


## Welcome to Knox City Council's Annual Report for 2018-19.

If you would like a printed copy  
or wish to provide feedback,  
please contact Council on 9298 8000  
or email [knoxcc@knox.vic.gov.au](mailto:knoxcc@knox.vic.gov.au)

The Annual Report provides a thorough account of Council's achievements, challenges and performance from 1 July 2018 to 30 June 2019. It also provides audited financial statements and a performance statement.



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

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Imagine it's a quarter to nine on a balmy summer's evening, and the sun is setting. The clouds are coloured in hues of burnt pink and orange. There are several kites flying high in the sky and, a child runs with eagerness to have his kite lifted by the gentle breeze. Soccer balls are being kicked around the oval; children run their scooters and bikes in circuits around the exterior of the oval on the path; and children somersault across the grass. Can you hear the squeals of childhood laughter? A mother frolics and rolls with a child on the grass; teenagers are in serious robust discussions with their parents walking around the oval; there are families with their dogs; and children have dropped their pushbikes, which lie on the side of the footpath waiting for the return of their owners at the end of a playful evening. There are also families and middle-aged people walking and jogging around the oval. I hear a buzzing sound; it is a drone flying high above, controlled by four teenagers minding their own business, just having fun. A grandmother sits watching with gentle bliss on the park bench, watching her family play. There is a quiet harmony happening at the Templeton oval.

These are Wantirna people—Aussies, Polish, Chinese, Greeks, Irish and Vietnamese—enjoying the refurbishment of the Templeton oval.

I am a local who has lived by this oval for 39 years.

I often walk around and through it. I have never seen so many families using this facility at one time. There were no cricketers and no tennis players, just the locals enjoying their parkland. The recent works have clearly been a great success in bringing our broader community together. If there are any further plans, I would like to see more 'ornamental' flora and shady deciduous trees, with some additional seating, for me to sit on to ponder life. A water pond with a fountain would immensely beautify this space, too.

Again, I would like to thank everyone who has put time, effort and funding into the recent upgrade. It was wonderful seeing such a large space utilised by so many. I would love to hear of your future plans.

**Deborah, Knox resident.**

There is a  
quiet harmony  
happening at the  
Templeton oval.



# Report of Operations

Knox City Council is committed to transparent reporting and accountability to the community. The Report of Operations 2018-19 is the primary means of advising the community about Council's operations and performance during the financial year.

## Who we are

Knox City Council covers 114 km<sup>2</sup> and consists of the suburbs of Knoxfield, Upper Ferntree Gully, Wantirna South, Bayswater, Boronia, Ferntree Gully, Lysterfield, Rowville, Scoresby, The Basin and Wantirna.



**163,203**  
people call  
Knox home

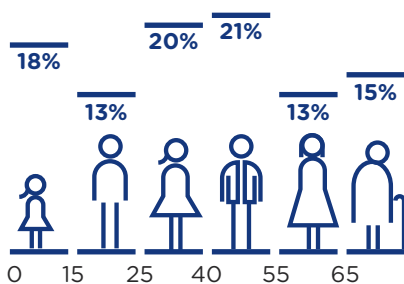


**35%**  
of residents  
were born overseas

China:	3.9%
England:	3.7%
India:	2.6%
Malaysia:	2.1%
Sri Lanka:	2.1%



**30%**  
of working  
residents are  
employed in Knox



**39**  
is the average  
age of residents



**49%** male  
**51%** female



**Family composition**  
51% Couple family with children  
33% Couple family  
15% One-parent family  
1% Other family configurations

Source: 2016 Census & id. Estimated Residential population

## Purpose

The role of Knox City Council is to guide and lead the community through action, decision-making and advocacy.

During 2018-19, we undertook a co-design process, which involved 100 staff, to develop ideas for exploration that would shape the future of work at Knox. This process enabled staff to express their connection to Knox's purpose, which the group described as 'we enable our diverse community to thrive and prosper'. Work will continue in 2019-20 to strengthen our staff's connection to purpose, recognising within our diverse organisation that there are many paths to purpose.

## Vision 2035

We will work with our community to achieve our vision for the future.

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

**We will work with  
our community to  
achieve our vision  
for the future.**

# Our Values

## Teamwork

### Working and acting together in the interests of a common cause

- Working collaboratively with team members, other work areas and stakeholders.
- Actively contributing to and supporting the team.
- Working with others in a way that displays an attitude of being part of the Knox team.
- Dealing with any conflict in an open, constructive manner.
- Being inclusive and treating others with respect at all times.

## Integrity

### Adhering to moral and ethical principles, being honest and trustworthy, and being authentic

- Displaying trust, respect, honesty and accountability.
- Making realistic commitments and keeping promises.
- Communicating in an honest, open manner without breaching confidentiality.
- Taking responsibility for our own actions.
- Being respectful when speaking about others.
- Operating within organisational parameters and values, even in the face of opposition, or when a decision is unpopular.

## Innovation

### Change that adds value

- Learning from our own and others' experiences.
- Being creative and trying new ideas.
- Sharing ideas.
- Willingly taking on new challenges and supporting organisational initiatives.
- Being prepared to challenge the current situation and taking considered risks, if necessary, to improve outcomes.
- Seeking ways to improve processes or perform tasks.

## Service Excellence

### Quality work performed for, or on behalf of, others

- Keeping our customers/community in mind in what we do.
- Demonstrating a desire to meet agreed organisational performance and service standards.
- Demonstrating understanding and respect for diversity and inclusion.
- Aspiring to achieve high standards of personal performance.
- Communicating clearly and showing understanding for the views of others.
- Showing energy and commitment to the goals of the organisation.

## Enjoying Work

### Achieving satisfaction and a sense of wellbeing from work

- Having a positive attitude about your own work.
- Contributing to the development of good team spirit and morale.
- Supporting systems and agreed procedures to ensure a safe and healthy workplace.
- Taking responsibility for the impact of our own actions.
- Joining others in appropriately celebrating team and organisational success



# Fast facts about our services

In 2018-19, there were...



**57**

sportsgrounds  
and major reserves  
maintained



**29,752**

hard waste  
bookings lodged

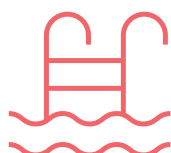


**5,668**

children provided  
with MCH services

**1,766**

MCH first home visits



**404,189**

visits to aquatic  
facilities



**32,226**

online service  
requests received



**235**

council owned  
buildings maintained



**6,281**

infants  
immunised



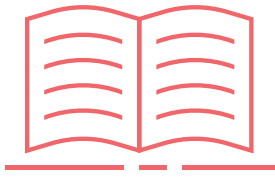
**1,819**

animal management  
requests received

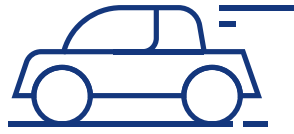


**23,607**

visits to Council's  
Customer Service  
Centre



**1,404,366**  
library collection  
item loans



**17,679**  
community  
transport trips



**946**  
planning  
applications  
received

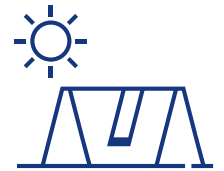


**38,136**  
drainage pits  
maintained

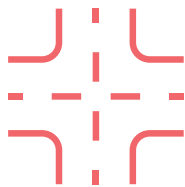


**5,208**  
threatened species  
planted in 25 distinct site

**3,121**  
trees planted, 76% of which  
were native to the Knox area



**210**  
playgrounds  
maintained



**724km**  
local roads  
maintained



**1,163km**  
of footpaths maintained  
**1.65km**  
of new footpaths built



**112,018**  
incoming calls, with  
**95%** resolved at the  
first point of contact

# The Year in Review

## Mayor's Message

**We have seen significant and pleasing progress on a number of key capital works projects, as well as advocacy and community engagement initiatives, across Knox over the last twelve months.**

My fellow Councillors and I have been pleased to help support the delivery of many of these initiatives over the past year, including, among others, the following highlights:

- Completion and delivery of the landmark new Wantirna South and Bayswater Children and Family Centres.
- Successful advocacy to the State and Federal Government in securing funding contributions towards the Knox Regional Sports Park, Knox Regional Netball Centre as well as the duplication of Dorset and Napoleon Roads, among other projects.
- Announcement of a strategic partnership between Knox City Council and the Deakin Melbourne Boomers to support a host of Council community engagement activities and initiatives, as well as deliver unprecedented local access to elite female sport.
- A \$94.699 million Capital Works program in the 2019-20 Annual Budget, of which \$32.713 million will go towards maintaining and renewing community assets, and \$61.986 million on new and upgraded community assets.

In particular, I am proud of the work of all the Council staff involved in delivering the new state-of-the-art early Children and Family Centres in Wantirna South and Bayswater. These facilities will transform the face of early childhood education in Knox for the better.

Other initiatives include the delivery of new modular (female-friendly) sporting facilities at Batterham Reserve in The Basin and Colchester Reserve in Boronia.

With surging female participation in sport at both amateur and professional levels, these new amenities will ensure we can continue to support this growth in future.

While work continues on constructing the new \$6.5 million Henderson Road Bridge, providing a much needed link between Rowville and Knoxfield. The project will, once completed, link Henderson Road North and Henderson Road South across Corhanwarrabul Creek. The Federal Government has contributed \$6 million towards the project, with Council contributing the balance.

Of no less importance and significance is the ongoing contribution of the many volunteers across our community. Whether this is in support of local events, activities and initiatives such as Meals on Wheels, we salute their efforts and thank them sincerely all that they do on ours and our community's behalf.



**Cr Jake Keogh**

Mayor, Knox City Council





## CEO's Message

I am pleased to inform readers that, since our last Annual Report, Knox City Council has continued to make significant progress in delivering upon key goals and priorities outlined in the *Knox Community and Council Plan 2017-2021*.

This includes working on, and delivering, a wide range of Council programs and initiatives, as well as projects, designed to enhance the social and economic well-being of the Knox community.

This work has been complemented by efforts within the organisation to streamline and make more efficient, a number of core Council services regularly used by our community.

A number of our major ICT projects have moved from the planning to the delivery phases and our Lean Continuous Improvement programs continue to add value to the organisation and ensure our services will continue to meet the needs of our residents now and into the future. In particular, I would like to make mention of the 'Planning Goes Digital' initiative, whereby members of the public wishing to submit a planning application or permit can now do so online, 24 hours a day, 365 days a year. This, together with initiatives like online pet registration, are helping to make Council services even more accessible and user-friendly, and providing the best possible customer experience for all who need and use them.

Other initiatives delivered in the second year of the *Knox Community and Council Plan 2017-21* include:

- Implementation of the Municipal Strategic Disability Leadership Plan to support people with a disability, their families and carers with the implementation of the NDIS.
- Phasing of hybrid and electric vehicles into Council's fleet with the introduction of the first of three electronic vehicles and the commissioning of two double-charging stations at Council's Civic Centre.
- Implementation of the strategic review of land for business and employment, which seeks to steer Knox's need for future business land.
- Implementation of Council's Advocacy Framework to extend the reach and impact of advocacy work through targeted campaigns in line with Council's objectives.

Council continues to perform strongly across all areas of service delivery to our community, including Customer Service, Active Ageing, Community Laws and Planning. In particular, I would like to highlight the work of Council's Immunisation staff who have helped meet considerable local community demand for flu vaccinations in the lead up to, and during, the winter months.

A more streamlined and efficient approach to the delivery of services has delivered significant savings to Council. As a result, the budget is on track to achieve an operational surplus, while ensuring rate increases are kept to a minimum in line with the State Government's Fair Go Rates System.

All of the above outcomes would not have been possible without the active support and leadership of our Councillors. I also pay tribute to the professionalism, dedication and hard work of all Council staff over the past year.



**Tony Doyle**  
CEO, Knox City Council



# Financial Summary

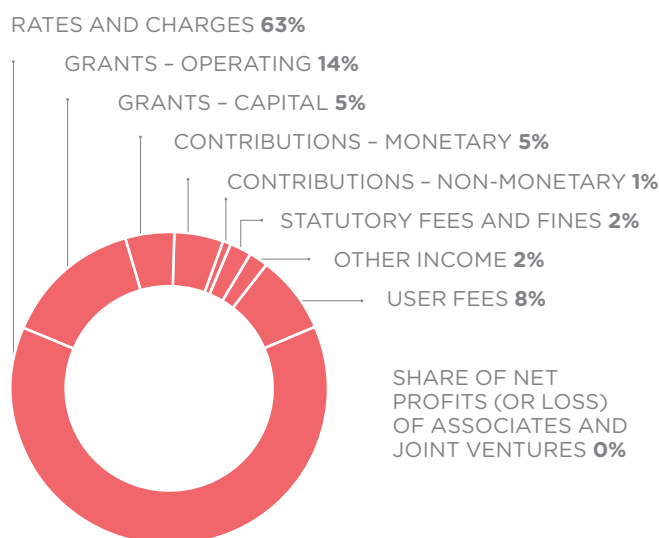
## Financial Performance

For the year ended 30 June 2019, Council recorded a surplus of \$25.559 million. This net surplus compares favourably with an operating budget surplus of \$15.218 million.

The variance is primarily due to lower than budgeted materials and services (\$8.963 million) and depreciation and amortisation (\$1.809 million). Higher than budgeted operational grants (\$4.334 million) as a result of the partial prepayment of the 2019-20 Victoria Grants Commission Financial Assistance Grant (\$3.267 million) has also contributed to the surplus. Developer monetary contributions (\$1.644 million) were greater than budgeted with a higher than anticipated number of developments. This was offset by a delay in the finalisation of sales of property, infrastructure, plant and equipment (\$6.116 million).

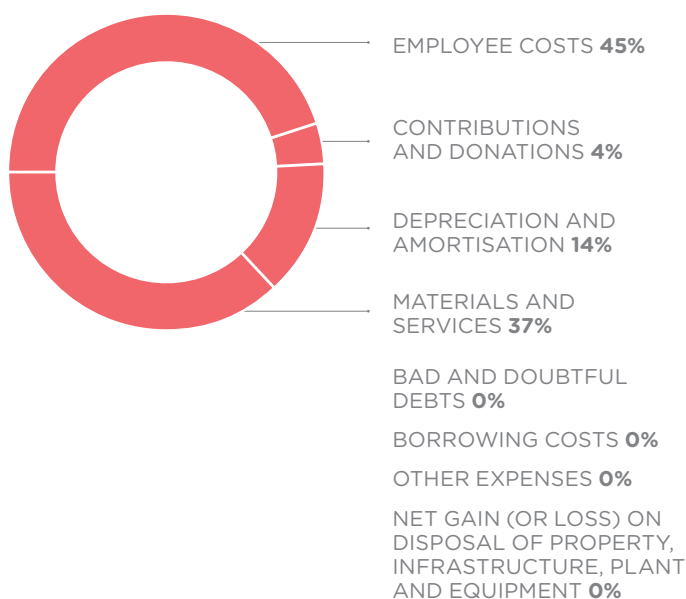
### Income

Total income for the year was \$180.228 million. Overall income increased in 2018-19 by \$3.570 million, a 2.02% increase from the previous year. The majority of this income is derived from rates and charges of \$114.214 million. This represents 63.37% of the total income generated. Other major sources of income included grants of \$33.228 million, user fees of \$14.741 million and monetary contributions of \$9.835 million. A breakdown of Council's income sources is shown in the following chart, which highlights Council's reliance on rate income to fund community services and the renewal of community assets.



### Expenses

Total expenses for 2018-19 were \$154.669 million, an increase of \$9.205 million. A breakdown of Council's expenditure categories is shown in the following chart. It highlights that the majority of total expenses consisted of employee costs of \$69.335 million and materials and services of \$56.477 million. Materials and services includes an increase in waste management contract costs of \$4.161 million on the previous year.



## Overall Financial Position

The Balance Sheet indicates that Council continues to be in a strong financial position, with a satisfactory level of cash assets and a positive working capital ratio. The working capital ratio assesses Council's ability to meet current commitments and is calculated by measuring Council's current assets against current liabilities.

Council's ratio of 2.37:1 is an indicator of Council's strong financial position, and is consistent with the working capital ratio in the previous year. This means that Council has \$2.37 of current assets for each \$1.00 of current liabilities. Council's total net assets increased to \$2.087 billion as at 30 June 2019, which reflects the comprehensive result for the financial year.

## Cash Flow

Council's cash position as at 30 June 2019 was \$56.245 million, which is represented by cash and cash equivalents of \$33.145 million and other current financial assets (term deposits) of \$23.100 million. Of this amount, \$2.035 million is restricted cash that is to be applied to trust funds and \$18.875 million to other reserves. This result represents a decrease in cash holdings from the previous year of \$8.006 million.





## Capital Works Program

The City of Knox was largely developed between the 1960s and 1980s, with most of the roads, footpaths, drains and community buildings constructed during that time. Detailed condition assessments of many of Knox’s major assets indicate that we need to allocate more funding to infrastructure renewal now to avoid increased costs in the future. To achieve long-term financial sustainability, effective asset management is essential.

### Capital Expenditure

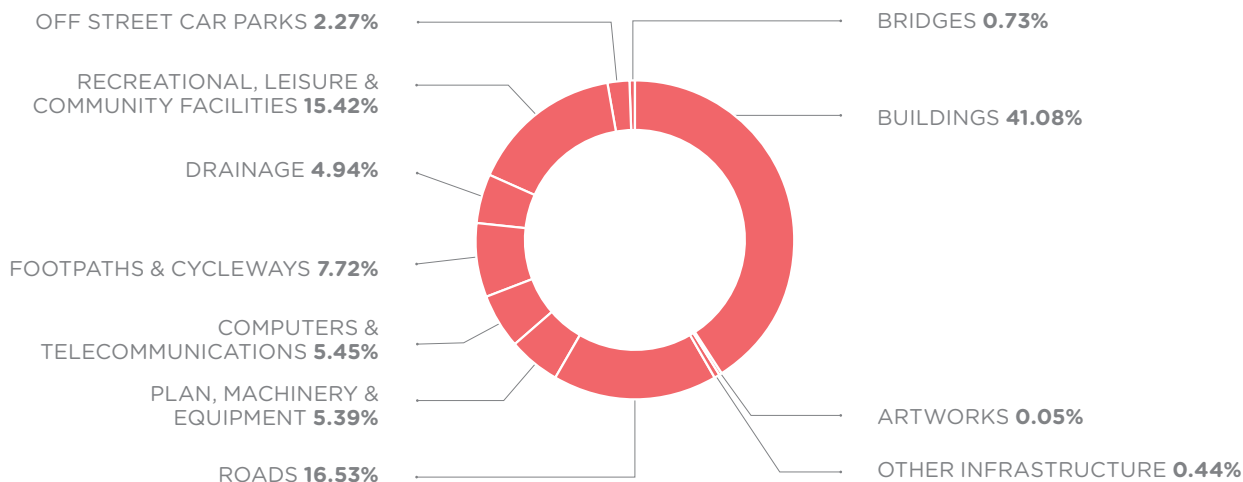
Council allocates funding on an annual basis for the renewal of the community’s assets, which are valued at over \$1.6 billion. Funding is also allocated for the new, upgrade, asset expansion and legal requirement programs, to deliver a range of works that enhance the city and its infrastructure. In 2018-19, Council delivered capital works to the value of \$57.36 million of which \$50.12 million met the accounting requirements for capitalisation. The following chart details the allocation of the Capital Works expenditure for 2018-19.

### Asset Management

Council continued its journey towards providing a sustainable level of asset renewal funding to ensure financial sustainability into the future. Council’s capital works adjusted budget for 2018-19 was \$98.93 million. This included \$29.62 million for asset renewal, which incorporated funding to support the renewal of existing assets such as roads, bridges, buildings, drainage, footpaths, shared paths, street trees, open space and recreation facilities.

Having implemented its initial suite of Asset Management Plans, Council is now developing the second generation of plans, which will bring a stronger service lens to the planning and management of Council’s assets. These plans will ensure that key management directions have been defined and costed across all asset infrastructure categories.

To support Council’s knowledge of asset performance, a program of condition audits was completed across all asset categories to better inform planning and decision-making.



### Asset Renewals in 2018-19

Road pavement, kerb and channel, and footpath/shared-path reconstruction programs were completed, including the following:

- Road reconstructions of Ashton Road, Selman Avenue, Forest Road, and Underwood Road, Ferntree Gully; Parkhurst Drive, Knoxfield; Eastgate Court, Wantirna South; Cherrington Square, Wantirna; and Albert Avenue, Boronia.
- \$5.12 million in road resurfacing works throughout Knox.
- \$2.37 million in footpath improvements and \$0.56 million in shared-path improvements.

The Active Open Space program included the following works:

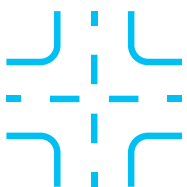
- Finalisation of oval renewal at Millers Reserve, Boronia and works at Guy Turner Reserve, Bayswater; Knox Gardens Reserve, Wantirna South and Wally Tew Reserve, Ferntree Gully.
- Tennis court renewals at Scoresby (Exner) Reserve and Carrington Park Reserve.

Buildings and facilities renewal works included the following:

- Carrington Park Leisure Centre—accessible toilet.
- Cooyinda Preschool—veranda roof replacement.
- Civic Centre—ramp/airlock renewal works at northern entrance.
- Rowville Community Centre—external lighting.
- Murrindal—structural rectification works.
- Internal and external painting at multiple community facilities.

### New Assets Built or Upgraded in 2018-19

- Completion of major project works for the Wantirna South and Bayswater Early Years Hubs.
- Completion of Stamford Park Homestead works—restaurant and gardens.
- Energy performance contract endorsed by Council following a detailed facility study; now ready for implementation.
- Henderson Road Bridge works progressing well with Valleyview Drive LATM.
- Completion of changing facilities at Egan Lee Reserve and Batterham Reserve, The Basin.
- Solar panel installation at Kings Park.
- New footpaths at Batterham Reserve, The Basin; Burwood Hwy, Upper Ferntree Gully; London Drive, Bayswater; Maryborough Road, Boronia; and an all-ability footpath network at Stud Road, Scoresby.
- New shared path along Mountain Highway, Wantirna (Pedestrian Crossing to Eastlink) and Napoleon Road, Lysterfield.
- Open-space upgrades at Stud Park Reserve, Talaskia Reserve, the Tim Neville Arboretum, Rumann and Benedikt Reserves, Scoresby (Exner) Reserve, Arcadia Reserve, Rowville; and Lewis Park, Wantirna South as well as several other significant ongoing projects including Fairpark Reserve, Ferntree Gully; Tormore Reserve, Boronia; and Marie Wallace Reserve and Templeton Reserve, Wantirna.
- Drainage works at Dobson Creek Catchment—streetscape water-sensitive urban design installation.
- New floodlighting at Kings Park, Upper Ferntree Gully—Oval 2, and Liberty Avenue Reserve, Rowville; and an upgrade to the floodlighting at Eildon Park Tennis Club.



**Council allocates funding on an annual basis for the renewal of the community's assets, which are valued at over \$1.6 billion**

## Description of Operations

**Knox City Council provides a broad range of services from family and children’s services, traffic regulation, open space, youth services and waste management to business development, planning for appropriate development and ensuring accountability to Council’s budget.**

This broad range of services and infrastructure for residents supports the wellbeing and prosperity of the community. Council’s Vision, Goals and Strategies to further improve services and facilities are described in our Community and Council Plan 2017-21. Further information regarding Council’s services can be found in the section Our Performance on page 41.

The delivery of services, facilities, support and advocacy to achieve our Goals is measured by a set of targets and measures. Council also has a wide range of responsibilities under the Victorian and Australian legislations.

### Economic Factors

The Australian economy continues to experience a period of low inflation and record low interest rates. This has impacted Council’s investment returns on cash holdings. Council does not have any borrowings at present, but borrowings are included in Council’s Strategic Resource Plan for the upcoming years.

Changes to the market price for recyclable materials, together with breakdowns in the service provision of recycling providers, has resulted in an increase to the overall cost of waste services across the sector and will likely result in a price reset for waste processing costs.

### Major Projects

During 2018-19, the major capital works projects included:

#### Knox Early Years Hubs

Knox City Council opened two Early Years Hubs in 2018-19 in Bayswater and Wantirna South to co-locate and integrate a range of early learning and family support services to better support children and their families.

These specially designed centres are at 81 Argyle Way, Wantirna South (formerly the Knox Gardens Preschool site) and 41 Phyllis St, Bayswater (formerly the Blue Hills Children and Family Centre site).

The centres offer high-quality, integrated services for children and their families and bring together a range of essential services for young children and families, including long day care, four-year-old preschool, Maternal and Child Health services and community and supported playgroups.

The buildings set new benchmarks in terms of being environmentally, socially and economically sustainable facilities. They are thermally sealed buildings that have, among other innovations, measures to boost energy efficiency, cut waste and collect and re-use water.





“

I was a bit hesitant to send my daughter to occasional child care. We had a ‘try’ at it six months ago without much success. However, after attending the Open Day of the new Knox Children and Family Centre in Wantirna South and speaking to the team leader, who was willing to set up a specialised orientation plan, I thought I’d give it another try.

Fast-forward two months and now my daughter gets cranky when I come to pick her up; she isn’t ready to come home. It’s amazing to see her so happy and confident. She has come right out of herself and is flourishing. She loves being outside and interacting with the other children.

Although it is a larger centre, the personal care she receives is fantastic from the staff. It has been a great experience as it provides her with much-needed interaction with children and adults whilst giving me a small break to look after my other two children.

Now, I just have to work out how I can pick her up without the tears—a problem I am happy to deal with!

**Kelly, Knox Resident**

She has come right out of herself and is flourishing.



## Major Projects

### Stamford Park Homestead and Gardens

The renovations to the Stamford Park Homestead were completed in 2018-19. The homestead is now open and is operating as a restaurant and function space, with the newly renovated homestead gardens open to the public. Major improvements were made to the drainage system, fencing, car parking, the driveway and the retaining walls. There was also significant tree and shrub planting undertaken as well as lawn preparation.

Works to the surrounding 38 hectares of parkland will commence in 2019-20 and will include walking paths and trails, enhanced open space, wetland development and substantial revegetation works.

### Knox Regional Sports Park

A bold and ambitious vision of the future of the Knox Regional Sports Park (KRSP) was endorsed by Council in August 2018. As the Knox community grows, the demand for high-quality sporting facilities is exceeding supply. The final KRSP Masterplan is Council's response to this growing demand, offering a state-of-the-art facility that will enhance sporting opportunities and support the community to stay active and healthy.

#### Masterplan features

The Masterplan includes:

- 10 additional domestic basketball courts
- a new gymnastics facility suitable for regional level competition
- a centre-of-excellence facility and high-performance training centre
- an 8,000-seat capacity sports/entertainment area with overflow parking for 2,500 vehicles within the adjacent Cathies Lane landfill site
- provision for the conversion of the existing five-a-side soccer pitches to one (1) full-sized field, six (6) new 5-1-side pitches and extension to the existing pavilion
- at-grade car parking facilities and intersection upgrade works to facilitate parking demands and traffic flows.

Council's decision to endorse the Masterplan followed extensive community consultation, including an online survey that received over 1,500 responses.

### Henderson Road Bridge, Rowville

Construction work began on the long-awaited Henderson Road Bridge, a \$6.5 million project that will provide a much-needed link between Rowville and Knoxfield.

Council appointed a contractor to construct the bridge, a project made possible thanks to the \$6 million grant from the federal government. The bridge will link Henderson Road North and Henderson Road South across the Corhanwarrabul Creek. Council will contribute \$500,000 to the project.

Once complete, the bridge will help to reduce traffic congestion in the area by providing an alternative north-south route, especially for local industry. Construction is expected to be completed by November 2019.

### ICT Strategy

In 2016, Council approved a \$16 million Information and Communications Technology (ICT) Strategy to be delivered over a five-year period. This strategy was developed to ensure our digital and information technology assets deliver convenient self-service options for our community and contemporary technologies for our staff. Key focus areas for the project include improving customer experience and community safety as well as reducing operational risk and improving internal efficiencies. A key project within the strategy is the re-development of Council's website to create improved online services for the community.

## Boronia Precinct Planning

Council commenced a process to renew the Boronia Activity Centre. The process includes reviewing the 10-year-old Boronia Structure Plan and examining the built form and the social, economic and environmental issues as well as the future options for Council's ageing infrastructure and how community services can be better delivered.

Council is committed to providing a safe and secure space within both a natural and built environment, with a strong regional economy, local employment and learning opportunities.

The project aims to produce a number of new guiding documents, including:

- Key Directions Report
- Boronia Strategic Community Plan
- Boronia Park Civic Concept Plan

The draft renewal strategy was presented to Council at the October 2018 Council meeting and was available for community review and feedback in late 2018.

This new strategy builds on continuing themes from the original 2006 structure plan and looks to develop the nine key directions through new goals and strategies to be implemented over the next 10 to 20 years. Feedback received from this consultation will be used to inform and develop the final renewal strategy.

## Modular Building Program

Council's Modular Buildings Program is a three-year pilot program initiated to address the gap in availability of female-friendly changing facilities, and the need for changing facilities at secondary ovals at Council's sporting reserves.

Modular design is a fast and cost-effective approach, with 90 per cent of the build taking place in a factory off-site before the buildings are transported, joined and erected at the reserves. The pre-fabricated nature of this process not only delivers high-quality facilities but it also means there is minimal disruption to the community. The buildings have a solid environmental record and are constructed from sustainably sourced, engineered timber products, and include low-energy LED lighting and solar hot-water units.

As part of this program, Council has completed the installation of new, modern change rooms at Knox Gardens Reserve in Wantirna South and at Batterham Reserve in The Basin. Moving forward, Council will also be building modular change rooms at Colchester Reserve in Boronia and Walley Tew Reserve in Ferntree Gully.



## Major Organisational Changes

In 2018-19, Council appointed two new directors—Matt Kelleher as Director City Development and Tanya Clark as Director Community Services.

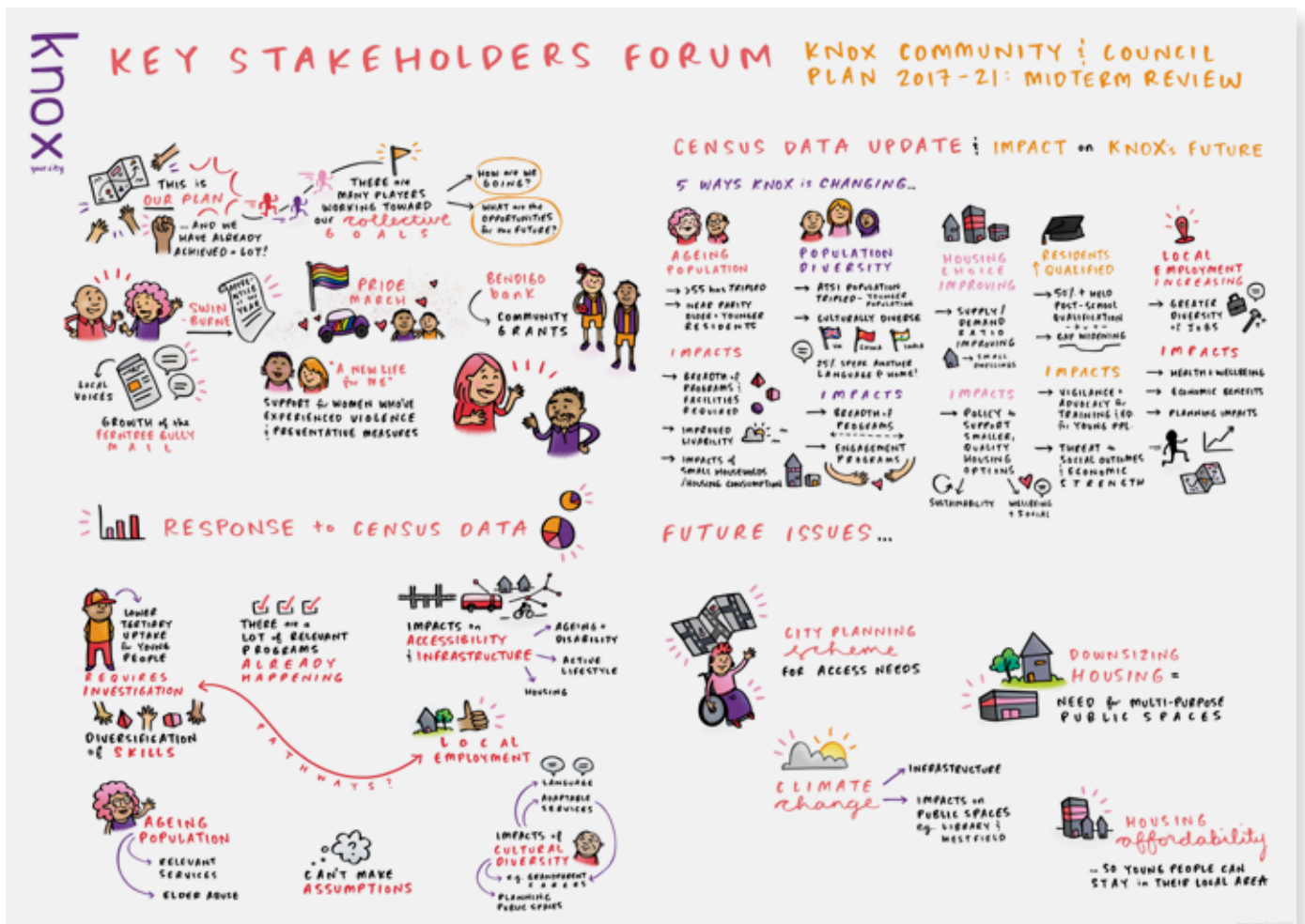
Council also welcomed a new Councillor in 2018-19—Marcia Timmers-Leitch representing the Collier Ward.

## Major Achievements

### Mid-Term Review of Community and Council Plan 2017-21

The 2018-19 financial year marked the halfway point of the ambitious Community and Council Plan 2017-21. During the year, Council undertook a mid-term review, which included updating census data and consulting with stakeholders and the community to create a picture of how Council is progressing towards the achievement of its Goals. The overall findings were encouraging, with both key stakeholders and Council delivering in identified areas.

There was also positive engagement with the community regarding the Goals for the future of Knox.



## Lean

The implementation of Lean Thinking and Practice progressed well throughout 2018-19. Most of Council's senior management team (90 per cent) have undertaken Lean Basics training. This training has provided the tools to improve the processes and services that Council delivers to the community.

The group of 23 Lean Champions participated in a comprehensive nine-month program to provide them with a deeper understanding of Lean Thinking and Practice, which will enable them to lead continuous improvement work at Knox Council. This group presented their recommendations to the Executive Management Team in June 2019 and are now implementing the identified improvements.

The focus of 2018-19 was on building the capability of the organisation to implement improvements using the Lean tools and techniques. Council has experienced a significant increase in the level of improvement activity, facilitated by the provision of dedicated time for staff to focus on "making things better for the community", no matter how small or large that change may be. Some examples of key improvements are the introduction of an online planning application process; improved response times for tree requests; and improvements to the hard waste booking process.

Council will continue its focus on Lean in 2019-20 to ensure that it is delivering the best services to the community.

## Dorset Road extension

The federal government announced that \$80 million has been provided to extend Dorset Road to Lysterfield Road in Ferntree Gully. Council had been advocating for the construction of the road for the past 20 years.

The north-south road connections through Knox are at capacity and as a result, vehicles are using local streets as an alternative, which is negatively impacting on local residents and compromising community safety.

The extension of Dorset Road will provide much relief to the traffic congestion in the area and represents a great win for the community.

## A vision for world-class facilities

Plans for the expansion of the Knox Regional Netball Centre (KRNC) in Ferntree Gully became a reality. As the KRNC is both a sporting and recreational asset to everyone, these improvements, including the development of two new indoor netball courts, will reinforce KRNC's position as a hub for netball in the region and for the thousands of players who participate each week.

## The City of Knox Design and Development Excellence Awards

As urban density increases to cater for a growing and changing population, Knox City Council is committed to working with the community and industry on improving design and development outcomes in the municipality. The inaugural Knox Design and Development Excellence Awards 2019 celebrated excellence in the design and development of the built environment in the City of Knox.

## New partnership between Council and Women's National Basketball League (WNBL) Club, the Deakin Melbourne Boomers

This partnership will deliver unprecedented access to elite female sport over the next five years, while also supporting a host of Council community engagement activities and initiatives across Knox. Through its partnership with the Boomers, Council aims to strengthen the ongoing elite basketball program at the KRSP to further reinforce its position as Victoria's premier basketball facility. While boosting participation in local sport is a key objective of the partnership, of equal importance will be the availability of Boomers' players to encourage and inspire budding athletes of the future, in particular girls and women.

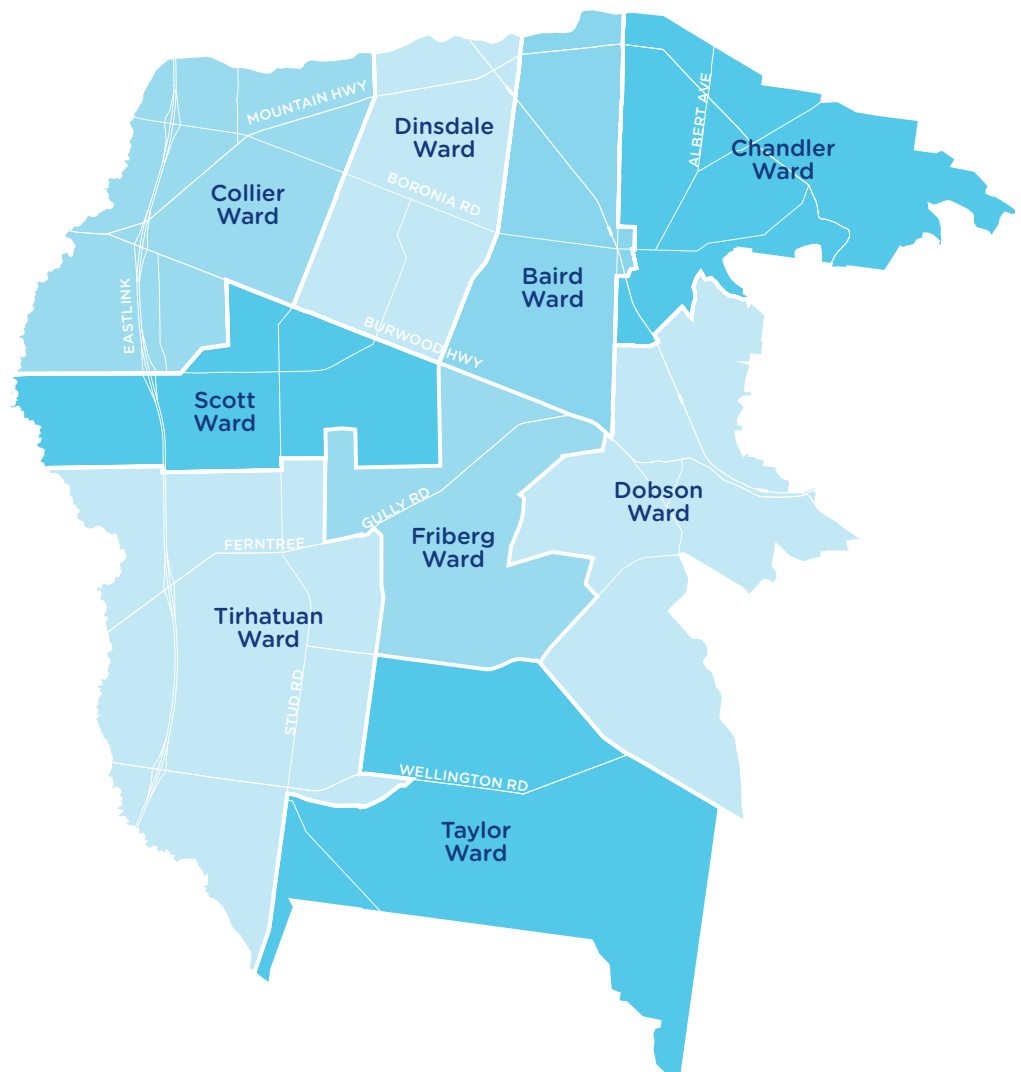


# Our City

The municipality of Knox is named after Sir George Hodges Knox (1885–1960), who was a local and state politician. Sir George was elected in 1923 to the Ferntree Gully Shire Council. In 1927, he won the Legislative Assembly seat of Upper Yarra for the Nationalists. Sir George was a diligent local member and remained unopposed between 1929 and 1940. From 1945 until his passing in 1960, he represented Scoresby and is now commemorated with a municipality named after him.

Approximately 25 kilometres from Melbourne's central business district, Knox is a major hub of cultural, commercial, business and innovative activity in the eastern suburbs of Melbourne. It is a diverse municipality, with residents from 130 different countries speaking 54 languages. The City of Knox has an estimated residential population of 163,203 (30 June 2019) and covers an area of 114 square kilometres. The area boasts a green, leafy environment that extends to the foothills of the picturesque Dandenong Ranges. Knox comprises the following suburbs: The Basin, Bayswater, Boronia, Ferntree Gully, Knoxfield, Lysterfield, Rowville, Scoresby, Upper Ferntree Gully, Wantirna and Wantirna South.

## Map of Knox



### Council Offices

**Address:**

511 Burwood Highway,  
Wantirna South VIC 3152.

**Opening Hours:**

8:30am to 5pm  
Monday to Friday

**How to Contact  
Knox City Council**

**Phone:**

03 9298 8000

**Fax:**

03 9800 3096

**Email:**

knoxcc@knox.vic.gov.au

## Our Councillors



**Cr Jake Keogh, Mayor**  
Dobson Ward  
Current term: 2016—current  
Mayoral term: October 2018—current  
Deputy mayoral term:  
November 2017—October 2018



**Cr Adam Gill**  
Dinsdale Ward  
Current term: 2003—current  
Mayoral term: 2011-2012



**Cr Peter Lockwood, Deputy Mayor**  
Baird Ward  
Current term: 2012—current  
Mayoral term: 2014-2015  
Deputy mayoral term:  
December 2018—current



**Cr Tony Holland**  
Friberg Ward  
Current term: 2012—current  
Mayoral term: 2015-2016



**Cr John Mortimore**  
Chandler Ward  
Current term: 2008—current  
Mayoral term: November  
2017—October 2018  
Deputy mayoral term:  
February 2017—November 2017



**Cr Lisa Cooper**  
Scott Ward  
Current term: 2015—current



**Cr Jackson Taylor**  
Collier Ward  
Current term: 2016—December 2018  
Deputy mayoral term:  
October 2018—December 2018



**Cr Darren Pearce**  
Taylor Ward  
Current term: 2008—current  
Mayoral term: 2013-2014, 2016-2017



**Cr Marcia Timmers-Leitch**  
Collier Ward  
Current term: April 2019- current



**Cr Nicole Seymour**  
Tirhatuan Ward  
Current term: 2012—current

# Our People

## Executive Management Team



**Tony Doyle**  
Chief Executive Officer

Tony Doyle joined Knox Council as its Chief Executive Officer in July 2016. Tony's previous position was as Chief Executive Officer at Hindmarsh Shire Council in western Victoria, a position he held for three years. He has brought strong leadership and financial skills to the role as well as having a passion for working with communities and creating formative community partnerships.

Before joining the local government sector, Tony had a successful career in the financial services sector, holding senior leadership positions with one of Australia's largest banks. He has worked in Australia and the United Kingdom and has led large and diverse teams across a number of environments.



**Michael Fromberg**  
Director Corporate Services

Michael is an experienced executive who has a proven track record of navigating complex environments and engaging and enabling teams to re-shape businesses to deliver exceptional employee, customer and business value.

Michael's background includes the leadership of large teams providing a wide range of internal and external services and the leadership of programs aimed at transformational change and experience across multiple industries including finance, logistics, manufacturing and local government.

This diversity of experience, coupled with a deep understanding of Lean and Agile business improvement techniques and a passion for community and customer service, has enabled Michael to build high-performing teams that are capable of delivering exceptional results across a broad range of customer and organisational needs.

Michael's directorate consists of:

- Business and Financial Services
- Communications
- Governance and Strategy
- Information Technology
- Transformation



**Matt Kelleher**  
**Director City Development**

Matt Kelleher joined Knox in May 2019 as Director City Development.

Before joining Knox, Matt was Director Community and Planning at Nillumbik Shire Council.

Matt has had extensive experience in senior leadership and executive roles in the local government sector, leading teams across a diverse range of functional areas, including planning, city strategy, community services, customer experience, regulatory services, organisation development and human resources. He has a strong track record of delivering on a range of complex strategic projects, with strong community and stakeholder engagement supporting his ability to make a positive difference for communities.

Experience in service reviews and leading change has enabled Matt to build high-performing teams who have a clear shared vision in delivering improved services and results for customers and stakeholders. Matt's experience across a range of urban planning, community liveability, service performance and organisational capability projects and initiatives has been focused on supporting teams and organisations to effectively position for strategic challenges in the external environment.

Matt's formal qualifications include an MBA along with a Bachelor of Applied Science in Planning and a Graduate Diploma of Management, and he is a certified change management practitioner (ProSci). Matt is a fellow of Local Government Professionals (LGPro) and is currently a participant in its Executive Leadership Program, XLP.

Matt's directorate consists of:

- City Futures
- City Planning and Building
- City Safety and Health



**Tanya Clark**  
**Director Community Services**

Tanya Clark commenced as Director Community Services in October 2018.

Tanya has extensive experience working at a senior level in a wide range of community service programs in local government, state government and the community sector. She is a highly regarded industry leader, renowned for her innovative and collaborative regional and sector leadership and has led teams and organisations through significant change.

Tanya's background includes the leadership of large teams providing a wide range of community services and experience across multiple sectors, including aged and disability, family and children's services, leisure and recreation, community development, public health, economic development and strategic planning.

Tanya's formal qualifications include a Bachelor of Applied Science (Disability Studies) and a Postgraduate Diploma of Health and Human Services Management (Deakin), and she is currently completing a Master of Management (Monash).

Tanya's directorate consists of:

- Active Ageing and Disability Services
- Community Wellbeing
- Family and Children's Services
- Youth, Leisure and Cultural Services



## Executive Management Team continued



**Ian Bell**  
**Director Engineering and Infrastructure**

Ian Bell is the Director of Engineering and Infrastructure at Knox City Council and has responsibility for Sustainable and Community Infrastructure, Operations and the Major Initiatives Unit.

Over the past 30 years, Ian has held senior roles in the areas of strategy formulation and implementation, project and infrastructure management – including the position of project director for the \$33 million Eastern Recreation Precinct Project.

He has also performed roles in the initiation and implementation of capital and operational works programs that have incorporating natural resource management, community arts, and urban and landscape architectural design.

Ian has a Diploma of Applied Science, a Master's Degree in Landscape Architecture, an MBA and in 2012, completed a PhD at La Trobe University that focused on sustainability and business strategy. He is also a member of the Australian Institute of Landscape Architects (AILA), the Institute of Public Works Engineering Australia (IPWEA), the Australian Institute of Company Directors (AICD) and is a fellow of Local Government Professionals (LGPro).

Ian's directorate consists of:

- Community Infrastructure
- Major Initiatives Unit
- Operations
- Sustainable Infrastructure



**Samantha Mazer**  
**Director Knox Central**

As Director Knox Central, Samantha leads a 220ha urban regeneration program that brings together public and private sector stakeholders to deliver on an integrated vision for the municipality's largest activity centre.

Samantha has spent many years blending her advocacy, leadership and commercial expertise to lead teams and organisations through periods of significant change. She has held senior and executive positions in banking and professional services as well as consulting across a broad range of sectors, including government, property, technology, retail, manufacturing and not-for-profit.

Samantha's diversity of experience, combined with her passion for contemporary leadership, has helped take Knox Central from aspiration into strategy and delivery whilst also adding a valuable perspective to the Knox Executive Management Team.

# Organisation Chart

Chief Executive Officer

Knox Central Project	Manager People & Culture	Community Services	City Development	Corporate Services	Engineering & Infrastructure
		Director Community Services	Director City Development	Director Corporate Services	Director Engineering & Infrastructure
		Manager Family & Children's Services	Manager City Futures	Manager Governance & Strategy	Manager Sustainable Infrastructure
		Manager Community Wellbeing	Manager City Planning & Building	Manager Business & Financial Services	Manager Operations
		Manager Youth, Leisure & Cultural Services	Manager City Safety & Health	Manager Transformation	Manager Community Infrastructure
		Manager Active Ageing & Disability Services		Manager Communications	Manager Major Initiatives
				Manager Information Technology	



## Workplace Report

As at 30 June 2019, Council employed 1,030 staff, which consisted of full-time, part-time, temporary and casual positions.

Overall, 164 permanent, temporary or casual staff joined Council during the year to fill vacant positions and meet increased legislative, project and operational requirements.

### Staff by Functional Area 2018-19

Headcount as at 30 June 2019

Directorate	Full-time		Part-time		Casual		Gender Total		Grand Total
	Female	Male	Female	Male	Female	Male	Female	Male	
Chief Executive's Office	9	4	16	1	2	0	27	5	32
City Development	31	45	78	47	26	12	135	104	239
Community Services	129	13	268	22	71	9	468	44	512
Corporate Services	36	22	29	6	1	2	66	30	96
Engineering & Infrastructure	29	104	14	2	0	1	43	107	150
Knox Central	1	0	0	0	0	0	1	0	1
<b>Total</b>	<b>235</b>	<b>188</b>	<b>405</b>	<b>78</b>	<b>100</b>	<b>24</b>	<b>740</b>	<b>290</b>	<b>1030</b>

Full-time Equivalent as at 30 June 2019

Directorate	Full-time		Part-time		Casual		Gender Total		Grand Total FTE
	Female	Male	Female	Male	Female	Male	Female	Male	
Chief Executive's Office	9.0	4.0	10.5	0.9	0.1	0.0	19.6	4.9	24.5
City Development	31.0	45.0	24.3	10.6	0.7	0.5	55.9	56.1	112.0
Community Services	126.5	13.0	142.9	9.4	2.8	0.2	272.2	22.6	294.8
Corporate Services	36.0	22.0	18.5	3.7	0.0	0.1	54.5	25.8	80.3
Engineering & Infrastructure	29.0	104.0	8.8	0.7	0.0	0.0	37.8	104.7	142.5
Knox Central	1.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	1.0
<b>Total</b>	<b>232.5</b>	<b>188.0</b>	<b>205.0</b>	<b>25.3</b>	<b>3.6</b>	<b>0.8</b>	<b>441.1</b>	<b>214.1</b>	<b>655.2</b>

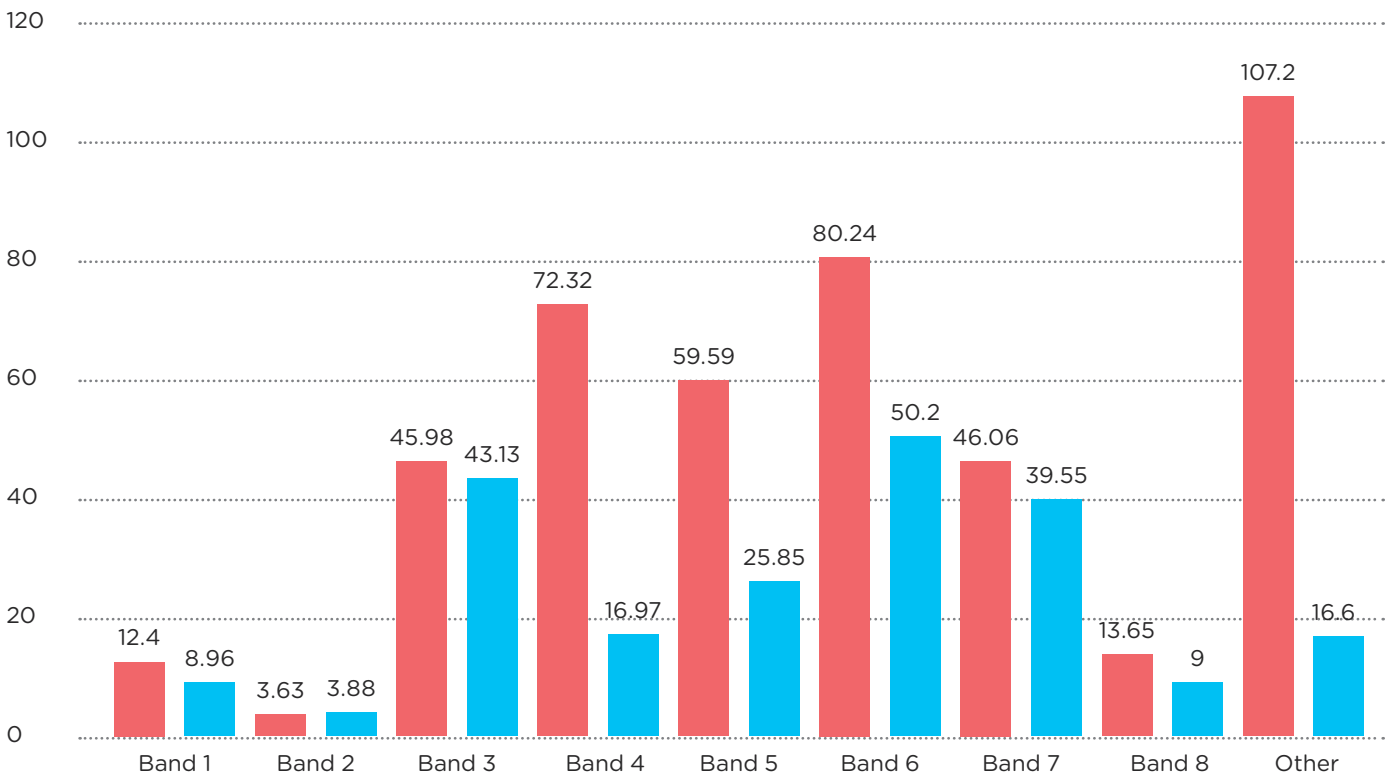
## Council Staff

A summary of the number of FTE staff categorised by employment classification and gender is detailed in the following table.

Employee Classification	Female	Male	Total FTE
Band 1	12.40	8.96	21.36
Band 2	3.63	3.88	7.51
Band 3	45.98	43.13	89.11
Band 4	72.32	16.97	89.29
Band 5	59.59	25.85	85.44
Band 6	80.24	50.20	130.44
Band 7	46.06	39.55	85.61
Band 8	13.65	9.00	22.65
Other*	107.20	16.60	123.80
<b>Grand Total</b>	<b>441.07</b>	<b>214.14</b>	<b>655.21</b>

Notes: \* "Other" includes non-banded workforce members, including health professionals and nurses, teachers, assistants and senior officers.

Employee FTE by Classification ■ Female ■ Male





## People and Culture

This year the organisation introduced a People and Culture (P&C) business partnering model to enhance internal support, advice and insight. The new model has resulted in a deeper appreciation for the diverse workforce Council has across the broad range of services and programs it offers its community. The various needs and aspirations of directorates and departments are now better able to be supported through dedicated business partners.

### Enhancing our People Systems

Knox City Council has embarked on a project to identify and implement a new talent management system that will enhance the overall employee experience by improving the interface between Council's systems and our people. The scope includes enhancements to Council's recruitment, performance and learning systems together with new solutions that will provide easier onboarding for new employees, support talent management across Council, and minimise the manual data processing of staff's salaries. In 2018-19, Council conducted a competitive open tender process and selected two suitable vendors. Council will work with these vendors over the next 12 to 18 months to implement and realise the benefits of a streamlined, user-friendly and integrated solution.

### Equal Opportunity

Council takes its equal opportunity responsibilities seriously and is committed to upholding the principles of the *Equal Opportunity Act 2010*, which are affirmed in Council's Enterprise Agreement.

The objectives of the equal opportunity program are to:

- achieve and maintain an environment that is free from discrimination, vilification, bullying and sexual harassment
- establish an internal contact officer program to provide a support and referral service to other staff who may have queries/concerns regarding equal opportunity in the workplace
- offer equity of access to training opportunities and career paths, particularly to those from disadvantaged groups in the workforce
- consistently apply the relevant policies and procedures throughout the organisation.

Equal opportunity, inclusion awareness, and the prevention of workplace bullying and sexual harassment are the areas of compulsory training programs for all staff. These training programs draw on the education of staff, staff feedback and opportunities for positive initiatives and implementation of any changes in legislation.



## Listen, Learn and Lead Gender Equity (LLLGE) Program

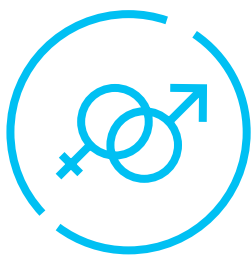
Council appointed an inaugural Diversity Lead in 2019 to implement the Listen, Learn and Lead Gender Equity (LLLGE) program.

The program is modelled on the successful Champions of Change program. It includes the themes of stepping up as leaders, creating accountability, disrupting the status quo, and dismantling barriers to greater gender equity. The 13-week program supports Victorian councils in advancing gender equity and diversity in their organisation by facilitating productive discussions between chief executive officers and council staff on the subject of gender equity.

The aim of the program is to identify and implement strategies and actions to improve outcomes for women in leadership positions in Victorian councils by:

- encouraging a deeper level of insight into the barriers to gender equality that need to be tackled within council organisations
- informing the development or enhancement of council's gender equity actions
- sharing insights and identifying opportunities for sector-wide action where combining efforts will lead to greater impact.

The program report formed the basis of Council's new 10-point Gender Equity Plan for its own workforce.



**...stepping up as leaders,  
creating accountability,  
disrupting the status quo,  
and dismantling barriers to  
greater gender equity.**

## Health and Wellbeing

Council's health and wellbeing focus continued in 2018-19 with the aim of encouraging self-engagement and motivating and supporting staff to adopt healthy habits that would be beneficial for both work and home life.

Work continued in the mental health area, with work being undertaken on the Psychologically Healthy Workplace Action Plan. This plan will be used as a guide to drive the integration of psychological health into Council's overall health and safety framework and more generally throughout its policies, practices and procedures.

Council received the 2018 Wellness@Work Index results which provide a baseline reading of the current wellbeing status of Council employees. This has provided Council with a sound knowledge base for areas of focus and improvement that will have a positive impact on staff wellbeing, namely sleep, diet, activity and workplace factors. More positive results were achieved relating to purpose and mindsets/psychological health.

Council continued to deliver mental health first-aid training with the intent of retaining its gold status. Initial and refresher training continues to be provided to staff and management to better enable support to be provided to staff in need.

The Wellness@Knox committee flourished in 2018-19, with the Healthy Workplace Charter being finalised. The committee has facilitated a number of health and wellness initiatives, including the provision of exercise bikes for casual use, the popular Food4Life program, a healthy-cooking demonstration, a soccer team, table tennis tournaments, walking groups, bicycle maintenance classes, Pilates and yoga.

## People and Culture continued

### Safety Activities

Occupational health and safety (OHS) has continued to be a major focus for Council. The organisation continues to adapt its health and safety system to be responsive to both compliance requirements and best practice as well as the integration of wellbeing into the Health & Safety Management System and consultative structure.

During 2018-19, Council continued to develop the safety-focused initiatives commenced in 2017-18. Continuing initiatives included:

- promotion of the Take 5 risk awareness program
- quarterly CEO safety walks
- safety promotions in CEO staff briefings
- increased focus and promotion of hazard and near-miss reporting
- identifying further improvements to Council's online reporting tool
- reporting via health and safety dashboards and detailed reports.

Hazard and near-miss reporting increased once again, following the expanded focus on reporting. Its aim is to help prevent incidents from occurring, which reduces injury rates, and there was a reduction in injury rates in 2018-19.

Proactive safety reports (hazards and near misses) increased from 161 in 2017-18 to 233 in 2018-19, an increase of 44 per cent, while injury reports and overall safety reporting decreased.

Safety reports decreased from an overall total of 466 in 2017-18 to 453 in 2018-19, a decrease of 2.9 per cent. A more significant reduction was seen in injury reports, with 215 reports in 2017-18 and 178 reports in 2018-19. This reduction in injuries is attributed to a decrease in major (medical treatment and lost-time) injuries from 52 in 2017-18 to 50 in 2018-19.

WorkSafe incident notifications, required under the *Occupational Health and Safety Act 2004*, remained low with four in 2017-18 and five in 2018-19. These incidents were related to staff trips and falls, accidental injuries to children in the Early Years services, asthma attacks, and a laceration due to impact with an object.

The redesign of the OHS consultation structure was finalised, with the election of health and safety representatives (HSRs) for vacancies continuing to ensure employee representation across Council. Key changes were to simplify the structure of designated work groups and the integration of wellbeing into the health and safety consultation structure and committee, resulting in improved opportunities for staff and HSRs to consult on health, safety and wellbeing matters.

Other initiatives that were progressed or commenced during 2018-19 included:

- a review of lone-worker risks across all Council's operational areas to provide risk management and control options for lone-worker situations, including trials of some mobile phone apps
- further improvement of emergency management procedures and associated documentation
- the implementation of occupational violence prevention training, and the development of an occupational violence prevention strategy has commenced to improve management of these risks
- initial work to create a motor vehicle incident prevention strategy to address the root causes of these incidents
- the revitalisation of health, safety and wellbeing in Council's corporate induction session.

An internal OHS audit was conducted by Crowe Howarth in early 2019, with the report to be finalised in July 2019. Early feedback is that Council's OHS practices (including contractors) are of a high standard, are well established and are maintained with continual improvements taking place.

### Injury Management

Council continued to achieve and maintain positive return-to-work results and reduced claims costs. This was reflected in Council's WorkCover employer performance rating, which remained significantly lower than industry standards.

Council's injury management program continued to assist staff to successfully return to work after experiencing both work-related and personal injuries. In 2018-19, the on-site physiotherapy provider was well utilised and contributed to the successful management of injuries and return to work.

## Risk Management

Council's Risk Management Framework, which includes the risk policy, plan and procedure, forms the basis of risk management activities applicable to all Council services. The framework is reviewed every three years. A review of the framework was finalised in 2018-19 with improvements made to the risk assessment matrices and the risk appetite to better reflect Council's context.

### Business Continuity Planning

The Business Continuity Framework was further developed in 2018-19, with planning underway for a physical exercise that will incorporate activation of the Crisis Management Team to ensure plans and guidance are effective and key stakeholders have practised their roles prior to a disruption event occurring.

### Risk Review

The Executive Management Team continued to conduct quarterly reviews of Council's Risk Register, with regular reports for both operational and strategic risks provided to Council's Audit Committee. This process ensures that risks are effectively reported and monitored. Following the holistic risk review completed in the previous financial year, in 2018-19 continuous improvement of the risk register was implemented with improvements made to the register, and support was provided to risk owners to ensure that risks were being well managed.

### Vehicle Insurance Claims

Council's fleet of registered vehicles, which includes cars, trucks, tractors and trailers, has decreased from 229 in 2017-18 to 197 in 2018-19. The number of over-excess vehicle insurance claims also decreased from 49 in 2017-18 to 19 in 2018-19. This decrease was explained by the absence of a major event such as the hailstorm that occurred in December 2017, which saw a spike in claims in 2017-18. The number of vehicle under-excess claims decreased from 58 in 2017-18 to 29 in 2018-19, with these 2017-18 claims also being inflated by the hailstorm that year.

### Insurance Claims against Council

The number of non-vehicle under-excess insurance claims increased from 82 in 2017-18 to 115 in 2018-19. Claims most commonly related to tree falls, tree-root damage, trips and falls due to uneven surfaces and damage to motor vehicles, with the increase attributed to storm activity that resulted in tree limbs falling and damaging property. Over-excess claims—typically as a result of tree damage and personal injury—increased in 2018-19, with insurers reporting an increase in overall claims costs of 19.5 per cent. This increase was due to a rise in claim numbers, as well as higher actual costs being paid on older claims, than was previously estimated.



**...the on-site physiotherapy provider was well utilised and contributed to the successful management of injuries and return to work.**

# Our Performance

## Community and Council Plan 2017-21

On 26 June 2017, Council endorsed the new Community and Council Plan 2017-21, which replaced the Knox Vision: Our City, Our Future, the City Plan (incorporating the Council Plan) 2013-17 and Council's Integrated City Strategy.

The following planning framework illustrates how the new plan guides other Council planning documents and is informed by research and community engagement (as the previous Vision and City Plan did as well).

All of these planning documents guide Council's ongoing work and service delivery, which also contribute to achievement of the vision.





# Goals

Together with the community, Council has identified eight key goals, with associated strategies, as the framework for progressing towards achievement of the vision:



**Goal 1** We value our natural and built environment



**Goal 2** We have housing to meet our changing needs



**Goal 3** We can move around easily



**Goal 4** We are safe and secure



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



**Goal 6** We are happy, healthy and well



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



**Goal 8** We have confidence in decision-making

# Annual Plan 2018-19

Each year, Council develops an annual action plan based on the strategies and initiatives outlined in the Community and Council Plan 2017-21. The Annual Plan 2018-19 was adopted by Council on 25 June 2018 as part of the annual Budget.

The Annual Plan is made up of a number of major initiatives and initiatives that will be achieved during the financial year.

## Local Government Performance Reporting Framework

The Local Government Performance Reporting Framework (LGPRF), established by the Victorian Government in 2014, is a mandated reporting requirement for all Victorian councils. The LGPRF is a comparative reporting framework that aims to ensure measuring and reporting on performance is undertaken in a consistent way across local governments in Victoria.

Four indicator sets have been developed across three thematic areas—service performance, financial performance and sustainability—in order to provide a comprehensive picture of Council's performance. These indicators and measures are reported on throughout the following sections of this report.

## Service Delivery

Service delivery accounts for a significant part of Council's annual investment in the community and is one way to support and maintain Knox's areas of strength.

It also addresses some key challenges for our community. Service delivery is equally as important as our priority strategies and actions.

## Details of Our Performance

The following information is contained under each Community and Council Plan goal:

### Four-year Community and Council Plan Targets and Measures

Progress against the targets and measures identified in the Community and Council Plan 2017-21 that will inform our success in achieving our goals and strategies.

### Annual Plan Initiatives

Details of the progress of major initiatives and initiatives identified in the 2018-19 Annual Plan.

### Services

Details of the services, funded in the 2018-19 Budget, that most closely align to the particular Community and Council Plan goal and, where relevant, the associated LGPRF measures and results.

... embed a culture of continuous improvement that places the customer at the centre of everything we do.



# Goal 1

## We value our natural and built environment

### HIGHLIGHTS



Progressed the development of the Strategic Asset & Investment Strategy



Added the first of three electronic vehicles into Council's fleet



Added two double charging stations at Council's Civic Centre



Planted 5,208 threatened species in 24 distinct site



Undertook a Review of the Masterplan for the Boronia Park Precinct



Planted 3,121 trees

### RESULTS

#### Council Targets

Council has progressed work towards achieving the 12 Community and Council Plan targets identified under the Strategies of Goal 1.

#### > Annual Plan Progress

Council has completed 3 of the 6 initiatives identified under Goal 1 in the 2018-19 Annual Plan. Work continues to progress on the remaining three.

#### > Looking Ahead...

2019-20 Annual Plan Major Initiative

Expand the range of items to be recycled through the kerbside domestic and commercial waste service.



# What we achieved in 2018-19

Progress against the targets and measures identified in the Community and Council Plan 2017-21.

## Strategy 1.1: Protect and enhance our natural environment

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>A reduction in environmental impact</b>	Council's corporate greenhouse gas emissions	—	<b>5,257 tonnes per annum (CO<sub>2</sub>-Equivalent)</b>	This is an estimated figure as data for the final quarter will not be available until September 2019.
<b>An increase in the usage of renewable energy</b>	Council's corporate renewable energy usage	108.18 kW	<b>306.00 kW</b>	In 2018-19, Council's corporate renewable energy usage was 306 kW (Total Installed Capacity - Solar PV), an increase from 108kW in 2017-18.
<b>A reduction in waste generated in our homes</b>	Annual non-recyclable garbage generation per household (waste to landfill)	9.99 kg	<b>9.25 kg/hh/wk</b>	In 2018-19, the non-recyclable garbage generation was 9.25 kg per household per week, an 8% reduction from 2017-18.
	Annual diversion rate per household (recyclable green waste)	19.9%	<b>16.36%</b>	In 2018-19, the recycling contamination rate was 16.36%, representing a 3.54% decrease from 2017-18. The garden waste contamination rate was 1.95%.
<b>A reduction in water use of new buildings</b>	Percentage of applicable buildings assessed in planning as meeting the best-practice target of a 25% reduction in potable water consumption	94.00%	<b>97.39%</b>	112 of the 115 applications assessed were found to achieve the 25% reduction in potable water consumption target. This result was 3.4% higher than 2017-18.
<b>A reduction in Greenhouse Gas emissions of new buildings</b>	Percentage of applicable buildings assessed in planning as meeting the best-practice target of a 50% reduction in Greenhouse Gas emissions	69.00%	<b>74.78%</b>	86 of the 115 applications were found to achieve the best-practice target of a 50% reduction in greenhouse gas emissions, a 5.78% increase from 2017-18.
<b>Sustainable design of Council's new buildings</b>	Percentage of applicable Council capital works buildings assessed as meeting the best-practice environmental targets in water savings, stormwater quality, sustainable materials, local biodiversity, sustainable transport user facilities, energy savings and greenhouse gas emissions reductions.	100%	<b>0%</b>	No Council projects assessed in 2018-19 were found to meet best-practice environmental targets. The early-learning hubs and the new Council depot were, however, found to have incorporated strong environmentally sustainable design principles with involvement from internal and external consultants.



## Goal 1 We value our natural and built environment

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in canopy tree cover along streets</b>	Percentage of street corridors covered by canopy trees	494	<b>1,249</b>	Reporting against this measure focused on net gain (difference between trees removed and planted) as it can take many years for a new tree to grow large enough to provide canopy coverage.  In 2018-19, a net gain of 1,249 street trees was achieved, a significant increase from 2017-18.
<b>An increase in canopy tree cover on private land</b>	Under development	—	—	
<b>An increase in the number of indigenous plant species in Knox</b>	The total number of indigenous plant species in Knox	3,662	<b>5,208</b>	The total number of threatened species planted in Knox in 2017-18 was 5,208, 1,546 more than in 2017-18. The threatened species were planted at 24 distinct sites.
<b>An increase in local Knox residents' biodiversity awareness</b>	The total number of Gardens for Wildlife participants	779	<b>849</b>	849 individuals participated in Gardens for Wildlife in 2018-19, 72 more than 2017-18.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>A decrease in the number of 'at-risk buildings' in Knox</b>	The number of at-risk buildings in Knox	6	<b>6</b>	In 2018-19, there were six buildings on the At-Risk Register.
<b>Increase Council's urban design management and assessment capacity to facilitate best practice urban design outcomes</b>	Increase in the number of workshops, forums, and recognition programs to build Council's urban design management and assessment capacity	5	<b>4</b>	The inaugural Knox Design and Development Excellence Awards 2019 were successfully staged, attracting 15 entries, which resulted in a commendation for four entries, Awards of Excellence to two entries and The Knox Award to one entry.  The Knox Urban Design advisor, an independent, external built design professional, has been engaged and is utilised in the assessment of key projects and development applications.  Councillors and the Executive Management Team attended two professional development forums on urban design covering the subject of activity centre urban design and consolidation of the suburbs.  City Development staff also attended a professional development forum on urban design covering the subject of activity centre urban design.

# 2018-19 Annual Plan

## Key activities undertaken in 2018-19 to work towards the achievement of Goal 1

Major Initiative	Progress	Comment
Incorporate in the development of the Strategic Asset and Investment Strategy, Community Infrastructure Plans in key locations with models for alternative funding to enable the development of multi-use community facilities and infrastructure.	49%	Stage Three of the Strategic Asset and Investment Strategy is underway. Desktop analysis was completed for 18 sites for their suitability to convert, invest, divest or acquire. Further in-depth analysis is now underway for three sites, including 257 Boronia Road, Boronia (former Youth Hall site), the Pine Road car park in Bayswater, and the Taylors Lane Family and Children's Centre in Rowville. Preparation of the draft Boronia Renewal Strategy is underway, and one of the three sites for further in-depth analysis is within the Boronia Activity Centre. This site wasn't confirmed until April 2019, and has resulted in a slight delay with undertaking the in-depth analysis. Development of the Strategy and the models will be completed once the further in-depth analysis for the three sites is undertaken. Work will continue in 2019-20 to further progress and complete this project.
Initiatives	Progress	Comment
Complete the Flood Mapping and Modelling Study of stormwater sub-catchments across the municipality.	80%	<p>The final stage of flood modelling the city is well underway. Overall, the five-year program will be delayed by approximately 12 months due to the finding of approximately 5,000 new pit assets that had not been identified in Council's asset register.</p> <p>Year Four asset condition audits and surveys were completed. Year Five condition audits and survey deliverables are due by September 2019.</p> <p>The contract for the modelling and mapping work for both years Four and Five was awarded to a modelling consultant, with final deliverables due by April 2020.</p> <p>Climate change scenario modelling was completed for all flood-mapped catchments from years One to Three. Climate change scenario modelling for years Four and Five is underway with final deliverables due by April 2020. These models will better inform the forward challenges of the city through changing climate patterns and urban consolidation.</p>
Develop and implement a strategic pest animal plan.	80%	The Eastern Regional Pest Animal Group has been formed, which consists of 12 councils, three state government agencies and the Department of Environment, Land, Water and Planning. In 2018-19, a consultant was appointed and works commenced. Further work on the strategic pest animal plan and its implementation will continue in 2019-20.
Phase hybrid and electric vehicles into the Council vehicle fleet where appropriate and investigate the installation of charging points in new community infrastructure where appropriate.	100%	<p>The first of three electronic vehicles were received and introduced into Council's fleet, with two more ordered and to be delivered early in 2019-20.</p> <p>Two double-charging stations were commissioned, with two to be available for public use at the Civic Centre.</p>
Revegetate priority sites as per the recommendations from the Knox Revegetation Plan 2012.	100%	<p>Revegetation scoping and design, site preparation and delivery was undertaken along Scoresby Linear Reserve and Dandenong Creek in Bayswater and The Basin.</p> <p>Approximately 60,000 plants were planted across the sites. Several tree-planting events were held, including National Tree Day, World Environment Day, Wattle Day and the One Tree per Child program.</p>
Develop and undertake a review of the Masterplan for the Boronia Park precinct.	100%	<p>A report was presented to the Executive Management Team (EMT) which will become the basis for a high-level options paper identified as a key challenge and opportunity within the Boronia Renewal Project Strategy.</p> <p>In conjunction with the results of the Masterplan review and the strategy, a business case was approved for 2019-20 to consider high-level options for the future use of Boronia Park following the removal of the basketball stadium.</p>

## Services

### The services funded in the 2018-19 Budget

Net cost of providing this service in 2018-19

Service	Description	Budget	Actual	Variance
		(\$'000)		
<b>Asset Management</b>	The Asset Management service provides strategic direction for asset management incorporating the development of processes and systems to maintain and regularly update Council's asset register and management system, collection of asset condition data, and the development and implementation of strategic asset management plans for all asset categories. The service also provides asset preservation and protection functions in areas associated with subdivision and private developments; Council capital infrastructure projects and works undertaken by service authorities; and contractors and government agencies. The service also manages the coordination, planning, development and monitoring of the delivery of Council's Capital Works Program.	1,223	1,421	(198)
<b>Biodiversity</b>	Council's Biodiversity service provides for the conservation, enhancement and celebration of local biodiversity within the City of Knox. The service provides bushland management to protect and enhance over 40 Council bushland reserves, over 120 sites of biological significance as well as conducting education/awareness programs to increase the appreciation and understanding of the values of biodiversity within the broader community. This includes encouraging and supporting active participation by members of the community in the conservation and enhancement of remnant vegetation on public and private land.	1,149	1,107	42
<b>Building</b>	Council's Building service provides for building assessment and regulatory services in accordance with the <i>Building Act 1993</i> and other relevant legislation. The service issues building permits; performs building inspections; responds to complaints with inspections; and performs swimming-pool inspections.	1,025	1,078	(53)
<b>Facilities</b>	Facilities provides building services, including capital construction, programmed and reactive maintenance, and ancillary services (for example, graffiti control, security, essential safety measures), for all Council buildings; and internal architectural advice and building management services on land where Council has an interest.	2,455	2,701	(246)
<b>Integrated Water Management</b>	The Integrated Water Management service provides technical and strategic advice and drainage advice/services that relate to developer and resident enquiries as well as the provision of integrated water management. The service aims to safeguard the community against flooding, provide a municipal drainage system that is safe and fit for purpose, ensure that stormwater is a valued and well-used resource, and maintain clean waterways.	2,676	3,370	(694)
<b>Major Initiatives</b>	The Major Initiatives Unit provides for the delivery of major projects that supplement the full program of capital projects being delivered by the various delivery teams within Council. The unit utilises a combination of internal and specialist skills, which include architectural, quantity surveying, project management, construction management, specialist engineering and site supervision services.	256	331	(75)
<b>Open Space Management</b>	The Open Space Management service provides planning, design, consultation and implementation of enhanced passive open space. The service also includes the development of policy and provision of planning and landscape architectural design expertise for other areas of Council.	9,939	9,535	404
<b>Operations</b>	The Operations service is responsible for the management and delivery of maintenance services and delivery of new, renewed and upgraded Council infrastructure assets. This includes parks services, works services, construction, and fleet management. The service provides well-maintained infrastructure assets that meet present-day and future needs of the community, in compliance with various government acts and regulations and Council policies.	3,572	3,245	327
<b>Sustainable Futures</b>	The Sustainable Futures service provides environmental planning and facilitates community engagement in sustainability, policy development and project implementation. The service provides a range of learning and engagement programs that focus on supporting Council and the community to move towards environmental, social and economic sustainability.	488	586	(98)
<b>Waste Management</b>	The Waste Management service aims to minimise waste and provides waste collection and disposal services for the Knox community.	17,429	17,789	(360)

# Local Government Performance Reporting Framework

This section contains the results of prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist in understanding the results where there may be a discrepancy between this year's results and the previous year's (material variation). Knox Council has set its material variation threshold at +/-10% of the previous year's results.

## Waste Collection

Service/Indicator/Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Satisfaction</b>  <b>Kerbside bin collection requests</b>  (Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households) x 1,000	75.10	70.38	63.86	76.56	<b>109.58</b>	Council experienced an increase in the number of requests related to the garbage and recycling service over the past 12 months. Changes also occurred in how data is recorded on Council's CRS system as well as transitioning to different types of dwellings provided by Council's waste services such as multi-unit developments and higher-density living. These types of dwellings generated more enquiries from residents. Repair and replacement of bins also remained high, which may be linked to the age of the bins, with most having been in use for over 10 years.
<b>Service Standard</b>  <b>Kerbside collection bins missed</b>  (Number of kerbside garbage and recycling bins missed/ Number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000	4.38	4.10	3.33	3.68	<b>5.62</b>	Changes occurred in terms of how data is recorded on Council's CRS system as well as transitioning to different types of dwellings provided by Council's waste services such as multi-unit developments and higher-density living. This created an increase in the number of recorded kerbside collection bins missed.
<b>Service Cost</b>  <b>Cost of kerbside garbage bin collection service</b>  (Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins)	\$101.06	\$106.78	\$108.62	\$106.87	<b>\$108.96</b>	
<b>Cost of kerbside recyclables bin collection service</b>  (Direct cost of kerbside recyclables bin collection service/Number of kerbside recyclables collection bins)	\$3.66	\$11.71	\$11.65	\$19.89	<b>\$45.00</b>	Recycling industry issues, including changes to policies internationally, resulted in increased pricing for recycling processing. This resulted in price increases through contract variations, including clauses related to contamination levels. Council's recycling processor was also unable to receive material for a number of months. Contingency arrangements were put in place, which were more expensive.
<b>Waste Diversion</b>  <b>Kerbside Collection waste diverted from landfill</b>  (Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	<b>53.30%</b>	<b>52.01%</b>	<b>53.41%</b>	<b>51.97%</b>	<b>55.89%</b>	

## Goal 2

# We have housing to meet our changing needs

## HIGHLIGHTS



Held the inaugural City of Knox Design and Development Excellence Awards that celebrated excellence in the design and development of the built environment in the City of Knox



Supported the development of the Stamford Park residential estate



Reduced the time taken to decide planning applications by five days

## RESULTS

### Council Targets

Council has progressed work towards achieving the four Community and Council Plan targets identified under the strategies of Goal 2.

### > Annual Plan Progress

Council has completed one of the two initiatives identified under Goal 2 in the 2018-19 Annual Plan. Work continues to progress on the remaining initiative.

### > Looking Ahead...

2019-20 Annual Plan Major Initiative

Continue implementation of Council's Housing Strategy, including facilitation of strategic redevelopment sites.



## What we achieved in 2018-19

Progress against the targets and measures identified in the Community and Council Plan 2017-21.

### Strategy 2.1: Plan for a diversity of housing in appropriate locations

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in the number of smaller dwellings available</b>	The number of one- and two-bedroom dwellings approved for construction in Knox	623	<b>227</b>	Council received fewer planning applications overall in 2018-19, which has attributed to the decrease in the number of smaller dwellings approved for construction.
<b>An increase in the number of new housing developments in well-located areas</b>	The number of approved dwellings in activity centres	510	<b>210</b>	Council received fewer planning applications overall in 2018-19 which has attributed to the decrease in the number of approved dwellings in activity centres.

### Strategy 2.2: Encourage high quality sustainable design

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>Improve high-quality sustainable design for all new, large developments</b>	The number of sustainable design assessments for new residential developments with two or more dwellings and for non-residential developments with gross floor area of 550m <sup>2</sup> or more	159	<b>115</b>	115 applications were assessed for sustainable design as part of the planning process in 2018-19.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in social and affordable housing in Knox</b>	The amount of social housing that is affordable to low-income households in Knox	2%	<b>2%</b>	In 2018-19, social housing accounted for 2% of total housing stock in Knox. This figure remained stable from 2017-18.
	The amount of rental housing that is affordable to low-income households in Knox	2.9%	<b>3.1%</b>	3.1% of rental stock in Knox was considered affordable to low-income households in 2018-19, a slight increase from 2017-18.

**Goal 2** We have housing to meet our changing needs

## 2018-19 Annual Plan

### Key activities undertaken in 2018-19 to work towards the achievement of Goal 2.

Major Initiative	Progress	Comment
Explore and, where appropriate leverage Council's own land to pilot and partner the development of a range of housing models.	<b>80%</b>	<p>Stages One and Two of the Strategic Asset and Investment Strategy (SAIS) were completed, with Stage Three in its final stages.</p> <p>Stage Three includes desktop analysis of 18 properties to determine their suitability for conversion, investment, divestment or acquisition. Further investigation is currently underway in relation to three of these sites.</p> <p>Council officers are using the work and emerging insights generated by the SAIS project to inform 'laying a social housing pipeline' initiative.</p> <p>Completion of the SAIS has been slightly delayed, as one of the sites chosen for further in-depth analysis is affected by the draft Boronia Renewal Strategy that is currently underway, this site wasn't confirmed until April 2019.</p>

Initiatives	Progress	Comment
Continue to support the development of Stamford Park residential estate.	<b>100%</b>	<p>During 2018-19, Stockland liaised with Melbourne Water to confirm its support for the revised levels associated with the land subject to inundation. The Planning Scheme amendment was lodged on 20 June 2018.</p> <p>The planning scheme amendment (C172) received authorisation from the Minister for Planning on 12 October 2018 and was exhibited between 15 November 2018 and 17 December 2018 with no submissions received. The amendment was adopted by Council on 29 January 2019, and approved and gazetted by the Minister for Planning on 21 March 2019.</p>

## Services

### The services funded in the 2018-19 Budget.

Service	Description	Net cost of providing this service in 2018-19	
		Budget	Actual
		Variance	
		(\$'000)	
<b>Planning Approvals</b>	The Planning Approvals service provides for statutory planning assessment and enforcement and regulatory services under the Planning and Environment Act and related Acts and regulations.	3,240	3,423
			(183)
<b>Strategic Land Use Planning</b>	The Strategic Land Use Planning service undertakes research to inform planning policies and decisions. It also proactively updates the Knox Planning Scheme to reflect the Community and Council Plan. This includes the preparation and assessment of planning scheme amendments, internal referral responses to planning applications, provision of general strategic land use planning advice to internal and external customers, and a statutory requirement to review the Knox Planning Scheme every four years. Community engagement and consultation is a core part of this service.	2,409	1,889
			520

# Local Government Performance Reporting Framework

This section contains the results of prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist in understanding the results where there may be a discrepancy between this year's results and the previous year's (material variation). Knox Council has set its material variation threshold at +/-10% of the previous year's results.

## Statutory Planning

Service/Indicator/ Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Timeliness</b> <b>Time taken to decide planning applications</b> (The median number of days between receipt of a planning application and a decision on the application)	65	67	63	70	<b>65</b>	Council reduced the time taken to decide planning applications by five days in 2018-19. Whilst some of this change can be attributed to a 12% reduction in applications lodged, there were also a number of process improvements implemented during the year. Further process improvements implemented in March 2019 are expected to deliver further improvements in 2019-20.
<b>Service Standard</b> <b>Planning applications decided within required timeframes</b> (Number of planning applications decisions made within required days/Number of planning application decisions made) x100	69.68%	75.53%	80.19%	76.60%	<b>73.66%</b>	
<b>Service Cost</b> <b>Cost of statutory planning service</b> (direct cost of statutory planning service/ Number of planning applications received)	\$1,970.88	\$1,561.78	\$1,762.98	\$2,031.59	<b>\$1,951.76</b>	
<b>Decision-making</b> <b>Council planning decisions upheld at the Victorian Civil and Administrative Tribunal (VCAT)</b> (Number of VCAT decisions that did not set aside Council's decisions in relation to a planning applications/Number of VCAT decisions in relation to planning applications) x100	41.67%	44.83%	52.00%	54.05%	<b>33.33%</b>	The increase in the percentage of VCAT decisions that did set aside the Council decision can be attributed to high number of refusal appeals that were ultimately approved by VCAT. Many of the decisions involved interpretation of the new Knox Housing Strategy (2015).

# Goal 3

## We can move around easily



### HIGHLIGHTS



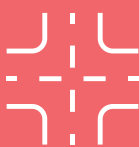
Transported 17,679 clients through the Community Transport Service



Constructed 1.65 km of new footpath in Knox



Advocated to the state and federal governments for improved transport services, including the Rowville rail and Knox tram and bus services



Increased community satisfaction with sealed local roads in the municipality by four points to a high of 73/100

### RESULTS

#### Council Targets

Council has progressed work towards achieving the seven Community and Council Plan targets identified under the strategies of Goal 3.

#### > Annual Plan Progress

Council has completed the two initiatives identified under Goal 3 in the 2018-19 Annual Plan.

#### > Looking Ahead...

2019-20 Annual Plan Major Initiative

Advocate to the state and federal governments for improved sustainable transport infrastructure and services.

## What we achieved in 2018-19

Progress against the targets and measures identified in the Community and Council Plan 2017-21.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in the number of vulnerable community members accessing Knox Council's Community Transport service</b>	The number of people using Council's Community Transport service	16,945	<b>17,679</b>	17,679 clients were transported by Council's Community Transport service in 2018-19, 734 more than in the 2017-18 period.
<b>An increase in Council's advocacy efforts to improve transport in Knox</b>	Media coverage relating to improving transport options in Knox	13	<b>11</b>	Council's transport advocacy priorities received significant media coverage in the lead-up to the 2019 federal election, with commitments received for the Dorset Road Extension, Napoleon Road and railway station parking.
<b>Maximising grant funding secured for transport improvements in Knox</b>	The percentage of successful grant applications for transport improvements in Knox	71%	<b>64%</b>	Council was successful in nine of 14 grant applications submitted, which included: <ul style="list-style-type: none"> <li>• Bike maintenance course</li> <li>• Bike Ed Challenge</li> <li>• VicHealth Walk to School</li> <li>• TAC Local Government Grant - Lupton Way</li> <li>• TAC Community Safety Grant - Knox Principal Cycling Network</li> <li>• Safe Travel in Local Streets <ul style="list-style-type: none"> <li>• Macauley Place</li> <li>• Knoxfield (Anne Road and Kathryn Road)</li> </ul> </li> </ul>
<b>An increase in the number of schools participating in the Walk2School program</b>	The number of schools participating in the Walk2School program	28	<b>25</b>	In 2018-19, there was a minor decrease in the number of schools participating the Walk2School program.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>A decrease in the number of school crossing incidents</b>	The number of school crossing incidents reported to Council	425	<b>43</b>	The number of school crossing incidents decreased significantly in 2018-19, mainly due to the relocation of the Brenock Park Drive school crossing at St Joseph's College, and also due to improved staff training and communication within the Crossing Team.
<b>Improved footpath connectivity in Knox</b>	Kilometres of new footpaths constructed	1.8 km	<b>1.65 km</b>	In 2018-19, Council constructed 1.65 km of new footpath/shared paths in the municipality.
<b>An increase in cyclists using Knox's shared path networks</b>	The number of cyclists recorded on a typical day at a typical site on Knox's shared path networks	423	<b>882</b>	882 cyclists used the Dandenong Creek Trail, west of Abbey Walk on Tuesday 2 March 2019.



## 2018-19 Annual Plan

### Key activities undertaken in 2018-19 to work towards the achievement of Goal 3.

Major Initiative	Progress	Comment
Continue to progress implementation of the Mobility Implementation Plan	100%	Funds from the Mobility Implementation Plan improved footpath infrastructure at a number of discrete locations across the municipality that include footpath, seating, kerb ramp and Tactile Ground Surface Indicators (TGSIs). Key projects included the installation of handrails at steep steps and footpaths within The Basin and Upper Ferntree Gully and the installation of new accessible parking bays near selected primary schools. Key path projects were delivered in Bayswater, Wantirna, Knoxfield, Scoresby and Rowville.
Initiatives	Progress	Comment
Continue to advocate for all priority transport projects, including the Knox Tram, Rowville Rail, improved bus services, and the Dorset Road extension	100%	<p>Council adopted its public transport advocacy document in July 2018 and used it as a basis for advocacy for the state and federal elections that were held in 2018-19. Through representation as part of the Eastern Transport Coalition, Council met with elected state members prior to the election, including Shaun Leane MP, David Davis MP, Samantha Dunn MP and newly elected state MPs post-election including Nick Wakeling MP, David Davis MP, Shaun Leane MP, Matt Fregan MP, Dustin Halse MP, Will Fowles MP, Melissa Horne MP and Paul Hamer MP. Discussions focused on priority issues including Rowville rail, the Knox tram extension, better bus servicing and bus servicing to support economic growth. In addition, the Mayor of Knox, along with senior officers, met with Rodney Barton MP separately to discuss Council's public transport priorities. Prior to the federal election, Council also liaised with Alan Tudge MP to discuss priorities, including public transport and road initiatives.</p> <p>Discussions in relation to the Dorset Road project led to election commitments from the Federal Liberal party representative for both the duplication of Napoleon Road and the delivery of the Dorset Road extension. Since the election, initial meetings have been held with Alan Tudge MP to discuss the implementation of the projects, some of which will be delivered by the Victorian Government through VicRoads.</p>

## Services

### The services funded in the 2018-19 Budget.

Service	Description	Net cost of providing this service in 2018-19	
		Budget	Actual
		Variance	
		(\$'000)	
<b>Community Transport</b>	Council's Community Transport service offers residents who are older, who have a disability and/or are in other ways disadvantaged to be engaged in community life through the provision of transport. The buses in operation enable people to participate in activities such as shopping, attend senior citizen clubs or visit the library. The service is also used to transport residents to Council events, for the Council induction program and other Council activities.	294	278
			16
<b>Traffic and Transport</b>	The Traffic and Transport service provides local traffic management (for example, on roads, footpaths, shared paths) advice and advocacy for broad transport choices for a range of traffic and transport services provided by Council and others.	3,525	3,596
			(71)



“

The Knox Community Transport service has made a massive difference to my life. Being disabled, you normally have to take what you can get, but this is special.

A few years ago I had a stroke and could no longer drive. It took away my independence and freedom. I am a social person and love being with people. The stroke left me at home and not confident to take a bus with my walker.

I found out about the Knox Community Bus, which provides a door-to-door service for those who can't get out. It means everything to me now. Not only do I get out once a fortnight to do my shopping but I have also made new friends. I love the little tour around Ferntree Gully as we pick up the next passenger. We have quite a bit of fun with each other and the driver. I feel very comfortable and safe.

This gives me some independence and freedom for a few hours each fortnight. The camaraderie and friendship is special. I know it is such a small thing, but when you can't drive and don't have family, this service is the best thing Knox has done!

**Diana, Knox Resident**

**It means  
everything  
to me now.**





Council's transport  
advocacy priorities  
received significant  
media coverage...



# Local Government Performance Reporting Framework

This section contains the results of prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist in understanding the results where there may be a discrepancy between this year's results and the previous year's (material variation). Knox Council has set its material variation threshold at +/-10% of the previous year's results.

## Roads

Service/Indicator /Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Satisfaction of use Sealed local road requests</b> (Number of sealed local road requests/Kilometres of sealed local roads) x 100	31.67	32.10	39.60	36.61	<b>37.22</b>	
<b>Condition Sealed local roads below intervention level</b> (Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed locals roads) x100	95.25%	95.64%	95.56%	95.31%	<b>96.70%</b>	
<b>Service Cost Cost of sealed local road reconstruction</b> (Direct cost of sealed local road reconstruction/ Square metres of sealed local roads reconstructed)	\$99.26	\$136.33	\$0	\$103.51	<b>\$115.76</b>	The cost of sealed local road reconstruction varies from year to year based on the extent of construction required.
<b>Cost of sealed local road resealing</b> (Direct cost of sealed local road resealing/ Square metres of sealed local roads resealed)	\$22.34	\$26.59	\$21.56	\$24.01	<b>\$25.13</b>	
<b>Satisfaction Satisfaction with sealed local roads</b> (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	70	67	68	69	<b>73</b>	

# Goal 4

## We are safe and secure

### HIGHLIGHTS



Developed the Family Violence and Gender Equity Implementation Plan



Immunised 6,281 infants at Council-run immunisation sessions



Implemented gender equity actions to support prevention of violence against women within the Community Access and Equity Implementation Plan



Implemented the Framed by Gender project, which focused on engaging communication through arts to have conversations around gender and the impact of family violence

### RESULTS

#### Council Targets

Council has progressed work towards achieving the nine Community and Council Plan targets identified under the strategies of Goal 4.

#### > Annual Plan Progress

Council has completed the three initiatives identified under Goal 4 in the 2018-19 Annual Plan.

#### > Looking Ahead...

2019-20 Annual Plan Major Initiative

Engage with emergency services through the Municipal Emergency Management Planning Committee to assist with the adequate provision of emergency services across the municipality.



## What we achieved in 2018-19

Progress against the targets and measures identified in the Community and Council Plan 2017-21.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in participation in community safety programs</b>	The number of individuals participating in community safety activities	450	<b>200</b>	In 2018-19, 200 individuals attended a variety of community safety and development coordinated activities.
<b>An increase in the number of community safety programs delivered by Knox</b>	The number of community safety activities delivered by Knox	3	<b>8</b>	<p>In 2018-19, the Community Safety and Development Team facilitated the following community safety activities:</p> <ul style="list-style-type: none"> <li>• Knox Night Owls Hoops for youth basketball program</li> <li>• Provision of monitoring program of all Knox EFL football clubs and bottle shops and participated in a national trial.</li> <li>• Communities that Care</li> <li>• 16 Days of Activism activities</li> <li>• Cultural Diversity Week event</li> <li>• Sorry Day</li> <li>• Launched revised Women's Safety card</li> <li>• Human Rights Day activity</li> </ul>

### Strategy 4.2: Enhance community connectedness opportunities to improve perceptions of safety

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in the number community activities on the prevention of family violence</b>	The number of awareness-raising activities which incorporate family violence prevention	2	<b>3</b>	<p>In 2018-19, Council ran three awareness raising activities incorporating preventing family violence, which was one more activity than in 2017-18.</p> <p>Activities during 2018-19 were:</p> <ul style="list-style-type: none"> <li>• Launch of revised Women's Safety Card - family violence</li> <li>• 16 Days of activism - social media and production of survivor advocate films in November/December.</li> <li>• Banners installed at key sites during October - Community Safety month.</li> </ul>
<b>Improvement in knowledge and understanding of emergency management by non-emergency groups</b>	Participation rates by non-emergency groups in emergency management education and programs	524	<b>251</b>	<p>Council's emergency management staff, in conjunction with the Country Fire Authority, commenced the trial of the Fire Home Emergency Letter Project. Four structure fires that met the program's criteria occurred and mail-outs were sent to surrounding areas.</p> <p>The pilot for the Ready2Go program commenced with the Emergency Management team, joining the Local Lead Group and being assigned the role of Emergency and Partner Relationships.</p>

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>A decrease in the amount of reported graffiti on Knox Council's assets</b>	The square metre amount of graffiti reported on Knox Council's assets	3,500 m <sup>2</sup>	<b>13,800 m<sup>2</sup></b>	In 2018-19 graffiti removal included: <ul style="list-style-type: none"> <li>• Corrections program of reserve fence lines and underpasses. A number of these cleaning incidents were proactive and not reported through Council systems.</li> <li>• Council contractors removed graffiti from a number of Council buildings and facilities.</li> </ul>
	The total number of graffiti incidents reported to Council	404	<b>903</b>	903 graffiti incidents were reported to Council in 2018-19, more than double the number reported in 2017-18.
	Uptake and utilisation of the VandalTrak reporting app	447	<b>351</b>	351 reports were received through VandalTrak in 2018-19. The majority of the reports occurred in Bayswater, Boronia, Ferntree Gully and Knoxfield.



#### Strategy 4.4: Protect and promote public health, safety and amenity

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>Improved bushfire safety throughout the bushlands interface areas of the municipality</b>	The number of properties that comply with the requirements during the annual inspections at the start of the Fire Danger Period	2,490	<b>2,456</b>	The Fire Danger Period was declared on 19 November 2018. Municipal fire prevention officers inspected 2,456 properties within the Bushfire Management Overlay. These properties have historically had fire hazard issues and been the source of complaints from the public. Of these, 73 fire prevention notices were issued; 50 passed and seven properties failed to comply and were compulsorily cleared. 20 properties required a second inspection, which was completed in February 2019. The final round of inspections was completed for vacant land (approximately 600) in February 2019.
<b>An increase in infant and child immunisation rates in Knox</b>	The number of infants and children in the Knox region who are immunised at Council-run immunisation sessions	8,818	<b>6,281</b>	In 2018-19, 6,281 infants and children from the Knox region were immunised at Council-run immunisation sessions.
<b>Improvement in the quality of food services in Knox</b>	The time taken to action food complaints	1.16 days	<b>1.88 days</b>	In 2018, Council had a number of complaints, which had been initially notified to other councils and consequently took up to 10 days to forward to Knox for follow-up. This was in addition to complaints lodged just prior to long weekends, such as Easter, which resulted in a four- to five-day response time. These anomalies impacted on the overall result, where the norm is for same- or next-day turnaround.

#### Strategy 4.5: Support the provision of emergency services

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>Improved knowledge of the Municipal Emergency Management Plan throughout Knox</b>	The number of individuals participating in Council-run emergency management events	95	<b>83</b>	Exercise East, the annual emergency management exercise, was hosted by Maroondah City Council on 19 October 2018. This exercise is jointly run by the Eastern Metropolitan Councils Emergency Management Partnership (EMCEMP) and was attended by 83 representatives from local government and emergency service agencies. The theme of the exercise was to develop the capability of Council emergency management liaison officers and the Local Government Australia Regional Emergency Management Team (LGA REMT) representatives as well as the capacity of the EMCEMP.

## 2018-19 Annual Plan

### Key activities undertaken in 2018-19 to work towards the achievement of Goal 4.

Major Initiative	Progress	Comment
Implement gender equity actions to support prevention of violence against women within the Community Access Equity Implementation Plan.	100%	<p>Actions completed in 2018-19 to implement gender equity actions to support prevention of family violence included the following:</p> <ul style="list-style-type: none"> <li>• The development of a family violence and gender equity plan.</li> <li>• The preparation of two grant submissions for funding to support a family violence and gender equity audit, a family violence and gender equity training calendar, a campaign to address everyday sexism and the development of an accredited gender equity training package.</li> <li>• Council participated in the 16 Days of Activism against Gender Based Violence program (25 November to 10 December 2018), which is an international campaign to challenge violence against women.</li> <li>• PLEDGE programs: The group participated in strategic planning sessions and are preparing an application for the Community Development Fund focused on women in leadership roles. This initiative is ongoing and will be continued in line with the Community Access and Equity Implementation Plan in 2021.</li> <li>• Recruitment of a Diversity Officer to support gender equity initiative implementation.</li> </ul>
Initiatives	Progress	Comment
Develop a communications approach to improve perceptions of community safety.	100%	<p>A communications plan was developed that incorporated a social-messaging calendar scheduled over 12 months. The focus of the messaging was to improve perceptions of safety, which included graffiti prevention, community awareness and discussion, and positive messages regarding Knox as a safe community.</p> <p>A community survey was conducted with traders and residents in relation to perceptions of safety and crime in Boronia. Feedback will be incorporated into the Boronia Renewal project. Preliminary findings from the survey indicate that the public transport interchange and shopping precinct areas are where the community feels unsafe, in particular during the evening hours. A community safety audit was also conducted in the Boronia precinct.</p>
Inform residents and conduct inspections of all properties within the Bushfire Management Overlay areas to ensure compliance with relevant legislation.	100%	<p>The Fire Danger Period was declared on 19 November 2018. Municipal fire prevention officers inspected 2,456 properties within the Bushfire Management Overlay. These properties have historically had fire hazard issues and been the source of complaints from the public. Of these, 73 fire prevention notices were issued; 50 passed and seven properties failed to comply and were compulsorily cleared. 20 properties required a second inspection, which was completed in February 2019. The final round of inspections was completed for vacant land (approximately 600) in February 2019.</p>

## Services

### The services funded in the 2018-19 Budget.

Net cost of providing this service in 2018-19

Service	Description	Budget	Actual	Variance
		\$'000		
<b>Community Safety</b>	This service provides advice, support and programs to strengthen community safety in order that neighbourhood amenity is protected, people feel safe and enjoy public spaces, and individual rights are preserved.	351	331	(20)
<b>Emergency Management</b>	The Emergency Management service coordinates and delivers Council's legislative and community-focused responsibilities for emergency and fire management. It includes services to mitigate risk to people and property as well as preparedness/ planning from the initial response to an emergency through to the final recovery.	523	440	83
<b>Local Laws</b>	This service provides local law and parking enforcement, school crossing supervision and animal management programs to the community.	4,207	4,099	108

# Local Government Performance Reporting Framework

This section contains the results of prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist in understanding the results where there may be a discrepancy between this year's results and the previous year's (material variation). Knox Council has set its material variation threshold at +/-10% of the previous year's results.

## Animal Management

Service/Indicator/Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Timeliness</b> <b>Time taken to action animal requests</b> (Number of days between receipt and first response action for all animal management requests/ Number of animal management requests)	0.00	1.95	2.01	2.19	<b>2.43</b>	The time taken to action animal management requests in 2018-19 was impacted by the prioritisation of officers responding to a 28% increase in dog attacks and dogs wandering at large during the year. The 2018-19 result was also impacted by a 27% increase in barking dog requests from the previous year.
<b>Service Standard</b> <b>Animals reclaimed</b> (Number of animals reclaimed/Number animals collected)	43.10%	45.47%	49.70%	51.51%	<b>38.62%</b>	A 24% increase in the number of cats impounded by Council in 2018-19, with no change in the number of cats reclaimed year on year is driving the lower results for 2018-19.
<b>Service Cost</b> <b>Cost of animal management service</b> (Direct cost of animal management service/ Number registered animals)	\$35.45	\$37.82	\$37.02	\$34.09	<b>\$33.40</b>	
<b>Health and safety</b> <b>Animal management prosecutions</b> (Number of successful animal management prosecutions)	15	5	12	12	<b>9</b>	Knox City Council will investigate and prosecute all dog attacks and non-infringeable breaches of the Domestic Animals Act, to which there is willingness of the victim and/ or sufficient evidence to support the charges laid. The timing of when a matter is heard by the Magistrates' Court is dependent upon several factors including: the complexity and time taken to investigate, ahead of a charge and summons being prepared and filed by Council on a matter; the Magistrates' Court schedule/availability to hear matters brought by Council; and whether matters proceed on a first mention, or are contested or adjourned to a later Court date - based on the election of either Council or the Defendant's legal representative.



# Goal 5

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

### HIGHLIGHTS



Opened the Early Years Hubs in Bayswater and Wantirna South



Implemented the strategic review of land for business and employment in the municipality



Investigated the use of environmental upgrade agreements for businesses to improve infrastructure, reduce energy consumption and create savings



Finalised the Social Enterprise report to create greater employment and community development opportunities

### RESULTS

#### Council Targets

Council has progressed work towards achieving the seven Community and Council Plan targets identified under the strategies of Goal 5.

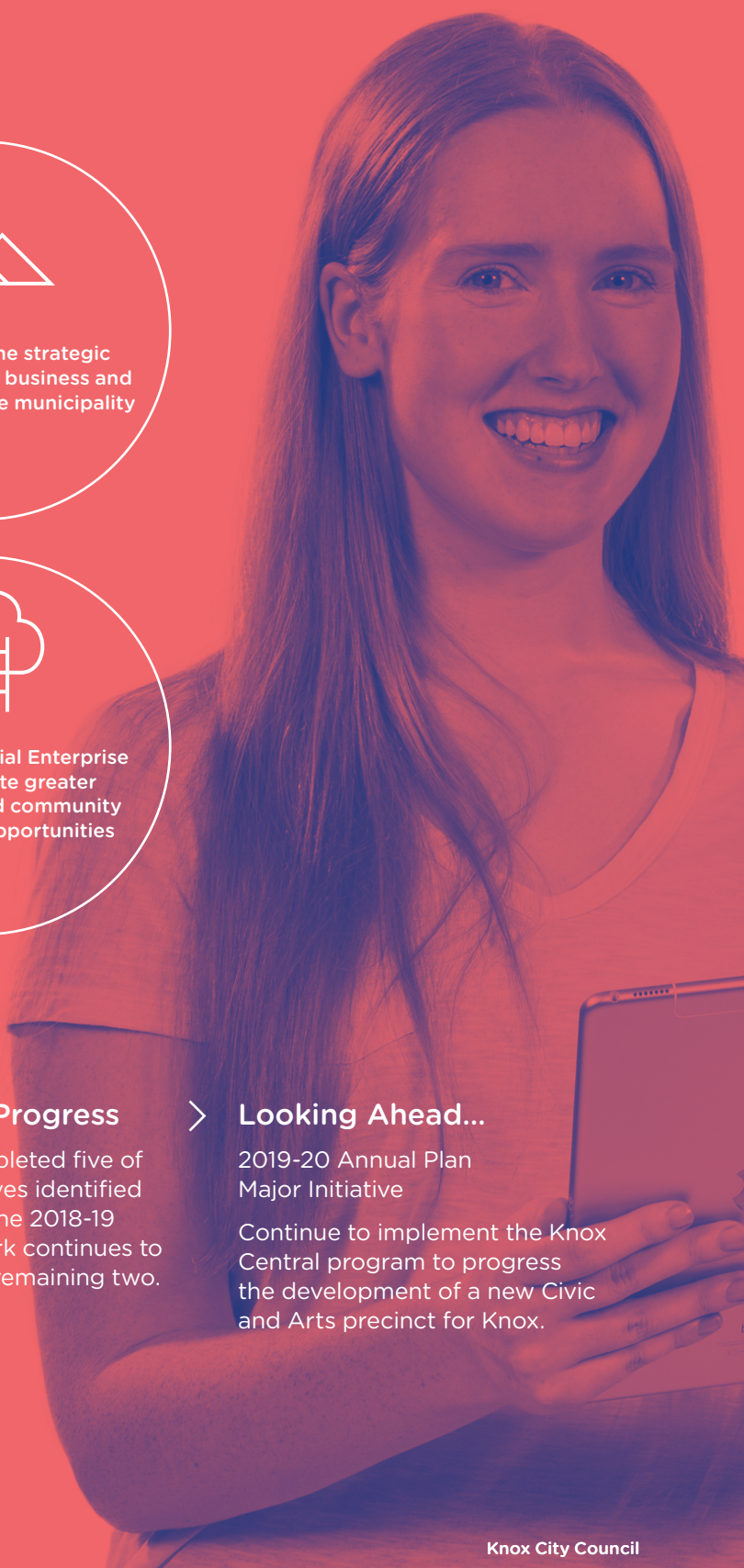
#### > Annual Plan Progress

Council has completed five of the seven initiatives identified under Goal 5 in the 2018-19 Annual Plan. Work continues to progress on the remaining two.

#### > Looking Ahead...

2019-20 Annual Plan Major Initiative

Continue to implement the Knox Central program to progress the development of a new Civic and Arts precinct for Knox.



## What we achieved in 2018-19

Progress against the targets and measures identified in the Community and Council Plan 2017-21.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in access to and participation in Knox's Business Education Program</b>	Participation numbers in Knox's Business Education Program	669	<b>539</b>	In 2018-19, 539 individuals attended a total of 36 events as part of Knox's Business Education program. Regional events, such as the Melbourne East Regional Business Breakfast, that Knox endorses and co-funds are not included in these figures.
<b>Knox businesses have a better understanding of business support services offered by Council</b>	The number of Knox businesses registered in the Knox Biz database	5,475	<b>5,142</b>	In 2018-19, there were 5,142 on the Knox Biz database. The minor reduction in numbers is attributed to a process of data cleaning to remove duplicate records.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>Community infrastructure that fits changing community needs</b>	The number of Council facilities developed in activity centres in Knox	1	<b>1</b>	In 2018-19, one facility was developed within proximity of an activity centre.
<b>Initiate investment in Wantirna Health Precinct</b>	Completion and initial implementation of an investment strategy and planning framework for the Wantirna Health Precinct	—	<b>30%</b>	Scoping for the enterprise strategy was commenced for the Wantirna Health Precinct. In relation to the planning framework for the Wantirna Health Precinct, this is now being led by the Victorian Planning Authority. Council officers are providing advice in relation to the draft masterplan.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in contributions collected from new development towards essential community infrastructure in line with the Development Contributions Plan</b>	Contributions collected from new development towards essential community infrastructure in line with the Development Contributions Plan	—	—	The draft Development Contributions Plan is currently being finalised.

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

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in the participation rates for Knox skills development programs for community groups</b>	The number of individuals participating in skills development programs run for community groups	84	<b>206</b>	In 2018-19, 206 individuals attended 11 workshops, which is an average of just over 18 people per workshop.
<b>An increase in skills development programs run for community groups</b>	The number of Skills development programs run annually	9	<b>11</b>	In 2018-19, Council ran 11 skills development programs.





# 2018-19 Annual Plan

## Key activities undertaken in 2018-19 to work towards the achievement of Goal 5.

Major Initiative	Progress	Comment
Construct and open two Early Years Hubs in Wantirna South and Bayswater to support early education, lifelong learning and improved physical and mental health.	100%	The Early Years Centre at Wantirna South opened for children and families in January 2019 and the Bayswater Centre in April 2019.
Initiatives	Progress	Comment
Develop and implement a Strategic Asset and Investment Strategy to best achieve community and Council outcomes through the implementation of targeted investment strategies.	100%	Stages One and Two of the Strategic Asset and Investment Strategy (SAIS) were completed, with Stage Three in its final stages.  Stage Three includes desktop analysis of 18 properties to determine their suitability for conversion, investment, divestment or acquisition. Further investigation is currently underway in relation to three of these sites. Work will continue in 2019-20 to finalise this information and present it to Council by September 2019.
Initiate a Precinct Investment Plan for Wantirna Health Precinct and the enabling planning and implementation frameworks.	55%	The Wantirna Health Precinct Enterprise Strategy is unlikely to be completed until early 2020 due to its dependency on background research reports being produced for the Victorian Planning Authority. These reports are not expected to be finalised until the end of 2019. Scoping of the Wantirna Health Precinct Enterprise Strategy (previously known as the Precinct Investment Plan) has commenced.
Implement the strategic review of land for business and employment in the municipality.	100%	Amendment C164 was approved and gazetted by the Minister for Planning on 21 March 2019 and came into effect on that date.
Investigate the use of Environmental Upgrade Agreements for businesses to improve infrastructure, reduce energy consumption and create savings.	100%	Investigation into the feasibility of environmental upgrade agreements was completed.
Progress the development, implementation and evaluation of Development Contributions Plan (DCP) planning including addressing infrastructure information gaps and mapping necessary to inform these plans.	72%	Stage Two of the Development Contributions Plan (DCP) project continued in 2018-19. The project's data and spatial catchments were collected, and DCP modelling was undertaken. Delays were encountered as it took longer than expected to gather information relating to Council's projected infrastructure.  The recommended modelling and charge areas will be presented to the Executive Management Team in August 2019. Following this, the DCP modelling and the associated planning scheme amendment can be prepared. Stage Two of the DCP is expected to be completed by September 2019 and Stage Three by November 2019.
Promote and support the establishment of social enterprises to create greater employment and community development opportunities for all.	100%	The Social Enterprise Report was finalised and submitted to Council for review.



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

## Services

The services funded in the 2018-19 Budget.

Service	Description	Net cost of providing this service in 2018-19	
		Budget	Actual
		Variance \$'000	
<b>Economic Development</b>	The Economic Development service aims to realise Knox's potential as a prosperous, sustainable economy. It provides an integrated approach to information, advice and action to generate local employment opportunities, encourage and attract new investment, and position the municipality as a leading vibrant and diverse place of business.	690	
	The service focuses on initiatives and projects relating to business support, partnerships and alliances, investment facilitation and research. The service contributes to the overall health and wellbeing of the Knox Community.	585	
		105	
<b>Place Program</b>	This service provides an integrated approach to build partnerships and ensure better social, environmental and economic outcomes are delivered in community hubs. It sets out to improve the amenity and neighbourhood character of the municipality, increase prosperity and increase the capacity for the community to be resilient to change and work together to determine what is important in their Place.	442	
		410	
		32	

## Local Government Performance Reporting Framework

There are no prescribed LGPRF service performance indicators and measure relevant to Goal 5.



The Economic Development service aims to realise Knox's potential as a prosperous, sustainable economy.





...create greater  
employment  
and community  
development  
opportunities for all.



# Goal 6

## We are happy, healthy and well

### HIGHLIGHTS



Implemented the Municipal Strategic Disability Leadership Plan to support people with a disability, their families and carers with the implementation of the NDIS



Increased participation rates in sport for females, juniors, people with a disability and indigenous people



5,469 people attended the Knox Senior Zest 4 Life activities

### RESULTS

#### Council Targets

Council has progressed work towards achieving the seven Community and Council Plan targets identified under the strategies of Goal 6.

#### > Annual Plan Progress

Council has completed two of the three initiatives identified under Goal 6 in the 2018-19 Annual Plan. Work continues to progress on the remaining initiative.

#### > Looking Ahead...

2019-20 Annual Plan Major Initiative

Finalise and implement the Key Life Stages Implementation Plan focusing on Early Years, Youth and Older People.

## What we achieved in 2018-19

Progress against the targets and measures identified in the Community and Council Plan 2017-21.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in health promotion, harm minimisation education and capacity building within Knox sporting clubs</b>	The number of health promotion, harm minimisation education and capacity building programs delivered within Knox sporting clubs	4	<b>4</b>	In 2018-19, Council held four programs, which incorporated health promotion, harm minimisation education and capacity building. The annual Sport Awards were the highlight of the calendar. The awards recognise clubs and Individuals in the categories of Club of the Year, Best Club Initiated Program, Clubperson of the Year (adult and junior), Women in Sport Leadership and Years of Service recognition for volunteers.

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

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in the number of females participating in sport</b>	The number of females participating in organised sports in Knox	9,406	<b>10,493</b>	From 2017-18 to 2018-19 there was a 12% increase in the number of females participating in organised sports in Knox.
<b>Sustain the number of juniors (under 17) participating in sport</b>	The number of juniors participating in organised sports	14,276	<b>16,035</b>	The number of juniors participating in organised sports in Knox in 2018-19 increased by 12%.
<b>An increase in the number of people with a disability participating in sport</b>	The number of people with a disability actively participating in organised sport	311	<b>317</b>	From 2017-18 to 2018-19 there was a 2% increase in the number of individuals with a disability participating in organised sports in Knox.
<b>An increase in the number of Indigenous people participating in sport</b>	The number of Indigenous people actively participating in organised sports	60	<b>67</b>	From 2017-18 to 2018-19 there was a 12% increase in the number of indigenous people participating in organised sports in Knox.
<b>An increase in the number of Council programs broadened to incorporate mental health messages</b>	The number of Council programs/activities that incorporate and/or promote mental health messages	9	<b>8</b>	A range of community programs that supported mental health messaging have been led by Community Wellbeing including a mental health forum, IDAHOBIT Day, Pride March, Diversity Week event, 16 Days of Activism (supporter advocacy), 'This Is Me' disability campaign, Treaty for Victoria campaign, and a submission to the Mental Health Royal Commission to advocate for increases in resourcing within marginalised groups.
<b>An increase in participation in active ageing activities</b>	The number of participants attending Knox Seniors Festival events and Knox Senior Zest 4 Life events	5,358	<b>5,469</b>	5,469 seniors attended Zest 4 Life events in 2018-19: <ul style="list-style-type: none"> <li>• 2,407 attended the 2018 Knox Seniors Festival.</li> <li>• 3,062 attended Knox Over 55s Zest4 Life from July 18 to June 19</li> </ul>



## 2018-19 Annual Plan

### Key activities undertaken in 2018-19 to work towards the achievement of Goal 6.

Major Initiative	Progress	Comment
Implement the Municipal Strategic Disability Leadership Plan to support people with a disability, their families and carers with the implementation of the NDIS.	100%	<p>The Municipal Strategic Disability Plan revision was completed and a report of Year One's progress was presented to Council in November 2018. Revision of the plan was conducted prior to the Council meeting to update actions to align with community changes in relation to the NDIS roll-out and disability services.</p> <p>The Municipal Disability Leadership Model working group continued to meet on a monthly basis to guide the implementation of the plan. Individual advocacy occurred on an as-needs basis as individuals transitioned to the NDIS.</p> <p>Planning progressed to prepare for NDIS ILC funding grants and review. Council committed additional funding to support the program until 30 June 2020.</p>
Initiatives	Progress	Comment
Develop a Pavilion Plan.	70%	Due to the delay in recruiting a strategic planning coordinator (Youth, Leisure and Cultural Services), a consultant was appointed in June 2019 to continue the development of the Pavilion Plan. It is anticipated that it will now be completed in the first quarter of 2019-20.
Commence a review into the role of Council to advance mental health within the municipality, i.e. schools, business and community settings.	100%	<p>A mental health working group was established by the Community Safety, Health and Wellbeing Advisory Committee. A regional mental health forum was held in October 2018 with over 60 community stakeholders attending to:</p> <ul style="list-style-type: none"> <li>• provide a greater understanding of the Victorian mental health reforms and the journey ahead</li> <li>• provide an overview of the Knox Mental Health Social Profile 2018</li> <li>• hear from a range of mental health specialists and service providers as part of a workshop</li> <li>• consider the role of local government in identifying key cohorts and place-based community needs</li> <li>• consider Council's current mental health commitments/actions</li> <li>• identify gaps, partnerships, areas of focus and quick wins.</li> </ul> <p>A discussion paper that identifies the proposed directions was completed and will be submitted to the <i>Victorian Royal Commission</i> into Mental Health by 4 July 2019. A copy of the submission will then be distributed to Councillors.</p>

# Services

Net cost of providing  
this service in 2018-19

## The services funded in the 2018-19 Budget.

Service	Description	Budget Actual Variance \$'000
<b>Active Communities</b>	The Active Communities service works to encourage Knox residents as they get older to socialise and participate in activities that will enable them to have greater independence and live active and healthy lives in the community. This is achieved by promoting active ageing and by providing events and programs, support to 11 senior citizens clubs and other older persons' support groups within the municipality.	2,082
	Food Services provides meals that are nutritionally balanced and can cater for people with special dietary needs or allergies.	<u>1,928</u> 154
<b>Active Living</b>	The Active Living service provides a range of Commonwealth Home Support Program (CHSP) services that support over 2,500 frail older people, people who have a disability, and their carers. The service helps eligible Knox residents maximise their independence, remain living in their own homes, stay connected to the community and enhance their quality of life.	6,465 <u>5,976</u> 489
<b>Early Years Planning, Innovation and Partnerships</b>	This service supports early years and family support services to provide good quality, well-coordinated and integrated services to meet the needs of families and children. The service undertakes service planning and reviews including research and community consultation, to ensure children and family services are available to meet identified priority needs of the community in Knox. The service also builds and supports partnerships between Council and non-Council services and community managed programs to provide the right support at the right time in children's and families' lives.	15,261 <u>15,190</u> 71
<b>Family Health, Development &amp; Support</b>	This service aims to support the healthy development of young children. It supports, empowers, informs and equips parents and primary carers of children from birth to six (6) years in their role as their child's first teacher. The service also aims to support and empower service providers, professionals, volunteer committees and community leaders to successfully engage and support families with young children. Additional supports are provided to vulnerable families who are not connected with services.	4,102 <u>3,550</u> 552
<b>Health Services</b>	This service aims to mitigate adverse community health outcomes through: <ul style="list-style-type: none"> <li>Monitoring, surveillance and enforcement activities that are aimed at food safety and controlling the spread of infectious disease.</li> <li>Immunisation services which protects the community against vaccine preventable disease.</li> <li>Delivery of health promotion and education services, including tobacco control and emergency management which aims to change community behaviour towards improved health outcomes.</li> <li>Provision of expert advice on preventative health related matters.</li> </ul>	1,720 <u>1,713</u> 7
<b>Leisure Services</b>	Leisure Services provides strategic advice and management for Council's leisure facilities to enable the provision of sport, leisure, recreation and wellbeing to the Knox municipality. Attracting over 1.9 million annual visitations across the major leisure facilities, the strategic management provided by Leisure Services to community organisations contributes to the positive physical and mental health outcomes for the community.	2,955 <u>2,851</u> 104
<b>Youth Services</b>	Youth Services promotes, develops and encourages the physical, social and mental wellbeing of young people by providing, facilitating, planning, funding and advocating for the needs of young people, their families and their community. Youth Services includes delivery of youth counselling and referral, youth leadership development, parenting programs, and partnerships with schools in Knox.	1,127 <u>1,207</u> (80)

## Local Government Performance Reporting Framework

This section contains the results of prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist in understanding the results where there may be a discrepancy between this year's results and the previous year's (material variation). Knox Council has set its material variation threshold at +/-10% of the previous year's results.

### Aquatic Facilities

Service/Indicator/Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Satisfaction</b>	—	—	—	—	—	
<b>User satisfaction with aquatic facilities</b>						
(User satisfaction with how Council has performed on provision of aquatic facilities)						
<b>Service standard</b>	4	4	4	4	4	
<b>Health inspections of aquatic facilities</b>						
(Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities)						
<b>Reportable safety incidents at aquatic facilities</b>	1	1	2	1	0	Council did not have any reportable safety incidents in 2018-19.
(Total number of WorkSafe reportable aquatic facility safety incidents)						
<b>Service Cost</b>	-\$0.84	-\$0.97	-\$0.06	-\$0.21	<b>\$0.53</b>	The increase in net costs in 2018-19 was due to Council entering a new contract for the management and operation of Knox Leisureworks, which transferred the obligation to pay for utility costs back to Council. There was also an increase in unscheduled repairs. Future years will show an increase in contract income to offset this increase in costs.
<b>Cost of indoor aquatic facilities</b>						
(Direct cost of indoor aquatic facilities less income received/Number of visits to indoor aquatic facilities)						
<b>Utilisation</b>	3.62	3.67	3.60	3.49	<b>2.68</b>	The decrease seen in aquatic visits in 2018-19 is attributed to improved reporting and monitoring which has allowed Council to identify and eliminate spectators from participation rates.  Overall when applying this improved methodology to previous year's results participation rates remain relatively stable.
(Number of visits to aquatic facilities/ Municipal population)						

## Food Safety

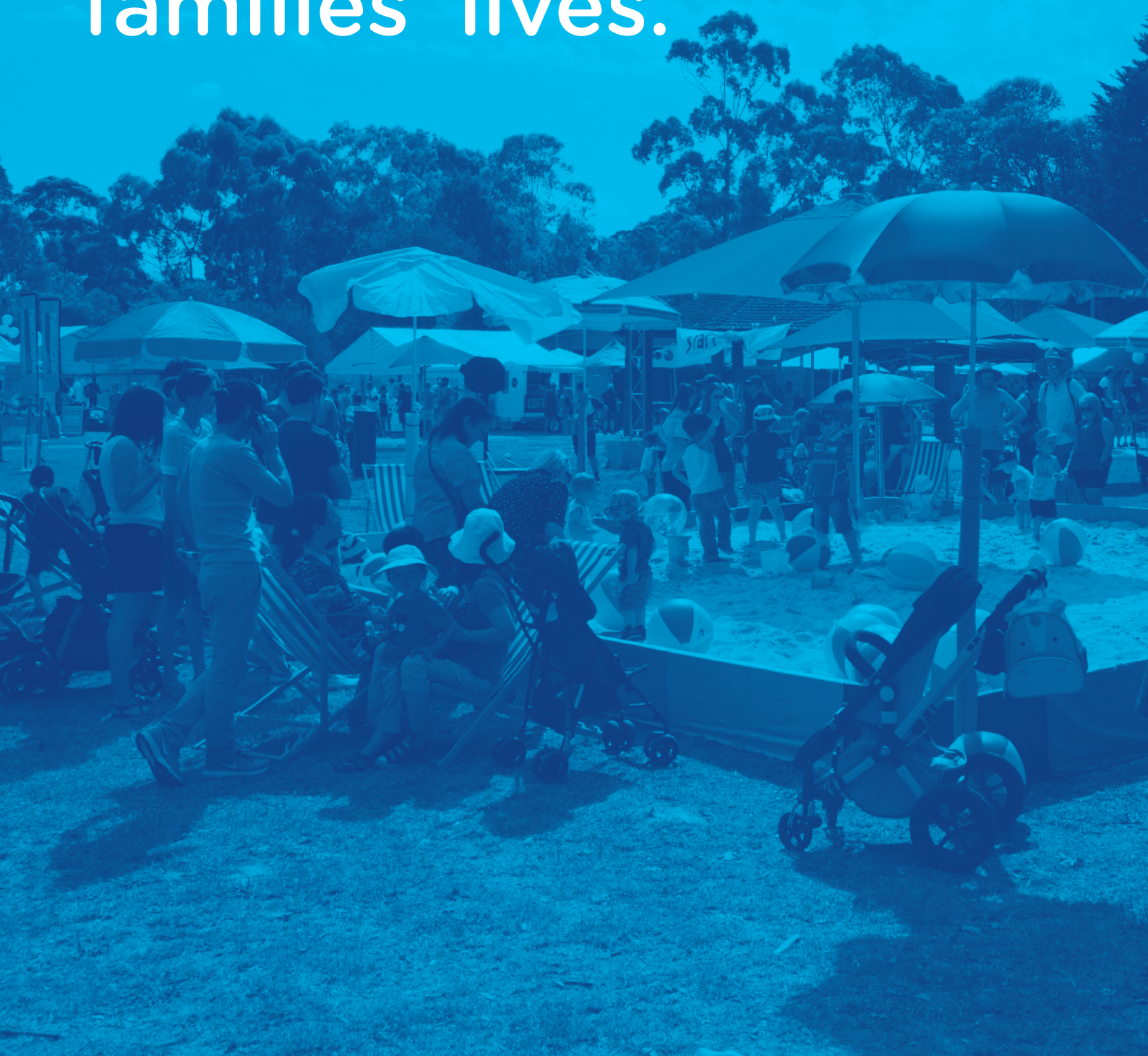
Service/Indicator/Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Timeliness</b> <b>Time taken to action food complaints</b> [Number of days between receipt of first response action for all food complaints/ Number of food complaints]	0.00	1.35	1.62	1.16	<b>1.88</b>	In 2018-19, Council received a number of complaints that had been initially notified to other councils and took up to 10 days to be sent to Knox for follow-up. This was in addition to complaints lodged just prior to long weekends, such as Easter, which resulted in a four- to five-day response time. These anomalies impacted on the overall result where the norm is for same-day or next-day turnaround.
<b>Service standard</b> <b>Food safety assessments</b> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ] x100	97.45%	100.00%	99.55%	100.00%	<b>100.00%</b>	
<b>Service cost</b> <b>Cost of food safety service</b> [Direct cost of the food safety service/ Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]	\$480.51	\$393.61	\$635.51	\$420.10	<b>\$453.64</b>	
<b>Health and safety</b> <b>Critical and major non-compliance outcome notifications</b> [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up/ Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100	94.73%	91.95%	90.50%	90.16%	<b>100.00%</b>	All premises subject to major or critical non-compliances are followed up in accordance with the officers' directions notice. There were 229 Major Non-Compliances and 10 Critical Non Compliances in calendar year 2018, all of which were followed up as required.



## Maternal and Child Health (MCH)

Service/Indicator/Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Satisfaction</b>	108.15%	104.22%	102.51%	99.94%	<b>101.85%</b>	
<b>Participation in first MCH home visit</b>						
(Number of first MCH home visits/Number of birth notifications received) x100						
<b>Service standard</b>	100.00%	98.74%	101.47%	101.28%	<b>101.10%</b>	
<b>Infant enrolments in the MCH service</b>						
(Number of infants enrolled in the MCH service (from birth notifications received/Number of birth notifications received) x100						
<b>Service Cost</b>	\$0.00	\$73.19	\$71.95		<b>\$78.51</b>	
<b>Cost of MCH service</b>						
(Cost of the MCH service/Hours worked by MCH nurses)						
<b>Participation</b>	82.75%	79.07%	80.88%	81.25%	<b>79.12%</b>	
<b>Participation in MCH service</b>						
(Number of children who attend the MCH service at least once (in the year)/ Number of children enrolled in the MCH service) x100						
<b>Participation in MCH service by Aboriginal children</b>	92.31%	74.24%	87.30%	75.47%	<b>77.97%</b>	
(Number of aboriginal children who attend the MCH service at least once (in the year)/Number of aboriginal children enrolled in the MCH service) x100						

...the right support  
at the right time  
in children's and  
families' lives.





# Goal 7

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

### HIGHLIGHTS




15,000 people attended the Knox Carols



12,000 people attended the Stringybark Festival



Increased the number of volunteers in Knox from 112 to 167 in 2018-19



Increased the percentage of participants reporting enjoyment of attendance at Knox run events and festivals by 6% to 95% in 2018-19



### RESULTS

#### Council Targets

Council has progressed work towards achieving the six Community and Council Plan targets identified under the strategies of Goal 7.

#### > Annual Plan Progress

Council continues to progress the two initiatives identified under Goal 7 in the 2018-19 Annual Plan.

#### > Looking Ahead...

2019-20 Annual Plan Major Initiative

Prioritise and promote programs and services which aim to build community connections and reduce social isolation across all life stages and spatially represent this information on Council's mapping system.

## What we achieved in 2018-19

Progress against the targets and measures identified in the Community and Council Plan 2017-21.

### Strategy 7.1: Protect and preserve our local cultural heritage

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in people attending events aimed at embracing Aboriginal cultural heritage</b>	The number of individuals attending Sorry Day	151	<b>113</b>	A total of 113 people attended Sorry Day on Sunday 26 May 2019.
	The number of individuals attending National Aboriginal and Islander Day Observance Committee (NAIDOC) events	150	<b>160</b>	A total of 160 people attended the NAIDOC event held at the Ferntree Gully library and enjoyed story time, cultural dancing, band and badge making, bush tucker, the Aboriginal women's display and Indigenous books.

### Strategy 7.2: Celebrate our diverse community

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in the number of multicultural groups engaging in Council events and festivals</b>	The number of multicultural groups participating in Council-run community festivals and events.	19	<b>36</b>	The targeted engagement of local cultural groups was rewarded with high levels of participation from multicultural clubs, performers and artists across all three keynote events. Many participated as both stallholders and performers, or took part in cooking demonstrations or workshops. The focus was shifted from primarily engaging professional cultural groups to the primary objective of being an exercise in local multicultural engagement.
<b>An increase in the number of new and emerging groups applying for Council grants program</b>	The number of applications for grants	76	<b>76</b>	76 grant applications were received in 2018-19.



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

**Strategy 7.3:** Strengthen community connections

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>Sustain attendance at Knox run community festivals, events and projects</b>	The number of individuals attending the Knox Carols	—	<b>15,000</b>	Knox Carols was supported by a record crowd of over 15,000 people who enjoyed an incredible program of professional acts, local vocalists, dancers and theatrical acts that is set on a sophisticated stage, and it is recognised as one of Melbourne's largest and most successful local government Carols productions.  The 2018 Knox Carols introduced a successful precursor event called the Knox Factor to Carols, which attracted approximately 6,000 people earlier in the evening to enjoy the grand final performances during the Carols' pre-show entertainment.
	The number of individuals attending the Knox Festival	25,000	<b>12,500</b>	Knox Festival 2018 was held on the hottest weekend of the year, which had the effect of reducing the patronage level to the event. Despite the heatwave, however, it was remarkable how many local families still braved the heat to attend, and the loyalty of local community groups remained undiminished, with a record number of groups participating in the event.
	The number of individuals attending Stringybark	15,000	<b>12,000</b>	The Stringybark Festival transitioned from a two-day event to a one-day event this year and offered free entry. The change to a one-day event had little impact on the numbers attending the event, and enabled more community groups to participate in the event.
<b>An increase in the percentage of participants reporting their enjoyment of attendance at Knox run events and festivals</b>	The number of surveyed participants who report that they enjoyed the event/festival attended	89%	<b>95%</b>	Approximately 240 people were surveyed during the 2018-19 event season, with 95% of these providing a rating of at least four stars out of five.

**Strategy 7.4:** Promote and celebrate the contribution of our volunteers

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>An increase in the number of volunteers registered and trained to support Council programs</b>	The number of volunteers registered and trained to support Council programs	112	<b>167</b>	In 2018-19, 167 Council volunteers were registered and trained. The reason for the increase in numbers is a 500% increase in the number of G4W volunteers recruited, the establishment of the Night Owls Youth for Hoops program, and a higher number of advisory committee members recruited.

# 2018-19 Annual Plan

## Key activities undertaken in 2018-19 to work towards the achievement of Goal 7.

Major Initiative	Progress	Comment
Advocate and plan for the development of a Bayswater Multipurpose Community Facility.	56%	<p>Over the past twelve months, the following work has been completed:</p> <ul style="list-style-type: none"> <li>• Demographic information was updated in line with the 2016 Census and social issues information was updated to reflect the current situation in Bayswater.</li> <li>• Preliminary site and capacity assessments were conducted for the Pine Road car park, the Bayswater youth hall site and 750 Mountain Highway, Bayswater.</li> <li>• Engagement was conducted with VicRoads regarding the purchase of 750 Mountain Highway following Council approval.</li> <li>• The process of appointing a consultant to update the social needs and service needs assessment was initiated.</li> <li>• An EMT discussion was being prepared to discuss the coordination and status of the Bayswater Multipurpose Community Facility.</li> <li>• The Bayswater multipurpose facility review was completed.</li> <li>• The Bayswater and Pine Road car park study is underway to identify the highest and best use residential land value of Council owned land within the Bayswater Activity Centre.</li> </ul>

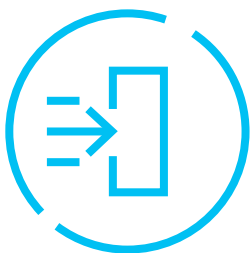
Initiatives	Progress	Comment
Design, develop and implement an approach to facility management that integrates service and facility advocacy, is consistent across the organisation, and improves efficiencies in the management of Council's buildings.	72%	The Buildings Asset Management Plan is now progressing to draft status and the current methodology incorporates Levels of Service measures that define aspirations from across a service, asset and place lens.



## Services

The services funded in the 2018-19 Budget.

Service	Description	Net cost of providing this service in 2018-19	
		Budget	Actual
		Variance \$'000	
<b>Arts and Cultural Services</b>	Arts and Cultural Services delivers and engages the local community in a range of arts and cultural services and programs that include performing arts, events, festivals, arts courses, performances and public art projects.	1,860	
		<u>1,926</u>	
			(66)
<b>Community Access and Equity</b>	The Community Access and Equity service supports and advocates for the disadvantaged and marginalised communities in Knox and fosters an accessible, inclusive, safe and supportive Council and community.	844	
		<u>711</u>	
			133
<b>Community Strengthening</b>	This service aims to create a stronger Knox community through: building the capacity of our organisation and our community organisations, developing and nurturing partnerships, and creating connections between community groups, individuals and businesses. This is achieved through the delivery of a range of programs which focus on supporting and resourcing Not for Profit (NFP) community groups.	2,007	
		<u>2,049</u>	
			(42)
<b>Libraries</b>	The Libraries service provides resources and programs and a variety of media for education, information, leisure and personal development. There are currently five branch libraries in Knox and one library service bus. The service is managed by the Eastern Regional Library Corporation, which is a formal partnership between Maroondah, Yarra Ranges and Knox councils.	4,968	
		<u>4,836</u>	
			132
<b>Social Policy and Planning</b>	This service researches, informs, analyses, develops and contributes to Council social policy, planning and action. It identifies and recommends evidence-based priorities and strategies for Council and community planning and action. This service provides support and advice on the development of new and improved service and facility proposals.	501	
		<u>660</u>	
			(159)



The Community Access and Equity service ... fosters an accessible, inclusive, safe and supportive Council and community.

# Local Government Performance Reporting Framework

This section contains the results of prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist in understanding the results where there may be a discrepancy between this year's results and the previous year's (material variation). Knox Council has set its material variation threshold at +/-10% of the previous year's results.

## Libraries

Service/Indicator/ Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Utilisation</b>	8.08	8.51	9.03	10.03	<b>9.83</b>	
<b>Library collection usage</b> (Number of library collection item loans/ Number of library collection items)						
<b>Resource Standard</b>	85.66	78.36%	78.25%	76.07%	<b>73.30%</b>	
<b>Standard of library collection</b> (Number of library collection items purchased in the last 5 years/Number of library collection items) x100						
<b>Service Cost</b>	\$3.71	\$4.14	\$4.75	\$4.65	<b>\$4.83</b>	
<b>Cost of library service</b> (Direct cost of library service/Number of visits)						
<b>Participation</b>	18.14%	14.01%	13.01%	13.39%	<b>13.28%</b>	
<b>Active library members</b> (Number of active library members/Municipal population) x100						



# Goal 8

## We have confidence in decision-making

### HIGHLIGHTS



Updated Council's Community Engagement approach



Implemented Council's Advocacy Framework



Improved Council's customer satisfaction ratings for overall performance from 65 to 68



Implemented a Customer Focused Business Improvement program to improve service delivery

### RESULTS

#### Council Targets

Council has progressed work towards achieving the five Community and Council Plan targets identified under the strategies of Goal 8.

#### > Annual Plan Progress

Council has completed the five initiatives identified under Goal 8 in the 2018-19 Annual Plan.

#### > Looking Ahead...

2019-20 Annual Plan Major Initiative  
Review and implement Council's updated Community Engagement approach.



## What we achieved in 2018-19

Progress against the targets and measures identified in the Community and Council Plan 2017-21.

### Strategy 8.1: Build, strengthen and promote good governance practices across government and community organisations

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>Increased opportunities for community participation in Council's decision making, clarifying the limits of influence.</b>	Community perceptions of Council performance (Index score 0-100) in making community decisions	56	<b>60</b>	Council increased community perceptions of performance in making community decisions by four index points in 2018-19 to a high of 60.
	Community perceptions of Council performance (Index score 0-100) in customer service	77	<b>80</b>	Council received its highest result for community perceptions of customer service performance in 2018-19, an increase of three index points from 2018-19.
	Community perceptions of overall Council direction (Index score 0-100)	52	<b>57</b>	Community perceptions of Council's overall direction increased by five points in 2018-19.
	Community perceptions of overall Council performance (Index score 0-100)	65	<b>68</b>	Council received its highest result to date for overall performance.
	Number of Council decisions made at meetings closed to the public	5.81%	<b>3.77%</b>	Council endeavours to make as few confidential decisions as possible. After some necessarily confidential matters in 2017-18, Council was able to reduce this number to 3.77% in 2018-19.
<b>An increase in the number of Council services with a technology-based self-service option</b>	Council services with a technology-based self-service option	—	<b>84</b>	Council currently has 84 technology-based, self-service options. Significant work is being done to increase this figure and create efficiencies for the community.
<b>A reduction in the funding gap for the renewal of infrastructure</b>	The funding gap for renewal of infrastructure	\$29.7m	<b>\$29.1m</b>	The renewal gap has marginally decreased from 2017-18 and is influenced by results from new condition audit data in 2018-19 year for civil infrastructure assets including roads, bridges and footpaths/shared paths. The value reflects the quantum of assets managed by Council deemed to be in a Condition 4 - Poor and Condition 5 - Very Poor.
<b>Deliver community grant programs with robust governance structures</b>	The number of funded groups who acquit their 'Community Operational Grants' or 'Community Development Funds' on time for their intended spend	94%	<b>95%</b>	19 of 20 successful Community Development Fund applicants submitted an acquittal on time for their intended spend

**Goal 8** We have confidence in decision-making

**Strategy 8.2:** Enable the community to participate in a wide range of engagement activities

What we are aiming for	How we measure our impact	2017-18 Result	2018-19 Result	Comment
<b>Increased opportunities for community participation in Council's decision making, clarifying the limits of influence</b>	Community perceptions of Council performance (Index score 0-100) in community consultation and engagement	53	<b>59</b>	Community perceptions of Council's performance in community engagement and consultation increased by six index points in 2018-19 due to an increased focus in this area by Council.
	Community perceptions of Council performance (Index score 0-100) in advocacy (lobbying on behalf of the community)	55	<b>58</b>	Council continued to undertake significant advocacy work on behalf of the community. This work resulted in a three point increase in community perceptions in this area.



# 2018-19 Annual Plan

## Key activities undertaken in 2018-19 to work towards the achievement of Goal 8.

Major Initiative	Progress	Comment
Implement a Customer Focused Business Improvement program on reviewing and improving the efficiency and effectiveness of services delivered by the organisation.	100%	The Customer Focused Business Improvement initiative was a small-scale, targeted activity that introduced the organisation to process improvement using the Lean principles. This activity has now been absorbed into the organisation-wide implementation of Lean Thinking and Practice, the aim of which is to embed a culture of continuous improvement, using the Lean principles, that places the customer at the centre of everything we do.
Initiatives	Progress	Comment
Respond to and implement any reforms made to the <i>Local Government Act 1989</i> .	100%	Knox City Council submitted a comprehensive submission to the Local Government Act Exposure Draft in February 2018. A further update was provided to Councillors at a confidential Issues Briefing session in August 2018. The state government then advised that the Bill had been discontinued and would not progress.
Implement the requirements of the Victorian Government's Early Years Management Framework—specifically the requirements for Council's role as a Kindergarten Cluster Manager and the need for a different model for parent committees supporting Council-operated preschool services.	100%	<p>This initiative is now complete. All previous committees have transitioned to parent groups and these groups are in the process of signing new memoranda of understanding with Council. Equipment, maintenance, utilities and cleaning arrangements have been established within Council and staff recruited to implement the Early Years Management arrangements are located within the Family and Children's Services Department.</p> <p>Council endorsed the parent group model, with the current committees due to hand over to the newly elected parent groups as part of the 2018 AGM. Staff were appointed to the Family and Children's Services Department to undertake operational processes in readiness for full implementation from February 2019.</p>
Review and implement Council's updated Community Engagement approach.	100%	<p>A comprehensive review of Council's community engagement policy and procedures was undertaken in the six-month period from January to June 2019. In this period, the following work was completed:</p> <ul style="list-style-type: none"> <li>• Council's community engagement manual was reviewed and updated.</li> <li>• Research was conducted (including benchmarking with other councils) into contemporary frameworks for community engagement and stakeholder management.</li> <li>• Council's community engagement policy was reviewed and updated.</li> <li>• A community engagement plan was developed that outlines priority engagement projects for 2019-20.</li> <li>• Council's Community of Practice group was reestablished for Council community engagement practitioners.</li> <li>• Advice was provided to internal service areas regarding the planning, delivery, analysis and management of community engagement.</li> <li>• Digital community engagement tools were investigated, with a report prepared outlining recommendations for preferred software moving forward.</li> </ul> <p>Additionally, the community engagement advisor was instrumental in planning and delivering the community engagement hub at the Knox Festival as well as community engagement for the Millers Homestead consultation.</p> <p>The review stage of this indicator has now been completed. Implementation of Council's updated Community Engagement approach will proceed in the next reporting period with the commencement of an ongoing community engagement advisor.</p>
Finalise and implement Council's Advocacy Framework through delivering targeted advocacy campaigns in line with Council's objectives.	100%	Incorporating feedback from an Issues Briefing session in May, Council endorsed the advocacy framework at the June Ordinary Council meeting.



## Services

### The services funded in the 2018-19 Budget.

Service	Description	Net cost of providing this service in 2018-19	
		Budget	Actual
		Variance \$'000	
<b>Communications</b>	The Communications unit is responsible for organisational communications and promotions, leadership and advice in communications and marketing, the production and management of corporate publications (including brand development and integrity), media connections, staff communications and the development of community information.	1,611	1,542
			69
<b>Customer Service</b>	Council's Customer Service is designed to support the delivery of a range of programs and services to the community via telephone and counter contact centres. The service supports the organisation to provide personalised, responsive customer service via all Council's contact channels, including online. The team provides guidance and support for all customer interactions and exists to support information and connection between Council and the community.	2,051	1,702
			349
<b>Financial Services</b>	Financial Services provides the strategic thinking, leadership, service delivery and management of all matters relating to financial management. The service is responsible for leading the processes for budgeting and forecasting, regular financial reporting, annual financial accounts preparation, rating services and management of the debtors and creditors and provides oversight of Council's property management obligations. The service works closely with the Governance unit to develop and support the organisational financial compliance frameworks and works across the organisation to educate and support stakeholders.	3,347	3,495
			(148)
<b>Governance</b>	The Governance unit provides key internal and external services to Councillors, staff and the community to facilitate a well-governed organisation. The service has overall responsibility for legislative compliance, Councillor support and development, Council meetings and the maintenance of the Civic Centre meeting rooms. The service is responsible for Council's integrity framework, including the Audit Committee, fraud and corruption prevention, privacy compliance and freedom of information requests.	3,815	3,605
			210
<b>Human Resources</b>	The Human Resources unit provides strategic and operational leadership, services and programs for all aspects of human resource management. These include industrial and employee relations, recruitment, induction, corporate learning and development, leadership development, organisational culture, performance management workforce planning, remuneration, and employee safety, health and wellbeing. This service works across the organisation, developing and implementing programs, and works with stakeholders to educate and build capability and continuously develop their teams. This service also includes Council's risk management systems, insurances and the frontline support to customers and residents for insurance-related issues.	5,072	5,204
			(132)
<b>Information Technology</b>	The Information Technology unit provides information technology services and support to the organisation. This encompasses hardware and software support as well as internal and external telecommunications. This service is a key foundation platform for efficient service delivery for the community and the organisation.	6,108	5,941
			167
<b>Strategy &amp; Innovation</b>	This service provides leadership, guidance and direction for the planned and measurable delivery of Council's Vision. This is achieved through: strategic planning, corporate planning, service planning, performance monitoring, evaluation and reporting, continuous improvement, and various other organisational improvement projects.	701	897
			(196)

# Local Government Performance Reporting Framework

This section contains the results of prescribed service performance indicators and measures of the LGPRF. Comments are provided to assist in understanding the results where there may be a discrepancy between this year's results and the previous year's (material variation). Knox Council has set its material variation threshold at +/-10% of the previous year's results.

## Governance

Service/Indicator/Measure	2014-15	2015-16	2016-17	2017-18	2018-19	Material Variation Comment
<b>Transparency</b> <b>Council decisions made at meetings closed to the public</b> (Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of a special meeting if Council consisting of a special committee only of Councillors)	3.39%	4.92%	4.05%	5.81%	<b>3.77%</b>	Council endeavours to make as few confidential decisions as possible. After some necessarily confidential matters in 2017-18, Council was able to reduce this number to 3.77% in 2018-19.
<b>Consultation and engagement</b> <b>Satisfaction with community consultation and engagement</b> (Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement)	59	60	55	53	<b>59</b>	Community perceptions of Council's performance in community engagement and consultation increased by 6 index points in 2018-19 due to an increased focus in this area by Council.
<b>Attendance</b> <b>Councillor attendance at Council meetings</b> (The sum of the number of Councillors who attended each ordinary and special Council meeting/(number of ordinary and special Council meeting/ (Number of Councillors elected at the last Council general election)	93.21%	91.67%	99.21%	90.60%	<b>90.48%</b>	
<b>Service Cost</b> <b>Cost of governance</b> (Direct cost of the governance service/Number of councillors elected at the last council general election)	\$51,034.00	\$55,042.56	\$55,473.56	\$53,622.78	<b>\$53,862.89</b>	
<b>Satisfaction</b> <b>Satisfaction with Council decisions</b> (Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community)	59	62	55	56	<b>60</b>	

# Governance and Statutory Information

## Governance

Knox City Council is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipality and the Knox community.

Council is committed to effective and sustainable forms of leadership as the key to ensuring the community's priorities are met. The community has many opportunities to provide input into Council's decision-making processes, which include community consultation, public forums and the ability to make submissions to Council on a range of matters.

Council delegates the majority of its decision-making to Council's CEO and other staff. These delegations are exercised in accordance with adopted Council policies and budget. Knox's formal decision-making processes are conducted through Council meetings and special committees of Council.



**Council is committed to effective and sustainable forms of leadership as the key to ensuring the community's priorities are met.**

## Council and Committee Meetings

### Ordinary Council Meetings

Council conducts an Ordinary Meeting on the fourth Monday of each month.

Meetings are open to the public and are held at the Knox Civic Centre located at 511 Burwood Highway, Wantirna South. Ordinary Meetings provide the opportunity for community members to submit a question to the Council and to speak to their question.

### Special Committee Meetings

Council also conducts a Strategic Planning Committee Meeting on the second Monday of each month, excluding January.

The Strategic Planning Committee is a special committee under section 86 of the *Local Government Act 1989*. The purpose of the Strategic Planning Special Committee is to provide a decision-making forum with less procedural formality than a Council meeting, enabling more extensive discussion and debate, particularly for, but not limited to, strategic- and policy-related matters.

Meetings are open to the public and are held at the Knox Civic Centre located at 511 Burwood Highway, Wantirna South.

### Other Committee Meetings

In addition to the regular meetings of Council, Councillors are appointed to various internal and external committees.

The following tables provide a summary of Councillor attendance at Council meetings, Strategic Planning Committee meetings, and various other committees for the 2018-19 financial year.

# Meetings of Council 2018-19 Financial Year

Committee	Cr Cooper	Cr Gill	Cr Holland	Cr Keogh	Cr Lockwood	Cr Mortimore	Cr Pearce	Cr Seymour	Cr Taylor	Cr Timmers-Leitch
<b>Specific Purpose Committees</b>										
Audit and Risk Committee			2/5	4/5			5/5			
Australia Day Awards Committee			1/1	1/1	1/1					
CEO's Performance Evaluation Committee				2/3	1/3	3/3	3/3			
ICT Governance Committee				2/3	4/5	2/2	5/5			
<b>Strategic Projects Committees</b>										
Knox Central Advisory Committee	0/1		2/2	2/2	2/2		2/2		1/1	
<b>Working Groups</b>										
Knox Regional Sports Park Working Group	1/1	1/1								
Knox Hockey Working Group				1/1					1/1	1/1
<b>Life Stages Group</b>										
Early Years Advisory Committee	6/6	4/6								
Youth Advisory Committee				8/11					3/4	2/2
Active Ageing Advisory Committee						3/6		5/6		
<b>Sustainable Development Group</b>										
Environment Advisory Committee						3/3				
Community Safety, Health and Wellbeing Committee			1/6			5/6			2/6	
City Futures Committee					2/3		3/3			
<b>Inclusive, Active and Creative Communities Group</b>										
Knox Disability Advisory Committee								6/6		
Knox Multicultural Advisory Committee				2/6	6/6					2/6
Arts and Culture Committee					3/3	1/1			3/3	1/1
Recreation and Leisure Committee			4/4	3/4					2/2	1/1
<b>Grants Evaluation Group</b>										
Community Development Fund Evaluation Panel			6/6	5/6					4/6	1/1
Leisure Minor Capital Works Grant			1/1	0/1						



## Meetings of Council

1 July 2018 to 30 June 2019

Meetings of Council	Cr Taylor	Cr Mortimore	Cr Keogh	Cr Gill	Cr Pearce	Cr Holland	Cr Lockwood	Cr Seymour	Cr Cooper	Cr Timmers-Leitch
<b>Ordinary Council</b>	4/5	12/12	12/12	8/12	12/12	12/12	12/12	12/12	11/12	3/3
<b>Special Council</b>	1/1	2/2	2/2	2/2	2/2	1/2	2/2	2/2	2/2	—
<b>Strategic Planning Committee</b>	5/6	10/11	7/11	9/11	11/11	11/11	11/11	10/11	8/11	3/3
<b>Leave of absence granted to Councillors</b>	1 Nov- 25 Nov	—	—	—	—	—	—	—	—	—

## Councillor Allowances

Councillors	Allowance
Cr Peter Lockwood	\$33,535
Cr John Mortimore	\$51,688
Cr Jackson Taylor	\$11,773
Cr Adam Gill	\$33,535
Cr Jake Keogh	\$88,962
Cr Tony Holland	\$33,535
Cr Lisa Cooper	\$33,535
Cr Darren Pearce	\$33,535
Cr Nicole Seymour	\$33,535
Cr Marcia Timmers-Leitch	\$10,595

## Councillor Expenses

Councillors are entitled to have paid or reimbursed, any necessary out-of-pocket expenses incurred while performing their duties. Council is also required to make available a 'minimum toolkit' of resources for Councillors including computers, phones and a vehicle for the Mayor.

### Expenses for 2018-19

Councillor	Ward	Conference & Training	Information & Communication	Other expenses	Travel	Car Mileage	Childcare	Total
Cr Peter Lockwood	BAIRD WARD	\$1,738	\$2,646	\$1,141	\$947	—	—	<b>\$6,472</b>
Cr John Mortimore	CHANDLER WARD	\$2,264	\$2,086	\$509	\$1,715	—	—	<b>\$6,574</b>
Cr Jackson Taylor	COLLIER WARD		\$1,671	\$47		—	—	<b>\$1,718</b>
Cr Marcia Timmers-Leitch	COLLIER WARD		\$460	\$217		—	—	<b>\$677</b>
Cr Adam Gill	DINSDALE WARD	\$177	\$8,405	\$217	\$336	—	—	<b>\$9,135</b>
Cr Jake Keogh	DOBSON WARD	\$6,862	\$4,460	\$918	\$1,628	—	—	<b>\$13,866</b>
Cr Tony Holland	FRIBERG WARD	\$1,892	\$8,254	\$877	\$613	—	—	<b>\$11,636</b>
Cr Lisa Cooper	SCOTT WARD	\$27	\$2,174	\$758		—	—	<b>\$2,959</b>
Cr Darren Pearce	TAYLOR WARD		\$2,828	\$217		—	—	<b>\$3,045</b>
Cr Nicole Seymour	TIRHATUAN WARD		\$1,739	\$833		—	—	<b>\$2,572</b>
<b>Total</b>		<b>\$12,960</b>	<b>\$34,721</b>	<b>\$5,735</b>	<b>\$5,238</b>	<b>—</b>	<b>—</b>	<b>\$58,655</b>

### Car Mileage

Car mileage represents the costs of providing a fully maintained vehicle to the Mayor. Depreciation, maintenance, registration and insurance costs are apportioned to the Mayor of the day on an annualised, pro-rata basis. Fuel costs are allocated to the Mayor of the day as incurred.

### Other Expenses

Other Expenses include minor equipment, subscriptions, memberships, and hospitality expenses.

## Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
1 <b>Community Engagement Policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: <b>23 February 2016</b>
2 <b>Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: <b>23 February 2016</b>
3 <b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act Date of adoption: <b>24 June 2019</b>
4 <b>Annual Budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: <b>24 June 2019</b>
5 <b>Asset Management Plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Knox Council has endorsed the following asset management plans: <ul style="list-style-type: none"> <li>• Footpath and Shared Path—June 2016</li> <li>• Road—March 2007</li> <li>• Building—June 2009</li> <li>• Drainage—November 2010</li> <li>• Open Space—December 2011</li> <li>• Bridge—February 2013</li> <li>• Car Park—February 2013</li> <li>• Playground—December 2013</li> <li>• Street Tree—May 2016</li> <li>• Strategic—December 2014</li> </ul>
6 <b>Rating Strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: <b>24 June 2019</b>
7 <b>Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: <b>4 January 2019</b>
8 <b>Fraud and Corruption Control Framework</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: <b>25 June 2018</b>
9 <b>Municipal Emergency Management Plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: <b>29 January 2019</b>
10 <b>Procurement Policy</b> (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: <b>21 June 2018</b>
11 <b>Business Continuity Plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: Council's business continuity framework was approved in <b>September 2015</b> . It has numerous business continuity plans, which are reviewed annually.
12 <b>Disaster Recovery Plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: <b>December 2018</b>

## Governance and Management Items

## Assessment

<p>13 <b>Risk Management Framework</b> (framework outlining Council's approach to managing risks to Council's operations)</p>	<p>Framework Date of operation of current framework: <b>4 January 2019</b></p>
<p>14 <b>Audit Committee</b> (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)</p>	<p>Established in accordance with section 139 of the Act Date of establishment: Knox established an audit committee in 2003 and has maintained an audit committee since that date. The most recent terms of reference were endorsed on <b>27 March 2017</b></p>
<p>15 <b>Internal Audit</b> (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Engaged Date of engagement of current provider: <b>1 December 2018</b></p>
<p>16 <b>Performance Reporting Framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Framework Date of operation of current framework: Council and community plan endorsed <b>25 June 2017</b></p>
<p>17 <b>Council Plan Reporting</b> (report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Report Date of report: <b>24 September 2018, 17 December 2018, 12 March 2019, 27 May 2019</b></p>
<p>18 <b>Financial Reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to Council in accordance with section 138(1) of the Act Dates of reports: <b>24 August 2018, 26 November 2018, 29 January 2019, 29 April 2019</b></p>
<p>19 <b>Risk Reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Date of reports: <b>27 September 2018, 14 February 2019</b></p>
<p>20 <b>Performance Reporting</b> (six-monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Reports Dates of reports: <b>24 September 2018, 17 December 2018, 12 March 2019, 27 May 2019</b></p>
<p>21 <b>Annual Report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at meeting of the Council in accordance with section 134 of the Act Date of consideration: <b>22 October 2018</b></p>
<p>22 <b>Councillor Code of Conduct</b> (code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76C of the Act Date reviewed: <b>20 February 2017</b></p>



## Governance and Management Checklist continued

### Governance and Management Items

23 **Delegations** (a document setting out the powers, duties and functions of Council and the CEO that have been delegated to members of staff)

### Assessment

Reviewed in accordance with section 98(6) of the Act

Date of review:

Council to CEO—**26 June 2017**

Council to SPC—**29 April 2019**

Council to Staff—Cemeteries and Crematory—**29 January 2019**

Council to Staff—Domestic Animals, Environmental Protection and Food—**29 January 2019**

Council to Staff—Road Management Responsibilities—**29 January 2019**

Council to Staff—Planning—**29 January 2019**

VicSmart—**19 September 2014**

CEO Powers—**30 April 2018**

CEO sub-delegation to staff—**30 January 2019**

MBS to Building Department—**27 March 2018**

24 **Meeting Procedures** (a local law governing the conduct of meetings of Council and special committees)

Meeting procedures local law made in accordance with section 91(1) of the Act

Date local law made: **25 June 2018**

I certify that this information presents fairly the status of Council's governance and management arrangements.



Tony Doyle  
Chief Executive Officer  
26 August 2019  
Wantirna South



Cr Jake Keogh  
Mayor  
26 August 2019  
Wantirna South

## Audit Operations

**Consistent with good governance practice, Knox City Council operated an Audit Committee during 2017-18. The Audit Committee is an advisory committee of Council whose responsibility is to monitor Council's:**

- Internal control systems
- Financial management practices
- Risk management
- Good governance practices
- Ethical operations

Council members of the Audit Committee during 2018-19 were:

- Cr Darren Pearce
- Cr Tony Holland
- Cr Jake Keogh

Independent, external members were:

- Mr. Homi Burjorjee (commenced 1 January 2019)
- Ms. Linda MacRae (Chair) (Retired 8 December 2018)
- Dr. John Purcell
- Ms. Lisa Tripodi (Chair)

The Audit Committee's role is to facilitate:

- the enhancement of Council's external financial reporting, providing Council with confidence that the annual financial audit accurately reflects its financial performance
- the effectiveness of the external and internal audit functions
- the effective management and protection of Council assets
- compliance with relevant laws and regulations and consideration of best practice guidelines
- the oversight of Council's risk register and implementation and mitigation of mitigating actions
- the provision of an effective means of communication between the external auditor, internal auditor, management and Council.

The Audit Committee met on five occasions during 2018-19 and oversaw the programmed internal audit work plan. Council appointed Crowe Horwarth as its internal auditor in December 2018 for a three-year period.

The committee received reports on a range of matters relevant to its terms of reference as well as developments in the local government sector.

## Statutory Information

As part of its commitment to good governance, Knox City Council is required to report against several relevant acts and regulations.

### Privacy and Data Protection

The *Privacy and Data Protection Act 2014* states that Council must not contravene the Information Privacy Principles in respect of personal information it has collected, held, managed, used, disclosed or transferred. Council's Privacy Policy is a public document available from Council's website at [www.knox.vic.gov.au](http://www.knox.vic.gov.au) or on request. The policy was reviewed in July 2016.

Two complaints were received and investigated by Council during 2018-19 for breaches of the *Privacy and Data Protection Act 2014*.

All questions or complaints regarding Council's obligations under the *Privacy and Data Protection Act 2014* and Council's Privacy and Data Protection Policy can be discussed with Council's Chief Privacy Officer on 03 9298 8000.

**Chief Privacy Officer: Manager Governance and Strategy**

### Health Records

The *Health Records Act 2001* requires Council to responsibly handle the health information it collects and states that Council must not do an act, or engage in a practice that contravenes the Health Privacy Principles.

Council's Health Records Policy is a public document available from Council's website at [www.knox.vic.gov.au](http://www.knox.vic.gov.au) or on request. The policy was approved in March 2018.

No complaints were received or investigated for breaches of the *Health Records Act 2001*.

All questions or complaints regarding Council's obligations under the Act and Council's Health Records Policy can be discussed with Council's Chief Privacy Officer on 03 9298 8000.

**Chief Privacy Officer: Manager Governance and Strategy**

## Freedom of Information (FOI)

The *Freedom of Information Act 1982* gives members of the public a legal right of access to documents held by Council limited only by exemptions. It also provides individuals with the right to access and correct documents containing their own personal information.

Requests for access to Council documents under the Act must be in writing, accompanied by the application fee of two fee units and should provide sufficient information to identify the particular documents being sought.

During 2018-19, Council received 14 valid FOI requests. Determinations were made on 11 of those applications during the period, one request was withdrawn, and two requests were still being processed at year-end. Three requests outstanding from 2017-18 were also determined in the period.

The median time taken to issue a determination on FOI applications determined in 2018-19 was 20 days.

There were no applications for review lodged with the FOI Commissioner or appeals to VCAT regarding requests processed throughout the year.

Requests for access to information under the *Freedom of Information Act 1982* should be lodged with the Freedom of Information Officer, Knox City Council, 511 Burwood Highway, Wantirna South, VIC 3152.

Enquiries regarding the Act can also be made by calling 03 9298 8000.

**Freedom of Information Officer: Governance Officer**

## Improvement Incentive Principles Agreement

While payments under the Improvement Incentive Principles Agreement were terminated in 2005-06, Council was required to recommit to the principles contained in the agreement under the National Competition Policy, regarding Australian Consumer Law, local laws and competitive neutrality.

There were no complaints under the National Competition Policy or Australian Consumer Law received during the 2018-19 financial year. Council continues to comply with these principles under the national policy and in fulfilment of its obligations.

**The Australian Consumer Law Compliance Officer: Manager Governance and Strategy**

## Road Management Act

The *Road Management Act 2004* requires Council to develop a road management plan, which in effect provides an opportunity to establish a policy defence against civil liability claims associated with the management of its road network. Council's road management plan outlines roads under management, inspection regimes and service and maintenance standards against which Council will manage its roads and road-related assets.

No formal guidance was received in 2018-19 in relation to the *Road Management Act 2004*. A copy of the latest version of the Act can be viewed using the following link:

[http://www8.austlii.edu.au/cgi-bin/viewdb/au/legis/vic/consol\\_act/rma2004138/](http://www8.austlii.edu.au/cgi-bin/viewdb/au/legis/vic/consol_act/rma2004138/)

Council's latest iteration of its published Road Management Plan is available on Council's website.

## National Competition Policy

Knox City Council continues to comply with the requirements of the National Competition Policy and the Australian Consumer Law legislation in the operation of its business. Knox's significant businesses operate in accordance with the principles of competitive neutrality to ensure that Council does not unduly influence the private market in the provision of services.

**Officer responsible for National Competition Policy: Manager Business and Financial Services**

## Protected Disclosure Act

The *Protected Disclosure Act 2012* came into effect on 10 February 2013. Knox City Council adopted its Protected Disclosure Policy and procedures in August 2013, and they are available on Council's website and from Council's offices. During 2018-19, no disclosures were made to the Independent Broad-based Anti-corruption Commission (IBAC).

**Protected Disclosure Coordinator: Director Corporate Services**

## Charter of Human Rights and Responsibilities

The Victorian *Charter of Human Rights and Responsibilities Act 2006* is an Act of Parliament that sets out the rights, freedoms and responsibilities of all Victorians. Government departments and public bodies must observe the rights set out in the Act when creating laws, developing policy and providing services. This means that government, public servants, local councils, Victoria Police and others are required to act in a way that is consistent with the rights protected under the charter.

During 2018-19, no complaints were received by Council or the Victorian Ombudsman in relation to Knox City Council's implementation of the *Charter of Human Rights and Responsibilities Act 2006*.

Any questions or complaints regarding the Act can be discussed with Council's Human Rights Officer on 03 9298 8000.

### Human Rights Officer: Manager Governance and Strategy

## Best Value

In accordance with the *Local Government Act 1989*, Council applies Best Value Principles to its strategic and service planning processes. At Knox this happens through the regular process of future planning and ensuring continuous review and improvement across all Council's service areas. This means the following:

- All services provided by Council must meet quality and cost standards.
- Each service provided by Council must be accessible to those members of the community for whom the service is intended.
- All services provided by Council must be responsive to the needs of the community.
- Council provides for continuous improvement in providing services for its community.
- Council has developed a program of regular consultation with its community about the services it provides.
- Council reports regularly to its community on its achievements against the principles.

These principles are incorporated into the delivery of Knox's Community and Council Plan 2017-21, the Annual Budget and Council's business planning process. This Annual Report illustrates Council's performance against these Best Value Principles.

## Documents Available for Inspection

Under section 222 of the *Local Government Act 1989*, the following Council documents are available for public inspection by contacting the Governance Coordinator on 03 9298 8000:

- Details of overseas or interstate travel undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months. This excludes interstate travel by land for less than three days.
- Agendas for and minutes of Ordinary and Special Meetings of Council held in the previous 12 months, excluding confidential information considered by Council.
- Minutes of meetings of special committees held in the previous 12 months, excluding confidential information considered by Council (special committees are established under section 86 of the *Local Government Act 1989*. Council may, by instrument of delegation, delegate functions, duties or powers to a special committee).
- A register of delegations made pursuant to the *Local Government Act 1989*.
- A document containing details of all leases involving land entered into by Council.
- A register of authorised officers appointed under section 224 of the *Local Government Act 1989* (section 224 allows Council to appoint any person other than a Councillor to be an authorised officer for the purposes of the administration and enforcement of any Act, regulation or local law which relates to Council's functions and powers).
- A list of donations and grants made by Council during the previous 12 months.

## Contracts

During the year, Council identified several instances where individual contractors were engaged multiple times and expenditure exceeded a cumulative value of \$150,000 (including GST) or more for services, or \$200,000 (including GST) or more for works, without Council having conducted a competitive tendering process as required under section 186 of the *Local Government Act 1989*.

Council is in the process of reviewing the procurement structure, policy and processes to ensure compliance is achieved for all future contracts



## Food Act 1984

Knox City Council is responsible for meeting and enforcing the legislative requirements of the *Food Act 1984*.

Council manages its statutory obligations by meeting the necessary inspection targets, relevant follow-ups, food sampling requirements and food-related investigations.

Approximately 70 per cent of the work of Council's environmental health officers relates to food compliance functions at premises including restaurants, takeaway food outlets, hotels, cafes and supermarkets. Officers promptly react to food-related complaints with a same-day or next-day response to commence an investigation.

Council's emphasis is primarily aimed at educating proprietors of their responsibilities; however, escalating enforcement action is applied to those proprietors who continually breach food standards. Food safety programs for relevant premises are monitored by the Environmental Health team, who also oversees the external third-party food audit system.

## Disability Act 2006 – Disability Action Plan Implementation

Knox City Council is committed to creating a community that is accessible, welcoming and inclusive of everyone. Of the 163,203 residents in Knox in 2018, it is estimated that approximately 19 per cent (SDAC. 2015) had some form of disability, representing a significant portion of our community. As the Knox population ages, this proportion is likely to increase.

Council acknowledges that initiatives to create a more accessible and inclusive community cannot be achieved without addressing the specific needs and rights of people with disabilities, their families and carers. Council's Access and Equity Implementation Plan 2017-22 (the plan) encapsulates the strategic directions Council will take to promote the rights of people with disabilities while enhancing access and inclusion to benefit the whole community. The plan focuses on building the capacity of people with disabilities and providing opportunities for leadership within the community.

The Knox Municipal Disability Leadership Plan provides greater detail and direction on key focus areas to support and provide specific benefits for people with disabilities and their families that complement those delivered by the NDIS and those who are not eligible for the NDIS through the provision of information, building the capacity of services to be more inclusive of people with a disability, and strengthening the community service system.

Aligned to the *Disability Act 2006*, Council aims to:

- reduce barriers to people with a disability in accessing goods, services and facilities
- reduce barriers to people with a disability in obtaining and maintaining employment
- promote inclusion and participation in the community
- achieve tangible changes in the attitudes and practices that discriminate against people with a disability.

To achieve this, Council provides a wide range of services and programs for the community, many of which are accessible and inclusive for people with disabilities. Council also provides a range of services to more directly meet the needs of people with disabilities, their families and carers. These include the following:

- Professional development training for Knox Early Years Services to build capacity and enhance the successful inclusion of children with a disability or developmental delay across universal early years services.
- Support and capacity building for families and carers including information sessions, carer groups and exercise groups aimed at social connection, health and building capacity.
- Support delivered under the Commonwealth Home Support Program (CHSP) for people aged over 65 years and their carers, domestic assistance, personal care, flexible respite, home maintenance, home modifications, social support group and social support for the individual.
- CHSP Food Services (meals on wheels)—home-delivered meals, distributed by community volunteers.
- Housing Support program—for residents aged over 55, including those with a disability, who are homeless or at risk of becoming homeless.
- Parking permits—Council administers the disabled persons parking permit scheme.
- Retrofitting program—allocation of dedicated funds through the capital works program to enhance access to Council-owned buildings and facilities.
- Bi-monthly meetings of the Knox Disability Advisory Committee, which consists of people with a disability, carers and representatives from disability service providers to assist Council in the consultative process and provide feedback to support Council’s decision-making.
- Providing a range of communication materials on services and relevant information, which encourages and demonstrates actions to improve access and inclusion through such publications as a Guide to Disability and Aged Services in Knox, the People First Guide and the email newsletter, Accessing Knox.
- Facilitation and development of the Eastern Disability Housing Network, which is designed to engage community members and explore opportunities to improve housing options for people with a disability.
- Celebration of International Day of People with Disability.
- Inclusive features incorporated in all Knox festivals such as providing an access key and chill-out spaces for people with anxiety, designated accessible seating areas, carols songbooks in Braille and sighted guides, Auslan interpreters, proflooring for wheelchair mobility, accessible parking and toilets, and having a changing-places facility on site.
- Training and information sharing for community members and services on topics such as the National Disability Insurance Scheme (NDIS), NDIS self-management, managing challenging behaviours and autism.
- The Eastern Regional Libraries Corporation offers a range of services to people with disabilities, which includes a home delivery service, tactile, audio and large print books, captioned DVDs and assistive devices for computer users.
- Hosting and facilitation of the Knox Disability Partnerships Network meeting for disability service providers.
- Development of access keys for the Knox Civic Centre and a range of community venues in Knox including neighbourhood houses, libraries and sport venues to increase the accessibility of our community for people with anxiety, autism spectrum disorder, intellectual disability, dementia or sensory impairments.

## Carers Recognition Act 2012

Knox Council acknowledges the *Carers Recognition Act 2012* and has taken steps to deliver the principles of the Act in a practical sense, supported by policy and practice relating to people who require care, those who are carers, and the wider community.

Council's Enterprise Agreement acknowledges that carer responsibilities for employees may extend beyond that of immediate family members. Carer responsibilities are now more broadly acknowledged to include a definition of a 'significant other person', where an employee is responsible for providing direct and immediate care and support to that person.

The Flexible Work Arrangements Policy and Procedure has been prepared, which recognises the role of the carer in accordance with the Carers Recognition Act. The policy provides flexible work options for staff who have carer responsibilities.

Council has taken all practicable measures to ensure staff, Council agents and volunteers working for Council are informed regarding the principles and obligations of the Act by including information on the care relationship through the following:

- Council's induction and training programs for staff working in outward-facing community services, and for staff and volunteers in frontline positions with the general community.
- A number of initiatives have been implemented to ensure that the *Carers Recognition Act 2012* is recognised and delivered to the community. Some of the programs are delivered in partnership with other community support services.
- Approximately 1,100 residents subscribe to *Accessing Knox*, the electronic publication distributed weekly by email. Council has received positive feedback about the information and available services provided in this communication.
- An extensive update to the *Guide to Services for Disability and Aged Services* is currently underway and 3,000 copies will be printed shortly and available on Council's website. This guide includes sections outlining support options for carers. The guide has been widely distributed to individuals and community organisations throughout Knox.
- Carer information sessions such as parent/carer legal information focusing on power of attorney, administration, guardianship, wills and trusts for carers. NDIA self-management, autism and managing challenging behaviours have been well attended by Knox carers and parents.
- Council provides flexible respite services through the CHSP for people over 65 years which are supported by funding from the federal government.
- Council's Active Ageing and Disability Services team provides service coordination, referral and support to carers through the Regional Assessment and Home Support Assessment Services. CHSP and Council-funded services are also provided to carers to support their caring role (for example, domestic assistance, community transport and food services).
- Active Ageing and Disability Services commenced a partnership with U3A Knox to deliver the new Knox U3A Carers group after identifying the need in the Knox community for such a group given the previous limited support networks for carers in the region.
- The Lab program is hosted by two Knox neighbourhood houses that provide programs for young people with Asperger's syndrome and also respite for their parents and carers.
- Support for the Autism Spectrum Disorder (ASD) Network that helps parents of children with autism.
- The Playconnect Playgroup is part of the federal government's Helping Children with Autism package, which provides support and services for children with ASD.
- NDIS-readiness sessions—three sessions were delivered that provided advice and guidance for carers/parents of people with a disability, with over 200 community members attending.
- The Eastern Disability Housing Network is a network that has been established to support parents/carers, people with a disability and the disability sector to mobilise the community and improve housing options for people with a disability.
- My Time is a support playgroup for parents and carers of young children who have a disability or a chronic medical condition. The playgroup is facilitated by a trained worker employed by Playgroup Victoria and supported by Knox City Council. The program is funded by the federal government.
- Knox City Council is a member of the Carer Card program, which is a state government initiative that offers carers a wide range of discounts and benefits from businesses, local government and community organisations.
- Through the CHSP, the Knox RAS team continued to refer carers to the Carer Gateway website, which provides a range of practical information and resources to help in their caring role.
- Specialised support services are also provided under the CHSP to help carers manage conditions such as dementia or vision impairment in order to maximise client independence and enable them to remain living in their own homes.

## Domestic Animal Management Plan 2017-21

In order to improve animal management in Victoria, all councils are required to have a Domestic Animal Management Plan (DAMP).

Knox City Council supports this strategic approach and has developed its DAMP using the guidelines provided by the Department of Economic Development, Jobs, Transport and Resources.

The 2017-2021 DAMP aims to promote responsible pet ownership and the welfare of dogs and cats in the community as well as to protect the community and environment from nuisance dogs and cats.

Council's 2017-2021 DAMP highlights 77 actions that are to be delivered throughout the life of the plan. In addition to some specific projects, there are a number of ongoing actions.

The following actions were delivered in 2018-19:

- Commenced the implementation of a sunset-to-sunrise cat curfew effective 1 January 2020.
- Recruitment of an animal behaviourist to assist in the resolution of more complex nuisance matters.
- Delivery of a program of animal registration compliance that included:
  - an enhanced process to improve the timeliness and compliance of registration
  - issuing annual registration renewal notices earlier than in previous years
  - two renewal reminder text messages sent to owners who had provided Council with a mobile phone number in order to follow up unpaid registration renewals
  - issuing overdue renewal notices
  - follow-up contact with residents to obtain evidence of unregistered animals and issuing owners with fines for non-compliance
  - improving the accuracy of Council's animal registration database

- letters being sent to the owners of animals that have been microchipped but not registered, advising them of registration requirements. Community education that included the promotion of animal registration through media releases, social media posts and Council's newsletter (distributed to all households in the municipality).
- Ongoing identification of properties where more than two dog or two cats are registered in order to determine if they are an animal breeder requiring registration as a domestic animal business.
- Training of officers in situational awareness, conflict management and self-preservation and harm reduction strategy training.
- A detailed list of all actions from the DAMP and progress against those actions can be found at [www.knox.vic.gov.au](http://www.knox.vic.gov.au).



# Performance Statement

Year ending 30 June 2019

## Description of the Municipality

Located approximately 25 kilometres from Melbourne's central business district, the Knox municipality is a major hub of cultural, commercial, business and innovative activity in the eastern suburbs of Melbourne. It is a diverse municipality, with residents from 130 different countries who speak 54 languages. The City of Knox has an estimated resident population of 163,203 (as at 30 June 2019) and covers an area of 113.84 square kilometres. The area boasts a green, leafy image extending to the foothills of the picturesque Dandenong Ranges. Knox consists of the following suburbs: The Basin, Bayswater, Boronia, Ferntree Gully, Knoxfield, Lysterfield, Rowville, Sassafra, Scoresby, Upper Ferntree Gully, Wantirna and Wantirna South.

## Understanding the Performance Statement

Council is required to prepare and include a performance statement within its Annual Report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014 (the regulations).

Where applicable, the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the financial statements. The other results are based on information drawn from Council information systems or from third parties (for example, the Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures and the results forecast by Council's Strategic Resource Plan. The Regulations require explanation of any material variations in the results contained in the Performance Statement. The materiality thresholds have been set as +/-10% of the 2017-18 results.

The forecast figures included in the statement are those adopted by Council in its Strategic Resource Plan on 24 June 2019, which forms part of the Annual Budget. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and are aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan is available on Council's website.

The following statement provides the results of the prescribed service performance indicators and measures, including an explanation of material variations.

# Sustainable Capacity Indicators

For the year ended 30 June 2019

Service/Indicator/measure	Result					Material Variations
	2014-15	2015-16	2016-17	2017-18	2018-19	
<b>Population</b>						
<b>Expenses per head of municipal population</b>	\$899.43	\$919.62	\$918.47	\$897.28	<b>\$947.71</b>	
[Total expenses / Municipal population]						
<b>Infrastructure per head of municipal population</b>	\$5,545.93	\$5,663.62	\$5,682.68	\$5,729.82	<b>\$6,012.97</b>	
[Value of infrastructure / Municipal population]						
<b>Population density per length of road</b>	215.68	215.92	217.52	224.54	<b>225.42</b>	
[Municipal population / Kilometres of local roads]						
<b>Own-source revenue</b>						
<b>Own-source revenue per head of municipal population</b>	\$741.84	\$888.59	\$800.05	\$804.21	<b>\$828.59</b>	
[Own-source revenue / Municipal population]						
<b>Recurrent grants</b>						
<b>Recurrent grants per head of municipal population</b>	\$184.31	\$130.59	\$178.36	\$153.57	<b>\$156.50</b>	
[Recurrent grants / Municipal population]						
<b>Disadvantage</b>						
<b>Relative socio-economic disadvantage</b>	9.00	9.00	9.00	9.00	<b>9.00</b>	
[Index of Relative Socio-economic Disadvantage by decile]						

## Definitions

'Adjusted underlying revenue' means total income other than:

- (a) Non-recurrent grants used to fund capital expenditure
- (b) Non-monetary asset contributions
- (c) Contributions to fund capital expenditure from sources other than those referred to above.

'Infrastructure' means non-current property, plant and equipment excluding land

'Local road' means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

'Population' means the resident population estimated by Council

'Own-source revenue' means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

'Relative socio-economic disadvantage', in relation to a municipality, means the relative socio-economic disadvantage expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

'SEIFA' means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

'Unrestricted cash' means all cash and cash equivalents other than restricted cash.

# Service Performance Indicators

For the year ended 30 June 2019

Service/Indicator/Measure	Result					Material Variations and Comments
	2014-15	2015-16	2016-17	2017-18	2018-19	
<b>Animal Management</b> <b>Health and Safety</b> <b>Animal management prosecutions</b> [Number of successful animal management prosecutions]	15	5	12	12	<b>9</b>	Knox City Council will investigate and prosecute all dog attacks and non-infringeable breaches of the Domestic Animals Act, to which there is willingness of the victim and/or sufficient evidence to support the charges laid. The timing of when a matter is heard by the Magistrates' Court is dependent upon several factors including: The complexity and time taken to investigate, ahead of a charge and summons being prepared and filed by Council on a matter; The Magistrates' Court schedule/ availability to hear matters brought by Council; and whether matters proceeds on a first mention, or is contested or adjourned to a later Court date - based on the election of either Council or the Defendant's legal representative.
<b>Aquatic facilities</b> <b>Utilisation</b> <b>Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	3.62	3.67	3.60	3.49	<b>2.68</b>	The decrease seen in aquatic visits in 2018-19 is attributed to improved reporting and monitoring which has allowed Council to identify and eliminate spectators from participation rates.  Overall when applying this improved methodology to previous years result participation rates remain relatively stable.

Service/Indicator/Measure	Result					Material Variations and Comments
	2014-15	2015-16	2016-17	2017-18	2018-19	
<b>Food Safety</b> <b>Health and Safety</b> <b>Critical and major non-compliance outcome notifications</b> [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed-up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100	94.73%	91.95%	90.50%	90.16%	<b>100.00%</b>	All premises subject to major or critical non-compliances are followed up in accordance with the officers' directions notice. There were 229 Major Non-Compliances and 10 Critical Non Compliances in calendar year 2018, all of which were followed up as required.
<b>Governance</b> <b>Satisfaction</b> <b>Satisfaction with council decisions</b> [Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community]	59	62	55	56	<b>60</b>	
<b>Libraries</b> <b>Participation</b> <b>Active library members</b> [Number of active library members / Municipal population] x100	18.14%	14.01%	13.01%	13.39%	<b>13.28%</b>	
<b>Maternal and Child Health (MCH)</b> <b>Participation</b> <b>Participation in the MCH service</b> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	82.75%	79.07%	80.88%	81.25%	<b>79.12%</b>	
<b>Participation</b> <b>Participation in the MCH service by Aboriginal children</b> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	92.31%	74.24%	87.30%	75.47%	<b>77.97%</b>	



## Service Performance Indicators continued

Service/Indicator/Measure	Result					Material Variations and Comments
	2014-15	2015-16	2016-17	2017-18	2018-19	
<b>Roads</b>	70	67	68	69	<b>73</b>	
<b>Satisfaction</b>						
<b>Satisfaction with sealed local roads</b>						
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]						
<b>Statutory Planning</b>	41.67%	44.83%	52.00%	54.05%	<b>33.33%</b>	The increase in the percentage of VCAT decisions that did set aside the Council decision can be attributed to high number of refusal appeals that were ultimately approved by VCAT. Many of the decisions involved interpretation of the new Knox Housing Strategy (2015).
<b>Decision-making</b>						
<b>Council planning decisions upheld at VCAT</b>						
[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100						
<b>Waste Collection</b>	53.30	52.01%	53.41%	51.97%	<b>55.89%</b>	
<b>Waste diversion</b>						
<b>Kerbside collection waste diverted from landfill</b>						
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100						

**Definitions**

'Aboriginal child' means a child who is an Aboriginal person.

'Aboriginal person' has the same meaning as in the *Aboriginal Heritage Act 2006*.

'Active library member' means a member of a library who has borrowed a book from the library.

'Annual report' means an annual report prepared by a council under sections 131, 132 and 133 of the *Local Government Act 1989*.

'CALD' means 'culturally and linguistically diverse' and refers to persons born outside Australia in a country whose national language is not English.

'Class 1 food premises' means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.

'Class 2 food premises' means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act.

'Community Care Common Standards' means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth.

'Critical non-compliance outcome notification' means a notification received by Council under section 19N (3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.

'Food premises' has the same meaning as in the *Food Act 1984*.

'Local road' means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.

'Major non-compliance outcome notification' means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

'MCH' means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.

'Population' means the resident population estimated by council

'Target population' has the same meaning as in the Agreement entered into for the purposes of the Home and *Community Care Act 1985* of the Commonwealth.

'WorkSafe reportable aquatic facility safety incident' means an incident relating to a Council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

# Financial Performance Indicators

For the year ended 30 June 2019

## Efficiency

### Revenue level

*Average residential rate per residential property assessment*

[Residential rate revenue / Number of residential property assessments]

Results	2016	2017	2018	2019
	\$1,290.92	\$1,267.96	\$1,326.47	<b>\$1,355.23</b>
Forecasts	2020	2021	2022	2023
	\$1,395.38	\$1,420.53	\$1,469.82	\$1,519.79

### Expenditure level

*Expenses per property assessment*

[Total expenses / Number of property assessments]

Results	2016	2017	2018	2019
	\$2,232.71	\$2,219.18	\$2,237.89	<b>\$2,308.49</b>
Forecasts	2020	2021	2022	2023
	\$2,547.09	\$2,501.90	\$2,514.50	\$2,507.09

### Workforce turnover

*Resignations and terminations compared to average staff*

[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100

Results	2016	2017	2018	2019
	11.70%	12.77%	13.17%	<b>12.98%</b>
Forecasts	2020	2021	2022	2023
	12.51%	12.51%	12.51%	12.51%

## Liquidity

### Working capital

*Current assets compared to current liabilities*

[Current assets / Current liabilities] x 100

Results	2016	2017	2018	2019
	229.86%	235.53%	236.21%	<b>236.52%</b>
Forecasts	2020	2021	2022	2023
	155.92%	139.91%	118.13%	121.91%

## Unrestricted Cash

*Unrestricted cash compared to current liabilities*

[Unrestricted cash / Current liabilities] x 100

Results	2016	2017	2018	2019
	-11.27%	-4.34%	-11.22%	<b>27.20%</b>
Forecasts	2020	2021	2022	2023
	79.62%	64.93%	46.92%	54.20%

### Comments\*

At 30 June 2019, Council had \$37.5 million in term deposits due to mature within 90 days. \$15.0 million of these deposits are not reflected in this measure. Other Financial Assets, being term deposits held with an original maturity term greater than 90 days, have decreased by \$23.5 million at 30 June 2019 compared to 30 June 2018.

## Obligations

### Asset renewal

*Asset renewal compared to depreciation*

[Asset renewal expensed / Asset depreciation] x 100

Results	2016	2017	2018	2019
	101.74%	112.65%	112.57%	<b>112.45%</b>
Forecasts	2020	2021	2022	2023
	140.79%	127.68%	133.17%	124.54%

### Loans and borrowings

*Loans and borrowings compared to rates*

[Interest bearing loans and borrowings / Rate revenue] x 100

Results	2016	2017	2018	2019
	12.99%	0.00%	0.00%	<b>0.00%</b>
Forecasts	2020	2021	2022	2023
	43.19%	47.77%	51.02%	44.11%

## Loans and borrowings

*Loans and borrowings repayments compared to rates*

[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x 100

Results	2016	2017	2018	2019
	2.94%	14.34%	0.00%	<b>0.00%</b>
Forecasts	2020	2021	2022	2023
	3.40%	6.69%	7.73%	7.49%

## Indebtedness

*Non-current liabilities compared to own source revenue*

[Non-current liabilities / Own source revenue] x 100

Results	2016	2017	2018	2019
	12.36%	4.62%	3.63%	<b>4.37%</b>
Forecasts	2020	2021	2022	2023
	35.90%	37.38%	40.09%	33.47%

### Comments\*

Own source revenue has increased by 3.72%, offsetting the increase in the only non-current liability, being employee provisions. Over the next four year period there is an increase in the percentage as a result of anticipated borrowings to fund several planned major projects in the municipality.

## Operating Positions

### Adjusted underlying result

*Adjusted underlying surplus (or deficit)*

[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x 100

Results	2016	2017	2018	2019
	13.59%	10.31%	10.95%	<b>9.37%</b>
Forecasts	2020	2021	2022	2023
	0.12%	6.55%	8.24%	11.60%

### Comments\*

The reduction in the adjusted underlying surplus is largely due to the increase in materials and services, in particular the increase in waste management contract costs, and the increase in employee costs. This has been partially offset by the increase in non-recurrent capital grants.



## Stability

### Rates concentration

Rates compared to adjusted underlying revenue

[Rate revenue / Adjusted underlying revenue] x 100

Results	2016	2017	2018	2019
	61.56%	66.59%	66.74%	<b>66.92%</b>
Forecasts	2020	2021	2022	2023
	68.61%	66.45%	67.00%	65.81%

### Rates effort

Rates compared to property values

[Rate revenue / Capital improved value of rateable properties in the municipality] x 100

Results	2016	2017	2018	2019
	0.30%	0.26%	0.26%	<b>0.22%</b>
Forecasts	2020	2021	2022	2023
	0.24%	0.24%	0.23%	0.22%

### Comments\*

Annual revaluations are now to be undertaken effective every 1 January. The valuation for 1 January 2019 showed a significant decrease in CIV of 9%.

### Definitions

'Adjusted' underlying revenue" means total income other than:

- (a) Non-recurrent grants used to fund capital expenditure
- (b) Non-monetary asset contributions
- (c) Contributions to fund capital expenditure from sources other than those referred to above.

'Adjusted' underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

'Asset renewal expenditure' means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

'Current assets' has the same meaning as in the AAS

'Current liabilities' has the same meaning as in the AAS

'Non-current assets' means all assets other than current assets

'Non-current liabilities' means all liabilities other than current liabilities

'Non-recurrent grant' means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period

covered by a council's Strategic Resource Plan

'Own-source revenue' means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

'Population' means the resident population estimated by council

'Rate revenue' means revenue from general rates, municipal charges, service rates and service charges

'Recurrent grant' means a grant other than a non-recurrent grant

'Residential rates' means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

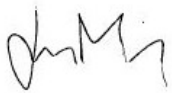
'Restricted cash' means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

'Unrestricted cash' means all cash and cash equivalents other than restricted cash.

# Certification of the Performance Statement 2018-19

## Statement by Principal Accounting Officer

In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



James Morris  
Principal Accounting Officer  
23 September 2019  
Wantirna South

## Statement by Councillors and Chief Executive Officer

In our opinion, the accompanying Performance Statement of Knox City Council for the year ended 30 June 2018 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014. The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate. We have been authorised by Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.



Cr Jake Keogh  
Mayor  
23 September 2019  
Wantirna South



Cr Peter Lockwood  
Deputy Mayor  
23 September 2019  
Wantirna South



Tony Doyle  
Chief Executive Officer  
23 September 2019  
Wantirna South

# Auditor-General’s Certification of Performance Statement

## Certification of Performance Statement 2018-19



### Independent Auditor’s Report

To the Councillors of Knox City Council

<p><b>Opinion</b></p>	<p>I have audited the accompanying performance statement of Knox City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>description of municipality for the year ended 30 June 2019 (including understanding the performance statement)</li> <li>sustainable capacity indicators for the year ended 30 June 2019</li> <li>service performance indicators for the year ended 30 June 2019</li> <li>financial performance indicators for the year ended 30 June 2019</li> <li>certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p><b>Basis for Opinion</b></p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p><b>Councillors’ responsibilities for the performance statement</b></p>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<p><b>Auditor’s responsibilities for the audit of the performance statement</b></p>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

# Auditor-General's Certification of Performance Statement

## Certification of Performance Statement 2018-19

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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether the performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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MELBOURNE  
25 September 2019

  
Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*

## Understanding the Financial Statements

The Financial Report shows how Council performed financially during the 2018-19 year and the overall position at the end of the financial year, 30 June 2019.

### What is contained in the Annual Financial Report?

Council's financial report contains a set of financial statements and accompanying notes. These are prepared by Council staff to meet the requirements of the *Local Government Act 1989*, Australian Accounting Standards (AASs) as well as the Victorian Auditor-General's model accounts which are designed to standardise financial reporting for local government bodies throughout Victoria.

The statements are audited by the Victorian Auditor-General's office before being approved in principle by Council's Audit Committee and Council itself. The Financial Statements are then forwarded to the Auditor-General for final approval. Once approval has been received, the statements are made available for public inspection.

The Financial Statements are made up of five key financial reports:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works

The notes detail Council's accounting policies and a breakdown of values contained in the statements.

In addition to the Financial Statements, Council is also required to prepare budget comparison notes which are included in this Annual Report. The budget comparison notes provide a comparison between actual results for the year and the annual adopted budget, and provides explanations for major variances.

### Comprehensive Income Statement

The Comprehensive Income Statement measures Council's performance over the year and indicates whether a surplus or deficit has resulted from the delivery of Council's services.

The statement presents the following:

- The sources of Council's revenue under various income headings.
- The expenses incurred in the operation of Council during the 2018-19 financial year. This includes depreciation or the writing-down of the value of buildings, roads, footpaths, drains and all other infrastructure assets that are used to provide Council's services. These assets are depreciated over the life of the asset as they are used. Capital costs or new assets purchased or created during the year are excluded from the statement but as indicated above, are depreciated as they are used.
- Other Comprehensive Income that demonstrates the movement in the value of Council's net assets as a result of asset revaluations as at 30 June 2019.

The statement is prepared on an 'accrual' basis. This means that all income and expenses for the year are recognised even though the income may not yet have been received (such as interest on investments) or expenses may not yet have been paid (invoices that have not yet been received for goods and services already used).

The key figure to consider is the surplus or (deficit) for the year. A surplus means that Council is creating sufficient surplus to renew infrastructure assets at the time when they need to be renewed.

### Balance Sheet

The Balance Sheet sets out Council's net accumulated financial worth at a point in time. It shows the assets that Council holds as well as liabilities or claims against these assets. The bottom line of this statement is Net Assets which indicates the net worth of Council that has been built up over many years.

The assets and liabilities are separated into current and non-current. Current assets or liabilities are those that will be due within the next 12 months, with non-current ones being due after 12 months.

The Balance Sheet has the following components:



## Current and Non-Current Assets

Council's assets are as follows:

- Cash and cash equivalents – cash held in the bank and in petty cash, and the value of Council's investments with a maturity term of no greater than three months.
- Other financial assets – the value of Council's investments with a maturity term of greater than three months.
- Trade and other receivables – monies owed to Council by ratepayers and others.
- Non-current assets classified as held for sale – assets available for immediate sale. For infrastructure assets including property, these relate to a resolution of Council.
- Other assets – includes prepayments which are expenses that Council has paid in advance of service delivery.
- Inventories – comprises various stock items held by Council.
- Investment in Eastern Regional Libraries Corporation – represents Council's investment in the Eastern Regional Libraries Corporation and its share of the Corporation's accumulated surplus.
- Property, infrastructure, plant and equipment – the largest component of Council's worth – representing the value of all the land, buildings, roads, plant and equipment, that has been built up by Council over many years.
- Intangible assets – non-current assets held by Council that are not physical assets, for example computer software.

## Current and Non-Current Liabilities

Council's liabilities are as follows:

- Trade and other payables – people and businesses to whom Council owes money.
- Trust funds and deposits – monies held in trust by Council.
- Provisions – the accrued value of annual and long service leave employee entitlements and the net present value of the cost of landfill rehabilitation at two facilities.
- Interest-bearing loans and borrowings – the outstanding balance Council owes on bank loans.

## Net assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June.

## Total equity

This always equals Net Assets and is made up of the following components:

- Accumulated surplus – the value of all net assets, other than those below, accumulated over time.
- Reserves – the reserves are made up of asset revaluation reserve and other reserves. The asset reserve is the difference between the previously recorded value of assets and their current valuation, and other reserves that are funds that have restrictions placed on their use and are not readily available to Council.

## Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in Council's net worth. Council's net worth can only change as a result of one of the following:

- A surplus or (deficit) as recorded in the Comprehensive Income Statement.
- The use of monies from Council's reserves.
- An increase/decrease in the value of non-current assets that has resulted from a revaluation of those assets.

## Statement of Cash Flows

The Cash Flow Statement summarises Council's cash receipts and payments for the financial year and the net 'cash in hand' position. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis. Cash in this statement refers to bank deposits and other forms of highly liquid investments that can readily be converted into cash. Council's cash arises from, and is used in, the following three main areas:

## Understanding the Financial Statements continued

### Cash flows from operating activities

Receipts – all cash receipts arising from the general operations of Council, including rates, general trading sales and debtors, grants and interest earnings. Receipts do not include cash from the sale of assets or loan funds.

Payments – all cash paid by Council from its bank account to employees, suppliers and other persons. It does not include the costs associated with the creation of assets.

### Cash flows from investing activities

This section indicates the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets, and the cash received from the sale of these assets.

### Cash flows from financing activities

This is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the Cash Flow Statement is the cash at the end of the financial year. This shows the capacity of Council to meet its cash debts and other liabilities.

### Statement of Capital Works

The Capital Works Statement details Council's capital works expenditure for the financial year. It sets out the expenditure on creating or buying property, plant and equipment, and infrastructure by each category of asset. It also indicates how much has been spent on renewing, upgrading, expanding or creating new assets of this type.

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### Notes to the Accounts

The notes to the accounts are a very important and informative section of the report. While the Australian Accounting Standards are not prescriptive about the provision of details of Council's accounting policies, they are provided here to enable the reader to understand the values shown in the statements.

Apart from describing the main accounting policies, they also provides details on many of the summary items contained in the Annual Financial Report. The note numbers are shown beside the relevant items in each of the statements. The notes also provide an opportunity for Council to disclose additional information that cannot be incorporated into the Annual Financial Report.

The notes should be read at the same time as, and together with, the other parts of the financial statements to get a clear picture of the accounts.

### Statements by the Principal Accounting Officer, Councillors and the Chief Executive Officer

The certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the financial statements have met all the statutory and professional reporting requirements. The certification of the Chief Executive Officer and Councillors is made by two Councillors and the Chief Executive Officer on behalf of Council that, in their opinion, the financial statements are fair and not misleading.

### Auditor-General's Report on the Financial Report

An Independent Audit Report provides the reader with an external and independent opinion on the financial statements. It confirms that the financial report has been prepared in accordance with relevant legislation and professional standards and that it represents a fair picture of the financial affairs of the Council.

# Financial Report

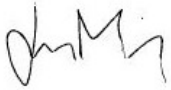
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# Certification of the Financial Statements

## Statement by Principal Accounting Officer

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



James Morris  
Principal Accounting Officer  
23 September 2019  
Wantirna South

## Statement by Councillors and Chief Executive Officer

In our opinion, the accompanying financial statements present fairly the financial transactions of Knox City Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances, which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Cr Jake Keogh  
Mayor  
23 September 2019  
Wantirna South



Cr Peter Lockwood  
Deputy Mayor  
23 September 2019  
Wantirna South



Tony Doyle  
Chief Executive Officer  
23 September 2019  
Wantirna South

# Victorian Auditor-Generals Certification of the Financial Report



## Independent Auditor's Report

### To the Councillors of Knox City Council

<b>Opinion</b>	<p>I have audited the financial report of Knox City Council (the council) which comprises the:</p> <ul style="list-style-type: none"><li>• balance sheet as at 30 June 2019</li><li>• comprehensive income statement for the year then ended</li><li>• statement of changes in equity for the year then ended</li><li>• statement of cash flows for the year then ended</li><li>• statement of capital works for the year then ended</li><li>• notes to the financial statements, including significant accounting policies</li><li>• certification of the financial statements.</li></ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>



## Victorian Auditor-Generals Certification of the Financial Report

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**Auditor’s responsibilities for the audit of the financial report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.


As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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MELBOURNE  
25 September 2019

  
Jonathan Kyvelidis  
as delegate for the Auditor-General of Victoria

# Comprehensive Income Statement

For the Year Ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Income</b>			
Rates and charges	3.1	114,214	109,024
Statutory fees and fines	3.2	3,348	3,107
User fees	3.3	14,741	14,772
Grants - operating	3.4	24,336	23,246
Grants - capital	3.4	8,892	4,734
Contributions - monetary	3.5	9,835	8,808
Contributions - non-monetary	3.5	1,936	9,495
Other income	3.7	2,744	3,031
Share of net profits (or loss) of associates and joint ventures	6.3	182	441
<b>Total income</b>		<b>180,228</b>	<b>176,658</b>
<b>Expenses</b>			
Employee costs	4.1	(69,355)	(65,286)
Materials and services	4.2	(56,477)	(50,722)
Depreciation and amortisation	4.3	(20,688)	(19,986)
Bad and doubtful debts	4.4	(234)	(128)
Other expenses	4.5	(1,187)	(1,282)
Contributions and donations	4.6	(6,304)	(6,121)
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(424)	(1,938)
<b>Total expenses</b>		<b>(154,669)</b>	<b>(145,463)</b>
<b>Surplus for the year</b>		<b>25,559</b>	<b>31,195</b>
<b>Other comprehensive income</b>			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	6.2	24,584	263,892
<b>Total comprehensive result</b>		<b>50,143</b>	<b>295,087</b>

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

# Balance Sheet

As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	33,145	17,651
Other financial assets	5.1	23,100	46,600
Trade and other receivables	5.1	17,311	13,128
Other Assets	5.2	1,111	1,573
Inventories		9	7
Non-current assets classified as held for sale	6.1	1,194	1,718
<b>Total current assets</b>		<b>75,870</b>	<b>80,677</b>
<b>Non-current assets</b>			
Intangible assets	5.2	934	1,442
Property, infrastructure, plant and equipment	6.2	2,043,472	1,989,094
Investment in Eastern Regional Libraries Corporation	6.3	4,604	4,422
<b>Total non-current assets</b>		<b>2,049,010</b>	<b>1,994,958</b>
<b>Total assets</b>		<b>2,124,880</b>	<b>2,075,635</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	14,131	14,690
Trust funds and deposits	5.3	2,035	3,683
Provisions	5.4	15,912	15,782
<b>Total current liabilities</b>		<b>32,078</b>	<b>34,155</b>
<b>Non-current liabilities</b>			
Provisions	5.4	5,913	4,735
<b>Total non-current liabilities</b>		<b>5,913</b>	<b>4,735</b>
<b>Total liabilities</b>		<b>37,991</b>	<b>38,890</b>
<b>Net assets</b>		<b>2,086,889</b>	<b>2,036,745</b>
<b>Equity</b>			
Accumulated surplus		683,276	658,229
Reserves	9.1	1,403,613	1,378,516
<b>Total equity</b>		<b>2,086,889</b>	<b>2,036,745</b>

The above Balance Sheet should be read in conjunction with the accompanying notes.

# Statement of Changes in Equity

For the Year Ended 30 June 2019

<b>2019</b>	<b>Note</b>	<b>Total \$'000</b>	<b>Accumulated Surplus \$'000</b>	<b>Revaluation Reserve \$'000</b>	<b>Other Reserves \$'000</b>
Balance at beginning of the financial year		2,036,745	658,229	1,335,985	42,531
Surplus for the year		25,559	25,559	—	—
Net asset revaluation increment/(decrement)	6.2	24,584	—	24,584	—
Transfers to other reserves	9.1	—	(12,858)	—	12,858
Transfers from other reserves	9.1	—	12,346	—	(12,346)
<b>Balance at end of the financial year</b>		<b>2,086,889</b>	<b>683,276</b>	<b>1,360,569</b>	<b>43,043</b>

<b>2018</b>	<b>Note</b>	<b>Total \$'000</b>	<b>Accumulated Surplus \$'000</b>	<b>Revaluation Reserve \$'000</b>	<b>Other Reserves \$'000</b>
Balance at beginning of the financial year		1,741,658	629,163	1,072,093	40,402
Surplus for the year		31,195	31,195	—	—
Net asset revaluation increment/(decrement)	6.2	263,892	—	263,892	—
Transfers to other reserves	9.1	—	(11,011)	—	11,011
Transfers from other reserves	9.1	—	8,882	—	(8,882)
<b>Balance at end of the financial year</b>		<b>2,036,745</b>	<b>658,229</b>	<b>1,335,985</b>	<b>42,531</b>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

# Statement of Cash Flows

For the Year Ended 30 June 2019

	Note	2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		114,661	107,114
Statutory fees and fines		3,401	3,114
User fees		10,815	14,441
Grants - operating		23,885	23,986
Grants - capital		8,892	4,660
Contributions - monetary		9,987	8,990
Interest received		1,285	1,333
Net GST refund		10,282	9,287
Other receipts		2,169	2,167
Net movement in trust deposits		(1,648)	(3,481)
Employee costs		(69,575)	(65,725)
Materials and services		(69,055)	(61,272)
Contributions and donations		(6,895)	(6,696)
Other payments		(1,254)	(1,379)
<b>Net cash provided by operating activities</b>		<b>36,950</b>	<b>36,539</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.2	(47,238)	(41,293)
Proceeds from sales of property, infrastructure, plant and equipment		2,283	1,475
Payments for investments		(23,100)	(46,600)
Proceeds from sale of investments		46,600	49,100
<b>Net cash used in investing activities</b>		<b>(21,456)</b>	<b>(37,318)</b>
<b>Cash flows from financing activities</b>			
Repayment of borrowings		—	—
Finance costs		—	—
<b>Net cash used in financing activities</b>		<b>—</b>	<b>—</b>
Net increase/(decrease) in cash and cash equivalents		15,494	(779)
Cash and cash equivalents at the beginning of the financial year		17,651	18,430
<b>Cash and cash equivalents at the end of the financial year</b>		<b>33,145</b>	<b>17,651</b>
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.



# Statement of Capital Works

For the Year Ended 30 June 2019

	2019 \$'000	2018 \$'000
<b>Property</b>		
Land	–	2,615
<b>Total land</b>	<b>–</b>	<b>2,615</b>
Buildings	20,587	17,837
<b>Total buildings</b>	<b>20,587</b>	<b>17,837</b>
<b>Total property</b>	<b>20,587</b>	<b>20,452</b>
<b>Plant and equipment</b>		
Artworks	24	91
Plant, machinery and equipment	2,702	1,735
Fixtures, fittings and furniture	–	64
Computers and telecommunications	366	615
<b>Total plant and equipment</b>	<b>3,092</b>	<b>2,505</b>
<b>Infrastructure</b>		
Roads	8,282	9,178
Bridges	2,730	341
Footpaths and cycleways	3,868	3,882
Drainage	2,474	3,255
Recreational, leisure and community facilities	7,729	3,514
Off street car parks	1,137	1,310
Other infrastructure	219	103
<b>Total infrastructure</b>	<b>26,439</b>	<b>21,583</b>
<b>Total capital works expenditure</b>	<b>50,118</b>	<b>44,540</b>
<b>Represented by:</b>		
New asset expenditure	11,555	13,270
Asset renewal expenditure	22,694	21,857
Asset expansion expenditure	8,018	2,947
Asset upgrade expenditure	7,851	6,466
<b>Total capital works expenditure</b>	<b>50,118</b>	<b>44,540</b>

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

# Notes on the Financial Statements

For the Year Ended 30 June 2019

## Overview

### Introduction

Knox City Council was established by an Order of the Governor in Council in 1994 and is a body corporate. The Council's main office is located at 511 Burwood Highway, Wantirna South, Victoria.

### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

### Significant accounting policies

#### (a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in

the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment and intangibles (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.4)
- the determination of landfill rehabilitation provisions (refer to Note 5.4)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

#### (b) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

## Note 1 Performance against budget

The performance against budget note compares Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of greater than ten percent and \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 25 June 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

## 1.1 Income and expenditure

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance %	Ref
<b>Income</b>					
Rates and charges	113,584	114,214	630	1%	
Statutory fees and fines	3,022	3,348	326	11%	
User fees	16,028	14,741	(1,287)	-8%	
Grants - operating	20,002	24,336	4,334	22%	1
Grants - capital	9,105	8,892	(213)	-2%	
Contributions - monetary	8,405	9,835	1,430	17%	2
Contributions - non-monetary	2,000	1,936	(64)	-3%	
Share of net profit of associate	—	182	182	0%	
Other income	2,175	2,744	569	26%	
<b>Total income</b>	<b>174,321</b>	<b>180,228</b>	<b>5,907</b>	<b>3%</b>	
<b>Expenses</b>					
Employee costs	69,519	69,355	164	0%	
Materials and services	65,460	56,477	8,983	14%	3
Depreciation and amortisation	22,497	20,688	1,809	8%	
Contributions and donations	5,860	6,304	(444)	-8%	
Net loss (gain) on disposal of property, infrastructure, plant and equipment	(5,692)	424	(6,116)	107%	4
Bad and doubtful debts	65	234	(169)	-260%	
Other expenses	1,394	1,187	207	15%	
<b>Total expenses</b>	<b>159,103</b>	<b>154,669</b>	<b>4,434</b>	<b>3%</b>	
<b>Surplus/(deficit) for the year</b>	<b>15,218</b>	<b>25,559</b>	<b>10,341</b>	<b>68%</b>	

### Explanation of material variations

Variance Ref	Item	Explanation
1	Grants - operating	Grants - Operating is \$4.334 million higher than budget in part due to early receipt of 50% of the 2019-20 Victorian Grants Commission funds in June 2019 (\$3.267 million).
2	Contributions - monetary	\$1.643 million higher than budget in developers monetary contributions due to a higher than anticipated number of developments during the year. \$100 thousand unbudgeted donation received towards capital works at Batterham Reserve.
3	Materials and services	There is a continued focus on the containment of operating costs throughout Council, whilst maintaining services for the community. Further contributing to the \$8.983 million reduction in materials and services is a \$9.034 million reduction in operating projects expenditure unable to be completed due to the carry forward of capital works to 2019-20.
4	Net loss/gain on disposal of property, infrastructure, plant and equipment	Net loss of \$0.424 million made on disposal of property, infrastructure, plant and equipment compared to a budgeted gain of \$5.692 million due to the delay in the sale of land that will now be finalised in 2019-20.

## 1.2 Capital Works

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance %	Ref
<b>Property</b>					
Land	8,153	—	8,153	100%	1
<b>Total land</b>	<b>8,153</b>	<b>—</b>	<b>8,153</b>	<b>100%</b>	
Buildings	38,228	20,587	17,641	46%	2
<b>Total buildings</b>	<b>38,228</b>	<b>20,587</b>	<b>17,641</b>	<b>46%</b>	
<b>Total property</b>	<b>46,381</b>	<b>20,587</b>	<b>25,794</b>	<b>56%</b>	
<b>Plant and equipment</b>					
Artworks	212	24	188	89%	
Plant, machinery and equipment	2,084	2,702	(618)	-30%	
Fixtures, fittings and furniture	664	—	664	100%	
Computers and telecommunications	9,381	366	9,015	96%	3
<b>Total plant and equipment</b>	<b>12,341</b>	<b>3,092</b>	<b>9,249</b>	<b>75%</b>	
<b>Infrastructure</b>					
Roads	8,753	8,282	471	5%	
Bridges	7,246	2,730	4,516	62%	4
Footpaths and cycleways	4,355	3,868	487	11%	
Drainage	3,001	2,474	527	18%	
Recreational, leisure and community facilities	11,027	7,729	3,298	30%	5
Off street car parks	708	1,137	(429)	-61%	
Other infrastructure	1,187	219	968	82%	
<b>Total infrastructure</b>	<b>36,277</b>	<b>26,439</b>	<b>9,838</b>	<b>27%</b>	
<b>Total capital works expenditure</b>	<b>94,999</b>	<b>50,118</b>	<b>44,881</b>	<b>47%</b>	
<b>Represented by:</b>					
New asset expenditure	35,364	11,555	23,809	67%	
Asset renewal expenditure	29,310	22,694	6,616	23%	
Asset expansion expenditure	7,820	8,018	(198)	-3%	
Asset upgrade expenditure	22,505	7,851	14,654	65%	
<b>Total capital works expenditure</b>	<b>94,999</b>	<b>50,118</b>	<b>44,881</b>	<b>47%</b>	



Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Capital expenditure is lower than budget due to carry forward to 2019-20 of land purchases relating to the Knox Central Project.
2	Buildings	Capital expenditure is lower than budget due to \$2.264 million of works being unable to be capitalised (mainly from building maintenance costs \$1.347 million), together with projects being capitalised under different classes (\$0.553 million) and works carried forward to 2019-20. Works carried forward to 2019-20 includes the operation centre relocation project (\$5.987 million), Stamford Park development (\$5.334 million), Modular Building Program (\$2.103 million) and the building renewal program (\$1.635 million).
3	Computers and telecommunications	Capital expenditure is lower than budget due to the delay in commencing the ICT Strategy. From this year, \$1.578 million of works delivered were not able to be capitalised and a total of \$7.327 million for both the ICT strategy and renewal capital expenditure is being carried forward.
4	Bridges	Capital expenditure is lower than budget mainly due to delay in Henderson Road Bridge construction; \$4.324 million is carried forward to 2019-20
5	Recreational, leisure and community facilities	Capital expenditure is lower than budget due to landscaping and planting works being unable to be capitalised (\$2.929million), projects being capitalised under different classes (\$0.435 million), and works carried forward to 2019-20. \$5.524 million in works carried forward to 2019-20 includes \$2.629 million for unstructured recreation capital works, \$0.963 million for renewal of active open space and \$0.784 million for the Playground Renewal Program. These are offset by \$4.334 million of works carried forward from 2017-18 to 2018-19.

## Note 2 Analysis of Council results by program

Knox City Council delivers its functions and activities through the following programs.

### 2.1 (a)

#### Corporate Services

The Corporate Services directorate incorporates Business and Financial Services, Governance and Strategy, Information Technology, Transformation and Communications. The purpose of the Directorate is to lead, develop and maximise the potential of the organisation and its people. It works in partnership with the organisation to uphold the organisation's reputation and provide the leadership, systems, processes and support to enable Knox teams to optimise performance and consistently deliver high quality outcomes in the pursuit of excellence.

Business and Financial Services exists to enable Council to comply with statutory requirements, provide strategic financial direction, and undertake essential business processes and to support the organisation with business and financial assistance and advice.

Governance and Strategy ensure that Council is complying with the statutory requirements associated with municipal elections, Council decisions (Chamber and delegated), information privacy, freedom of information and meeting procedure.

Information Technology provide a centralised approach to the management and maintenance of Council's Information Technology systems and services.

Transformation includes the customer service team that supports and enables the delivery of Council services, programs and information to the community.

Communications supports the organisation through coordinating, facilitating and managing a range of written and verbal media.

#### City Development

The City Development Directorate incorporates City Safety and Health, City Futures, and City Planning and Building. The Directorate's purpose relates directly to Council's purpose to enhance the quality of life of the Knox community.

City Safety and Health promotes and protects the safety, health and amenity of the community through the key functions of Emergency Management, Health Services and Local Laws.

City Futures purpose is to strategically work across the organisation and the community to understand and manage the changing city.

City Planning and Building covers planning and building approvals, subdivisions and enforcement.

#### Community Services

The Community Services Directorate incorporates Community Wellbeing, Family and Children's Services, Active Ageing and Disability Services and Youth, Leisure and Cultural Services. The Directorate is responsible for the management and delivery of a diverse range of community services and programs.

Community Wellbeing works strategically with the community and organisation to enable and contribute to the achievement of health and wellbeing outcomes for Knox.

Family and Children's Services delivers Council's early year's services across the municipality. Active Ageing and Disability Services aims to make effective use of opportunities to enhance the physical, social and emotional wellbeing of older people that enables them active participation in society.

Youth, Leisure and Cultural Services purpose is to make Knox an active, resilient, creative and inclusive community.

## 2.1 (a) cont

### Engineering and Infrastructure

The Engineering and Infrastructure Directorate incorporates Sustainable Infrastructure, Community Infrastructure and Operations. The Directorate is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. These assets include capital works engineering services, environment and waste, city works, parks and gardens, emergency management and municipal resources.

Sustainable Infrastructure is responsible for waste management, local traffic management, and the management of the capital works program. Community Infrastructure is responsible for the maintenance, renewal, upgrade and associated works of Council's buildings. It is also responsible for stormwater management, landscape and environmental design, and providing strategic direction in biodiversity enhancement.

Operations is responsible for asset rehabilitation and for reactive and proactive maintenance. It is also responsible for fleet management, and the maintenance of Council open space sand reserves.

### CEO and Council

The CEO and Council Directorate incorporates the CEO, Council and Councillors, and People and Performance.

CEO responsibilities include establishing and maintaining an appropriate organisational structure for the council, managing interactions between council staff and Councillors, ensuring that Council decisions are implemented promptly, providing timely advice to Council, providing timely and reliable advice to the Council about its legal obligations, and overseeing the daily management of council operations following the Council Plan.

Council and Councillors includes the support services for Council's nine Councillors who have been elected by the residents and ratepayers of the municipality. This also includes Council functions such as citizenship ceremonies.

People and Performance provides strategic and operational leadership, services and programs around all aspects of human resource management.

### Knox Central

The Knox Central Directorate supports Council's strategic direction for the Knox Central Activity Centre which serves a broad cross-section of the community within Knox and across the eastern suburbs of Melbourne.

Anchored by the shopping centre it includes retail, residential, industrial, commercial, educational uses, along with significant areas of open space.

## 2.1(b) Summary of revenues, expenses, assets and capital expenses by program

<b>2019</b>	<b>Income \$'000</b>	<b>Expenses \$'000</b>	<b>Surplus/ (Deficit) \$'000</b>	<b>Grants included in income \$'000</b>	<b>Total assets \$'000</b>
Corporate Services	110,562	17,812	92,752	6,375	29,330
City Development	15,646	15,246	400	1,186	40,654
Community Services	23,961	50,746	(26,785)	16,932	580,618
Engineering and Infrastructure	29,895	64,497	(34,602)	8,644	1,392,536
CEO and Council	164	5,850	(5,686)	91	281
Knox Central	—	518	(518)	—	53
	<b>180,228</b>	<b>154,669</b>	<b>25,559</b>	<b>33,228</b>	<b>2,043,472</b>
<b>2018</b>	<b>Income \$'000</b>	<b>Expenses \$'000</b>	<b>Surplus/ (Deficit) \$'000</b>	<b>Grants included in income \$'000</b>	<b>Total assets \$'000</b>
Corporate Services	106,967	17,791	89,176	6,502	29,481
City Development	13,442	14,636	(1,194)	784	38,165
Community Services	23,667	48,492	(24,825)	16,178	563,437
Engineering and Infrastructure	32,282	58,982	(26,700)	4,516	1,357,739
CEO and Council	300	5,204	(4,904)	—	229
Knox Central	—	358	(358)	—	43
	<b>176,658</b>	<b>145,463</b>	<b>31,195</b>	<b>27,980</b>	<b>1,989,094</b>

## Note 3 Funding for the delivery of our services

### 3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV takes into account the total value of a property including all land, buildings and other improvements but excluding fixtures and fittings.

The valuation base used to calculate general rates for 2018/19 was \$52,440 million (2017/18 \$41,587 million). The 2018-19 rate in the CIV dollar was \$0.0015224 (2017-18 \$0.0018917) for the residential rate.

	2019 \$'000	2018 \$'000
General rates		
Residential garbage charge	10,770	8,889
Service rates and charges	1,870	1,795
Supplementary rates and rate adjustments	254	927
Cultural and recreational	60	60
Interest on rates and charges	575	561
<b>Total rates and charges</b>	<b>114,214</b>	<b>109,024</b>

The date of the latest general revaluation for rating purposes within the municipal district was 1 January 2018 and the valuation first applied to the rating year commencing 1 July 2018.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

### 3.2 Statutory fees and fines

	2019 \$'000	2018 \$'000
Permits	1,760	1,979
Infringements and costs	822	636
Town planning fees	267	361
Land information certificates	90	114
Court recoveries	409	17
<b>Total statutory fees and fines</b>	<b>3,348</b>	<b>3,107</b>

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

### 3.3 User fees

	2019 \$'000	2018 \$'000
Waste management services	5,651	5,217
Child care/children's programs	2,957	3,458
Registration and other permits	1,967	1,856
Leisure centre and recreation	1,620	1,652
Aged and health services	923	967
Building services	556	491
Other fees and charges	1,067	1,131
<b>Total user fees</b>	<b>14,741</b>	<b>14,772</b>

User fees are recognised as revenue when the service has been provided or Council has otherwise earned the income.



### 3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants	2019 \$'000	2018 \$'000
Commonwealth funded grants	19,661	16,406
State funded grants	13,567	11,574
<b>Total grants received</b>	<b>33,228</b>	<b>27,980</b>

#### (a) Operating grants

	2019 \$'000	2018 \$'000
<b>Recurrent – Commonwealth Government</b>		
Financial Assistance Grants	6,375	6,502
General home care	4,616	3,645
Family and children – child care	2,141	2,211
<b>Recurrent – State Government</b>		
Family and children – preschool	5,758	5,968
General home care	1,555	1,809
Family and children – maternal and child health	1,292	1,227
School crossing supervisors	683	584
Family and children – child care	268	204
Other	259	240
Family and children – youth services	240	240
Community health	129	145
<b>Total recurrent operating grants</b>	<b>23,316</b>	<b>22,775</b>
<b>Non-recurrent – Commonwealth Government</b>		
Family and children – child care	—	15
<b>Non-recurrent – State Government</b>		
Other	277	36
Family and children – preschool	249	35
Environmental planning	245	195
Recreational, leisure and community facilities	110	103
Community health	88	19
Family and children – youth services	38	68
Community safety	14	—
<b>Total non-recurrent operating grants</b>	<b>1,020</b>	<b>471</b>
<b>Total operating grants</b>	<b>24,336</b>	<b>23,246</b>

### 3.4 Funding from other levels of government (cont)

#### (b) Capital grants

	2019 \$'000	2018 \$'000
<b>Recurrent – Commonwealth Government</b>		
Financial Assistance Grants – local roads	1,143	1,104
Roads to recovery	504	1,017
Community safety	254	—
<b>Recurrent – State Government</b>		
Recreational, leisure and community facilities	325	—
<b>Total recurrent capital grants</b>	<b>2,226</b>	<b>2,121</b>
<b>Non-recurrent – Commonwealth Government</b>		
Buildings	4,000	—
Recreational, leisure and community facilities	629	1,912
<b>Non-recurrent – State Government</b>		
Buildings	1,520	35
Recreational, leisure and community facilities	461	479
Roads	56	187
<b>Total non-recurrent capital grants</b>	<b>6,666</b>	<b>2,613</b>
<b>Total capital grants</b>	<b>8,892</b>	<b>4,734</b>

#### (c) Unspent grants received on condition that they be spent in a specific manner

	2019 \$'000	2018 \$'000
Balance at start of year	1,746	1,011
Received during the financial year and remained unspent at balance date	3,510	1,404
Received in prior years and spent during the financial year	(1,399)	(669)
Balance at year end	<b>3,857</b>	<b>1,746</b>

Grant income is recognised when Council obtains control of the contribution.

Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

### 3.5 Contributions

	2019 \$'000	2018 \$'000
Monetary	9,835	8,808
Non-monetary	1,936	9,495
<b>Total contributions</b>	<b>11,771</b>	<b>18,303</b>

Contributions of non-monetary assets were received in relation to the following asset classes

	2019 \$'000	2018 \$'000
Land	1,936	4,462
Drainage	—	2,442
Roads	—	2,087
Footpaths and cycleways	—	489
Car parks	—	15
<b>Total non-monetary contributions</b>	<b>1,936</b>	<b>9,495</b>

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

### 3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	2019 \$'000	2018 \$'000
Proceeds of sale	2,363	1,475
Written down value of assets disposed	(2,787)	(3,413)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(424)</b>	<b>(1,938)</b>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

### 3.7 Other income

	2019 \$'000	2018 \$'000
Interest	1,174	1,380
Recyclable material sales	—	471
Reimbursements	532	419
Rent	490	411
Other	548	350
<b>Total other income</b>	<b>2,744</b>	<b>3,031</b>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

## Note 4 The cost of delivering services

### 4.1 Employee costs

#### (a) Employee costs

	2019 \$'000	2018 \$'000
Wages and salaries	50,527	48,119
Annual leave and long service leave	6,390	6,315
Agency staff	5,958	4,911
Superannuation	5,172	4,861
WorkCover	974	770
Fringe benefits tax	334	310
<b>Total employee costs</b>	<b>69,355</b>	<b>65,286</b>

#### (b) Superannuation

Council made contributions to the following funds:

	2019 \$'000	2018 \$'000
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	311	436
Employer contributions - other funds	—	—
	<b>311</b>	<b>436</b>
Employer contributions payable at reporting date	—	—
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,026	3,055
Employer contributions - other funds	1,834	1,577
	<b>4,860</b>	<b>4,632</b>
Employer contributions payable at reporting date	388	367

Refer to Note 9.3 for further information relating to Council's superannuation obligations.

## 4.2 Materials and services

	2019 \$'000	2018 \$'000
<b>Contract payments</b>		
Waste Management	16,807	12,645
Operating Projects Expenditure	7,281	6,904
Operations – Maintenance	5,348	5,932
Active Ageing & Disability	985	929
Family & Children's Services	832	607
Corporate Services	749	2,006
Arts & Cultural Services	485	541
People & Culture	428	295
Community Law	411	435
Other	418	237
<b>Total Contract Payments</b>	<b>33,744</b>	<b>30,532</b>
Administration costs	5,974	5,711
Consumable materials and equipment	3,320	2,885
Consultants	3,197	2,375
Utilities	3,110	2,446
Information technology	2,222	2,284
Building maintenance	1,565	1,470
Insurance	1,348	1,405
Finance and legal costs	1,284	934
General maintenance	713	680
<b>Total materials and services</b>	<b>56,477</b>	<b>50,722</b>

## 4.3 Depreciation and amortisation

	2019 \$'000	2018 \$'000
Infrastructure	14,583	14,317
Property	4,027	3,623
Plant and equipment	1,571	1,476
<b>Total depreciation</b>	<b>20,181</b>	<b>19,416</b>
Intangible assets	507	570
<b>Total depreciation and amortisation</b>	<b>20,688</b>	<b>19,986</b>

Refer to note 6.2( c ) and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.



#### 4.4 Bad and doubtful debts

	2019 \$'000	2018 \$'000
Parking and animal infringement debtors	200	101
Other debtors	34	27
<b>Total bad and doubtful debts</b>	<b>234</b>	<b>128</b>
<b>Movement in provisions for doubtful debts</b>		
Balance at the beginning of the year	19	20
New provisions recognised during the year	16	15
Amounts already provided for and written off as uncollectible	(9)	(16)
Amounts provided for but recovered during the year	—	—
<b>Balance at the end of the year</b>	<b>26</b>	<b>19</b>

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified

#### 4.5 Other expenses

	2019 \$'000	2018 \$'000
Operating lease rentals	687	738
Councillors allowances	364	368
Auditor's remuneration - internal	75	119
Auditor's remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	61	57
<b>Total other expenses</b>	<b>1,187</b>	<b>1,282</b>

#### 4.6 Contributions and donations

	2019 \$'000	2018 \$'000
Contribution to the Eastern Regional Libraries Corporation	4,094	4,004
Community support payments	2,210	2,117
<b>Total contributions and donations</b>	<b>6,304</b>	<b>6,121</b>

## Note 5 Our Financial Position

### 5.1 Financial assets

#### (a) Cash and cash equivalents

	2019 \$'000	2018 \$'000
Cash on hand	5	7
Cash at bank	10,640	12,644
Term deposits	22,500	5,000
<b>Total cash and cash equivalents</b>	<b>33,145</b>	<b>17,651</b>

#### (b) Other financial assets

	2019 \$'000	2018 \$'000
Term deposits – current	23,100	46,600
<b>Total other financial assets</b>	<b>23,100</b>	<b>46,600</b>
<b>Total financial assets</b>	<b>56,245</b>	<b>64,251</b>

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

	2019 \$'000	2018 \$'000
• Trust funds and deposits (Note 5.3)	2,035	3,683
• Restricted reserves (Note 9.1 (b))	18,024	15,884
<b>Total restricted funds</b>	<b>20,059</b>	<b>19,567</b>
<b>Total unrestricted cash and cash equivalents</b>	<b>13,086</b>	<b>(1,916)</b>

As at balance date, Council had \$37.5 million in term deposits maturing within 90 days.

#### Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

	2019 \$'000	2018 \$'000
• Other reserves (Note 9.1 (b))	25,019	26,647
<b>Total funds subject to intended allocations</b>	<b>25,019</b>	<b>26,647</b>

Cash and cash equivalents include cash on hand, deposits at call, and other liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Term deposits are held to maturity and measurement at original cost

## 5.1 Financial assets cont

### (c) Trade and other receivables

Current	2019 \$'000	2018 \$'000
<b>Statutory receivables</b>		
Rates debtors	8,639	8,804
Special rate assessment	52	52
Parking and animal infringement debtors	1,611	1,386
Provision for doubtful debts - parking and animal infringement debtors	(1,060)	(860)
<b>Non statutory receivables</b>		
Other debtors	8,099	3,765
Provision for doubtful debts - other debtors	(30)	(19)
<b>Total current trade and other receivables</b>	<b>17,311</b>	<b>13,128</b>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

### (d) Ageing of receivables

	2019 \$'000	2018 \$'000
Current (not yet due)	7,359	3,433
Past due by up to 30 days	252	128
Past due between 31 and 180 days	290	102
Past due between 181 and 365 days	129	39
Past due by more than 1 year	69	63
<b>Total trade and other receivables</b>	<b>8,099</b>	<b>3,765</b>

### (e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of nil (2018: \$693) were impaired.

The amount of the provision raised against these debtors was nil (2018: \$693).

They individually have been impaired as a result of their doubtful collection.

Many of the long outstanding past due amounts have been lodged with the Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

	2019 \$'000	2018 \$'000
Current (not yet due)	—	—
Past due by up to 30 days	—	—
Past due between 31 and 180 days	—	—
Past due between 181 and 365 days	—	1
Past due by more than 1 year	—	—
<b>Total trade and other receivables</b>	<b>—</b>	<b>1</b>

## 5.2 Non-financial assets

### (a) Other assets

	2019 \$'000	2018 \$'000
Prepayments	769	1,169
Accrued income	342	404
<b>Total other assets</b>	<b>1,111</b>	<b>1,573</b>

### (b) Intangible assets

	2019 \$'000	2018 \$'000
Software	934	1,442
<b>Total intangible assets</b>	<b>934</b>	<b>1,442</b>
<b>Gross carrying amount</b>		
Balance at beginning of year	4,616	4,524
Additions	—	92
<b>Balance at end of year</b>	<b>4,616</b>	<b>4,616</b>
<b>Accumulated amortisation and impairment</b>		
Balance at beginning of year	3,174	2,666
Amortisation expense	507	508
<b>Balance at end of year</b>	<b>3,681</b>	<b>3,174</b>
<b>Net book value at the end of the year</b>	<b>934</b>	<b>1,442</b>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life.

Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

## 5.3 Payables

### (a) Trade and other payables

	2019 \$'000	2018 \$'000
Trade payables	8,559	10,124
Accrued expenses	4,225	2,938
Prepaid income	1,215	959
Unearned income	132	669
<b>Total trade and other payables</b>	<b>14,131</b>	<b>14,690</b>

### (b) Trust funds and deposits

	2019 \$'000	2018 \$'000
Refundable deposits	1,822	2,987
Fire services levy	—	29
Retention amounts	105	304
Other	108	363
<b>Total trust funds and deposits</b>	<b>2,035</b>	<b>3,683</b>

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited.

Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

#### Purpose and nature of items

Refundable deposits – Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire service levy – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a four-instalment basis. Amounts disclosed will be remitted to the State Government in line with that process.

Retention amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.



## 5.4 Provisions

	Employee \$'000s	Landfill rehabilitation \$'000s	Total \$'000s
<b>2019</b>			
Balance at beginning of the financial year	16,022	4,495	20,517
Additional provisions	8,933	844	9,777
Amounts used	(8,443)	(280)	(8,723)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(343)	597	254
<b>Balance at the end of the financial year</b>	<b>16,169</b>	<b>5,656</b>	<b>21,825</b>
<b>2018</b>			
Balance at beginning of the financial year	16,332	6,110	22,442
Additional provisions	6,117	(1,054)	5,063
Amounts used	(6,377)	(572)	(6,949)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(50)	11	(39)
<b>Balance at the end of the financial year</b>	<b>16,022</b>	<b>4,495</b>	<b>20,517</b>

### (a) Employee provisions

	2019 \$'000	2018 \$'000
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	2,334	2,266
Long service leave	1,231	974
Gratuities	68	81
	<b>3,633</b>	<b>3,321</b>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	2,666	2,565
Long service leave	8,359	8,553
Gratuities	710	81
	<b>11,735</b>	<b>11,929</b>
<b>Total current employee provisions</b>	<b>15,368</b>	<b>15,250</b>
<b>Non-current</b>		
Long service leave	801	772
<b>Total non-current employee provisions</b>	<b>801</b>	<b>772</b>
<b>Aggregate carrying amount of employee provisions:</b>		
Current	15,368	15,250
Non-current	801	772
<b>Total aggregate carrying amount of employee provisions</b>	<b>16,169</b>	<b>16,022</b>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

## 5.4 Provisions cont

### Wages and salaries and annual leave

Liabilities for wages and salaries including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Key Assumptions - AL:	2019	2018
• Weighted average discount rate	0.54%	1.06%
• Weighted average index rate	2.50%	2.33%
• Average settlement period (years)	2	2

### Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value.

Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non current liability.

Key Assumptions - LSL:	2019	2018
• Weighted average discount rate - current	1.17%	2.28%
• Weighted average discount rate - non-current	1.05%	2.09%
• Weighted average index rate - current	2.48%	2.64%
• Weighted average index rate - non-current	2.29%	2.39%
• Average settlement period (years)	18	18

### Gratuity retirement allowance

A Gratuity retirement allowance exists for employees who commenced prior to 3 May 1996, with new employees who commenced after that date not being eligible and is recognised in the provision for employee benefits as a current liability.

Liabilities expected to be wholly settled within 12 months of the reporting date are measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Key Assumptions - Gratuity:	2019	2018
• Weighted average discount rate	0.87%	1.97%
• Weighted average index rate	2.40%	2.64%
• Average settlement period (years)	22	22

## (b) Landfill rehabilitation

	2019 \$'000	2018 \$'000
<b>Current</b>		
Cathies Lane landfill site	386	329
Llewellyn Reserve landfill site	158	203
	<b>544</b>	<b>532</b>
<b>Non-current</b>		
Cathies Lane landfill site	3,813	3,007
Llewellyn Reserve landfill site	1,299	956
<b>Total non-current provisions</b>	<b>5,112</b>	<b>3,963</b>
<b>Total aggregate carrying amount of landfill rehabilitation provisions</b>	<b>5,656</b>	<b>4,495</b>

Council owns two former landfill sites – Cathies Lane and Llewellyn Reserve. Under the terms of a licence agreement with the Environment Protection Authority (EPA) and Pollution Abatement notices, Council is required to monitor, progressively rehabilitate and conduct rectification works. The provision for landfill rehabilitation has been calculated based on the present value of the expected cost of works to be undertaken including site aftercare and monitoring costs. The expected cost of works has been estimated based on current understanding of work required to progressively rehabilitate the sites to a suitable standard.

Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

	2019	2018
<b>Key assumptions – Cathies Lane landfill site:</b>		
• Weighted average discount rate	2.37%	3.64%
• Inflation rate	2.00%	2.00%
• Settlement period (years)	16	16
• Estimated cost to rehabilitate	<b>\$4.405m</b>	<b>\$3.873 m</b>
<b>Key assumptions – Llewellyn Reserve landfill site:</b>		
• Weighted average discount rate	2.37%	3.59%
• Inflation rate	2.00%	2.00%
• Settlement period (years)	16	16
• Estimated cost to rehabilitate	<b>\$1.528m</b>	<b>\$1.330 m</b>

## 5.4 Provisions cont

### Cathies Lane landfill site

Council operated the Cathies Lane landfill site, Wantirna South from 1986 to 2004, under a licence issued by the Environment Protection Authority (EPA). The site is closed as a landfill but a portion of the site is still being used as a transfer station to receive and transport waste to other sites for disposal. In 2015-16 the EPA issued a Post Closure Pollution Abatement notice and Council has surrendered the landfill license.

In the financial report for June 2019, Council has an amount of \$4.199 million as a provision for the restoration of the Cathies Lane landfill site and includes an ongoing commitment of approximately \$0.287 million per annum for site aftercare to meet EPA obligations where restoration works have been completed. This is based on the assessment undertaken in 2015 and a reassessment of the provision at balance date in which the provision was measured at the net present value of the future rehabilitation costs including aftercare and site monitoring costs. Included in the aftercare is the cost to provide a bank guarantee to meet the Financial Assurance requirements imposed by the EPA on Council for thirty years post closure of this site.

### Llewellyn Reserve landfill site

Council's landfill site at Llewellyn Reserve was closed in 1985. In 2015-16, the EPA issued a Post Closure Pollution Abatement notice.

In the financial report for June 2019, Council has an amount of \$1.457 million as a provision for the restoration of the Llewellyn Reserve landfill site and includes an ongoing commitment of approximately \$0.097 million per annum to cover sampling, testing and reporting requirements as required by the EPA. This is based on an assessment undertaken in 2015 and a reassessment of the provision at balance date in which the provision was measured at the net present value of the future rehabilitation costs including aftercare and site monitoring costs.

Summary of provisions	2019 \$'000	2018 \$'000
Current	15,912	15,782
Non-current	5,913	4,735
<b>Total provisions</b>	<b>21,825</b>	<b>20,517</b>

## 5.5 Financing arrangements

The Council has the following funding arrangements in place as at 30th June 2019

	2019 \$'000	2018 \$'000
Bank overdraft	1,500	1,500
Credit card facilities	200	200
<b>Total facilities</b>	<b>1,700</b>	<b>1,700</b>
Used facilities	28	20
<b>Unused facilities</b>	<b>1,672</b>	<b>1,680</b>

## 5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised on the Balance Sheet. Commitments are disclosed at their nominal value and presented Inclusive of the GST payable.

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2019</b>					
<b>Operating</b>					
Garbage collection and recycling	17,304	18,386	5,673	1,868	43,231
Consultancies	1,300	449	199	603	2,551
Cleaning contracts for council buildings	503	517	—	—	1,020
Open space management	473	—	—	—	473
Home care services	394	—	—	—	394
Infrastructure management	177	144	—	—	320
Meals for delivery	—	—	—	—	—
<b>Total</b>	<b>20,150</b>	<b>19,495</b>	<b>5,871</b>	<b>2,471</b>	<b>47,988</b>
<b>Capital</b>					
Buildings	9,829	—	—	—	9,829
Other infrastructure	2,750	—	—	—	2,750
<b>Total</b>	<b>12,579</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>12,579</b>
	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2018</b>					
<b>Operating</b>					
Garbage collection and recycling	17,567	16,113	2,076	—	35,756
Consultancies	1,871	497	716	—	3,084
Cleaning contracts for council buildings	1,096	25	—	—	1,121
Open space management	2,534	—	—	—	2,534
Home care services	402	—	—	—	402
Infrastructure management	895	212	85	—	1,192
Meals for delivery	661	—	—	—	661
<b>Total</b>	<b>25,026</b>	<b>16,847</b>	<b>2,877</b>	<b>—</b>	<b>44,750</b>
<b>Capital</b>					
Buildings	13,503	—	—	—	13,503
Other infrastructure	600	—	—	—	600
<b>Total</b>	<b>14,103</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>14,103</b>



## 5.6 Commitments cont

### Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

	2019 \$'000	2018 \$'000
Not later than one year	307	596
Later than one year and not later than five years	449	799
Later than five years	—	—
	<b>756</b>	<b>1,395</b>

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

## Note 6 Non-current assets classified as held for sale

### 6.1 Non-current assets classified as held for sale

	2019 \$'000	2018 \$'000
Buildings	808	402
Land at fair value	386	1,316
<b>Total non-current assets classified as held for sale</b>	<b>1,194</b>	<b>1,718</b>

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of their carrying amount and fair value less costs of disposal, and are not subject to depreciation.

Non-current assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use.

This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

## 6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Land	Buildings	Plant and equipment	Infrastructure	Work in progress	
<b>At Fair Value 30 June 2018 \$'000</b>	1,053,168	142,172	—	681,962	—	<b>1,877,302</b>
<b>At cost 30 June 2018 \$'000</b>	7,032	—	8,447	77,254	19,060	<b>111,793</b>
<b>Additions \$'000</b>	—	29,037	3,267	21,006	13,245	<b>66,555</b>
<b>Contributions \$'000</b>	1,936	—	—	—	—	<b>1,936</b>
<b>Revaluation \$'000</b>	—	—	—	24,805	—	<b>24,805</b>
<b>Depreciation \$'000</b>	—	(4,027)	(1,571)	(14,583)	—	<b>(20,181)</b>
<b>Disposal \$'000</b>	—	(3)	(760)	(1,500)	(16)	<b>(2,279)</b>
<b>Impairment \$'000</b>	—	(221)	—	—	—	<b>(221)</b>
<b>Transfers and write offs \$'000</b>	—	—	—	—	(16,238)	<b>(16,238)</b>
<b>At fair value 30 June 2019 \$'000</b>	<b>1,053,168</b>	<b>138,166</b>	<b>—</b>	<b>732,649</b>	<b>—</b>	<b>1,923,983</b>
<b>At cost 30 June 2019 \$'000</b>	<b>8,968</b>	<b>28,792</b>	<b>9,383</b>	<b>56,294</b>	<b>16,052</b>	<b>119,489</b>
<b>Written down value 30 June 2019 \$'000</b>	<b>1,062,136</b>	<b>166,958</b>	<b>9,383</b>	<b>788,943</b>	<b>16,052</b>	<b>2,043,472</b>

Summary of work in progress

	Opening work in progress \$'000	Additions \$'000	Transfers \$'000	Write offs \$'000	Closing work in progress \$'000
Buildings	15,258	4,613	(13,036)	—	<b>6,835</b>
Infrastructure	3,803	8,631	(3,202)	(16)	<b>9,216</b>
	<b>19,061</b>	<b>13,244</b>	<b>(16,238)</b>	<b>(16)</b>	<b>16,051</b>

**(a) Property**

	Land - specialised \$'000	Land - non specialised \$'000	Land improvements \$'000	Total land \$'000	Buildings - specialised \$'000	Total buildings \$'000	Work in progress \$'000	Total property \$'000
At fair value 1 July 2018	869,749	183,419	—	<b>1,053,168</b>	264,913	<b>264,913</b>	—	<b>1,318,081</b>
At cost 1 July 2018	3,877	—	3,154	<b>7,031</b>	—	—	15,258	<b>22,289</b>
Accumulated depreciation at 1 July 2018	—	—	—	—	(122,741)	<b>(122,741)</b>	—	<b>(122,741)</b>
	<b>873,626</b>	<b>183,419</b>	<b>3,154</b>	<b>1,060,199</b>	<b>142,172</b>	<b>142,172</b>	<b>15,258</b>	<b>1,217,629</b>
<b>Movements</b>								
Additions at cost	—	—	—	—	29,037	<b>29,037</b>	4,613	<b>33,650</b>
Contributions	—	1,936	—	<b>1,936</b>	—	—	—	<b>1,936</b>
Revaluation	—	—	—	—	—	—	—	—
Disposal at fair value	—	—	—	—	(3,351)	<b>(3,351)</b>	—	<b>(3,351)</b>
Disposal at cost	—	—	—	—	—	—	—	—
Impairment losses recognised in operating result	—	—	—	—	(221)	<b>(221)</b>	—	<b>(221)</b>
Transfers and write offs	—	—	—	—	—	—	(13,036)	<b>(13,036)</b>
	—	<b>1,936</b>	—	<b>1,936</b>	25,465	<b>25,465</b>	(8,423)	<b>18,978</b>
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	—	—	—	—	(4,027)	<b>(4,027)</b>	—	<b>(4,027)</b>
Accumulated depreciation of disposals	—	—	—	—	3,348	<b>3,348</b>	—	<b>3,348</b>
Revaluation	—	—	—	—	—	—	—	—
	—	—	—	—	<b>(679)</b>	<b>(679)</b>	—	<b>(679)</b>
At fair value 30 June 2019	869,749	183,419	—	<b>1,053,168</b>	261,341	<b>261,341</b>	—	<b>1,314,510</b>
At cost 30 June 2019	3,877	1,936	3,154	<b>8,967</b>	29,037	<b>29,037</b>	6,835	<b>44,839</b>
Accumulated depreciation at 30 June 2019	—	—	—	—	(123,420)	<b>(123,420)</b>	—	<b>(123,420)</b>
	<b>873,626</b>	<b>185,355</b>	<b>3,154</b>	<b>1,062,135</b>	<b>166,958</b>	<b>166,958</b>	<b>6,835</b>	<b>1,235,928</b>

## 6.2 Property, infrastructure, plant and equipment cont

### (b) Plant and equipment

	Plant, machinery and equipment \$'000	Fixtures, fittings and furniture \$'000	Computers and telecomms \$'000	Artworks \$'000	Total plant and equipment \$'000
At cost 1 July 2018	11,446	2,311	3,790	437	<b>17,984</b>
Accumulated depreciation at 1 July 2018	(5,009)	(1,773)	(2,755)	—	<b>(9,537)</b>
	<b>6,437</b>	<b>538</b>	<b>1,035</b>	<b>437</b>	<b>8,447</b>
<b>Movements</b>					
Additions at cost	2,901	—	366	—	<b>3,267</b>
Disposal at cost	(2,022)	(28)	(1)	—	<b>(2,051)</b>
	<b>879</b>	<b>(28)</b>	<b>365</b>	<b>—</b>	<b>1,216</b>
<b>Movements in accumulated depreciation</b>					
Depreciation and amortisation	(1,110)	(132)	(330)	—	<b>(1,572)</b>
Accumulated depreciation of disposals	1,269	22	1	—	<b>1,292</b>
	<b>159</b>	<b>(110)</b>	<b>(329)</b>	<b>—</b>	<b>(280)</b>
At cost 30 June 2019	12,325	2,283	4,155	437	<b>19,200</b>
Accumulated depreciation at 30 June 2019	(4,850)	(1,883)	(3,084)	—	<b>(9,817)</b>
	<b>7,475</b>	<b>400</b>	<b>1,071</b>	<b>437</b>	<b>9,383</b>

### Valuation of infrastructure

The valuation of fire hydrants (other infrastructure) has been determined based on information supplied by South East Water.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

The date of the current valuation is detailed in the following table.

An index based revaluation was conducted in the current year for footpaths, cycleways, bridges, off street car parks, drainage and roads.

A full revaluation of footpaths, off street car parks and roads will be conducted in 2018-19 and a full revaluation of cycleways, bridges and drainage will be conducted in 2019-20.



### (c) Infrastructure

	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Recreational, leisure and community facilities \$'000	Off street car parks \$'000	Other infrastructure \$'000	Work in progress \$'000	Total infrastructure \$'000
At fair value 1 July 2018	621,852	13,000	135,697	289,359	—	24,471	5,646	—	<b>1,090,025</b>
At cost 1 July 2018	21,081	307	6,535	5,617	57,726	1,791	6	3,803	<b>96,866</b>
Accumulated depreciation at 1 July 2018	(186,039)	(3,523)	(74,398)	(136,378)	(15,356)	(5,605)	(2,574)	—	<b>(423,873)</b>
	<b>456,894</b>	<b>9,784</b>	<b>67,834</b>	<b>158,598</b>	<b>42,370</b>	<b>20,657</b>	<b>3,078</b>	<b>3,803</b>	<b>763,018</b>
<b>Movements</b>									
Additions at cost	7,880	284	3,522	2,222	5,582	1,297	219	8,631	<b>29,637</b>
Contributions									<b>—</b>
Revaluation	38,705	—	6,290	—	—	(2,557)	—	—	<b>42,438</b>
Disposal at fair value	(2,474)	—	(2,560)	—	—	—	—	—	<b>(5,034)</b>
Disposal at cost	—	—	—	—	(921)	—	—	(16)	<b>(937)</b>
Transfers and write offs at cost	—	—	—	—	—	—	—	(3,202)	<b>(3,202)</b>
	<b>44,111</b>	<b>284</b>	<b>7,252</b>	<b>2,222</b>	<b>4,661</b>	<b>(1,260)</b>	<b>219</b>	<b>5,413</b>	<b>62,902</b>
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	(6,084)	(137)	(2,775)	(3,689)	(1,474)	(235)	(189)	—	<b>(14,583)</b>
Accumulated depreciation of disposals	1,948	—	1,772	—	735	—	—	—	<b>4,455</b>
Revaluation	(7,939)	—	(9,120)	—	—	(574)	—	—	<b>(17,633)</b>
	<b>(12,075)</b>	<b>(137)</b>	<b>(10,123)</b>	<b>(3,689)</b>	<b>(739)</b>	<b>(809)</b>	<b>(189)</b>	<b>—</b>	<b>(27,761)</b>
At fair value 30 June 2019	687,044	13,000	148,025	289,359	—	25,002	5,646	—	<b>1,168,076</b>
At cost 30 June 2019	—	591	1,459	7,839	62,387	—	225	9,216	<b>81,717</b>
Accumulated depreciation at 30 June 2019	(198,114)	(3,660)	(84,521)	(140,067)	(16,095)	(6,414)	(2,763)	—	<b>(451,634)</b>
	<b>488,930</b>	<b>9,931</b>	<b>64,963</b>	<b>157,131</b>	<b>46,292</b>	<b>18,588</b>	<b>3,108</b>	<b>9,216</b>	<b>798,159</b>

## 6.2 Property, infrastructure, plant and equipment cont

Asset recognition thresholds and depreciation periods

	Depreciation Period – Years	Threshold Limit \$'000
<b>Land &amp; land improvements</b>		
Land	n/a	10
Land improvements	n/a	10
Land under roads	n/a	10
<b>Buildings</b>		
Buildings	20-200	10
<b>Plant and equipment</b>		
Plant, machinery and equipment	3-10	10
Fixtures, fittings and furniture	3-10	10
Computers and telecommunications	3-10	10
Artworks	n/a	10
<b>Infrastructure</b>		
Roads – surfacing	2-50	5
Roads – kerb and channel	70	5
Roads – substructure	30-185	20
Roads – earthworks	n/a	20
Bridges	30-100	5
Footpaths and cycleways	2-50	5
Drainage	80	5
Recreational, leisure and community facilities	15-60	10
Off street car parks	2-185	10
Other infrastructure	7-30	2
<b>Intangible assets</b>		
Software	5	10

## Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributed to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

## Land under roads

Land under roads acquired after 30 June 2008 is brought to account at cost. Council does not recognise land under roads that it controlled prior to that date.

## Depreciation and amortisation

Buildings, plant and equipment, infrastructure and intangible assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Land, land improvements, land under roads, roads – earthworks and artworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year. Depreciation periods used are consistent with the prior year unless otherwise stated.

## 6.2 Property, infrastructure, plant and equipment cont

### Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold, the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

### Valuation of land and buildings

Valuation of land and buildings were undertaken by Brian Robinson from Westlink Consulting, a qualified independent valuer, registration number 62215. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. A full revaluation of these assets will be conducted in 2019-20. Details of the Council's Land and Buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Land	—	183,419	—	June 2018
Specialised land	—	—	869,749	June 2018
Specialised buildings	—	—	138,166	June 2018
<b>Total</b>	<b>—</b>	<b>183,419</b>	<b>1,007,915</b>	

## Valuation of infrastructure

The valuation of roads, footpaths and off street car parks has been determined in accordance with a valuation undertaken by Mr Joel McCreanor, BE (Hons)(Civil), BA, Asset Engineer, Knox City Council. The date of the current valuation is detailed in the following table. The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

An index based revaluation was conducted in the current year for bridges, cycleways, drainage and fire hydrants (other infrastructure). A full revaluation of bridges, cycleways and drainage will be conducted in 2019-20 and a full revaluation of fire hydrants (other infrastructure) will be conducted in 2020-21.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Roads	—	—	488,930	June 2019
Bridges	—	—	9,344	June 2017
Footpaths and cycleways	—	—	63,519	June 2019/2017
Drainage	—	—	149,379	June 2017
Off street car parks	—	—	18,587	June 2019
Other Infrastructure	—	—	2,890	June 2018
<b>Total</b>	<b>—</b>	<b>—</b>	<b>732,649</b>	

## Description of significant unobservable inputs into level 3 valuations

Specialised land is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 20% and 50%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$9 and \$1,317 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$390 to \$5,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary up to 147 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary up to 185 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2019 \$'000	2018 \$'000
<b>Reconciliation of specialised land at fair value</b>		
Parks and reserves	806,952	806,951
Community facilities	28,099	28,099
Civic precinct	22,911	22,911
Transfer station	11,787	11,787
<b>Total specialised land at fair value</b>	<b>869,749</b>	<b>869,748</b>



### 6.3 Investment in associates

Investment in associate accounted for by the equity method is:

	2019 \$'000	2018 \$'000
Eastern Regional Libraries Corporation (ERLC)	4,604	4,422

#### Eastern Regional Libraries Corporation (ERLC)

##### Background

The principal activity of ERLC is the operation of libraries. Council's ownership interest of ERLC as at 30 June 2019 was 36.39% (2018 – 36.39%) based on Council's contribution of the net assets to the entity on its commencement on 1 July 1996. Council's proportion of voting power as at 30 June 2019 was 33.33% (2019 – 33.33%).

##### Fair value of Council's investment in Eastern Regional Libraries

<b>Corporation</b>	<b>4,604</b>	<b>4,422</b>
<b>Council's share of accumulated surplus</b>		
Council's share of accumulated surplus at start of year	4,422	3,981
Reported surplus for year	182	441
<b>Council's share of accumulated surplus at end of year</b>	<b>4,604</b>	<b>4,422</b>
<b>Movement in carrying value of specific investment</b>		
Carrying value of investment at start of year	4,422	3,981
Share of surplus for year	182	441
<b>Carrying value of investment at end of year</b>	<b>4,604</b>	<b>4,422</b>
<b>Council's share of expenditure commitments</b>		
Operating commitments	219	429
Capital commitments	—	—
<b>Council's share of expenditure commitments</b>	<b>219</b>	<b>429</b>
Mobile library	36	35
Knox City, Rowville, Ferntree Gully, Boronia and Bayswater Library Branches	706	677

An associate is an entity over which Council has significant influence but not control or joint control. Investment in an associate is accounted for using the equity method of accounting, after initially being recognised at cost.

Changes in the net assets of the ERLC are brought to account as an adjustment to the carrying value of the investment.

## Note 7 People and Relationships

### 7.1 Council and key management remuneration

#### (a) Related parties

##### Parent Entity

Knox City Council

##### Associates

Eastern Regional Libraries Corporation (ERLC) Interests in associates are detailed in Note 6.3

#### (b) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year were:

##### Councillors

Councillor <b>Jake Keogh</b> (Mayor)	Mayor from 31 October 2018 to current
	Deputy Mayor from 1 July 2018 to 31 October 2018
Councillor <b>Peter Lockwood</b> (Deputy Mayor)	Deputy Mayor from 10 December 2018 to current
	Councillor from 1 July 2018 to 10 December 2018
Councillor <b>John Mortimore</b> (Mayor)	Mayor from 1 July 2018 to 31 October 2018
	Councillor from 31 October 2018 to current
Councillor <b>Jackson Taylor</b> (Deputy Mayor)	Deputy Mayor from 31 October to 6 December 2018
	Councillor from 1 July 2018 to 31 October 2018
Councillor <b>Tony Holland</b>	Councillor from 1 July 2018 to current
Councillor <b>Adam Gill</b>	Councillor from 1 July 2018 to current
Councillor <b>Nicole Seymour</b>	Councillor from 1 July 2018 to current
Councillor <b>Lisa Cooper</b>	Councillor from 1 July 2018 to current
Councillor <b>Darren Pearce</b>	Councillor from 1 July 2018 to current
Councillor <b>Marcia Timmers-Leitch</b>	Councillor from 8 April 2019 to current

##### Chief Executive Officer and other key management personnel

<b>Tony Doyle</b> Chief Executive Officer	
<b>Dr Ian Bell</b> Director Engineering and Infrastructure	
<b>Michael Fromberg</b> Director Corporate Services	
<b>Matt Kelleher</b> Director City Development	27 May 2019 to current
<b>Samantha Mazer</b> Director Knox Central	
<b>Julia Oxley</b> Director City Development	1 July 2018 to 9 November 2018
<b>Tanya Clark</b> Director Community Services	12 November 2018 to current
<b>Kerry Stubbing</b> Director Community Services	1 July 2018 to 26 October 2018

	2019 No	2018 No
Total number of Councillors	10	9
Chief Executive Officer and other key management personnel	7	7
<b>Total key management personnel</b>	<b>17</b>	<b>16</b>

## 7.1 Council and key management remuneration

### (c) Remuneration of Key Management Personnel

Total remuneration of Key Management Personnel was as follows:

	2019 \$'000	2018 \$'000
Short-term benefits	2,002	1,878
Long-term benefits	64	74
Termination benefits	41	—
<b>Total</b>	<b>2,107</b>	<b>1,952</b>

The numbers of Key Management Personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2019 No	2018 No
\$10,000 - \$19,999	2	—
\$20,000 - \$29,999	—	1
\$30,000 - \$39,999	6	7
\$50,000 - \$59,999	1	1
\$80,000 - \$89,999	1	1
\$150,000 - \$159,999	1	—
\$180,000 - \$189,999	1	—
\$190,000 - \$199,999	—	1
\$220,000 - \$229,999	1	—
\$240,000 - \$249,999	—	2
\$260,000 - \$269,999	—	2
\$270,000 - \$279,999	2	—
\$280,000 - \$289,999	1	—
\$340,000 - \$349,999	—	1
\$350,000 - \$359,999	1	—
	<b>17</b>	<b>16</b>

#### (d) Senior Officer remuneration

A senior officer is an officer of Council, other than key management personnel who:

(a) has management responsibilities and reports directly to the Chief Executive Officer; or

(b) whose total annual remuneration exceeds \$148,000 (\$145,000 in 2017-18).

The number of senior officers are shown below in their relevant income bands:

Income range	2019 No	2018 No
<\$148,000	5	—
\$148,000 - \$149,999	2	5
\$150,000 - \$159,999	4	7
\$160,000 - \$169,999	4	1
\$170,000 - \$179,999	1	9
\$180,000 - \$189,999	4	2
\$190,000 - \$199,999	3	—
\$200,000 - \$209,999	1	1
\$270,000 - \$279,999	—	1
	<b>24</b>	<b>26</b>
	<b>2019 \$'000</b>	<b>2018 \$'000</b>
<b>Total remuneration for the reporting year for senior officers included above amounted to</b>	<b>3,611</b>	<b>4,101</b>

## 7.2 Related party disclosure

### Transactions with related parties

During the period Council did not enter into any transactions with related parties.

### Outstanding balances with related parties

There were no balances outstanding at the end of the reporting period in relation to transactions with related parties.

### Loans to/from related parties

There were no loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party.

### Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party.

## Note 8 Managing Uncertainties

### 8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

#### (a) Contingent assets

##### Developer contributions

As a result of development activity within the Knox municipality, Council has identified as a contingent asset the developer contributions of infrastructure assets and open space contributions to be received in respect of subdivisions that are currently under development totalling

\$15.479 million (2017-18, \$28.734 million).

##### Operating lease receivables

Council has a number of leases with external entities where they pay for the use of Council land and buildings. A number of these leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2019 \$'000	2018 \$'000
Not later than one year	435	477
Later than one year and not later than five years	1,374	1,486
Later than five years	8,629	8,504
	<b>10,438</b>	<b>10,467</b>

#### (b) Contingent liabilities

##### Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme; matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

##### Future superannuation contributions

In addition to the disclosed contributions, Knox City Council has paid unfunded liability payments to Vision Super totalling \$Nil during the 2018/19 (2017/18 \$Nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2019. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 are \$0.280 million.

##### High Court decision in *Isbester v Knox City Council (2015)*

As a result of the High Court's decision in *Isbester v Knox City Council (2015)* Case M19/2015, Knox City Council will be liable to pay the applicant's (*Isbester*) costs. The final quantum and timing of payment is subject to ongoing negotiations.



## 8.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

### **Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)**

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however, it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

### **Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)**

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

### **Leases (AASB 16) (applies 2019/20)**

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$0.561 million in lease related assets and an equivalent liability

### **Income of Not-for-Profit Entities (AASB 1058 ) (applies 2019/20)**

This standard is expected to apply to certain transactions currently accounted for under *AASB 1004 Contributions* and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

## 8.3 Financial instruments

### (a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables) and payables (excluding statutory payables). Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset and financial liability is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

### (b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

### Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council does not hold any interest bearing financial instruments that are measured at fair value and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product
- monitoring of return on investment
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

### (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the Balance Sheet. To help manage this risk Council: has adopted a Debt Collection and Management procedure which provides guidelines for the management and collection of outstanding debts may require collateral where appropriate invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the Balance Sheet. Details of our contingent liabilities are disclosed in Note 8.1 (b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the Balance Sheet and Notes to the financial statements. Council does not hold any collateral.

#### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements, we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has an investment policy which specifies the need to meet Council's cash flow requirements
- has readily accessible standby facilities and other funding arrangements in place
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
- monitors budget to actual performance on a regular basis
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the Balance Sheet and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

All financial liabilities are expected to be settled within normal terms of trade.

#### (e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next twelve months: a parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 1.826% which is Council's average 90 day term deposit interest rate.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

## 8.4 Fair value measurement

### Fair value hierarchy

Knox City Council does not have any financial assets that are measured at fair value subsequent to initial recognition.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair Value Measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

## 8.4 Fair value measurement cont

### Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than land under roads, recreational, leisure and community facilities, plant and equipment, bus shelters, artworks and intangibles are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 3 years. The valuations are performed either by experienced Council officers or independent experts. Land, buildings and fire hydrants were formally revalued as at 30 June 2018.

Where the assets are revalued, the revaluation increments are credited directly to the relevant asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of asset, revaluation increments and decrements within the year are offset.

### Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

## 8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

## Note 9

### 9.1 Reserves

#### (a) Asset revaluation reserve

2019	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>Property</b>			
Land	884,034	—	884,034
Buildings	65,063	(221)	64,842
	<b>949,097</b>	<b>(221)</b>	<b>948,876</b>
<b>Plant and equipment</b>			
Artworks	31	—	31
	<b>31</b>	<b>—</b>	<b>31</b>
<b>Infrastructure</b>			
Roads	256,306	30,765	287,071
Bridges	5,462	—	5,462
Footpaths and cycleways	18,368	(2,829)	15,538
Drainage	97,153	—	97,153
Off street car parks	7,348	(3,131)	4,217
Other infrastructure	2,221	—	2,221
	<b>386,858</b>	<b>24,805</b>	<b>411,662</b>
<b>Total asset revaluation reserve</b>	<b>1,335,986</b>	<b>24,584</b>	<b>1,360,569</b>
<b>2018</b>			
<b>Property</b>			
Land	632,959	251,075	884,034
Buildings	52,016	13,047	65,063
	<b>684,975</b>	<b>264,122</b>	<b>949,097</b>
<b>Plant and equipment</b>			
Artworks	31	—	31
	<b>31</b>	<b>—</b>	<b>31</b>
<b>Infrastructure</b>			
Roads	256,306	—	256,306
Bridges	5,462	—	5,462
Footpaths and cycleways	18,023	345	18,368
Drainage	97,153	—	97,153
Off street car parks	7,348	—	7,348
Other infrastructure	2,795	(574)	2,221
	<b>387,087</b>	<b>(229)</b>	<b>386,858</b>
<b>Total asset revaluation reserve</b>	<b>1,072,093</b>	<b>263,893</b>	<b>1,335,986</b>

## 9.1 Reserves cont

### Nature and purpose of asset revaluation reserve

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

### Nature and purpose of other reserves

#### (b) Other reserves

2019	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>Restricted reserves</b>				
Open space reserve	14,786	8,043	(6,122)	16,707
Basketball stadium infrastructure reserve	100	—	—	100
State Basketball Centre asset renewal fund	389	102	—	491
Football pitch replacement fund	609	117	—	726
<b>Total restricted reserves</b>	<b>15,884</b>	<b>8,262</b>	<b>(6,122)</b>	<b>18,024</b>
<b>Unrestricted reserves</b>				
Mountain Gate reserve	140	—	—	140
City futures fund	2,915	—	—	2,915
Revegetation net gain	282	69	—	351
Revolving energy fund	136	—	—	136
Aged care reserve	4,970	—	—	4,970
Unexpended grant reserve (Financial Assistance Grants)	3,824	3,849	(3,824)	3,849
Stamford Park	14,139	—	(2,400)	11,739
Blue Hills	3	—	—	3
Scoresby Recreation Reserve	67	—	—	67
HACC capital reserve	171	678	—	849
<b>Total unrestricted reserves</b>	<b>26,647</b>	<b>4,596</b>	<b>(6,224)</b>	<b>25,019</b>
<b>Total other reserves</b>	<b>42,531</b>	<b>12,858</b>	<b>(12,346)</b>	<b>43,043</b>



2018	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>Restricted reserves</b>				
Open space reserve	10,603	6,721	(2,538)	14,786
Basketball stadium infrastructure reserve	100	24	(24)	100
State Basketball Centre asset renewal fund	289	100	—	389
Football pitch replacement fund	456	153	—	609
<b>Total restricted reserves</b>	<b>11,448</b>	<b>6,998</b>	<b>(2,562)</b>	<b>15,884</b>
<b>Unrestricted reserves</b>				
Mountain Gate Reserve	140	—	—	140
City futures fund	2,915	—	—	2,915
Revegetation net gain	182	100	—	282
Revolving energy fund	70	66	—	136
Aged care reserve	5,003	—	(33)	4,970
Unexpended grant reserve (Financial Assistance Grants)	3,611	3,824	(3,611)	3,824
Stamford Park	15,311	—	(1,172)	14,139
Blue Hills	1,403	—	(1,400)	3
Scoresby Recreation Reserve	44	23	—	67
HACC capital reserve	275	—	(104)	171
<b>Total unrestricted reserves</b>	<b>28,954</b>	<b>4,013</b>	<b>(6,320)</b>	<b>26,647</b>
<b>Total other reserves</b>	<b>40,402</b>	<b>11,011</b>	<b>(8,882)</b>	<b>42,531</b>

## 9.1 Reserves cont

### Nature and purpose of other reserves

#### Open space reserve

The Open Space Reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developer's contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

#### Basketball stadium infrastructure reserve

The purpose of this reserve is to improve basketball stadium facilities within the Knox municipality.

#### State basketball centre asset renewal fund

The purpose of this reserve is to provide for asset renewal works at the State Basketball Centre (Knox Regional Sports Park).

#### Football pitch replacement fund

The purpose of this reserve is to provide for future football pitch replacement at Knox Regional Sports Park

#### Mountain Gate reserve

The purpose of this reserve is to enhance community facilities within Mountain Gate.

#### City futures fund

The purpose of this reserve is to enhance community facilities within Knox municipality

#### Revegetation net gain

The purpose of this reserve is to ensure any loss of vegetation through development is re-established in a sustainable location.

#### Revolving energy fund

The purpose of this reserve is to re-invest savings in energy costs to be invested in further works to minimise energy consumption.

#### Aged care reserve

The purpose of this reserve is to set aside the proceeds from the divestment of the Amaroo Gardens Aged Care Facility by Council on 2 November 2011 for aged services and infrastructure within the Knox municipality.

#### Unexpended grant reserve (Victoria Grants Commission)

The purpose of this reserve is to quarantine early payment of Victoria Grants Commission General Purpose and Local Roads Federal Grant funding for use in the following year.

#### Stamford Park

The purpose of this reserve is to develop the Stamford Park site for the benefit of the Knox Community.

#### Blue Hills

The purpose of this reserve is to construct the Early Years Hubs facilities for the benefit of the Knox Community.

#### Scoresby Recreation reserve

The purpose of this reserve is to invest the income derived from lease of this site into the Scoresby Recreation Reserve.

#### HACC capital reserve

The purpose of this reserve is to refurbish, upgrade and maintain minor capital within the Home and Community Care funded programs.

## 9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2019 \$'000	2018 \$'000
Surplus for the year	25,559	31,195
Depreciation/amortisation	20,688	19,986
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	424	1,938
Contributions - non-monetary assets	(1,936)	(9,495)
Provision for bad and doubtful debts	234	128
Increment in investment in associate	(182)	(441)
<b>Change in operating assets and liabilities</b>		
(Increase)/decrease in trade and other receivables	(4,415)	(2,713)
(Increase)/decrease in prepayments	412	(135)
(Increase)/decrease in accrued income	142	65
Increase/(decrease) in trade and other payables	(3,635)	1,418
Increase/(decrease) in provisions	1,308	(1,924)
Increase/(decrease) in other liabilities	(1,648)	(3,481)
(Increase)/decrease in inventories	(2)	(2)
<b>Net cash provided by operating activities</b>	<b>36,950</b>	<b>36,539</b>

### 9.3 Superannuation

Knox City Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

#### Accumulation

The Fund's accumulation categories receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation).

#### Defined Benefit

Knox City Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan. Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018).

As at 30 June 2018, an interim actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

- Net investment returns 6.0% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.0% pa.
- Vision Super has advised that the VBI at the quarter ended 30 June 2019 was 107.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

#### Defined benefit 2018 triennial actuarial investigation surplus amounts

The Fund's triennial investigation as at 30 June 2018 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$131.9 million (2017: \$69.8 million)
- A total service liability surplus of \$218.3 million (2017: \$193.5 million)
- A discounted accrued benefits surplus of \$249.1 million (2017: \$228.8 million)

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018. Council was notified of the 30 June 2018 VBI during August 2018.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to the investigation date.

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2019. It is anticipated that this actuarial investigation will be completed by October 2019.

# How to Access Knox's Annual Report

The Annual Report is compliant with Council's Access and Inclusion Policy and meets the level double-A conformance to web content accessibility guidelines.

The Annual Report is available in various formats as follows:

- PDF on Council's website
- MS Word
- Large print
- Hardcopy

You are welcome to contact Council for a copy of the Annual Report by telephoning 9298 8000 or sending an email to [knoxcc@knox.vic.gov.au](mailto:knoxcc@knox.vic.gov.au)

## Acknowledgement of Victorian State Government Funding

Knox City Council acknowledges the support of the Victorian Government, which enables the delivery of some of Council's projects and programs, which include the:

- Engage program for young people
- Metro Access program
- HACC program
- Immunisation program

## Community Input

Council welcomes community input into the development of its plans and strategies as well as feedback on any of its publications. Access to these is provided via the website ([knox.vic.gov.au](http://knox.vic.gov.au)), in person, or calling our Customer Service team on 03 9298 8000.

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