includes the objective "to improve planning for an ageing population across Council's services to build capacity to respond to an ageing population".

The Knox Active Ageing Advisory Committee, through the appointment of both community and industry members supports Council to progress this objective.

2. **Knox Active Ageing Advisory Committee – Proposal to Proceed with the Recruitment of New Community and Industry Representatives (cont'd)**

**8. CONCLUSION**

The KAAAC plays a valuable role in enabling Council's community engagement with older residents in Knox and has provided input to Council planning and decision making. Currently, the KAAAC has an important ongoing function to fulfil as Council continues to develop its services to respond to the ageing population within the City of Knox.

Council is requested to support the recruitment of new members via an expression of interest process.

**9. CONFIDENTIALITY**

There are no confidential issues relating to this report.

**COUNCIL RESOLUTION**

MOVED: CR. GILL

SECONDED: CR. LOCKWOOD

That Council endorse the recruitment of new community and industry representatives for the Knox Active Ageing Advisory Committee via an expression of interest process.

**CARRIED**

## ALL WARDS

**3. KNOX COMMUNITY HEALTH AND WELLBEING ADVISORY COMMITTEE MEMBERSHIP APPOINTMENTS 2016-2020**

**SUMMARY:** *Coordinator Social Policy and Planning (Rosie Tuck)*

*At the 8 March 2016 Strategic Planning Committee meeting, Council approved the proposed amendments to the Community Health and Wellbeing Advisory Committee Terms of Reference and noted the recommendation for the advertising and appointment process to proceed following the approval. This report seeks Council approval of the reappointment and appointment of applicants to membership of the Knox Community Health and Wellbeing Advisory Committee for 2016-2020.*

**RECOMMENDATION**

1. That Council appoint the following applicants to the Knox Community Health and Wellbeing Advisory Committee for the period 2016-2020 as presented in Confidential Appendix B & C:

Name	Category
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

2. That Council authorises the Committee Chairperson to co-opt relevant community organisation representatives as guests to the Committee in place of the two remaining positions available on the Committee.

### 3. **Knox Community Health and Wellbeing Advisory Committee Membership Appointments 2016-2020 (cont'd)**

#### **1. INTRODUCTION**

Council is required by the Public Health and Wellbeing Act 2008 to deliver a 'Municipal Public Health and Wellbeing Plan'. This Plan must be presented to Council within 12 months of a Council election. Council also has a commitment to promoting the health and wellbeing of the Knox community – now and into the future.

The purpose of the Knox Community Health and Wellbeing Advisory Committee is to provide Council with overall strategic advice on the development, implementation, monitoring and ongoing refinement of the *Knox Integrated City Strategy 2015-2017*<sup>1</sup> and to support the development of the *Knox City Plan 2017-2021* with a focus on community health and wellbeing outcomes.

For many years Knox City Council has supported a Community Health and Wellbeing Advisory Committee to provide advice on the development and implementation of the *Knox Community Health and Wellbeing Strategy*, now *Knox Integrated City Strategy*, as Council's response to the *Public Health and Wellbeing Act (2008)*.

In December 2015 a new integrated strategic planning approach was adopted by Council incorporating the integration of the *Community Health and Wellbeing Strategy (2013-2017)*, *Economic Development Strategy* and *Sustainable Environment Strategy*. This approach in the long term will strengthen Council's efforts to apply the 'quadruple-bottom-line' and 'environments for health' approaches, to embed consideration of the built, social, natural and economic environments into Council's planning, service delivery and implementation and evaluation processes.

The primary role of the Community Health and Wellbeing Advisory Committee (the Committee) within the new integrated strategic planning approach will continue to predominantly focus on the social dimension of health and wellbeing outcomes for the community.

#### **2. DISCUSSION**

The Knox Community Health and Wellbeing Advisory Committee (the Committee) brings together key population health partners, key service providers, Councillors and council officers to support and improve health and wellbeing in Knox. Over many years the Committee has worked closely with Council to develop and implement health and wellbeing priorities through collaborative planning and action and will continue to pursue opportunities to build partnerships and alliances through development of the *Knox City Plan 2017-2021*.

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<sup>1</sup> Formerly known as the Knox Community Health and Wellbeing Strategy



### **3. Knox Community Health and Wellbeing Advisory Committee Membership Appointments 2016-2020 (cont'd)**

#### **2.1 Community Health and Wellbeing Advisory Committee Terms of Reference**

The approved 2016 Community Health and Wellbeing Committee's Terms of Reference (ToR) (appendix A) stipulates that representative organisations are appointed by Council through a registration of interest and selection process for a maximum period of four years. Members of the Committee are required to provide consistent representation, attend meetings as requested and carry out specific tasks as designated in relation to committee membership. Committee's ToR clearly articulates the following:

- 1) Recruitment process:
  - A maximum of 12 positions are available for community health and wellbeing organisation representatives with a role and/or focus on the Knox community.
- 2) No Recruitment process is required for:
  - A representative from the Department of Health and Human Services; and
  - A representative from Victoria Police.

The ToR also states that communication and advice is also sought from other Council committees where relevant, creating opportunities for greater collaboration.

#### **2.2 Recruitment Process**

New Committee membership was sought through:

- An expression of interest process for recruiting new and relevant representatives from community based agencies;
- Advertising on Councils website from 16 March until 30 March 2016;
- Promotion via email through existing networks including current Committee members; and
- Direct targeted phone contact directly recruiting key community organisations that align with Knox's health and wellbeing priority areas.

### 3. **Knox Community Health and Wellbeing Advisory Committee Membership Appointments 2016-2020 (cont'd)**

There are a number of organisations that hold a primary role in supporting population-wide health and wellbeing planning and program delivery in Knox. Four of these organisations have submitted for reappointment to the Advisory Committee; these are considered key Partners in achieving health and wellbeing outcomes and identifying new and emerging issues and include:

- Outer East Primary Health Care Partnership (CEPCP);
- Eastern Access Community Health (EACH);
- Outer East Local Learning and Employment Network (OELLEN); and
- Women's Health East (WHE).

In addition, applications have been received from:

- The newly formed Primary Health Network Eastern Melbourne (PHNEM);
- Eastern Centre against Sexual Assault (ECASA);
- Knox Infolink Inc;
- Youth Support & Advocacy Service (YSAS);
- The Knox Learning Alliance; and
- UnitingCare Harrison.

In accordance with the ToR, additional and ongoing representation from:

- Victoria Police; and
- Department of Health and Human Services will continue.

It will be beneficial for the Committee to be linked into the services offered and issues arising from the primary health sector and the broader network, including a regional focus. These new agencies/organisations will enable greater alignment of representation and emerging community health and wellbeing issues, e.g. ECASA is aligned with Council's priority to prevent family violence.

#### **2.3 Selection Process**

Applications were reviewed by the selection panel including Social Policy and Planning Coordinator and Councillors John Mortimore and Nicole Seymour. All applications were supported unanimously.

The term of the current members of the Committee expired in December 2015. On 8 March 2016 Council supported the current membership will continue until the revised Committee members are approved by Council.

### **3. Knox Community Health and Wellbeing Advisory Committee Membership Appointments 2016-2020 (cont'd)**

#### **2.4 Future Recruitment**

This report recommends the appointment of 10 out of the maximum 12 positions available on the Committee.

It is proposed that targeted recruitment will continue to fill the remaining two positions and that Council authorises the Committee Chairperson to co-opt relevant community organisation representatives as guests to the Committee in place of the two honorary positions on the Committee. As a number of community organisations have expressed they have limited resources to join Committees, and in some cases already have representation on other Council Committees, it is proposed organisations will be co-opted as a guest for a Committee meeting based on their technical expertise and advice in specific health and wellbeing areas as the need arises, e.g. Headspace for a focus on young people and mental health).

### **3. CONSULTATION**

Current Community Health and Wellbeing Advisory Committee members were contacted to express their interest in reappointment to the Committee. In addition, advertisements calling for nominees to join the Committee were placed on Council's website and promotion occurred through a range of electronic networks and community.

### **4. ENVIRONMENTAL/AMENITY ISSUES**

There are no environmental or amenity issues related to this report.

### **5. FINANCIAL & ECONOMIC IMPLICATIONS**

Management of the Knox Community Health and Wellbeing Advisory Committee is supported within Council's current operational budget resources, approximately \$2,000 per annum.

### **6. SOCIAL IMPLICATIONS**

Councils are uniquely placed to bring together organisations and individuals with a strong commitment to improving the health and wellbeing in the community. The Advisory Committee enables this outcome and enables Council and its partners to embrace and respond to the priorities articulated in the *Integrated City Strategy 2015 - 2017* and support the development of the *Knox City Plan 2017 - 2021*. This Committee enables collaborative evidence based planning and advice on current and emerging health and wellbeing issues and strategies to respond to these issues within Knox.

3. **Knox Community Health and Wellbeing Advisory Committee Membership Appointments 2016-2020 (cont'd)**

**7. RELEVANCE TO CITY PLAN 2013-2017 (INCORPORATING THE COUNCIL PLAN)**

The *Knox City Plan 2013-2017* identifies the key directions and strategic objectives to achieve desired health and wellbeing outcomes for the Knox community. The theme which is of particular relevance to the Community Health and Wellbeing Advisory Committee is 'Healthy Connected Communities', which includes the aspiration: "*a community where each member enjoys good health, both physically and mentally, feels safe is connected to others and "The Knox community benefits from good health and wellbeing at all life stages."*

**8. CONCLUSION**

The Knox Community Health and Wellbeing Advisory Committee and key partners have provided invaluable knowledge, guidance and support towards the development and implementation of community health and wellbeing priorities. It has also provided advice on emerging health and wellbeing priorities and evidence based strategies and collaborative action, focusing on vulnerable population groups across community settings.

It is anticipated the new Advisory Committee and recommended members will continue to strengthen partnerships to enable achievement of community wellbeing outcomes for the Knox Community.

**9. CONFIDENTIALITY**

This report contains confidential information in relation to reappointment and appointment of applicants to membership of the Knox Community Health and Wellbeing Advisory Committee as per Appendix B and C.

**3. Knox Community Health and Wellbeing Advisory Committee Membership Appointments 2016-2020 (cont'd)**

**COUNCIL RESOLUTION**

MOVED: CR. GILL

SECONDED: CR. COSSARI

1. That Council appoint the following applicants to the Knox Community Health and Wellbeing Advisory Committee for the period 2016-2020 as presented in Confidential Appendix B & C:

<b>Name</b>	<b>Category</b>
1. Laura Newstead	Community Organisation Representative
2. Maggie Palmer	Community Organisation Representative
3. Fiona Purcell	Community Organisation Representative
4. Sue Rosenhain	Community Organisation Representative
5. Melinda Dows	Community Organisation Representative
6. Danika Gasparini	Community Organisation Representative
7. Skye Dehommel	Community Organisation Representative
8. Alison Ames	Community Organisation Representative
9. Heather McTaggart	Community Organisation Representative
10. Sharon Wolstenholme	Community Organisation Representative

2. That Council authorises the Committee Chairperson to co-opt relevant community organisation representatives as guests to the Committee in place of the two remaining positions available on the Committee.

CARRIED

### 3. Knox Community Health and Wellbeing Advisory Committee Membership Appointments 2016-2020 (cont'd)

## APPENDIX A



# TERMS OF REFERENCE

## KNOX COMMUNITY HEALTH AND WELLBEING ADVISORY COMMITTEE

<b>Directorate:</b>	<b>Community Services</b>
<b>Responsible Officer:</b>	<b>Coordinator – Social Policy and Planning</b>
<b>Committee Type:</b>	<b>Advisory Committee</b>
<b>Approval Date:</b>	<b>March 2016</b>
<b>Review Date:</b>	<b>January 2020</b>

### 1. PURPOSE

The purpose of Knox Community Health and Wellbeing Advisory Committee is to support, the implementation, monitoring and review of the Knox Integrated City Strategy 2013-2017 and support the development, implementation, monitoring and review of the Knox City Plan 2017-2021 with a specific focus on community health and wellbeing outcomes.

### 2. OBJECTIVES

- To provide overall strategic direction for the implementation, monitoring and ongoing refinement of the Strategy;
- To ensure the Strategy's aims and objectives are met;
- To inform Council policy and strategic direction in line with social, economic natural and built environments for health;
- To assist in identifying emerging health and wellbeing priorities for the Knox community;
- To work collaboratively to implement common strategies within membership in response to identified priorities;
- To provide feedback on issues referred by Council or Council officers;

- To identify internal and external funding sources and opportunities to support the implementation of the Strategy;
- To provide advice regarding emerging health and wellbeing priorities and evidence based strategies and action for the Knox community, with a focus on vulnerable population groups across community settings.
- To consider the broad mix of local and regional responses to community health and wellbeing issues to inform strategic advice.

### **3. MEMBERSHIP, PERIOD OF MEMBERSHIP AND METHOD OF APPOINTMENT**

The Committee will comprise the following:

#### **Councillor/s Representation**

Maximum of two Councillors appointed annually by Council.

The Mayor is, by virtue of the Office, ex officio a member of the committee. It is important that whilst the Mayor may not chair these meetings, appropriate recognition should be given to the presence of the Mayor if in attendance. The Mayor has no voting rights in their capacity as an ex officio member of the committee.

#### **Community Health and Wellbeing Organisation Representatives**

Are appointed by Council through a registration of interest and selection process for a maximum period of four years.

- A maximum of twelve positions are available for community health and wellbeing organisation representatives with a role and/or focus on the Knox community.
- One representative from the Department of Health and Human Services
- One representative from Victoria Police

Casual vacancies which occur due to community health and wellbeing organisation members being unable to complete their appointments may be filled by co-opting suitable candidates from the most recent selection process for the remainder of the previous incumbent's term. Staff in consultation with the Chairperson of the respective Committee will make a recommendation to the Chief Executive Officer who has delegated authority to appoint the recommended candidate to the committee for the remainder of the previous incumbent's term. Where there are no suitable candidates identified, a formal expression of interest and selection process is required. The outcome of a formal expression of interest process will be presented to Council for determination. Where a vacancy occurs within 6 months of the current membership expiring and providing that a quorum is maintained, there is no requirement to fill the vacancy for the remainder of the term.

**Council Officers**

Council Officers will be appointed for a time period specified by the Chief Executive Officer or relevant Director to provide advice and administrative support to the committee. Staff do not have voting rights.

**Commitment from members**

- To provided consistent representation
- To attend meetings as required
- To carry out specific tasks as designated

**Method of appointment**

Council is responsible for appointing all community health and wellbeing organisation representatives.

Members will be selected for recommendation to Council by a panel comprising a Councillor and up to two Council officers.

Members will be selected for recommendation to Council having taken into consideration that the members need to:

- Be able to provide information the on issues relating to community health and wellbeing within Knox;
- Have an appreciation of the Knox community, and the range of social, economic and environmental issues that impact upon the community; and
- Provide expert advice on specific health and wellbeing issues and practice relevant to Knox

The Community Health and Wellbeing Advisory Committee will seek advice and communicate with other Council Committees where relevant, creating opportunities for greater collaboration.

**4. DELEGATED AUTHORITY AND DECISION MAKING**

Advisory Committees act in an advisory capacity only and have no delegated authority to make decisions as if they were the Council. Advisory Committees provide advice to Council and staff to assist them in their decision making. In accordance with section 76E of the Local Government Act 1989, a Councillor must not improperly direct or influence a member of Council staff in the exercise of any power or in the performance of any duty or function.



## **5. MEETING PROCEDURES**

Meetings are to be held at a time and place determined by the Advisory Committee. Advisory Committees are not required to give public notice of their meetings and meetings are not required to be open to the public. Members are requested to provide consistent representation.

Meetings will:

- Commence on time and conclude by the stated completion time;
- Be scheduled and confirmed in advance with all relevant papers distributed (as appropriate) to each member;
- Encourage fair and respectful discussion;
- Focus on the relevant issues at hand; and
- Provide advice to Council, as far as practicable, on a consensus basis

## **6. CHAIR**

Where there is one Councillor representative on the committee that person stands as chair. Where there is more than one Councillor the chair is to be agreed upon between Councillors. When this cannot be achieved, the Mayor of the day shall determine the chair.

The committee must advise the Governance Team of the name of the chairperson within one week of appointment. These details will then be updated on the intranet and internet.

## **7. AGENDAS AND MINUTES**

Agendas and minutes will be prepared by the responsible Council officer. The agenda and any pre reading (where practicable) will be provided to members of the Committee not less than 7 days before the time fixed for the holding of the meeting.

The Chairperson must arrange for minutes of each meeting of the committee to be kept.

The minutes of a meeting of an Advisory Committee must:

- (a) contain details of the proceedings and resolutions made;
- (b) be clearly expressed;
- (c) be self-explanatory; and
- (d) in relation to resolutions recorded in the minutes, incorporate relevant reports or a summary of the relevant reports considered in the decision making process.

Draft Minutes must be:

- (a) submitted to the Committee Chairperson for confirmation within 7 days of the meeting;
- (b) distributed to all Committee Members following confirmation from the Chairperson and within 14 days of the meeting;
- (c) submitted to the next meeting of the Committee for formal endorsement.

The agendas and minutes will be made available on the intranet. Minutes will be made available to the public, with the exception of reports, attachments and details of decisions that are declared confidential in nature.

## **8. VOTING**

- Councillors and committee members have voting rights.
- Staff provide support and advice to the Committee only and have no voting rights.
- In the event of an equality of votes the chairperson has a second vote.

## **9. CONDUCT AND INTEREST PROVISIONS**

In performing the role of Committee member, a person must:

- act with integrity;
- impartially exercise his or her responsibilities in the interests of the local community;
- not improperly seek to confer an advantage or disadvantage on any person;
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons;
- commit to regular attendance at meetings; and
- not make improper use of information acquired because of their position or release information that the member knows, or should reasonably know, is confidential information.

Advisory Committee meetings, such as Community Health and Wellbeing Advisory Committee meetings, may potentially form an Assembly of Councillors. When this occurs, Councillors and officers are required to comply with the conflict of interest provisions as set down in the Local Government Act 1989.

Where a Councillor or officer declares a conflict of interest in relation to a matter in which the committee is concerned, they must disclose the interest to the committee before the matter is considered or discussed at the meeting. Disclosure must include the nature of the relevant interest and be recorded in the minutes of the meeting. The member must leave the room while the matter is being considered and may return only after consideration of the matter and all votes on the matter.

Where a committee member has an interest or a Conflict of Interest (as defined in the Local Government Act) in relation to a matter in which the committee is concerned, or is likely to be considered or discussed, the committee member must disclose the matter to the group before the matter is considered or discussed. Disclosure must include the nature of the relevant interest or conflict of interest and be recorded in the minutes of the meeting. It will be at the discretion of the Chairperson if the committee member remains or leaves the room whilst the matter is discussed, and this must also be recorded in the minutes of the meeting. A committee member who has declared a conflict of interest on a matter must abstain from voting on the matter if they remain in the meeting.

Where a meeting is identified as an Assembly of Councillors, staff must complete a Record of Assembly of Councillors form. Where a Conflict of Interest is identified by a Councillor or staff member at an Assembly of Councillors, the relevant Conflict of Interest form must also be completed. Forms should be forwarded to the Manager – Governance within 5 working days of the meeting. This information will be published at the next available Ordinary Council Meeting.

## **10. REPORTING**

A formal report will be prepared on an annual basis and also at the expiry of the Knox Community Health and Wellbeing Strategy. A report detailing the outcomes of the Committee and any recommendations will be presented to Council.

## **11. ADMINISTRATION SUPPORT**

Administration support is provided by the Community Wellbeing Department.

## **12. CONTACT WITH THE MEDIA**

Contact with the Media by Advisory Committee members will be conducted in accordance with the Councillor and Staff Media Policies. Committee members should defer any media enquiries to the Chairperson in the first instance and should take care not to respond as a representative of the committee.

**13. SUNSET CLAUSE AND REVIEW DATE**

The Committee will sunset on 31 December 2019 to make way for a new governance structure that supports the integrated implementation of the Knox City Plan. If the committee considers that there is a need for its existence to be ongoing beyond this point, the committee must dissolve and seek Council approval to create an appropriate Advisory Committee for the new purpose.

**14. MEALS**

The provision of refreshments during the course of a Committee meeting will be provided in accordance with the Meals and Beverages for Council Committees Policy.

**3. Knox Community Health and Wellbeing Advisory Committee  
Membership Appointments 2016-2020 (cont'd)**

Confidential Appendices B and C are circulated under separate cover.

**ALL WARDS****4. SERVICE PLANNING: YEAR 4, STAGE 2 – SETTING THE SCOPE**

**SUMMARY:** *Manager Corporate Planning and Performance  
(Fleur Cousins)*

*Service planning is a key corporate initiative for Knox City Council during the period 2013 to 2017, and represents one of the priority commitments outlined in Knox's Council Plan. Service planning is a program designed to provide a regular opportunity for Council to consider and plan for the services delivered to the community, to ensure they remain contemporary and sustainable over time. This report provides draft service planning scope documents for Councillors to consider for services undergoing service planning in Year 4 (2016-17), of a four year program.*

**RECOMMENDATION**

That Council endorse the proposed service analysis scopes to guide work in stage 3 of the service planning process for 2016-17, shown at Appendices A-J.

**1. INTRODUCTION**

In 2012 Council determined that Service Planning was an essential way to plan for the long term future of Council's services, and as a starting point, services developed Service Profiles and Service Impact Assessments in December 2012.

In February 2013 it was agreed by Council that Knox would review all services across a four-year period in line with the Council term.

Service Planning will contribute to:

- the ongoing sustainability of Council, its services and programs
- better management and use of resources – assets, workforce, finances
- staying relevant to our community's needs and expectations
- clarifying priorities for our organisation
- providing contemporary services to our community
- improved integration between service planning, and planning for our future facility requirements.

This more sophisticated approach to service planning will provide Council with regular opportunities to consider:

- the community's demand for each service
- the best role for Council to play in service delivery, and
- the most appropriate model of service delivery.

#### 4. **Service Planning: Year 4, Stage 2 – Setting the Scope (cont'd)**

This new approach will also:

- align Council's investment in service delivery to our strategic direction
- provide a consistent, robust approach to the review of each service, and
- develop a detailed plan for the future of each service.

### **2. DISCUSSION**

The attached scope documents (see Appendices A-J) have been developed as a preliminary analysis based on current knowledge of each service, to clearly define the work to be undertaken during the service analysis phase.

Feedback provided by Councillors on the draft scope documents at the Issues Briefing held Tuesday 5 July has been incorporated, and will inform and provide focus for the work to be completed as part of the service analysis stage.

Council feedback and endorsement of the questions listed in the scopes will ensure the service analysis stage is well targeted, focussed on the key service issues, and serves to manage the workloads involved in undertaking the respective reviews. The direction sought from Councillors at this stage is whether the key questions are correct, rather than providing answers to the key questions. The latter will be answered in the analyses.

The six stage Service Planning process:

<b>Scoping the Service</b>	
Stage 1:	Scope Development: Provide an initial assessment of the service and a recommended scope for the Service Analysis. Timing: approximately 6 weeks.
Stage 2:	Setting the Scope: Council provides direction on the Service Analysis via Issues Briefing and Strategic Planning Committee. Timing: approximately 2 months.
<b>Reviewing the Service</b>	
Stage 3:	Detailed Service Analysis: Conduct the Service Analysis and recommend future strategies. Timing: approximately 6 months.
Stage 4:	Agree Service Direction: Services report to Council via Issues Briefing on Stage 3 findings, followed by a) Final service direction provided by Council; or b) Further investigation required: research and/or consultation. Timing: approximately 2 months.

#### 4. Service Planning: Year 4, Stage 2 – Setting the Scope (cont'd)

<b>Implementation of Service Plan</b>	
Stage 5:	Final Direction: Council provide final direction where required, and detailed service plans are developed. Timing: 6-12 months.
Stage 6:	Implementation and Integration: Implement and integrate new service plan. Timing: 6 months – 3 years.

Each year, 7-13 services within Council are provided with extra support and training to review their service and create a Service Plan.

Ten services have been selected to undertake the service planning program in Year 4 (2016-17) (see page 4).

Six of these ten services have been identified to focus on the effectiveness and efficiency of the service using the Customer Focus Business Improvement (CFBI) approach which is based on lean thinking principles. This approach seeks to analyse and improve identified processes to ensure they are effective and efficient and suited to customers. For these services, their scope will be narrower to allow capacity to undertake the additional CFBI work (see page 4).

The schedule of service planning activity is as follows:

<p><b>Year 1 (2013-14) – (COMPLETE)</b></p> <ol style="list-style-type: none"> <li>1. Community Services: Early Years Education and Care (Child Care)</li> <li>2. Community Services: Active Ageing (year 1 of 2)</li> <li>3. Community Services: Community Transport</li> <li>4. Community Services: Youth</li> <li>5. Engineering and Infrastructure: Waste</li> <li>6. City Development: Building</li> <li>7. City Development: Local Laws</li> <li>8. Corporate Development: Corporate Communications</li> </ol>
<p><b>Year 2 (2014-15) – (COMPLETE)</b></p> <ol style="list-style-type: none"> <li>1. Community Services: Community Care Services</li> <li>2. Community Services: Early Years Education and Care (Illoura) and HACC – NDIS Response</li> <li>3. Community Services: Library Services</li> <li>4. Community Services: Social Policy and Planning</li> <li>5. Engineering and Infrastructure: Open Space Management</li> <li>6. City Development: Sustainable Futures</li> <li>7. Corporate Development Information Technology</li> <li>8. Corporate Development: People Performance</li> <li>9. Corporate Development: Property Services</li> </ol>



#### 4. Service Planning: Year 4, Stage 2 – Setting the Scope (cont'd)

**Year 3 (2015-16)** - Stages 1 to 3 complete. Currently in Stage 5.

1. Community Services: Community Access and Equity
2. Community Services: Community Strengthening
3. Community Services: Early Years Education and Care (Family Day Care)
4. Community Services: Leisure Services
5. Engineering and Infrastructure: Integrated Stormwater Management
6. City Development: Economic Development
7. City Development: Health Services City Development: Place Management
8. Corporate Development: Customer Service
9. Corporate Development: Corporate Planning and Performance
10. Corporate Development: Governance

**Year 4 (2016-17)** - Stage 1 complete. Currently in Stage 2.

1. Community Services: Arts and Culture
2. Community Services: Community Safety
3. Community Services: Early Years Education and Care (Pre-school) (+CFBI)
4. Engineering and Infrastructure: Assets (+CFBI)
5. Engineering and Infrastructure: Biodiversity (+CFBI)
6. Engineering and Infrastructure: Traffic and Transport (+CFBI)
7. City Development: Emergency Management
8. City Development: Strategic Planning
9. City Development: Urban Planning (+CFBI)
10. Corporate Development: Finance (+CFBI)

*Please note: Family Health Development and Support (Maternal Child Health) was identified for service planning in Year 4, however is delaying its analysis until the state government has completed and released its new direction.*

### **3. CONSULTATION**

During the inception of the program cross-corporate consultation occurred to seek guidance and feedback on the development and delivery of the program. Consultation has included:

- Councillors via Issues Briefings and Leadership Workshop.
- Executive Management Team – monthly briefings.
- Service Planning Steering Group – quarterly meetings.
- Service Planning Managers Group – three-weekly meetings.
- Service Planning Project Group – three-weekly meetings.
- Service Planning Evaluation – with involved Directors, Managers and Project Officers.

#### **4. Service Planning: Year 4, Stage 2 – Setting the Scope (cont'd)**

The service planning team have also investigated and benchmarked with other Councils interstate and internationally to assist in the development of the program. The team have presented the structure, process and learning from the program at conferences locally and interstate, showcasing Knox City Council as a leader in the service planning field.

While services undertake their analyses it is expected that some will undertake further community consultation to clarify the needs of the community.

#### **4. ENVIRONMENTAL/AMENITY ISSUES**

There are no direct environmental or amenity issues related to this report at this time.

Analyses findings will assess environmental and amenity issues for the future where relevant.

#### **5. FINANCIAL & ECONOMIC IMPLICATIONS**

Funding of \$120,000 for delivery of the service planning program has been provided in the 2016-17 budget. Service analysis findings will provide detail about further financial and economic implications for the future.

#### **6. SOCIAL IMPLICATIONS**

There are no direct social implications related to this report at this time.

Service analysis findings will assess social implications for the future where relevant.

#### **7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

The Service Planning project contributes to the delivery of objectives under Theme 5 of the City Plan – Democratic and Engaged Communities. In particular this project meets the Council Plan commitments under the following objective and strategy:

Objective: Strengthen the effectiveness and efficiency of Council's services

Strategy: Review all Council services during 2013-2017 and develop a Service Plan for each service.

**4. Service Planning: Year 4, Stage 2 – Setting the Scope (cont'd)****8. CONCLUSION**

The service planning program is a key mechanism for Council to ensure all services are well planned to continue to meet the needs of the Knox community into the future. Endorsement of the service analysis scopes will guide the service planning work to occur during the remainder of 2016-2017.

**9. CONFIDENTIALITY**

There are no confidentiality aspects to this report.

**COUNCIL RESOLUTION**

MOVED: CR. PEARCE  
SECONDED: CR. COSSARI

That Council endorse the proposed service analysis scopes to guide work in stage 3 of the service planning process for 2016-17, shown at Appendices A-J.

**PROCEDURAL MOTION**

MOVED: CR. PEARCE

That the Motion be put.

THE PROCEDURAL MOTION WAS CARRIED

THE SUBSTANTIVE MOTION WAS CARRIED

**4. Service Planning: Year 4, Stage 2 – Setting the Scope (cont'd)**

The Following Appendices Are Circulated Under Separate Cover:

- A. Scope: Community Services: Arts and Culture
- B. Scope: Community Services: Community Safety
- C. Scope: Community Services: Early Years Education and Care (Pre-school)
- D. Scope: Engineering and Infrastructure: Assets
- E. Scope: Engineering and Infrastructure: Biodiversity
- F. Scope: Engineering and Infrastructure: Traffic and Transport
- G. Scope: City Development: Emergency Management
- H. Scope: City Development: Strategic Planning
- I. Scope: City Development: Urban Planning
- J. Scope: Corporate Development: Finance

**MEETING CLOSED AT 7.04PM**

Minutes of Meeting confirmed at the  
Ordinary Meeting of Council  
held on  
Tuesday 23 August 2016

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Chairperson