

AGENDA



Meeting of Council

To be held via Zoom

On

Monday 20 December 2021 at 5:00 PM

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Bruce Dobson
Chief Executive Officer

1 Apologies and Requests for Leave of Absence

2 Declarations of Conflict of Interest

3 Confirmation of Minutes

Confirmation of Minutes of Ordinary Meeting of Council held on Monday 22 November 2021

4 Presentations, Petitions and Memorials

5 Reports by Councillors

6 City Strategy and Integrity Officers' Reports for consideration

6.1 Report of Planning Applications Decided Under Delegation - 1 November 2021 to 30 November 2021

SUMMARY: Manager, City Planning & Building, Paul Dickie

Details of planning applications considered under delegation are referred for information. It is recommended that the items be noted.

RECOMMENDATION

That the planning applications decided under delegation report (between 1 November 2021 to 30 November 2021) be noted.

1. REPORT

Details of planning applications decided under delegation from 1 November 2021 to 30 November 2021 are attached. The applications are summarised as follows:

Application Type	No.
Building & Works: Residential	8
Other	4
Subdivision	13
Units	11
Tree Removal / Pruning	18
Single Dwelling	2
Change of Use	1
Signage	1
Child Care Centre	1
Liquor License	4
Community Care Accommodation	1
TOTAL	64

2. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Manager, City Planning & Building, Paul Dickie

Report Authorised By: Director, City Strategy and Integrity, Matt Kelleher

Attachments

Nil

Knox City Council

Planning Applications Decided by Responsible Officer

1 November 2021 to 30 November 2021

Ward	No/ Type	Address	Description	Decision
Baird	2021/9164	15 Loretto Avenue FERNTREE GULLY VIC 3156	Two (2) lot subdivision (Approved Development Site)	25/11/2021 Approved
Baird	2021/6375	1-2/13 Springfield Road BORONIA VIC 3155	The construction of four (4) double storey dwellings on the land	26/11/2021 Refused
Baird	2021/6672	34 Moira Avenue FERNTREE GULLY VIC 3156	2 Lot Subdivision (Approved Development Site)	16/11/2021 Approved
Baird	2021/6396	20 Holloway Drive BAYSWATER VIC 3153	Business Identification Signage	19/11/2021 Approved
Baird	2021/6611	31 Malvern Street BAYSWATER VIC 3153	Change of Use (Caravan Sales)	28/11/2021 Approved
Baird	2021/9153	15 Patrick Court BORONIA VIC 3155	Removal of one (1) Eucalyptus obliqua (Messmate)	18/11/2021 Approved
Baird	2020/6744	8 Grevillea Avenue BORONIA VIC 3155	The construction of two (2) double storey and one (1) single storey dwelling (total 3 dwellings)	30/11/2021 Approved
Chandler	2021/9149	65 Army Road BORONIA VIC 3155	Removal of one (1) Eucalyptus obliqua (Messmate)	24/11/2021 Approved
Chandler	2021/6551	6 Locksley Place THE BASIN VIC 3154	Development of the land for one (1) double storey dwelling	16/11/2021 Approved
Chandler	2021/9148	3 Rustic Drive BORONIA VIC 3155	Removal of one (1) dead Eucalyptus radiata (Narrow Leaved Peppermint)	10/11/2021 Approved
Chandler	2021/6282	20 Carnarvon Avenue THE BASIN VIC 3154	Buildings and Works (Addition to existing dwelling)	11/11/2021 Approved
Chandler	2021/6583	7/978 Mountain Highway BORONIA VIC 3155	Maintenance pruning of one (1) Cupressus cashmeriana (Kashmir Cypress)	9/11/2021 Approved
Chandler	2021/6553	1/45 Army Road BORONIA VIC 3155	Pruning of one (1) Eucalyptus obliqua (Messmate)	18/11/2021 Approved
Chandler	2021/6630	1040 Mountain Highway BORONIA VIC 3155	Pruning of one (1) Photinia robusta (Red Leaf Photinia)	18/11/2021 Approved

Ward	No/ Type	Address	Description	Decision
Chandler	2021/6616	10 Robertson Crescent BORONIA VIC 3155	Removal of two (2) Cupressus sempervirens 'glauca' (Italian Pencil Pine)	17/11/2021 Approved
Chandler	2021/6522	10 Marie Street BORONIA VIC 3155	Buildings and Works (Build a shed on rear of property)	25/11/2021 Notice of Decision
Chandler	2021/9158	333 Forest Road THE BASIN VIC 3154	Construct a front fence	15/11/2021 Approved
Chandler	2021/6689	12 Hillside Avenue BORONIA VIC 3155	Removal of one (1) Cedrus deodara (Himalayan Cedar), one (1) dead Eucalyptus obliqua (Messmate) and one (1) Eucalyptus nicholii (Narrow leaved Black Peppermint)	29/11/2021 Approved
Chandler	2021/9162	76 Mercia Avenue THE BASIN VIC 3154	Buildings and Works (alterations and additions to existing dwelling, inground pool with associated pool shelter, storage and landscaping)	30/11/2021 Approved
Chandler	2021/6617	13 Montana Avenue BORONIA VIC 3155	Removal of one (1) Melaleuca styphelioides, the habitat pruning of one (1) Agonis flexuosa, one (1) Eucalyptus nicholii and the maintenance pruning of one (1) Agonis flexuosa	28/11/2021 Approved
Collier	2021/6482	30 The Mall WANTIRNA VIC 3152	Liquor Licence	30/11/2021 Approved
Collier	2021/6544	553 Boronia Road WANTIRNA VIC 3152	Sixteen (16) lot subdivision (Approved Development Site)	10/11/2021 Approved
Dinsdale	2021/9151	18 Cousin Drive BAYSWATER VIC 3153	Two lot subdivision (Approved Development Site)	9/11/2021 Approved
Dinsdale	2021/6231	4 Allanfield Crescent WANTIRNA SOUTH VIC 3152	Development of the land for three (3) double storey dwellings	5/11/2021 Notice of Decision
Dinsdale	2020/6707	640 - 646 Mountain Highway BAYSWATER VIC 3153	Use and development of a Child Care Centre and Cafe, Construction of Twenty (20) dwellings, removal of vegetation and Alteration of Access to a Road Zone Category 1	1/11/2021 Notice of Decision

Ward	No/ Type	Address	Description	Decision
Dinsdale	2021/6556	5 Claude Street BAYSWATER VIC 3153	Three (3) lot subdivision (approved development site)	18/11/2021 Approved
Dinsdale	2021/6535	2 Westham Crescent BAYSWATER VIC 3153	3 lot subdivision - (Approved Development Site)	4/11/2021 Approved
Dinsdale	2021/6172	Nursing Home 31 Elizabeth Street BAYSWATER VIC 3153	Liquor Licence	1/11/2021 Approved
Dinsdale	2021/6225	6 Derwent Drive BAYSWATER VIC 3153	The construction of a double storey dwelling to the rear of the existing dwelling	1/11/2021 Approved
Dinsdale	2021/6171	621 Burwood Highway KNOXFIELD VIC 3180	Site access to a Road in a Road Zone Category 1 and removal of Native Vegetation	30/11/2021 Notice of Decision
Dobson	2021/6593	56 Forest Road FERNTREE GULLY VIC 3156	Removal of one (1) Araucaria heterophylla (Norfolk Island pine)	10/11/2021 Approved
Dobson	2021/6659	28 Clematis Avenue FERNTREE GULLY VIC 3156	Removal of one (1) Eucalyptus botryoides (Southern Mahogany)	12/11/2021 Approved
Dobson	2021/6385	71-73 Finmere Crescent UPPER FERNTREE GULLY VIC 3156	Buildings and Works (Construct a shed, carport, garage roof and patio roof to existing dwelling)	30/11/2021 Approved
Dobson	2021/9142	1/29 Station Street FERNTREE GULLY VIC 3156	Removal of one (1) Liquidambar styraciflua (Sweetgum)	9/11/2021 Approved
Dobson	2021/9144	7 Beilby Close UPPER FERNTREE GULLY VIC 3156	Removal of one (1) Eucalyptus sideroxylon (Red Ironbark)	17/11/2021 Approved
Dobson	2021/6671	27 Station Street FERNTREE GULLY VIC 3156	Removal of one (1) Quercus palustris (Pin Oak)	23/11/2021 Approved
Dobson	2021/6560	22 Olivebank Road FERNTREE GULLY VIC 3156	Construction of a single dwelling and associated vegetation removal	10/11/2021 Approved
Dobson	2021/6530	39 Kevin Avenue FERNTREE GULLY VIC 3156	2 Lot Subdivision (Approved Development Site)	1/11/2021 Approved

Ward	No/ Type	Address	Description	Decision
Dobson	2021/6595	26 Sheldon Court LYSTERFIELD VIC 3156	Removal of one (1) Eucalyptus obliqua (Messmate)	9/11/2021 Approved
Dobson	2021/9147	1/41 Willow Road UPPER FERNTREE GULLY VIC 3156	Construct a front fence	25/11/2021 Approved
Dobson	2021/6656	28 Palmerston Road LYSTERFIELD VIC 3156	Two Lot Subdivision (approved development site)	9/11/2021 Approved
Dobson	2021/6622	8 Alvina Street FERNTREE GULLY VIC 3156	Removal of one (1) Eucalyptus globulus (Southern Blue Gum)	18/11/2021 Approved
Dobson	2021/9157	3/26 Lording Street FERNTREE GULLY VIC 3156	Removal of one (1) dead Eucalyptus radiata (Narrow Leaved Peppermint)	13/11/2021 Approved
Dobson	2021/6615	5 Iluka Court FERNTREE GULLY VIC 3156	Pruning of one (1) Ulmus glabra (Wych Elm)	23/11/2021 Approved
Friberg	2021/6592	Grd Floor Sh 54/1880 Fernree Gully Road FERNTREE GULLY VIC 3156	Liquor Licence (Restaurant/Café)	26/11/2021 Approved
Friberg	2021/6350	69 Rickards Avenue KNOXFIELD VIC 3180	The construction of a double storey dwelling to the rear of the existing dwelling and a two (2) lot subdivision	19/11/2021 Notice of Decision
Friberg	2021/6049	109 Windermere Drive FERNTREE GULLY VIC 3156	The construction of a double storey dwelling to rear of existing dwelling	12/11/2021 Refused
Friberg	2021/9146	32 King Parade KNOXFIELD VIC 3180	Two lot subdivision (Approved Development Site)	4/11/2021 Approved
Friberg	2021/6628	34 David Street KNOXFIELD VIC 3180	Four lot subdivision (Approved Development Site)	25/11/2021 Approved
Friberg	2021/6538	37 Anne Road KNOXFIELD VIC 3180	4 Lot Subdivision (Approved Development Site)	4/11/2021 Approved
Friberg	2021/9150	780 Burwood Highway FERNTREE GULLY VIC 3156	Buildings and Works (alterations and additions to an existing building)	9/11/2021 Approved
Friberg	2021/6413	46 Rickards Avenue KNOXFIELD VIC 3180	Development of the land for a single storey dwelling to rear of existing	19/11/2021 Notice of Decision

Ward	No/ Type	Address	Description	Decision
Friberg	2021/6631	1 Lydford Road FERNTREE GULLY VIC 3156	4 Lot Subdivision (Approved Development Site)	30/11/2021 Approved
Scott	2021/9160	Balmoral Gardens Retirement Village Ridge Road WANTIRNA SOUTH VIC 3152	Buildings and Works (erect pergola to the rear of 103 Ridge Rd Wantirna)	25/11/2021 Approved
Scott	2021/6559	10 Helpmann Street WANTIRNA SOUTH VIC 3152	Two lot subdivision (Approved Development Site)	19/11/2021 Approved
Scott	2021/6280	92 Kathryn Road KNOXFIELD VIC 3180	Development of the land for two (2) double storey and one (1) single storey dwelling (total three dwellings) and vegetation removal	25/11/2021 Notice of Decision
Scott	2021/6572	436 Burwood Highway WANTIRNA SOUTH VIC 3152	Liquor licence associated with a cafe	8/11/2021 Approved
Taylor	2020/6735	318 Dandelion Drive ROWVILLE VIC 3178	The development of the land for the construction of four (4) double storey dwellings	23/11/2021 Refused
Taylor	2021/6528	4 Poplar Close ROWVILLE VIC 3178	The development of a double storey dwelling to the side of the existing dwelling	17/11/2021 Approved
Taylor	2021/6004	6 Le John Street ROWVILLE VIC 3178	Alterations and extensions to the existing Place of Worship and associated car parking, removal of one native tree and alteration of access to a Road Zone Category 1	19/11/2021 Notice of Decision
Tirhatuan	2021/9154	1&2 /5 Sara Road SCORESBY VIC 3179	Two (2) lot subdivision (Approved Development Site)	28/11/2021 Approved
Tirhatuan	2021/6438	6,7 &9/1271 Ferntree Gully Road SCORESBY VIC 3179	Buildings and Works (Reconstruction of two factory units and significantly repair a third factory destroyed by fire)	11/11/2021 Approved
Tirhatuan	2021/6356	699 Stud Road SCORESBY VIC 3179	Development of the land for three (3) double storey dwellings and alterations of the access to a Road Zone Category 1	26/11/2021 Notice of Decision

Ward	No/ Type	Address	Description	Decision
Tirhatuan	2021/6229	1247 Ferntree Gully Road SCORESBY VIC 3179	Extension to existing Caravan Facility	10/11/2021 Approved
Tirhatuan	2021/6268	18 Sara Road SCORESBY VIC 3179	Use and development of community care accommodation and front fencing	1/11/2021 Approved

6.2 Draft Retail Activation Strategy

SUMMARY: Coordinator Economic Development, Jayde Hayes

The Retail Activation Strategy (RAS) is one of the initiatives of the Community and Business Support Package endorsed by Council in May 2020, developed in response to the COVID-19 pandemic.

The draft strategy has been informed by economic analysis, ethnographic research, data gathered directly from Knox business owners and a community survey. The draft strategy identifies 5 strengths related to Knox's activity and retail centres which will be used to form the brand identity. Additionally, the draft RAS recommends 5 place activation concepts: promotion, program ideas, pivotal ideas for long-term impacts, practical ideas for good housekeeping and protection ideas to future-proof Knox's local economy. Ideas have been generated under this framework and then have a 'Council Role' assigned to each.

Following the endorsement of the draft RAS a consultation and engagement process will be held in February 2022, seeking the participation of organisations operating in Knox's retail centres, along with opportunity for residents to provide feedback on the draft strategy.

RECOMMENDATION

That Council:

1. Endorse the draft Retail Activation Strategy (Attachment 1), along with the accompanying summary document (Attachment 2) for public consultation, to commence in February 2022.
2. Authorise the Chief Executive Office (or such person the Chief Executive Officer selects) to approve minor editorial changes to the document prior to its release for public consultation.
3. Receive a report on the engagement and consultation findings at the conclusion of the process, along with the final Retail Activation Strategy.

1. INTRODUCTION

The preparation of the Retail Activation Strategy was one of the initiatives endorsed by Council as part of its Community and Business Support Package in May 2020. The retail and hospitality sectors have been heavily impacted by the ongoing COVID-19 lockdowns and restrictions throughout 2020 and 2021. Businesses in these sectors will continue to be impacted due to COVID-19 compliance requirements including contact tracing, cleaning and sanitisation, density limits, and oversight and policing of customer vaccination status. Support for retail and hospitality businesses and the re-invigoration of Knox's retail centres is a vital part of business and community recovery.

This strategy will be a framework to underpin resource planning and project initiatives in the Economic Development team and other departments within Council. It aims to facilitate creative and cultural activities and place activation through a 'Support Local' communication platform. The objectives of the strategy are to:

- Provide and deploy tangible communication, branding, identity, place based, physical and digital initiatives that will encourage residents to buy within their local neighbourhoods but also encourage local retailers to engage and ultimately “own” the initiatives presented in the Strategy; and
- Have evidence-based directions around future retail activation activities that considers resourcing and best practice in retail activation for Council for the next five years in order to support the local retail sector as it recovers from the impacts of COVID-19.

Community development and urban strategy consultants Hello City were engaged in September 2020 to prepare the strategy with Council. The consultant’s proposal included a pro-bono engagement project which aimed to work with community members to create a list of 5 big ideas for re-activating Knox’s main streets and retail centres, and a list of projects that could be rolled out by community members and businesses. This project would also produce themes and ideas to be used in Council’s Retail Activation Strategy. Once this process was complete, the project combined data analysis, a review of existing projects and Council’s priorities to create strategic directions for retail activation and a list of actions to be rolled out over 3-5 years.

2. DISCUSSION

The initial plan to host a face-to-face community engagement event for the Retail Activation Strategy (RAS) didn’t eventuate due to lockdowns in 2021. Instead, an online survey was circulated to collect data on:

- The everyday experiences, memories, positive and negative associations and local icons of participants;
- Ideas for reinvigorating Knox’s retail centres (focussing on Knox’s Activity Centres, large and medium neighbourhood centres); and
- Changes in buyer behaviour due to COVID-19 restrictions.

The survey was circulated via Hello City’s social media channels, Knoxbiz eBulletin and directly to traders via email. Businesses were encouraged to share the survey via their social media channels to get the broader community involved. The survey received 42 responses and out of those responses there were over 100 ideas gathered through that component of the survey. As part of the RAS background research, the consultants also undertook ethnographic research, economic data analysis and data gathered during the outdoor dining project. The consultants also collected data from traders through their work on the Outdoor Dining Pilot Program in late 2020, early 2021.

The draft RAS has combined this research and feedback through the Shine Knox project to produce the 5 strengths of Knox and then used the “5 Ps of Place Activation” framework to identify actions to inform place activation. It should be noted that the 5 strengths of Knox have been presented as a ‘brand identity’ for our retail, main street and town centres as opposed to a broader identity for the municipality or Council. These strengths will be used to inform the branding work that is prepared for the support local platform.

The 5 key approaches to place activation will be used as a guide to encourage activities in the coming years. Some of the actions presented in the draft Retail Activation Strategy will involve Council encouraging the community to roll out these activities but there will likely be other ideas that come up along the way, and these 5 approaches will help guide the development of any new ideas.

The 5 key approaches to place activation developed by Hello City are:

- Promotion ideas to showcase local assets;
- Program ideas for grassroots activity;
- Pivotal ideas for long-term impacts;
- Practical ideas for good housekeeping; and
- Protection ideas to future-proof.

These 5 approaches have been formed into a matrix with 5 core strengths, or brand identity, of Knox's retail centres, which are:

- Home-loving: A place to put down roots and make a home, room to spread out, content, comfortable, family-oriented, house-proud and pet-loving.
- Village vibes: Friendly, welcome, smiling faces, Sense of belonging, super local, connected, independent, familiar, stable.
- Untapped: Productive spaces, undiscovered gems, unused spaces, opportunities and untapped potential.
- Easy Life: Everything you need; the best of the city and country, live close to work, affordable, safe, quiet, family oriented, and convenient.
- In the Foothills: Fresh air & mountain views, walks, dogs, outdoor life, parks, wildlife, creeks, hills, footy, cricket, basketball, netball, birds and wildlife.

The matrix has been used to create 46 activation ideas which have a Council role assigned to each. Many of the ideas labelled 'Partner' and 'Encourage' will rely on motivated traders, community organisations and community members to come together to deliver them. These ideas will be used to stimulate thinking rather than as a strict 'to-do list'. The strategy will provide the framework to be able to work with the community, to be creative, generate ideas and deliver projects.

Some of the key actions included in the draft RAS include:

- **What's on Knox platform** – development of a platform to provide targeted branding, marketing, promotional and business development services to support businesses.
- **Tap into the brew program** - suite of initiatives to be further investigated to support and promote existing micro-breweries in the municipality. Initiatives recommended for further exploration include creating brewery location maps to promote a 'distillery/brewery crawl' and initiating a 'Brews and Bakes of the east' beer and pie festival.
- **The big spring clean** – promote a range of clean up initiatives including building on existing Council programs to support clean-up of graffiti in centres.
- **No vacancy program** – use vacant shops to showcase home-based businesses and makers within the industrial areas.
- **Creative Industrial Precinct Plan** – investigate development of a Creative Precinct Strategy of Knox's industrial precincts to support broader access to these precincts by the community (beyond the industrial and manufacturing sector).

There has been initial engagement with departments within Council given the overlap of some of the actions with other teams.

These teams include Arts & Cultural Services, Healthy and Safe Communities and Sustainable Infrastructure (regarding the single-use plastic ban). The strategy has been received well by other departments and the actions align with projects that are either already underway or are planned for the future.

Given the limited responses to the public survey informing the strategy, a greater emphasis needs to be placed on the public engagement process once the draft strategy has been endorsed. The approach will be to test the 5 strengths of Knox (the brand identity) along with the ideas and actions outlined in the strategy, to understand whether they resonate with business owners, community members and community organisations. Given the current timing of the draft RAS endorsement, the engagement will begin on 31 January 2022 until Friday 25 February.

3. CONSULTATION

The Shine Knox survey was designed to collect residents and business owners' sentiments and memories related to their 'local' retail centre, generate ideas for revitalising this area and changing buyer behaviour since the pandemic began. The survey was circulated via Hello City's social media channels, Knoxbiz eBulletin and via a specially curated contact list of businesses located in Knox's retail centres. The communication encouraged business owners to share the survey via their own social media channels to engage residents.

Further consultation will be undertaken with community members and business owners once the draft RAS has been endorsed through the following ways over 4 weeks, commencing on Monday 31 January 2022:

Activity	Audience	Delivery	When
1:1 engagement	Business owners in Knox retail centres Trader Groups Community groups based in retail centres	Online or face-to-face Information sessions	February 2022
Pop up sessions	Business owners (other) and residents.	Information session	February 2022
Feedback survey via Have your say platform	Knox residents All stakeholders	Online survey (promoted through Council's social media channels, website and Knoxbiz eBulletin)	February 2022

Table 1. Proposed consultation plan

4. CLIMATE CHANGE CONSIDERATIONS

The subject of this report has been considered in the context of climate change and its relevance to the Knox Climate Response Plan 2021 – 2031.

Implementation of the recommendation may positively impact upon the Community Net Zero 2040 target by encouraging the development of green spaces in Knox's existing activity centres and large neighbourhood retail centres and encouraging the uptake of sustainable living practices through the implementation of some of the identified actions. It also encourages greater patronage of local activity and retail centres, which have the potential to be accessed by more active means of transport (rather than vehicle travel).

5. ENVIRONMENTAL / AMENITY CONSIDERATIONS

The draft RAS has identified opportunities to improve and enhance the amenity of Knox's activity and retail centres including cleanliness and safety. These opportunities overlap with initiatives being delivered in departments across Council and will need to be coordinated with other departments to be successfully delivered.

6. FINANCIAL & ECONOMIC IMPLICATIONS

Delivery of the RAS has been allocated \$150,000 over 3 financial years (2021/22, 2022/23 and 2023/24). Given the late delivery of the strategy, the anticipated budget for 2021/22 is not expected to be expended and may need to be carried forward.

7. SOCIAL IMPLICATIONS

The implementation of the RAS is expected to have positive social impacts. The RAS will rely not only on Council to deliver initiatives but also business owners, community organisations and residents. Core to the actions in the strategy are to engage people that visit Knox's town centres but also to encourage visitation, build community spirit and connection along with engaging minority groups through some of the suggested programs.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Key Direction: Opportunity and Innovation

- Maximise the local economy by supporting existing businesses and attracting new investment

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Coordinator Economic Development, Jayde Hayes

Report Authorised By: Director City Strategy and Integrity, Matt Kelleher

Attachments

1. Attachment 1 - Draft Retail Activation Strategy [6.2.1 - 104 pages]
2. Attachment 2 - Draft Retail Activation Strategy Summary Document [6.2.2 - 11 pages]



Shine Knox Retail Activation Strategy



*"Do not wait until the conditions are perfect to begin.
Beginning makes the conditions perfect."*

– Alan Cohen



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Foreword

The last 2 years has not been an easy time for Knox. COVID-19 has taken its toll on our traders, retailers and independent business operators, making it clear how important the life of our villages and retail centres are to the health and happiness of our community.

To develop a clear vision and strategy for retail recovery and activation in Knox we have worked with urban strategists Hello City, economists REMPLAN, pro-bono initiative Project Re-Store as well as a broad cross section of business operators and Council team members.

This strategy includes 42 ideas which together have the power to transform retail activity in Knox with a focus on centres outside of the larger privately managed sites. These ideas were either sparked by the community in the Shine Knox Ideas Challenge, or build on the energy, activity and initiatives already happening.

This strategy is about defining a framework to support the life and activity in retail in a way that brings the broadest possible benefits to the whole community. For some of the ideas in this document Council's role is to lead, partner or to deliver outcomes on the ground. For other ideas it's better for Council to step back and support, guide, advocate for, promote and encourage the activities of individuals, businesses or organisations.

Our ambition for the Shine Knox retail strategy is that it is used as a tool by those among you who are making things happen. To shape what you do and how you do it. To inform how and where you direct your resources and effort, and how you make your decisions. To inspire and crystallise your conversations, your passions, your work and how you tell your story.



"The sense of community with the people, the small town charm and view of the mountain"

-Local resident

"Where my soul feels happy"

-Local Resident



Introduction

In response to the COVID-19 pandemic, in 2020 Knox City Council defined a retail engagement strategy and identity study working with Hello City and REMPLAN. This strategy maps out ways to support the sector over the next 5 years, with a particular focus on independent retailers. The aim is to aid in business recovery following the pandemic and to strengthen the position of Knox's retail centres as places for people to shop but also to connect with their community.

Given the ongoing state of emergency, we partnered with pro-bono initiative Project Re-Store to engage more deeply and creatively with the retail community, deliver recovery initiatives on the ground and to bring additional expertise to the table.

This project started with a creative conversation with the people of Knox, action research around outdoor dining, digital ethnographic research, economic analysis and the identification of Knox's strongest and truest attributes.

Together the 5 strengths identified form the brand identity of Knox's retail centres - the way people experience and tell the story of each location in Knox. This piece of work should be used as a touchstone for decision making around further projects over the next 5 years (either planned or new) that can intensify the positive experiences of Knox, and create a stronger sense of place.

For each of the 5 strengths, we have provided a number of ideas and examples as to how it could be further enhanced, translated and/or embedded into the experience of Knox by individual traders or community members, by organisations or by Council.

We have also provided examples of relevant projects that have worked well elsewhere and which have the power to inspire.

This strategy is intended for everyone who is inspired to be part of bringing life and activity to Knox; it provides a clear blueprint of place-based initiatives along with a detailed action plan. We invite everyone who wants to create, make, activate or invest in Knox to use Shine Knox as a resource.



Research, Engagement & Analysis

“Research is seeing what everybody else has seen and thinking what nobody else has thought.”

- Albert Szent-Györgyi

Research

The project began with local research into the issues, history, retail environment, character, icons and assets of the retail areas of Knox. We reviewed the results of previous consultation, strategic documents and studies¹ and online resources such as ABS, Street Advisor, .IDcommunity, Remplan data sets, local papers and local Trader’s Associations pages.

We carried out a detailed land use survey and data analysis along with in depth place audits of key retail areas in Bayswater, Boronia, Ferntree Gully, Knoxfield, Lysterfield, Rowville, Scoresby, The Basin, Upper Ferntree Gully, Wantirna and Wantirna South.

The next step was conducting an online non-participant ethnographic study where we observed communities interacting online on various platforms including Facebook, Instagram, Tik Tok and websites such as Google, Your Grocer, Yelp, Uber Eats, Homely.com etc and analysed the dynamics of online engagement, commerce and communication in Knox.

We tested these insights by delivering a pilot program of outdoor dining in 3 sites across Knox in Wantirna Mall and Station Street and Mountain High Shopping centre in Bayswater. This program of pilots involved 5 different local businesses and individuals across multiple Council departments over 4 months.

¹ For key references see summary of key complementary findings and initiatives in appendices



All of Knox Conversation

After the desktop research and targeted Action Research pilot program, we expanded our research with a broader conversation with the community and connected with over 75 individuals². Our engagement process was designed to uncover the meaning & values of Knox by connecting with the people who know and love it best.

Participants came from all over Knox and from all walks of life, including business owners, traders, Council officers, people who lived and work in Knox, new arrivals and people who grew up locally and people who visit the area for shopping or study.

The core of our engagement was the Shine Knox conversation that generated more than 100 individual ideas, representing the voices of people from each suburb in Knox.

We used an online engagement platform which was widely promoted and distributed through email networks, websites and social media. Additional surveys were circulated through local networks by Council staff to location-specific trader groups and partners including Eastern Innovation.

Participants completed a short vox pop that captured everyday experiences, memories, positive & negative associations and local icons of Knox and asked participants to sum up their local area in a word or phrase of exactly 5 words. We then challenged participants to beat the clock and to generate masses of ideas for fabulous prizes.

The analysis of the engagement and research data was designed to uncover the core strengths of Knox and the real experiences and characteristics that would encourage people to visit, live in, work in or invest here.

² This figure includes the earlier engagement carried out by Hello City as part of the outdoor dining action research program





My Knox is...

“a hidden gem” “a wonderful place to live” *“Local”*

“My childhood” “great walking tracks” “a small busy village” *“friendly”*

“potential plus” “a work in progress” “the big slide” *“big blocks”*

“a proud community” “mountain views and leafy trees” “heart filled”

“homey” “spacious” “possibilities” “connection” “where I’m building a life”

“good schools” *“Where country meets the city”*

“a stroll along Blind Creek” “a warm space in my heart” *“family”*

“convenience” “green”

“central to beach and mountains”



What locals would lose from Knox...

Graffiti empty shops ugly Xmas decorations

run down awnings cars

rubbish on the streets hoons major shopping chains

increasing rent *ugly apartments*

dog poo **rubbish** empty shops smoking

parking issues

scooters and motorbikes lack of support for homelessness

gifty shops for tourists *the gentrification*



5 key approaches to place activation

Council's role and strategic approach

We've adopted Hello City's **5 Ps of Place Activation** to ensure a broad approach that combines grassroots and strategic, short and long-term, and low and big budget approaches.

1. **Promotion:** showcasing strengths and local assets
2. **Program:** shorter-term initiatives and soft infrastructure of events, relationships, services
3. **Pivotal:** long-term strategic initiatives, hard infrastructure, built form
4. **Practical:** maintenance, care, polish
5. **Protection:** ring fencing assets, protecting against threats

Over the longer term each of Knox's retail centres requires a balance of all 5 approaches in order to support them to be vibrant and successful. However in the shorter term it is necessary to focus on the key weaknesses and strengths of each area.

We have outlined below how we intend to focus our attention and resources in the shorter term according to the needs, opportunities and priorities of each centre:

1. **Promotion ideas to showcase local assets: Find ways to celebrate, showcase and tell the story of the existing strengths of Knox.**

It is important to put our best foot forward and in the short term, focus on promoting locations that offer the strongest experiences and make a positive experience to the place brand of Knox.

Centres that should focus on this category include: Alchester Village, The Basin, Ferntree Gully Village (near the station) and Upper Ferntree Gully Village (east of Rose Street).

2. **Program ideas for grassroots activity: Develop programs, pop-ups, interventions and events big and small, support the people of Knox to create wonderful experiences.**

The offer and place experience in these centres can be significantly improved with relatively small-scale interventions.

Centres that should focus on this category include: Boronia Village, Bayswater (lane off Valentine's Street to behind Mountain Hwy shops), Coleman Road Shops (Boronia), Manuka



Road (Boronia), Wantirna Mall, Rowville Lakes Village, Scoresby Village Shopping Centre, Mountain Gate Shopping Centre (adjacent public space), Upper Ferntree Gully Village (area west of Dawson St)

3. Pivotal ideas for long-term impacts: Create long-term strategies that ensure that built form, policies and spatial and infrastructure developments that support successful and active retail.

Changes and interventions in these areas should happen as part of larger strategic plans. Either because significant long-term changes are required within the centre itself or because its location or the impact it has on surrounding uses in particular. For example, centres like Mountain Gate and Studfield shopping centre have significant interfaces with open public space while locations like Boronia have complex issues related to built-form and layout. Smaller retail activation programs should only be delivered in these areas as part of an overarching strategic framework.

Centres that should focus on this category include: Bayswater, Boronia, Boronia Village, Wantirna Mall, Rowville Lakes Village, Scoresby Village Shopping Centre, Mountain Gate Shopping Centre (adjacent public space), Studfield Shopping Centre (interface with green open space), Knox City (interface with green open space), Upper Ferntree Gully included Ferntree Plaza, Stud Park Shopping Centre (adjacent green open space and schools), Wellington Village Shopping Centre (green links and pathways), Creative industrial precincts with destinational retail including areas around Market Fair (Ferntree Gully), Tiny Bear Distillery (Knoxfield), Beach Hut Brewery (Scoresby), Project Brewing Company (Rowville), Little Brew (Ferntree Gully), Hard Road Brewing/ Hatter & the Hare/ Killer Sprocket (Bayswater)

4. Practical ideas for good housekeeping: Make sure that the little things are done right and that places look loved and cared for.

These areas are functional and utilitarian or are controlled by private entities. Changes that might be needed are likely to be beyond the scope of this project. Focus efforts mainly on maintenance and operations.

Centres that should focus on this category include: Burwood Highway Shops (Wantirna), Hillview Shopping Centre, Stud Road shops (Bayswater).



5. **Protection ideas to future-proof: Understand the threats and act now to protect the strengths of Knox, ring-fence assets and invest in developing resilience.**

Most areas in Knox fall into this category, some because they are overly dependent on cars, others because of threats of bushfire.

Consider as well that some centres can pose a threat to surrounding retail areas, these include centres with few independent retailers, where the retail environment is transactional rather than relational and which are disconnected from the surrounding urban form and community.

Steps should be taken to understand how these centres affect other retail areas and strengthen other areas so that they can better compete. Knox City is the key precinct in this category although smaller precincts throughout Knox may also pose a challenge for independent retailers.

Economic Snapshot

1. Knox represents 1% of the land in Greater Melbourne (11,391 ha) and represents 3% of the population (165,000 residents)
2. Knox generates 2.5 times the amount of Gross Regional Product (GRP) per hectare than the rest of Melbourne
3. Retail and Food Services sector is the largest employment sector in Knox, with 32,395 jobs, almost half of the employment in Knox (48.9%)
4. The financial impacts of COVID-19 have disproportionately affected women. This is the first recession that has affected women more than men in Australian history, and the economic and social impacts are expected to be long-term.
5. Of the 14,280 businesses registered in Knox, around 1,473 or 10.3% are retail, accommodation and food services. The sectors with the most individual businesses are construction and professional, scientific & technical services combined with over 4,745 (33%) local businesses.
6. Knox locals spend 12.5% of our household income on retail and eating out, which is higher than much of the surrounding area.
7. The intensity, diversity and concentration of commercial, retail and industrial activity in Knox is a big part of what makes the area so productive and successful.



8. There are opportunities to grow and intensify our mix so that we create more local jobs and more diverse economic contributions.
9. 48.4% of our economy is manufacturing and large construction (\$25,674.401 million), with a focus on technical equipment & appliance manufacturing and human pharmaceutical product manufacturing. A lot of this activity takes place in Bayswater Business Precinct and Industrial land in Scoresby

More information and sources are available in the appendix section of this document.



Key Strategic Insights

1. COVID-19 is likely to have 4 key impacts on retail in Knox

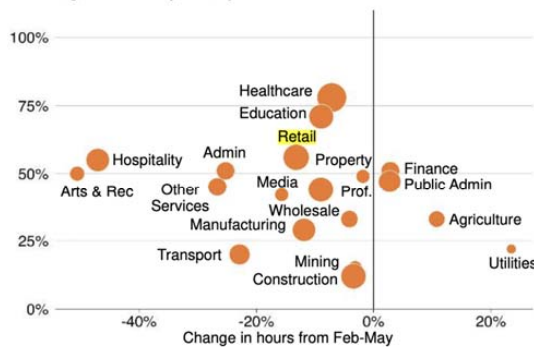
Firstly, as we saw after the Global Financial Crisis (GFC), with increased levels of uncertainty and rising housing costs, people in Knox can be expected to save more, and spend less on discretionary retail and more on rents, mortgages and non-discretionary retail items. If the GFC is a good precedent, this is likely to be accompanied by a continued increase in spending on experiences and services such as food and travel.

Thirdly, we can expect to see a continued shift to online retail in Knox. At the moment 7.8 percent of what is spent in retail stores is online, this has grown dramatically during the pandemic. The extent to which the bricks-and-mortar retail sector in Knox is able to bounce back is dependent on their ability to offer rich, unique and personalised retail experiences to shoppers. The process of creating these experiences can be supported by Council in the context of longer-term strategic planning.

Finally, the impacts of COVID-19 have not been experienced evenly across Knox. Workers in Arts, hospitality and retail have been hard hit, while other professions have thrived during lockdown and left

workers cash to take advantage of low interest home loans or discretionary spending.

Figure 2.2: The two worst-affected industries in the first lockdown were majority-female employers
Percentage of women by industry



Notes: The larger the dot, the larger the industry. The ABS does not provide these data seasonally adjusted. 'Prof.' refers to Professional Services.
Source: ABS (2020d).

Women have been disproportionately affected by the lockdowns in multiple ways; they are more likely to be in casual or part-time employment, they carried more of the burden of childcare when schools and child-care facilities closed, and women were more likely to be exposed to domestic violence in the home.

Short-term and crisis interventions are part of the process of mitigating impacts of COVID-19, but these must be paired with effective long-term solutions that increase resilience.

Women's work: the impact of the COVID crisis on Australian women, Danielle Wood, Kate Griffiths, Tom Crowley, Grattan Institute Report No. 2021-01, March 2021

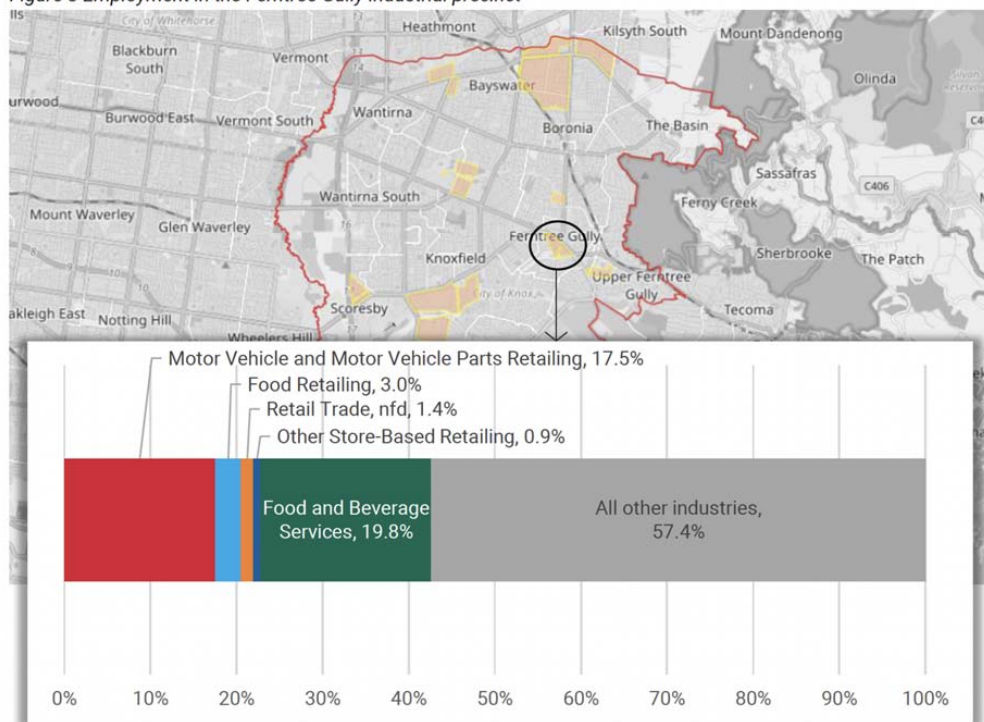


2. Industrial precincts in Knox are increasingly the centre of diverse, creative and interesting economic and cultural activity.

Our research indicates that Industrial areas in Knox are much more diverse than is typical of these kinds of precincts. Our industrial areas accommodate a large range of retail services as well as creative practices, goods and services and food and beverage businesses such as large destinational cafes with outdoor seating, pottery and ceramics, gyms, coffee roasters, breweries, catering companies, takeaway food outlets, distilleries and art galleries.

Retail accounts for 24% of employment in Ferntree Gully’s industrial area. In 2016 only 7 takeaway food businesses operated in Knox’s industrial precinct, these now number 28 which indicates increasing diversity and demand within industrial precincts.

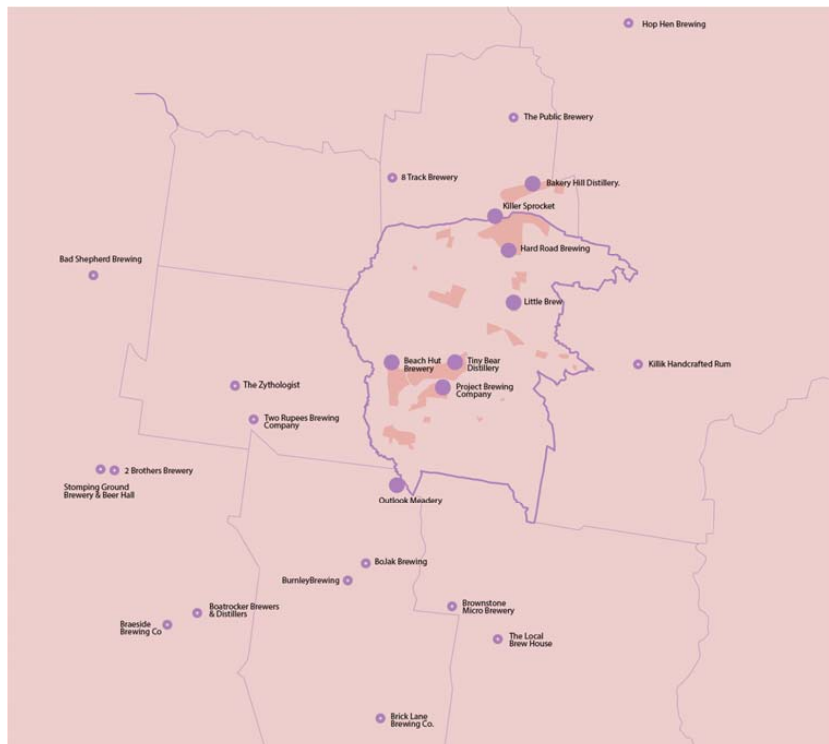
Figure 8 Employment in the Ferntree Gully industrial precinct





3. There is an emerging cluster of distilleries and breweries centred around Knox which have powerful destinational potential.

As prices for industrial land rise steeply in the inner suburbs a thriving brewery and distillery scene is emerging in the eastern suburbs in a strip that runs from Moorabbin to Coldstream with a concentration in a 25km radius centred around Knox. Breweries and distilleries can be found in Maroondah, Monash, Greater Dandenong, Yarra Ranges and Casey but Knox can lay claim to more than any other single council area. While more established outlets are established outside Knox, there is significant brand potential in the collection of emerging small label brewers and distillers.



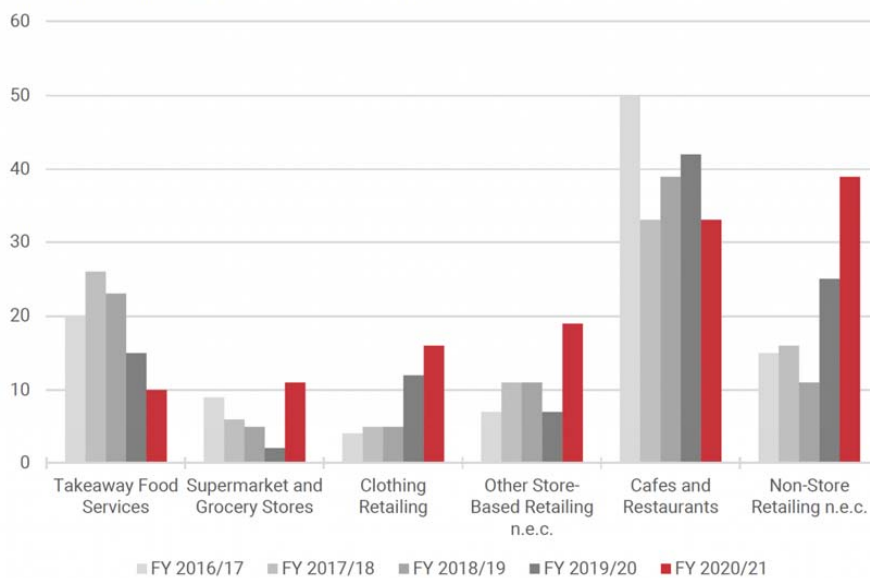


4. Home-based businesses and online retail is growing rapidly in Knox.

Non-store retailing (online retailing) has seen strong growth over the last 5 years. It’s no surprise that there was a sharp increase of new entries to non-store retail in the 2020-21 financial year, topping all other retail categories.

The number of home-based retail in Knox has been growing rapidly over recent years at a rate of 13%. Non-store retailing (online retail) is leading this growth with almost 100 new home-based businesses since 2016.

Figure 4 Top 6 retail industries by business entries in Fy2020/21, Knox



Source: Australian Business Register



Figure 7 Home-based non-store retailing businesses in 2021.

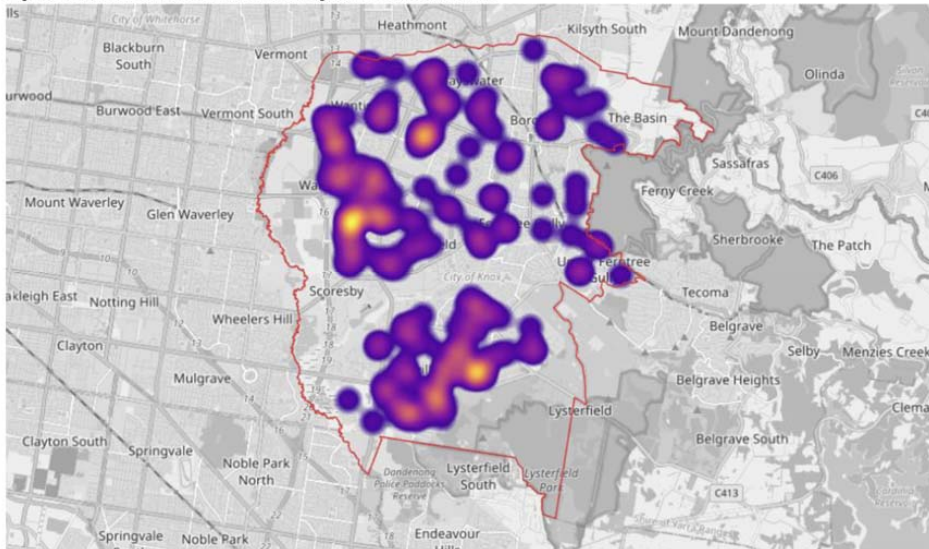
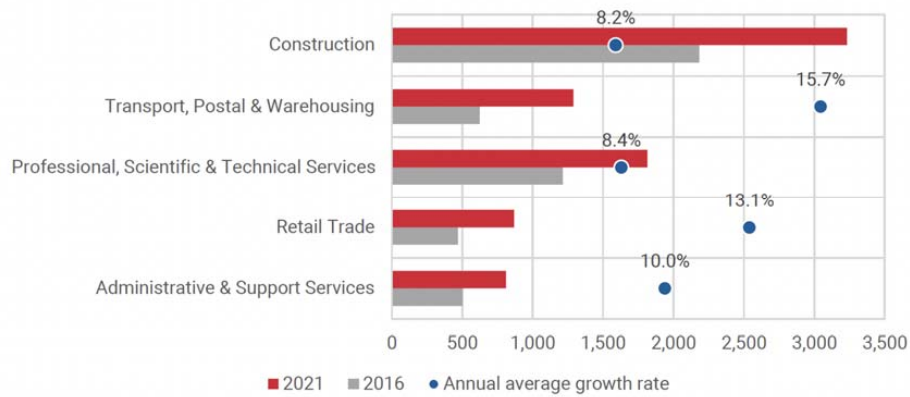


Figure 5 Top 5 industries with largest increase in home-based businesses between 2016 and 2021



Source: Australian Business Register



5. Knox doesn't have many traditional mainstreets, much of our retail is not leafy, green or friendly to pedestrians.

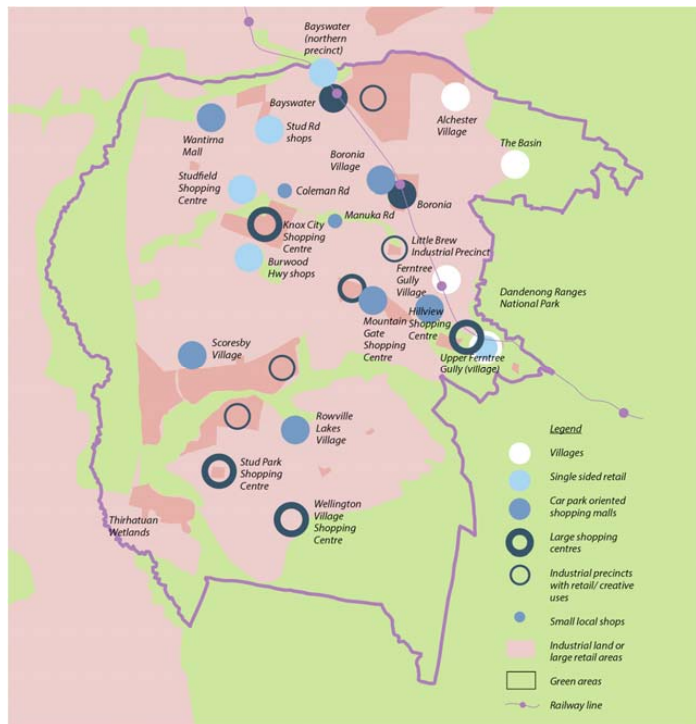
The Basin, Alchester Village, Ferntree Gully Village and Upper Ferntree Gully offer mainstreets or retail settings that are comfortable, leafy and inviting. Most of the other centres are car-dominated or have other economic, aesthetic or spatial challenges which impact on the quality of the retail experiences they offer.

As some of these challenges are baked into the built-form, subdivision and land ownership structure they require long-term strategic investment and action to address.

6. There are 3 big green links that have the potential to knit Knox's retail centres together.

Knox sits in the foothills of the Dandenongs and has a green wedge to the west and south. Linking these are 3 key east-west bands that already connect to 11 centres and have the potential to do so even more.

Blind Creek Trail in particular links 4 centres and wraps around Knox City. There is an opportunity to build on these green links and edges to improve the place experience of Knox's retail centres and to increase use of sustainable forms of transport.



More information about these insights is available in the appendix section of this document.



5 Core Strengths of Knox

The heart of the brand identity of the villages, retail centres and precincts of Knox lies in its strengths. The strengths capture the value propositions for why people would want to experience the different locations of Knox, either as a place to live, open a new business, invest in an asset or visit.

Another way of thinking about these is that they are the basis of the unique selling proposition (USP) and the point of difference (POD) of Knox.

The identification of these strengths allows us to be clear about the special characteristics of Knox that should be protected as it evolves & grows and the elements we should build on to stimulate increasing confidence & bolster a stronger sense of place.

Home-loving

A place to put down roots and make a home, room to spread out, content, comfortable, family-oriented, house-proud and pet-loving.

Village vibes

Friendly, welcome, smiling faces, Sense of belonging, super local, connected, independent, familiar, stable.

Untapped

Productive spaces, undiscovered gems, unused spaces, opportunities and untapped potential.

Easy Life

Everything you need; the best of the city and country, live close to work, affordable, safe, quiet, family oriented, and convenient.

In the Foothills

Fresh air & mountain views, walks, dogs, outdoor life, parks, wildlife, creeks, hills, footy, cricket, basketball, netball, birds and wildlife.



Communications and Place Branding Roadmap

Experiences versus Brand

The strongest place brands are not logos or taglines. They are embedded in everything you can see, touch, smell, hear and taste. The purpose of this piece of work is to capture the unique characteristics that make Knox Knox, and work out ways to build on and expand on these to create both everyday as well as celebratory experiences. These experiences should bring pleasure, hold meaning and build pride in place - as well as telling the story of who the people of Knox are and what they value.

Where we are now

Good local government communications and positioning is about being reliable, consistent, stable, safe and impartial. These values and qualities are not always consistent with delivering effective communications in a dynamic media landscape that requires personality, voice, point-of-view, creativity, humour and high levels of responsiveness. This clash of approaches has led some local councils to seek alternative models and platforms, which allow them to separate the regulatory and operational aspects of the organisation from more targeted support of commercial or economic activity.

Local communities in Knox are comparatively less active in conversations about Knox online and on social media when compared to surrounding LGAs, and engaging with some communities through platforms such as Facebook, Instagram and Tiktok is not always effective or easy. According to our preliminary research, uptake of online retail, food and grocery delivery apps and participation in online activities related to Knox appears to be relatively low.

Elements of the visual identities, brand and communication of place experience are strong in some retail areas, individual businesses and organisations, while in others these are dated or not fit-for-purpose and weaken the overall place brand of the centres.

Broad all-of-Knox or state-wide campaigns such as Be Kind and Shop Local can be a powerful way to send a cohesive message and build on strong branding assets. However care needs to be taken to



ensure that these campaigns are also able to address local concerns, capitalise on local strengths, call out specific events or characteristics or speak to people's sense of loyalty or connection to place. Most importantly these campaigns need to increase awareness of the Core Strengths of Knox.

Where we want to be

Tell the story of Knox with event focused campaigns that showcase the strengths of Knox. Focus on people, be charming, friendly, warm, and humorous, use high quality professional photography of local people and places that don't feel like stock photos.

Lead with place experience not logos, allow interesting personalities and diverse voices to shine through. Be timely and responsive to recent events and include a healthy dose of good news stories and tell them with a fresh, contemporary look and feel.

Define platforms and structures that allow Council to have a more diverse range; where appropriate a more commercially oriented voice that is seen as in-touch with local business and retailers and a more neutral and stable voice where needed.

Increase visitation and footfall that sees traders report better sales and see communications as a core part of their promotion. Embrace participation with local traders and in community conversations, arguments, compliments, in jokes etc. Tell the story of what is happening in the community that is in line with the strengths of Knox, and repost content from other pages.

How Do We Get There - 5 Steps to Success!

1. Focus on the 5 key strengths of Knox and use them as a touchstone for decision making. For every event and promotion ask the question *"does this reveal, promote or expand one or more of the 5 strengths of Knox?"*
2. Define a separate look and feel for graphics and photography for core Council-operation oriented communications and those focused on community and business generated activity. Develop a guide for photographer procurement and briefing notes to ensure high quality promotional images and documentation is generated that engages and resonates with local traders.



3. Be authentic and local by recruiting high performing businesses such as breweries and businesses with large social media followings and let them and their marketing teams produce and advise on communications.
4. Focus on creating rich and unique experiences and let these be the main focus of energy and resources rather than logos, posters, marketing collateral or social media only promotions.
5. Develop an innovative promotional platform dedicated to supporting local businesses. See the What's on Knox ideas in the activation strategy for more details.

Case studies

What's On Melbourne

What's On Melbourne is an initiative of the marketing and communications department of City Of Melbourne and is fully funded by council. It is a one stop promotional shop of the various experiences the city has to offer. It operates as a website, blog, 2 newsletters and all social media channels. It features event listings, tourism and visitor information, trails and maps, a virtual visitor hub and features articles and curated "experiences" including food, entertainment, the arts.

While it advertises itself as being part of the City Of Melbourne, with the logo displayed prominently, it performs the strategic trick of appearing to be its own entity. Because it is read as an independent arts and culture website, it avoids having to adhere to the constraints of typical Council communications and is more nimble and contemporary in its delivery.

Buy Local Sunshine Coast

Buy Local Sunshine Coast is a community business directory established to service independently run businesses in and around the Coastal region of Queensland. It is a new initiative run by the Sunshine Coast Council's Economic Development team started in 2021. The website invites local traders to register their business and any special offers. Large giveaways to spend at participating stores entices locals to support small business and the directory website works in tandem with high output social media accounts run by marketing professionals.



OnlyMelbourne

OnlyMelbourne is web-based magazine, events calendar, newsletter and social media presence that is published independently by Ripefruit Media as part of the OnlyAustralia network of event guides in major cities around Australia.

The network's income comes from paid advertising, product partners and featured promotions. It is not affiliated with any organisations or Governments and receives no grants for operations. Its longevity is proof that you can run an experience and events calendar that independently and express opinions, biases, have affiliations (The Richmond Tigers) and do the job of promotion. The compromise is the busy mix of advertising content that blurs the line between paid and unpaid listings, undermines the authority of the service.

Manchester Branding

The brand and visual identity of Manchester is a great example of combining place experience, culture and history with strong graphic elements. The Manchester City logo and branding was developed by internationally famous graphic designer, artist and Manchester local Peter Saville. His career was built working with Manchester artists and musicians such as Joy Division and his work is deeply emblematic of the culture of the city. It is applied as public art, signage, maps and programs that reinforce the city's swagger and grittiness and has been adopted broadly by local retailers and makers. More than a logo, he reflected back the experience of place in a way that connected with locals and outsiders.

Click for Vic

The Victorian Government launched Click For Vic mid 2020 in response to continued lockdowns and its impact on small and independently run businesses and creative studios. It is an arm of the Visit Victoria tourism website and offers a comprehensive list of a variety of businesses right across the state, including gifts, art and fashion as well as food and beverage offers. Its scope is limited to businesses that already have an online store set-up and does not directly sell items. It operates solely as a webpage and does not have dedicated social media pages, it's presence on social media is in the well-used promotional hashtag #clickforvic.



Retail Activation Strategy Overview

Activation Ideas

The following ideas have been collected and developed to support and expand the key strengths of Knox. Each strength has one or two main ideas and a collection of other ideas which explore different approaches to activation. For each strength, an inspiring example of a successful project from around the world will be provided. Together these 42 ideas form the retail activation strategy for Knox.

Think of these ideas as a framework rather than a strict to-do list. The ideas are a good starting point, but over time new ideas and opportunities will emerge. Some of these ideas are better delivered by individual traders, by community groups or main street associations, while others are more strategic or need bigger budgets and are more likely to be led by local and state governments in collaboration with the local community.

When thinking about retail activation, keep the 5 Ps of Place Activation and the 5 Core Strengths of Knox in mind for successful activation ideas.

We've taken a broad approach to retail activation in this strategy. These ideas are designed to enhance and strengthen the existing relationships that retailers in Knox have with the broader community, to build loyalty, strengthen connections and to form a firm foundation for future retail growth.



Council's role and strategic approach

We've organised the following ideas according to the **5 Ps of Place Activation** to ensure a broad approach that combines grassroots and strategic, short and long-term, and low and big budget approaches.

To be successful this requires coordinated effort across departments in Council and state government agencies as well as the energy and creative work of community, business leaders, individual traders and community members. For each ideas we have defined one of the following possible roles for Council along with available resources and assets:

Lead: Council to take responsibility for delivering this project either directly or in collaboration with state government agencies

Partner: Delivered in partnership with industry, business or community organisations or groups

Encourage: Delivered by organisations outside Council with support, funds, resources or guidance from Council

Investigate: Exploration, research and feasibility studies will be undertaken

We invite everyone reading this document to find an idea that inspires them, add their own spin and to roll up their sleeves to make it happen.



1. Home-loving Ideas

Celebrate the qualities that make Knox a great place to call home and knit them into our retail areas

"It is a peaceful escape from the busy parts of life"

-Knox Resident

"Older, quiet suburb, nice to live"

-Knox Resident



Promote:

Open Kitchen Cooking Classes

Open the kitchens of Knox's most loved restaurants to small group boutique cooking classes

"I would love Boronia to be an international food mecca with the most amazing Asian and African restaurants and grocers. Fresh, locally grown produce markets and State-significant cooking school"

-Local Resident

To welcome customers back into restaurants run a program of small-group cooking classes with carefully selected restaurants. Each class should be followed by a shared meal and could showcase a popular meal from the restaurant along with the personality, culture and tastes of the head chef. Chefs should be supported by established food educators and should offer DIY ingredient and recipe packs to customers.

The program can be subsidised by the ticket price, which should be kept affordable, but not undervalue the experience. Explore the opportunity to pair with local education institutions e.g. Swinburne or existing websites such as Open Kitchen Melbourne and AirBnB to promote the program and tell the story of the chosen hosts. Over time this initiative could support a broader program of community kitchens and food gardens.

Council's role: Partner and encourage

Approach to resourcing: Within existing resources (project manager delivery) & community / trader led

Possible next steps: These actions are best delivered directly by local businesses and community members, with encouragement, support and possible partnership from Council:

- Seek funding such as state business recovery grants to pay food educators
- Workshop a set of prerequisites/considerations for class hosts, consider language barriers, kitchen sizes, kitchen availability during daytime non-service hours
- Identify potential pilot restaurants with the capacity to offer a class and narrow it down to 4. Cover a range of cuisines in different suburbs



- Allow budget for high quality photography that captures the program in a way that is fun and engaging and invites people to take part
- Support cafe operators and restaurateurs to create packs with seasonal recipes and key ingredients
- Engage educators and set up initial meeting and planning session
- Ticketing and promotion should be organised centrally. Alert external key media, including Broadsheet, What's On Melbourne, The Age's Good Food

Program

Seasonal Planting On Show

Celebrate the seasons together with beautiful plants.

"Streetscape improvements"

- Local Resident

Each year Noos Noodles in Wantirna celebrates Vietnamese Lunar New Year by transforming the footpath outside with a colourful array of marigolds blessed by a monk. Build on this beautiful local tradition by partnering with local nurseries to pick a special seasonal flower to show off each year in each of Knox' centres.

Businesses can give away free seedlings with a minimum spend in-store. Local gardening and horticultural groups can assist in installing potted plant displays on main streets outside participating shops. Customers should be encouraged to plant the seedlings in their front gardens at home so that overtime the floral display helps to visually define the local area and strengthen the place brand.

A simple marketing campaign which could include gardening tips. Each centre should have their own unique flower that has meaning for the local community and whose flowering season fits with the event calendar, cultural festivals or important dates. For example, Boronia should pick an event in late winter when the boronias are in bloom, Ferntree Gully will obviously choose a type of fern, another centre might decide to celebrate National Wattle Day on 1st of September each year while Scoresby might support a festival such as Steamfest by picking an autumn flowering plant such as ornamental kale or Firewood Banksia.

30



Seedlings could be donated by local nurseries who get acknowledged as an official sponsor or purchased by council.

Council's role: Encourage

Approach to resourcing: Community / trader led

Possible next steps: These actions are best delivered directly by local businesses and community members, with encouragement and support from Council.

- Consult with community gardens, gardening groups and nurseries on the best choice of flowers/grasses for the season and region
- Collaborate to ensure that each centre has a unique flower that highlights an event or showcases a particular aspect of the place, and that the flowering seasons are spread as evenly as possible across the year
- Select which nursery or community garden will assist in delivering the program in the different centres
- Improve business participation by providing free plants, promotional collateral and suggestions on how to promote related goods and services

Pivotal

Cosy Streets & Places

Encourage people to feel comfortable and relaxed in public space and to make themselves at home.

"(We need a) fresh new outlook of shops to draw people in"

-Local Resident

Adopt a homey aesthetic for streets and public spaces in retail centres and villages. Create third spaces that encourage people to kick back and relax, provide comforts like USB charging ports and soft lighting. Encourage traders to adopt a planting bed or seating area and improve it for their customers with dog stations out the front of shops, pram parking, gnomes, small squares of astro turf with a lawn chair, veggie patches, chalk boards, bubbles for kids etc.



Enhance the domestic quality of existing elements such as the lounging benches in Wantirna Mall or the new round seating pods in Alchester Village by adding elements that make them feel more like sofas or kitchen tables like pavement-art rugs or table cloths.

Council's proposed role: Investigate and encourage (explore possibility of leading)

Approach to resourcing: Within existing resources & community / trader led

Possible next steps: Council should investigate the opportunities, barriers and levels of support for this idea and prioritise the following actions

- Use this document as an input into design briefs for future landscape upgrades of public space in retail centres
- Run a 'Little Zhoosh' campaign:
 - Invite traders to adopt a nearby planting bed, seat or area of footpath outside their shop to give it a Little Zhoosh. Council to support participating traders to work with local laws and operations teams. Provide a gardening or Zhooshing kit and decals for participating shop windows. Promote the best zhoosed areas on social media.
 - Create small-scale interventions temporary installations in contained areas where they will have significant impact

Practical housekeeping

The Big Spring Clean

Get together for a big spring clean & festive neighbourhood-wide garage sale.

"Utilise volunteer groups to pick up rubbish"

-Local Resident

Hold a LGA-wide spring cleaning week with sales and events on the weekend in early September or late August.

Shopping precincts should get into the action with community clean up events, with volunteers being fed a light lunch and gathering afterwards at local restaurants to celebrate.



Shops should offer sales and displays of cleaning products, homewares, home improvement goods, storage items, gardening goods and plants as well as cleaning, gardening and organising tutorials, books, tips and demonstrations.

Community groups could hold fund-raising BBQs in partnership with a local restaurant to feed volunteers, create little free libraries and little free record stores (for CDs, Vinyl and cassettes) and community clothes racks outside of retail areas and invite residents to contribute unwanted items to them. Men's Sheds and Community Sheds can host a "repair cafe" to help residents reuse broken household items and build the infrastructure for little libraries, on-street retail, dining, planting and dog-drinking stations etc.

Council's role: Encourage and partner

Approach to resourcing: Council to partner with community and traders

Possible next steps: These actions are best delivered directly by local businesses and community members, with encouragement, support and possible partnership from Council:

- Build on existing Council led programs that support traders to clean graffiti
- Getting by in from local traders to participate by offering incentives such as free advertising collateral and central event promotion
- Working with Men's Sheds and Community Sheds to develop a design vision and provide funding for materials
- Keep a focus on eco friendly cleaning tips and products
- Make a commemorative t-shirt

Protect and futureproof

Super Sustainable Blocks

Partner with local businesses to create opportunities to make homes sustainable and more self-sufficient.



"Invest in renewable sources of energy"

-Knox Local

Develop a program that provides education, resources and incentives to local residents and businesses to increase their resilience to heat waves, water restrictions, grid failures, storms, bush fire and air pollution from fires.

Work with local suppliers to provide bulk purchase discounts on services and products such as water tanks, solar, gap-sealing, grey water treatments and drought-proof and/or productive plants.

Provide guidance on design and retro-fit of passive heating and cooling measures and permaculture planting.

Council's role: Lead, partner and encourage

Approach to resourcing: Within existing resources & community / trader led

Possible next steps: These actions are best delivered directly by local businesses and community members, with encouragement, support and possible partnership from Council

- Framing the project as being about short term community safety and resilience in the face of extreme weather events as much as bigger or longer-term environmental concerns
- Ensuring the project is led by a not-for-profits or community organisations that already has strong connections into the community, such as the local Lions Clubs
- Partnering with local suppliers and retailers in order to provide competitive pricing to program participants. Prioritise local procurement over lowest price.
- Funding or supporting retailers to provide free design and implementation advice to residents and business operators
- Setting up working bees where traders and residents get together to work on each other's homes and businesses
- Running classes and tutorials to provide specific skills or insights
- Link with urban ecology and sustainability initiatives in Council



More ideas

- **Welcome packs for new residents** in partnership with real estate agencies, community and cultural groups. Include vouchers, and a neighbourhood guide
- Run **art competitions for school aged children** to be displayed in local shop windows
- **Veggie Patches** and domestic planting in main streets, adopted by local traders, maintained by gardening groups/schools

Case Study

Sloan's Hardware is a multi-generational hardware store with four locations that is part of the independently owned Hardware movement in the U.S. They offer a diversified and tailored service to their local community.

Resources for Home Loving ideas:

- Lillie Giang and Colin Atkinson-food educators
- Urban Farms
- Community Gardens in Harcrest
- Knox Community Gardens
- Chesterfield Farm
- Knox Environment Society Indigenous Nursery
- Solar Savers
- Environmental Upgrade Agreements



2. Village Vibe Ideas

Build on Knox's unique local character to strengthen connections and tell the story of who we are.

"The casual outdoor mingling of people happy to gather and chat"

- Local Resident

"Friendly village atmosphere, great shops"

- Local resident

"The connections I have with everyone here are special"

- Local Resident



Promote

Knox Merch

Create a small line of artist-made products and merchandise that tells the story of each village and centre.

“(Tell) local business stories”

-Knox Local

This line could be created by a community group, a collection of traders, an individual business, individual artist or council.

It should include Village-style products including picnic kits, tote bags, reusable coffee cups and t-shirts. Include small inexpensive options as well as giveaways such as pens or stickers to give to kids.

There could be one overall design for all Village-style shopping precincts as well as individual designs for each area featuring a recognisable visual element.

Council’s role: Investigate

Approach to resourcing: Within existing resources

Possible next steps: Council should investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise further actions

- Hire a local artist or a professional branding consultant and designer to come up with a series of designs that will work on multiple products, use this document and the Key Strengths of Knox as part of the design brief
- Explore funding opportunities
- Link with other initiatives in this strategy such as producing picnic kits, homewares or children’s toys
- Explore approaches to initiating the project; for example Council or a retail or community organisation could run a program to promote, run a design competition and provide seed funding
- Explore procurement and wholesaling models; for example businesses might stock the line on commission or purchase items outright, retailers may produce their own items such as



melamine plates or t-shirts with provided artworks, maximise opportunities for local manufacture or for artist/artisan-made goods such as ceramics or resin-ware

- Do an initial small run of products to test interest
- Ask participating stores to display prominently near the counter
- Promote the merchandise online using the individual stores pages and community and council pages

Program

Seasonal Calendar of Events

Program a small calendar of events that highlight the individual villages of Knox and celebrate the seasons, the people and the strengths of Knox.

"We need live music, busking, events!"

-Local resident

Council should program a small or large seasonal event in each of Knox' 11 suburbs that showcases the strengths of each area.

Work with local Aboriginal people to explore the seasons and celebrations of the Kulin nation which connect more strongly with place³. Explore ways to weave traditions more tightly into local seasons, avoid dusty tinsel and fake snow at Christmas time, and find ways to reposition Easter as an Autumn celebration and Halloween as a welcome to Spring.

Include both religious and secular events. These could include Christmas in The Basin, a New Year's Eve family dog show at Alchester Village, Tết at Wantirna Village, Lunar New Year in Bayswater, Holi in Scoresby etc. Support local cultural communities to deliver these events in partnership with local businesses.

³ Ensure use of Language, cultural assets and traditions has been approved and endorsed by the appropriate group or Aboriginal Corporation



Where possible focus significant events such as Christmas, Easter or Valentines Day in one location to avoid diluting resources and to get the best possible bang-for-buck. For example instead of evenly distributing the budget for seasonal events across Knox consider nominating one village each year to be the focus and concentrate resources to make this event truly destinational.

Events should be based on strong engagement with and participation of traders, and designed and delivered to support the retail centres. Key businesses should directly participate in these events, and a large proportion of shops, cafes and restaurants should have a clear reason to open and trade during the event.

Initially the focus should be on those areas that already offer the strongest place experiences to visitors - namely Alchester Village, The Basin, Ferntree Gully shops (near the station) and upper Ferntree Gully Village. Over time additional centres should be included so that a different suburb or precinct is showcased each month throughout the year.

Council's role: Partner

Approach to resourcing: Within existing resources

Possible next steps: Council should seek to partner with other agencies, organisations or sectors of the community to deliver this project

Make sure each event plays to the strengths and connects with the community in the given precinct

- Engage with Woi Wurrung and Wurundjeri Land Council early to shape the calendar. Find a budget to pay Indigenous consultants to provide advice.
- Link to other initiatives in this program including the seasonal flower for each centre
- Ensure relevant cultural groups are invested in and leading any religious or cultural celebrations, offer them resources and funding and wherever possible, let them do the rest
- Ensure traders are engaged with early in the event planning process to get them involved and determine clear roles, responsibilities and which shops will be open for trade during the event
- Allow groups to pitch for funding and resources. Support groups to find sponsorship where appropriate. Provide advice and resources around event planning and delivery.



- Fund specific events and strong concepts rather than providing blanket funding to specific groups - being a group worthy of support is not the same as having the capacity to organise successful events
- Promote the calendar far and wide, externally from Council channels, include physical print out versions of the Calendar, similar to the Astor Theatre, give them away in retailers.

Pivotal

Friendly Train Stations Strategy

Position train stations at the heart of our villages and ensure railway station precincts feel safe, active and loved.

“Really look after the station area, keep it clean and beautify it, it is the point of first encounter for people”

-Local Resident

Partner with Victrack and Metro Trains Melbourne to develop a strategy of placemaking initiatives that focus on the evening economy and position station precincts as gateways and hubs of activity.

Make Knox’s railway precincts into places that are active, owned and loved so that they don’t need security guards and CCTV to feel safe.

Develop programs that find opportunities both short and long-term for a variety of uses including tiny bars, cafes, fitness facilities, co-working spaces, commuter clubs rooms, cycling and end-of-trip facilities. Install artworks and wayfinding elements that greet people as they arrive in each centre and guide them to key attractions.

To improve safety 24/7 look at ways to bring small scale temporary housing and accommodation onto unused land. This could be used as glamping hotels for tourism or as key worker housing. Look to high-quality temporary and social housing providers such as Melbourne’s own Launch Housing, tiny House eco-villages or the Shigeru Ban designed temporary houses in Onagawa, Japan.

Council’s proposed role: Lead /partner

Approach to resourcing: Within existing resourcing + potential grant funding



Possible next steps: Council should lead this project in partnership with VicTrack and deliver in collaboration with retailers and the community

- Carry out an audit of land and facilities held by Council, VicTrack and other agencies that may be available
- Investigate best practice in the relationship between a strong evening economy, residential development, CPTED and community safety outcomes
- Develop precinct placemaking strategies that include proposed retail mix and land uses and identifies potential tenants and suppliers. Focus on initiatives and tenants that support after-hours activity such as co-working spaces, art studios, late-night cafes and where noise can be managed, bars, music venues and community or maker sheds.
- Revisit existing security protocols to ensure that the perception of safety, safety of property and physical safety are appropriately addressed as circumstances change

Practical

Walking Place Audit

Come together to walk around our centres every 6 months to talk about what's working, what's not and what to do next.

This report includes a place audit tool that is designed to allow traders, key locals and Council officers to make the rounds of their local shopping precinct every 6 months together.

The most important aspect of this audit is getting the right people together to have a conversation and share their perspectives. This session is not about drilling down into metrics, detailed criteria or expert advice. We all know when a place is successful, and we will have different and valid insights into how to make them so. We see this tool as a starting place for a conversation and as a framework for reaching consensus

Along with assessing the overall quality of the place experiences and tracking the success of interventions, the audit is designed to provide the people who have the biggest influence on making a place successful a chance to get together regularly to share ideas and to dream and scheme together.

Council's proposed role: Lead



Approach to resourcing: Within existing resources

Possible next steps: Council should lead this project and deliver it in collaboration with key stakeholders, retailers and the community

- Make sure the process is social, start with coffee and finish the audit over a nice lunch
- Don't be tempted to make the audit tool more complicated or fine grained. But do feel free to tweak it and let it evolve - so long as the overall process stays nice and simple and is based around a global assessment
- Ensure the people doing the assessment include those with the power to make decisions as well as the people who are most affected by them
- Keep a record of the audit results, at the end of each audit share comparative data with participants
- Use data and insights to measure outcomes of retail initiatives and to shape future planning
- Could be delivered by the Health and Safe Communities team at Council in collaboration with Economic Development

Protection

What's On Knox?

Create a new platform with the skills and resources to provide high-quality and targeted branding, marketing, promotional and business development services to help independent traders bounce back and thrive.

"We need creative marketing - celebrate what we do have and make it an attraction"

-Local Business Owner

Develop a platform or well-resourced collective with a strong relationship with the City of Knox. This initiative should employ 3-5 paid staff including journalists, social media & marketing professionals, an



event coordinator and a rotating artist-in-residence and should deliver inspirational, compelling and effective promotion for businesses and community groups in Knox.

The role of this initiative is to develop events and promote businesses across all of Knox, particularly for those who may not have the digital skills to do so themselves.

The platform could include food/shopping trails, trader profiles, recipes from restaurants, best of lists etc. It would include a presence on all appropriate social media platforms.

This organisation should also be used as a key promotional channel for all Council events and programming.

Council's role: Lead and partner

Approach to resourcing: Undefined

Possible next steps: Council should co-lead this project and deliver it in collaboration with key stakeholders retailers and the community

Short-term (0-6 months)

- Engage specialist consultants to assist in defining job descriptions and KPIs and to recruit social media and event and marketing consultants in the short to medium term while the What's on Knox organisational model and platform is being developed
- Understand where locals are already having conversations both online and off, and what gets them excited and engaged. Identify multiple potential communication channels and platforms. Hire an online engagement research firm to understand how and where people are engaging with media, information and each other in Knox
- Build audience online and through real world channels, include promotion and social-media takeovers by younger residents or local staff
- Develop branding for What's on Knox (working title) and start operating immediately as a separate platform to Council communications. The final name of this platform should be chosen in consultation with the key strength recommendations in this document and any other relevant branding studies carried out by City Of Knox
- Conduct case study analysis and research of different organisational models including membership models, not-for-profit organisations, partnerships, and Council-led promotional



platforms such as What's On Melbourne (use the case studies in this document as a starting point)

- Clearly divide core Council communication from this project and operate and present the two areas quite separately. The core Council Communications team can continue to operate as before. Use this period to test the boundary between What's on Knox and core Council communications and to shape the final model
- Decide what What's on Knox can and can't do in beta form. Test boundaries around impartiality, tone of voice, look-and-feel and providing direct support for private businesses. Clearly define topics and areas that What's on Knox won't deal with - such as roads, rates and rubbish or anything to do with core Council operations. Also define what it should focus on such as events, programs, special offers, promoting and curating experiences, including those offered by private businesses and supporting the brand/ key strengths of Knox

Medium-term (6-12 months)

- Run a working session with key stakeholders including businesses, traders associations, body corporates, possible sponsors of events, government agencies and a broad cross-section of Council to identify needs, opportunities, levers and barriers
- Explore funding sources such as grants for digital literacy, small business COVID-19 recovery etc.
- Conduct a scenario planning process to explore different approaches and map out organisational models which clearly identifies pros, cons and resources needed for each model scenario including
 - Fully funded by Council, but run separately and independently from the existing Communications team. Advantages include access to adequate funding and resources and networks. Risks; a bigger budget allocation from Council, issues keeping it sufficiently independent from the main Communications team
 - A member based service established by Council and then handed over to a committee from the business community after a nominated trial period. Advantages; being community led and having had council conduct the trial period. Risks; a messy handover period and poor community buy in and low membership take up



- Independently run organisation that has paid members and receives an annual grant from council and uses a mix of advertising, member fees and listing fees to cover running costs. Run by a committee of business owners and paid staff. Advantages; income from multiple sources, not just council. Community led may mean more buy in. Risks; low membership, unattractive advertisements, slow to get going because of less resources
- Define a shared vision, business model and organisational structure. Map out the detail of the short-term and ongoing relationship between this initiative and Council

Long-term (12-36 months or more)

- Hire any necessary staff and launch new platform
- Conduct analysis and audit of levels of engagement and trader satisfaction and tweak processes and operations accordingly
- Map out key milestones for the future of the project

More ideas

- Commission a **Children's Book** based on Knox with journey or treasure hunt built in inspired by the famous 1970s book Masquerade by Kit Williams which included clues to find a real bejewelled golden hare pendant. Make artworks, shareable social images and posters to local shops and libraries for free use
- **Community pantry** or fridge filled with donated food and meals for those in need
- **Pay it forward** coffee/meal wall for shopping strips
- **Pimp My Bin**- Hold a competition with main street traders to see who can decorate their wheelie bin the best. Commission artists to do a few celebrity bins, the rest should be done by business owners
- Showcase the network of villages and assets with **local maps** that show what is unique. Physical and online



- **Public art** - conduct an audit of potential sites that would benefit most and commission mural artists to put up pieces. They should tell the story of Knox in some way and be connected to the place.

Case Study

Automatic Main Street was a community vending machine on Lygon St, Carlton by Project Restore that created a new platform for mainstreet traders during lockdown. The machine featured products, vouchers for shops who were closed, lucky dips as well as Kind Coins which could be spent at local businesses.

Resources for Village Vibes ideas:

- Business Graffiti Removal program from council
- 8 Wurundjeri Seasons by Jim Poulter
- Laneway Lightbox's upgrade pilot project from council
- 'Masquerade' by Kit Williams and podcast
- Foothills Community Care
- What's on Melbourne
- Chapel Street Precinct and Still Serving campaigns



3. Untapped Ideas

Tap into the emerging creative power of Knox warehouse districts, polish hidden gems and highlight our strengths

"... a melting pot of cultures which brings the amazing benefit of food options from around the world"

- Local resident

"There are some hidden gems"

- Local Resident



Promote

No Vacancy Program

Use vacant shops to showcase home-based businesses and makers and doers from Knox's industrial areas.

Create a program to invite local businesses that don't currently have a main street presence to occupy vacant shops or use window displays on a short-term basis at low cost. Include brewers, potters, artisans, coffee roasters, co-working places etc.

Many programs that make use of vacant shops ask the owner to offer the space for free or at peppercorn rents. The problem with this is that for many owners it is actually better to let shops lie empty, because allowing tenants to take possession at low rents devalues the property and creates complex flow-on impacts on insurance, loans and ongoing leasing. The no vacancy program should begin by working with an appropriate consultant to engage with property owners and prospective tenants to find win/win solutions that benefits all parties involved.

Council's role: Investigate

Approach to resourcing: Within existing resources

Possible next steps: Council should investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise further actions

- Research options for delivery of this program, engage with the community to ascertain the demand and potential partners, develop a strategy if the idea is viable
- Identify key areas for activation and appropriate properties for occupation or for window displays
- Analyse ways to build on the success or mitigate failures of similar projects in Knox and comparable areas pre-covid, including the Renew Australia initiative in Boronia in 2015. Collect inspiring examples from around the world and learn from how current projects have addressed the specific challenges of COVID-19 restrictions
- Run a working session with property owners, body corporates, traders associations, real estate agents, key stakeholders and Council to define opportunities, barriers and levers and define a shared vision



- Organise occupancy certificates or contracts for landlords to arrange access to the empty shops
- Invite makers to do a window takeover
- A simple contract around insurance might be required
- Look to similar projects including Renew Australia and the Suburban Shopfront Activation by Brisbane City Council

Program

Tap into the Brew

Leverage off the emerging micro-brewery and distillery scene to attract new businesses and activity to Knox.

Knox is at the centre of a growing cluster of micro-breweries and distilleries and could leverage off this booming industry to benefit other businesses. Knox is in a position to offer future brewers and distillers a wealth of warehouse spaces and has the potential to become the next Collingwood.

The possibilities include:

- Creating maps of brewery/distillery crawl on bike or self driving tour which would include food spots along the way
- Calendar of smaller events in and around existing breweries, including sponsored outdoor bars at summer pop-up events
- A Brews and Bakes Of The East beer and pie festival, hosted in Knox inviting brewers from adjoining LGAs and featuring a pie competition, including pies from Country Cob Bakery and others
- Ensuring any council events that serve alcohol use these local producers includes a low/no alcohol range

Council's role: Partner

Approach to resourcing: Within existing resources, connected to investment attraction

Possible next steps: Council should seek to partner with other agencies, organisations or sectors of the community to deliver this project



- Development and promotion would be best led by brewers/distillers themselves with funding support from peak tourism bodies or Council
- Would connect well with any picnic based promotions
- Events, maps and experiences may include brewers/distillers from surrounding LGAs while always centering Knox baes businesses
- Ensure the breweries promote their low/no alcohol options at all events and where they don't make them include no-alcohol wines from local makers

Pivotal

Creative Industrial Precinct Plan

Cultivate the creative and destinational power of the industrial precincts in Knox.

Precincts with warehouse buildings and big sheds are a key driver of creativity in cities. The creative life that was once nurtured in these kinds of precincts in Collingwood, Footscray, Brunswick and Coburg is increasingly being edged out by the forces of gentrification and is finding a new home in Knox.

The inner city's loss is our gain, and if Knox plays its cards right it will ensure that as land prices rise the artists, makers, performers, brewers, entrepreneurs and retailers in our creative precincts are protected.

Part of developing a successful Creative Precinct Strategy is understanding that not all of Knox's industrial land is equal. The large industrial areas in the south including Caribbean Lake, Rowville, Knoxville and Scoresby and in the north around Bayswater contain precincts within them that have very different character and conditions. Smaller pockets of industrial land are sprinkled throughout Knox and offer different amenities, experience of place, opportunities and challenges. A study should be carried out to understand these precincts, to identify which areas can support emerging retail and creative uses and which should be preserved for heavy industry.

Council's role: Investigate and lead

Approach to resourcing: Within existing resources



Possible next steps: Council should investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise resources to deliver

- Conduct an audit of industrial land to identify and map precincts, existing creative and retail uses, catchments, land ownership, barriers, views, adjacent land uses and edge conditions
- Analyse clusters, precincts, place experiences and wayfinding
- Define boundaries of potential creative precincts, explore landscape interventions, wayfinding, programming and changes to zoning and land-use to make these areas work better as community spaces without compromising their use by creatives and light industry

Practical

Sticking Points Street Upgrade Program

Make it easier for traders to create outdoor dining and retail experiences by installing small but important fixtures and fittings.

Small interventions can make a big difference to how people use public spaces. Invite traders to occupy and activate public spaces by identifying and removing sticking points and barriers and by finding small ways to make it easier.

Council working in partnership with body corporates and private owners should install fixing points, power outlets, ground sleeves, display areas, poles, hooks and taps. All the little bits of infrastructure that make it easier to hang shade cloth, display a flag or banner, install outdoor umbrellas or lighting, water plants, plug in speakers for an event or host buskers, pop-up BBQs, summer bars, outdoor cooking demonstrations etc.

Footpaths and public spaces in retail centres are complex and contested spaces, installing this kind of small scale infrastructure is not a simple or straightforward task. The project should start with easy wins as part of already planned streetscape work, and then progress to more complicated interventions.

Council's role: Lead

Resources: Within existing resources

Possible Next Steps: Council should lead this project and deliver it in collaboration with retailers and the community



- A working session with key stakeholders and the Economic Development, local laws and operations teams in Council to barriers and levers, opportunities, resources and to define a shared vision and indicators of success
- Piggyback on the bi-annual place audits with local traders to identify what kinds of small-scale infrastructure is needed in each location and to create a to-do list
- If necessary seek specialist advice around safety and effectiveness
- Create budget for a pilot series of installations and expand as required

Protection

Make It Fair

Open up making, production and retail opportunities to broader and more inclusive demographics.

Broad participation is built into retail forms such as small independent shops and micro businesses like market stalls because of the low barriers to entry. However, activities in industrial creative precincts such as coffee roasting, cheese making, fermenting, brewing, distilling and creative light manufacturing tend to be much more culturally homogenous and male-dominated.

Knox has the opportunity to make its precincts can be more diverse, inclusive and interesting by creating specific and carefully targeted opportunities for migrant women, disabled residents, Aboriginal and Torres Strait Islander communities, LGBTIQ+ communities, youth, long term unemployed and Women over 50 etc. Many of these groups have been disproportionately impacted by the impact of COVID-19 and without targeted support we are likely to see long-term impacts that will have negative effects on the overall economic and community development of Knox.

Initiatives might include:

- Mentorship and training programs in existing businesses such as breweries, distilleries and coffee roasters
- Access to co-op style working spaces with subsidised/free rent for existing micro businesses
- Incubator programs and spaces of all kinds



- Makers spaces and incubators which focus on providing 30 - 120 sqm studios with access to workshops, 4m+ high ceilings, roller doors and loading bays
- Access to commercial kitchen facilities
- Professionally run workshops to upskill and skillshare with beginner makers
- Support proven health initiatives such as community sheds and Men's Sheds

Council's role: Investigate/partner

Resources: Within existing resources, potential to seek grant funding

Possible Next Steps: Investigate potential partners, barriers, opportunities and level of support for this idea and decide how best to prioritise resources and further actions

- Carry out research and engagement to understand local opportunities, needs and barriers and identify funding opportunities
- Run an Ideas Challenge and Lab with key stakeholders, decision makers and locals with talent and ideas to define initiatives and work out delivery mechanisms
- Council consulting with key internal departments and external representative bodies on best practice in regards to specific communities needs i.e appropriate language, safety and accommodations for disabled people etc.
- Encourage shared workshop and retail spaces that are run by retailers and makers themselves or that operate as incubator spaces. Offering programs, equipment and services are often not as important as providing spaces with small footprints, cheap rent and flexibility of tenure and the opportunity for informal networking.
 - Creative producers need spaces 30 sqm increments up to 120sqm with high ceilings and roller door access that allow noisy and dirty practices that can't be done in smaller or domestic studios or garages. If possible these spaces should be available on a month-to-month basis with one-way security of tenure
 - Explore models where Council acts as the landlord or head-tenant



More ideas

- **Hold a Big Knox Scavenger Hunt** using a mobile app, which takes players in and out of shops, challenges residents to engage with traders and promote their local area while they are doing it. Prizes supplied by Council to shop with local traders.
- **Food truck parks** - build on previous festival that used to be held at Caribbean Gardens

Case Study

The Byron Bay Arts and Industry Estate has been an incubator of talented makers and artists for decades, including glass blowing, metal sculptors, ceramics, drawing studios, textile producers and is home to leading micro-brewery Stone and Wood.



Resources for Untapped ideas:

- Muddy Girl Studio-The Basin
- The Social Studio - make it fair
- Project Brewing company - Rowville
- Beach Hut brewery - Scoresby
- Little Brew - Ferntree Gully
- Hardroad Brewing - Bayswater
- Tiny Bear Distillery (gin)
- Killer Sprocket (just outside Knox) - Bayswater North
- The Basin Backyard (Bees and honey)
- Here and There Makers - Boronia
- Days for Girls - Boronia
- Bayswater Business Precinct Transformation Strategy



4. Easy Life Ideas

Strike the perfect balance between peace and quiet and vibrancy, convenience and choice

*"We have everything you need in a relatively small area,
no need to go anywhere else"*

- Local resident

"We get the best of both worlds"

- Local resident



Promote

[Unlock Knox's Brand Story](#)

Commission a professionally developed visual identity to promote the strengths of Knox that can be used by all and includes child brands for key centres.

"Knox has potential plus"

-Local resident

Use the place brand positioning work in this document including the 5 strengths of Knox as a basis for a visual identity that strongly supports the experiences and place brand of Knox.

Explore the following ideas that emerged from engagement and the work in developing this strategy as a starting point:

- Best of both worlds
- Knox Life = home life, the easy life, the good life, the high life, the simple life and the quiet life
- Knox as a half moon shape, that is nestled in the foothills
- Live near your work
- Creative precincts, destinational experiences like breweries and distilleries. Knox as the next Collingwood. Knox as a place of creative production

Council's proposed role: Partner

Approach to resourcing: Combined with the 'What's on Knox' idea

Possible Next Steps: Council should seek to partner with other agencies, organisations or sectors of the community to deliver this project

- Hiring a place branding expert who understands that experiences of place are the core of the brand identity and who is able to create a visual identity that captures and strengthens key experiences of place without limiting them
- Ensuring work is informed by this document and other key studies that explore identity
- Use this place brand to promotions, events and tourism campaigns going forward



Program

Home-based Business Support Program

Support home-based businesses as part of Knox's retail landscape.

The increase of online retail, micro businesses and new ways to reach markets without a shopfront presence has changed the shape of retail in Knox, this along with COVID-19 restrictions means that home-based businesses are now a significant part of the retail landscape and the local economy.

Programs that could support home-based businesses and help knit them into broader retail activity include:

- A program that creates collaborative opportunities such as displaying catalogues or products in bricks-and-mortar stores, selling products or shared promotion. Find win/win opportunities like artisans showing homewares in locals cafes
- Street-side makers markets and stalls in retail strips
- Networking events that bring home-based and main street businesses together
- Educational or upskilling opportunities in areas such as business management and marketing and promotion

Council's role: Investigate

Approach to resourcing: Consider within the context of existing economic development service plan

Possible next steps: Investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise resources and further actions

- Finding funding from Council, a small grant program or self-funding by contributions from home-based businesses
- Engage with home business operators to understand what their needs and requirements are, and how to promote their offer
- Develop a program of support and events both in-person and on-line
- Establish collaborative relationships, this process could piggyback on the Ideas Challenge and Ideas Lab proposed in Make it Fair



- Deliver collaborative promotional events and collateral such as catalogues, specialist markets or in store promotions with complimentary bricks-and-mortar stores

Pivotal

Community-owned Retail & Creative Spaces

Ring-fence affordable rents and active streets and precincts by supporting alternative ownership and access models.

Independent retailers and creative makers and producers who are being forced out of places like Collingwood, Footscray, Coburg and Brunswick are increasingly choosing to make their home in Knox. They are attracted to Knox because of the supply of suitable spaces at relatively affordable prices.

This is the beginning of a cycle. As more of these practices are attracted to Knox, they will enrich the retail activity of their local areas, this in turn will attract more independent and creative activity until Knox ends up with creative precincts filled with rewarding experiences and with a broad appeal. Eventually these very activities will contribute to rising land prices which will force the independent and creative businesses to leave Knox to hunt for cheap rent further afield.

Knox has an opportunity that places like Collingwood and Brunswick no longer have, to break the cycle and protect its creative and boutique industries. Alternative ownership models, incubators, collaborative consumption and new ways to leverage Council-owned land and assets have the power to attract real talent to Knox, strengthen the retail offer and protect this activity long-term.

Council's role: Lead/partner/investigate

Resources: Unknown (awaiting department feedback)

Possible next steps: Investigate the barriers, opportunity and scope of this project and co-lead in collaboration with retailers and the community

- Review existing research around alternative ownership models and Community Wealth Building principles including Retail and Makers Co-ops, community commercial kitchens, Tenants-in-common, and government-led rent-to-buy programs. Look at alternative development models like Nightingale in the context of retail, mixed use and industrial development. Assess which are most appropriate in Knox.



- Map council owned land which would be used for retail uses such as areas of the car park in Wantirna Mall. Ensure that future development of these spaces locks in affordable rents and supports long-term use by independent retailers.
- Develop an information pack and do-it-yourself kits with templates for legal agreements and how-to guides that makes it easy for people to pool resources to purchase property together. Define ways in which Council can support this process with support to secure finance, support around planning approvals etc.
- Publish a prospectus and build relationships with developers who are willing to pursue alternative models that lock-in affordable rents for retailers and creative producers and/or that give residential tenants influence over the retail mix and governance of retail in mixed use developments.
- Locate community-owned or community-focuses properties are located where they are best able to contribute to existing or future community spaces and active retail precincts
- Dovetail into other pivot strategies around communal ownership and industrial precincts
- Explore live/work typologies for both retail and creative spaces

Practical

Facade Upgrade Program

Establish a public/private partnership to upgrade building facades and shop fronts.

"Renovate!"

-Knox Resident

Find ways for council and individual building owners to collaborate to pool funds and resources for small repairs and upgrades such as painting, signage, lighting, windows and entrances in retail precincts.

Upgrading multiple facades at once will cut down on labour and call-out costs and reduce the overall cost of the upgrades to landowners and body corporates. For example, Council may be able to simplify



the process for land owners by providing project management services and managing funds, or this role may be taken on by larger body corporates.

Council's role: Investigate

Approach to resourcing: Pending further budget

Possible next steps: Investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise resources and further actions

- Carry out an audit of run-down retail areas and assign each a priority according to the willingness of owners to participate, and overall bang-for-buck (complex or large scale upgrades should not be attempted)
- Define target areas, participating business and list of proposed works for each precinct
- Negotiate Council contributions such as matched funding or improvements works that can be timed to coordinate with facade improvements
- Carry out a risk assessment and work who in the partnership is best places to carry out respective tasks
- Define budgets for overall works, and proposed contribution by each landowner
- Come to agreement and commit funds
- Manage procurement, prioritising local trades
- Follow up to ensure that works have been completed



Protection

Fairs, bazaars, carnavales, fêtes & markets

Open our car parks to markets and events of all kinds with a special focus on farmers' markets.

"More markets"

- Local Resident

Our engagement indicates a clear demand for markets, especially farmers markets. Shopping precincts and centres, traders associations, individual businesses should organise monthly farmers markets in their car parks.

Include existing grocers who have market connections, have a mixture of food and bric-a-brac. Invite local producers including bakeries, breweries etc. to hold a stall along with home-based businesses. Include live music and family entertainment i.e petting zoo or face painting.

Council's role: Encourage

Approach to resourcing: Within existing resources

Possible next steps:

- Identify appropriate locations, good candidates would be underused parking lots with facilities such as public toilets. Consider current offer, extra parking asides from the markets
- Ensure the offer of the market is not in direct competition with the existing bricks and mortar retail onsite. Use market stalls to enhance the retail existing offer, create clusters, and close gaps
- Start market events off as small fundraiser with low stall fees to attract stall holders and let them grow organically
- Research popular farmers markets close by and see if any of those vendors operate close to or in Knox
- Ensure a good % mix of produce, ready to eat food and other wares
- Smaller and high quality is better than big and messy



More ideas

- Support shopping clusters to offer **locally based home delivery** for retail and goods. Similar to Your Grocer, but employing local delivery agents
- **Adequate Pathway Lighting** in higher foot traffic areas, particularly around train stations and shopping districts with a night economy
- **Bikes, bikes, bikes!** More cycling infrastructure, more bike parking at retail centres, specials if you present your bike helmet, bike in events-ride in movies, pop-up bike lanes

Case Study

The small Victorian town of Yackandandah started the **Yackandandah Community Development Company** to buy the town's only petrol station when it was under threat of closing down. It's now run by local shareholders who get discount fuel and operates as a community hub.

Resources for Easy Life ideas:

- Support for Ferntree Gully Village weekend markets
- Here and There Makers Boronia craft ideas
- The Basin Triangle Music Festival Association



5. In The Foothills Ideas

Protect and showcase our natural environment and green spaces. Find new ways to connect these to local business.

"Make the village a tourist attraction before heading up the mountain"

-Local Resident

"I love being at the foothills of the mountains"

-Local Business Owner



Promote

Wend Your Way

Define, promote and celebrate 100s of wonderful journeys through Knox.

“Being able to use the boardwalk and inspect all the little critters living in the creek, is so meditating”

- Local Resident

It’s easy to travel around Knox on the main roads and feel like it’s stretches of grey suburbia, but locals know that you only have to step off the highways to discover charming villages, hidden breweries, peaceful residential streets lined with majestic gums, lush green parks or patches of bushland and creeks adjacent to our retail centres. Venture a little further afield and you can add adventures in the Dandenongs, Eastern suburbs and Woi wurrung and Bun wurrung Country to your Knox experience.

This idea is about linking the assets of Knox and the surrounding area into rewarding journeys, day trips and clusters that have real destination appeal. It’s about curating and showing off existing assets, defining anchors, stops and routes to make it easier and exciting to explore Knox.

The key steps to doing this are to carry out an audit of and then create promotional campaigns that connect Knox’s walking, cycling and driving tours and our retail offer.

The trails could include walking and cycling trails, picturesque drives, picnic spots (and where to buy the hamper), op-shop trails, coffee roasters, distilleries and breweries, specific food trails i.e. the best bánh mì, pies or tandoori in Knox.

Much of this work is about identifying what already exists and then filling in gaps in the offer and the network. Networks only work well when they are unbroken, good journeys clear and appealing wayfinding and stops in the right places.

Council’s role: Lead/partner

Approach to resourcing: Within existing resources

Possible next steps: Council should co-lead this project and deliver it in collaboration with retailers and the community

- Conduct an audit of Knox to identify the best trails, links, anchors and assets with a specific focus on the retail offer



- Build on and include the existing research and initiatives including ecological walks and Tree Trails already offered by Knox and other horticultural groups and the walk and tour projects supported in the last round of arts funding
- Look into crossing over into neighbouring LGAS, for example a loop of the Dandenong ranges could take in the breweries of Knox and then the independent wineries to the east
- Provide grants, support and promotion for local businesses and operators to band together to create tours and journeys
- Focus tours and paths around retail areas and neighbourhood parks, avoid initiatives that encourage increase visitation to reserves and bushland that need protection
- Create multiple ways to promote these journeys, including online maps that can be easily accessed on phones and physical maps to stock in retail stores. Ensure that the design of maps and wayfinding is high quality and support the place brand of the different villages in Knox
- Consult with businesses on the map and create social media shareables for them to use in promotion of the trails
- Connect in with any picnic based promotions as detailed in the following recommendation

Program

Picnic Capital

Make Knox the Picnic Capital of Melbourne to showcase our stunning views and green spaces with a strengthened food offer.

"Picnics and catering in open space and parks"

-Local Resident

Knox is already the perfect place for a picnic. This initiative is about inviting all retailers in Knox to get onboard, from individual businesses putting on a picnic hamper special, to a coordinated collaboration between grocers, cafes, bars, restaurants, retailers, caterers, events companies, community groups and Council.



Picnic hampers could be curated by local businesses, Knox-style, and celebrate the picnicking and alfresco food cultures from around the world. Picnicking kits and infrastructure should be provided in local shopping areas such as umbrellas, games and rug hire. Car parking spaces can be reclaimed with plants and turf and sand to create green picnic areas.

This idea should begin by framing and positioning the existing takeaway offer of Knox, but over time it should grow into a series of unique and richly layered experiences.

Curate maps of the best local spots, including the existing Council installed picnic/dining tables. Host long-blanket lunches, community picnics and fundraiser picnics. Offer a picnic concierge service who set up and pack down a catered picnic “experiences” for special occasions.

Council’s role: Encourage

Approach to resourcing: Within existing resources

Possible next steps: These actions are best delivered directly by local businesses and community members, with encouragement and support from Council.

- Make Picnics the core of Council’s outdoor dining response over the summer of 2021/22 and focus on:
 - Producing material quickly and effectively
 - Ensuring that wayfinding, marketing and promotion is baked into the strategy and budget from the beginning rather than being left as an afterthought
 - Supporting restaurants and cafes to sell more, reduce the cost of sales and to increase the value and POS price of their eat-out offer
 - Providing programs that are easy for traders to participate in and that allow owners, managers, chefs and wait staff to remain in their comfort zone and to play their strengths as much as possible
 - Creating lovely picnic experiences in ways that will improve the overall offer in the longer term, more picnic tables, pop-up picnic areas, shade clothes etc.
 - Focus on making traders life less stressful, see traders smiles as the most important indicator of success



- Map the key picnic spots in Knox with a focus on areas in and immediately adjacent to existing villages and retail centres, discourage picnickers from venturing into reserves and bushland that need protection from crowds
- Fill the gaps with pop-up picnic areas in car parks or public spaces. Consider creating partnerships with local nurseries and businesses to use the picnic areas as displays for plants that are available for sale
- Identify sources of funding. COVID-19 relief funding should be appropriate for this use
- Run a **Picnic Training Program** to inspire and upskill local cafes, grocers, catering services and restaurants to create their own unique Knox Picnic offer with a range of flavours, experiences and offers e.g. for kids, for sharing, for solo picnics, for couples, vegan, kosher, halal, cultural specialties and holidays, for special occasions, vegan etc. Provide support to manage the logistics involved and to curate an overall picnic experience in each centre
- Curate specific experiences, offers and collaborations in individual retail centers such as shared hamper offers. Define collaborative models, for example one business might buy products wholesale and sell to other retailers, pre-made hampers with long shelf life items might be distributed with fresh items added, retailers might offer hampers on commission and return items that don't sell
- Deal with the problem of single use products. Develop **Picnic Hamper Kits** with reusable plates, bowls, cups and distribution systems. Make sure the hampers are easy to clean and robust
- Develop **Picnic Spot Kits** for local businesses to offer to customers including blankets, cushions, umbrellas, lighting etc. This might take the form of a guide offered to businesses, or Councils, traders associations and body corporates might play a role in direct procurement. Make sure this kit is clean and always in good condition. It is important that the overall vibe is charming and that the character of individual businesses shines through
- Run art projects, introduce charming activation elements and provide live music
- Keep in mind that this summer we can expect high demand for picnic gear, so it might be necessary to find creative solutions in the short and medium term



- Explore delivery options, including apps such as Hungry, Hungry and collective business run delivery
- Create promotional material including logos, bag stickers and window posters for businesses and maps to picnic spots for businesses. Run seasonal campaigns.
- Offer picnic event services provided by local catering, event companies and restaurants



Pivotal

Village Greens Plan

Improve the experience of our village centres by embracing adjacent green spaces, delivering upgrades and connecting villages to each other.

“After my walk, I drop by the shops and get me some lunch”

- Local resident

We coined the term **villag-a-fication** to describe the process of making our retail centres more pedestrian friendly and inviting.

The quality of place experience varies significantly across Knox. While we have a handful of villages that are attractive and invite shoppers to linger - many of our shopping areas are utilitarian at best and actively hostile to pedestrians at worst.

Many of our centres turn their backs on adjacent parks or walking tracks, and our beautiful bike tracks and walking paths don't connect particularly well with our retail centres.

An important part of activating our retail centres is to find ways to improve the quality of the place experience by reorienting villages so that they spill out onto adjacent green spaces, connecting and extend existing green links such as the Blind Creek trail so that unbroken cycle and walking tracks are provided between villages and creating greens and gathering spaces that invite people to linger.

This can be supported with a program of short-term **villag-a-fication interventions** that make our retail areas more pleasant places to walk around and spend time in. Test solutions in more provisional ways with pop-up parks, planters, outdoor dining decks, market stalls and food trucks. Where successful these can evolve into longer-term solutions such as sleeving blank facades with fine grain retail, planting large street trees and reclaiming car parks, rezoning land to create two-sided retail streets or reorienting built form to face adjacent green spaces.

Council's role: Investigate

Resources: Cross department projects

Possible next steps: Investigate the barriers, opportunities and level of support for this idea and decide how best to prioritise further actions

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- Carry out an audit of green links and green spaces adjacent to retail areas with a particular focus on green areas in Council control including:
 - Retail centres that turn their back on adjacent green spaces such as the reserve on Adele Avenue adjacent to Mountain Gate or the northern edge of Westfield Knox adjacency to Lewis Reserve and Blind Creek Trail
 - Retail centres that open out directly onto car parks with poor pedestrian circulation such as Boronia Village
 - Unused areas which could provide alternative frontages in areas dominated by heavy traffic or with spatial restrictions, such as the laneway access running off Valentine Street behind the retail strip facing the northern side of Mountain Highway in Bayswater
- Define the key characteristics of the key successful villages as identified in this document
- Build on the existing village-ification initiatives such as the new outdoor picnic tables and the outdoor dining areas in Wantirna Mall and Mountain High Shopping centre car parks
- Consider industrial areas which have, or may have creative and retail uses such as the precinct that has Angus and Celeste and Little Brew on Edina Rd in Ferntree Gully beside the Blind Creek Trail

Practical

Embrace Reusables & the ban on single-use products

Support traders around implementing the ban of single use products and balloons and strengthen the appeal of Knox retail to customers who care about the environment.

"Clean the streets and environment more"

-Knox Local

With our beautiful trees, birdlife, waterways, wildlife and natural places it's important the City of Knox and our retail centres walk the talk and support the phase-out single use plastics and products in line with the State Government deadline of February 2023.



This should be introduced with practical measures to make it easy for traders to use sustainable alternatives along with a comprehensive communication and promotional campaign with both traders and the public.

Implement programs to substitute single use food containers with reusables and to create reusable tote bags and wrapping papers that promote each centre.

Promotional campaigns around reusable and sustainable products should highlight Knox's natural beauty, appeal to our loyalty to our villages and traders and strengthen our sense of belonging.

Council's role: Encourage

Approach to resourcing: Within existing resources

Possible next steps: These actions are best delivered directly by local businesses and community members, with encouragement and support from Council.

- Conduct a review of currently available suppliers and programs in Melbourne along with case studies of reuse schemes around the world. Look to councils in Melbourne who have already made the transition away from single use products such as Darebin. Investigate new technology such as trackers in items that track credits for each cup used and each cup washes, along with low-tech but super effective solutions such as India's thriving dabbawalla food delivery system
- Establish of role for one person at Council to work directly with traders around this issue and to manage consultation, feedback and concerns and to engage with different departments within Council
- Define a clear policy around waste and reusable packaging and clearly communicate this policy to traders. Wherever possible provide incentives rather than penalties
- Define a compelling communication and promotion campaign that includes decals, POS displays and information sheets. Appeal to locals' love of nature, eco-friendly values and loyalty to traders. Encourage all vendors to add a surcharge to their prices to cover the cost of sustainable containers, ensure this is communicated in a way that allows customers to feel good about doing their bit to help the environment and support local businesses



- Support local providers and manufacturers of reusables, washing services and collection services as well as small local initiatives like Perth's volunteer run Community Dishes who loan sets of op shop dishes to locals. Consider providing grants to encourage local initiatives
- Devise a plan that provides subsidised sustainable packaging in the short-term and moves to full reusables over the longer term. Organise bulk-purchase of sustainable materials for the initial roll out. Make sure that traders have easy alternatives readily available before the ban begins
- Commission a series of artist-designed affordable reusable packaging and tote bags for each centre. Help traders procure printing and merchandise with their own branding and designs
- Seek funding from multiple bodies concerned with waste and sustainability e.g. Keep Australia Beautiful grants

Protection

Open Season Public Space Initiative

Trial innovative ways to remove the barriers to use of public space. Invite local traders, performers and entrepreneurs to find multitude ways to activate and enliven our car parks, streets, open spaces and parks.

Run a trail program to open up the use of public space to allow private businesses to trade on council owned land when these proposed uses deliver a net public benefit.

These uses will enhance the experiences of Knox's green space while supporting local retail recovery by giving businesses more options and access to new revenue streams.

Use the program as a low-cost way to test new concepts including pop-up summer bars, BBQs, garage sales, catered outdoor cinemas, outdoor cooking classes, DJs, long lunches, food trucks, live music etc.

Council's role: Lead

Approach to resourcing: Within existing resources

Possible next steps: Council to lead this project and deliver it in collaboration with retailers and the community



- Conduct an audit to identify potential spaces and facilities, particularly spaces currently underused or under services or those that offer opportunities to improve the experience of place. Map gaps in the retail offer, possible collaborations or clusters and potential points of conflict between bricks-and-mortar stores and pops-ups, activities and events
- Identify businesses that might be interested in extending their uses into adjacent public spaces or having satellite activities and activities
- Hold a working sessions with different areas of Council including Operations and Local Laws to work through practicalities and implications of changes in policy and management of public spaces
- Define a framework for preferred activity and selection criteria for what activities are allowed. Ensure that community benefits are clearly defined and articulated
- Invite carefully selected businesses to kick-off the program before opening submissions to the general public
- Balance supporting local talent with inviting in outside operators who can act as anchors and attractors
- Ensure experimental campaigns are low-cost or free for existing local businesses, explore charging larger businesses and operators based outside Knox higher rates
- Conduct trial program over the summer months, combine with other initiatives outlined in this document including those related to picnics, food trucks, markets, sticking points etc.
- Consider providing infrastructure to allow businesses to participate in short term pop-ups with low upfront investment

More ideas

- Mini **festival of outdoor dining** that moves around the existing Council built installations and park benches. Could include acoustic musicians, magicians, circus performers etc.
- Bring the mountains and green to the main streets, install **planter beds** with mountain scenes painted on them. Let a shop adopt each bed and care for it.



- Sign up to **food ordering apps** such as Hungry, Hungry to deliver to the existing council installed dining pods and outdoor dining installations. Access a group discount if a cluster of shops, Council, or a traders association approach collectively.

Case Study

The Japanese do outdoor eating in style with **Hanabi** picnics under the cherry blossoms during Sakura season. Popular Hanami spots have pop-up food and drink stalls and you can hire/buy picnic mats and tables cheaply.

Resources for In The Foothills ideas:

- [Returnr](#) - hire and washing service
- [Community dishes](#) - borrow plates for party and bring them back
- [Reuse schemes](#) around the world
- [Green Caffeen](#) - buy your coffee in a cup and then return it
- [The Rouge Ginger](#) - party packs



Summary overview

Council will take responsibility for delivering these projects either directly or in collaboration with state government agencies

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Super Sustainable Blocks	Partner with local businesses to create opportunities to make homes sustainable and more self-sufficient	Home-loving	Protect	x	x	x		Within existing resources & community / trader led
Friendly Train Stations Strategy	Kickstart the Friendly Train Stations program and events around train stations	Village vibes	Pivotal	x	x			Within existing resourcing + potential grant funding
Walking Place Audit	First community place Audit with Shine Knox partners	Village vibes	Practical	x				Within existing resources
What's On Knox?	Kickstart What's On Knox	Village vibes	Protect	x	x			Undefined
Creative Industrial Precinct Plan	Events or scavenger hunt in industrial precincts that highlight opportunities and hidden gems	Untapped	Pivotal	x			x	Within existing resources



Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Sticking Points Street Upgrade Program	Roll out Sticking Points Upgrade Program	Untapped	Practical	x				Within existing resources
Community-owned Retail & Creative Spaces	Ring-fence affordable rents and active streets and precincts by supporting alternative ownership and access models	Easy Life	Pivotal	x	x		x	Unknown (awaiting department feedback)
Wend Your Way	Define, promote and celebrate 100s of wonderful journeys through Knox.	In the Foothills	Promote	x	x			Within existing resources
Open Season Public Space Initiative	Trial innovative ways to remove the barriers to use of public space. Invite local traders, performers and entrepreneurs to find multitude ways to activate and enliven our car parks, streets, open spaces and parks	In the Foothills	Protect	x				Within existing resources

These projects are best delivered in partnership with industry, business or community organisations or groups



Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Open Kitchen Cooking Classes	Cooking Classes in restaurant kitchens	Home-loving	Promote		x	x		Within existing resources (project manager delivery) & community / trader led
The Big Spring Clean	Big spring clean & festive neighbourhood-wide garage sale	Home-loving	Practical		x	x		Council to partner with community and traders
Seasonal Calendar of Events	Events calendar	Village vibes	Program		x			Within existing resources
Tap into the Brew	Brewery and distillery tours and events	Untapped	Program		x			Within existing resources, connected to investment attraction
Make It Fair	Open up making, production and retail opportunities to broader and more inclusive demographics	Untapped	Protect		x		x	Within existing resources, potential to seek grant funding
Unlock Knox's Brand Story	Commission a professionally developed visual identity to promote the strengths of Knox that can be used by all and includes child brands for key centres	Easy Life	Promote		x			Combined with the 'What's on Knox' idea



These ideas are very much in line with the core strengths of Knox and the community’s ambitions for our retail sector. Council will provide support and encouragement for these ideas, or ideas with similar outcomes.

Idea	Description	Strength	Approach	Council’s Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Seasonal Planting On Show	Marketing campaign around plant displays	Home-loving	Program			x		Community / trader led
Cozy Streets & Places	‘Little Zooosh’ campaign to create little cozy spaces	Home-loving	Pivotal			x	x	Within existing resources & community / trader led
Fairs, bazaars, caravals, fêtes & markets	Open our car parks to markets and events of all kinds with a special focus on farmers’ markets	Easy Life	Protect			x		Within existing resources
Picnic Capital	Make Knox the Picnic Capital of Melbourne to showcase our stunning views and green spaces with a strengthened food offer	In the Foothills	Program			x		Within existing resources
Embrace Reusables & the ban on single-use products	Support traders around implementing the ban of single use products and balloons and strengthen the appeal of Knox retail to customers who care about the environment	In the Foothills	Practical			x		Within existing resources



We think these ideas have serious potential. We commit to undertaking additional investigation to understand how they might play out in Knox, and how they should be prioritised in Council's plans.

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Knox Merch	Knox Merch Christmas Market with local artists and makers	Village vibes	Promote				x	Within existing resources
No Vacancy Program	Use vacant shops and displays	Untapped	Promote				x	Within existing resources
Home-based Business Support Program	Support home-based businesses as part of Knox's retail landscape	Easy Life	Program				x	Consider within the context of existing economic development service plan
Facade Upgrade Program	Establish a public/private partnership to upgrade building facades and shop fronts.	Easy Life	Practical				x	Pending further budget
Village Greens Plan	Improve the experience of our village centres by embracing adjacent green spaces, delivering upgrades and connecting villages to each other	In the Foothills	Pivotal				x	Cross department projects



Appendices



Additional research and analysis

“How wonderful it is that nobody need wait a single moment before starting to improve the world”

— Anne Frank

1. Complementary existing recommendations

Our work builds on previous engagement, in depth analysis and recommendations of other Council projects including the Outdoor Dining Initiatives of late 2020. A number of the recommendations of these studies and reports, including the Knox Community Plan, the Upper Gully Implementation Plan, Boronia Renewal Strategy, The Knox Open Space Plan and The Rowville Plan, complement our findings and support the 5 strengths. These have been summarised here.

- Improve the community perception of safety
- Promote Knox as the gateway to the Dandenongs
- Increase opportunities for start-up businesses
- Maintain and clean up shop fronts on main streets
- More markets
- Help businesses with event planning, promotion and tech literacy
- Find creative ways to combat built form and spatial issues - not pedestrian friendly, poor design of retail areas
- Transition to be less reliant on cars
- Improve connections between walking and cycling paths
- Strategies and interventions that promote business clustering
- Prioritise protecting Knox’s green spaces
- Implement strategies are needed to address the high vacancy rates in main street shops

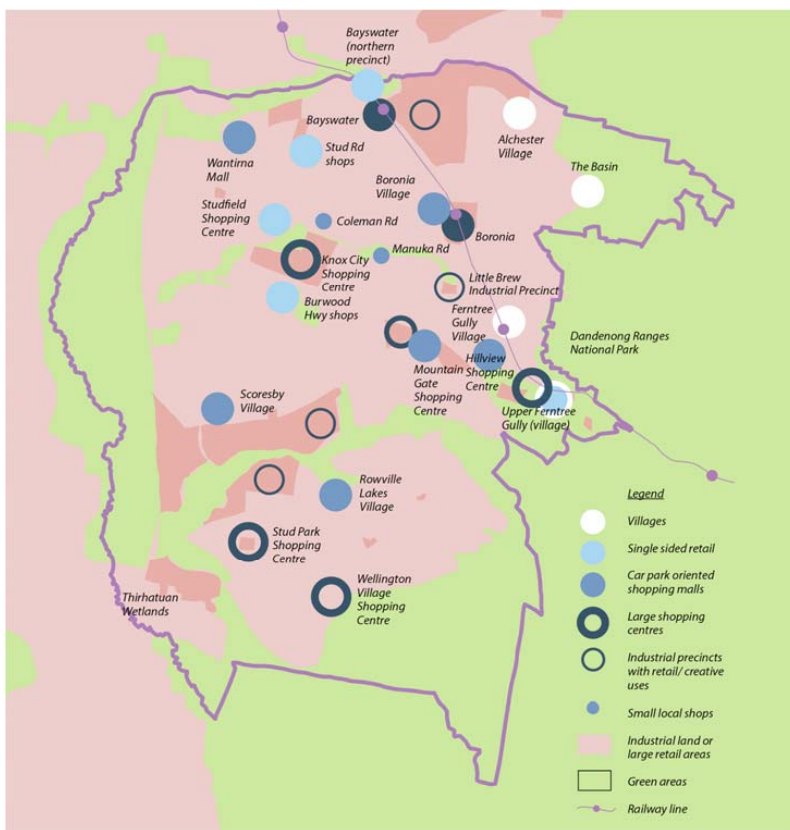


Place analysis

Key retail typology

We've conducted place audits of the key retail centres in Knox which includes a spatial, built form, economic, semantic and experiential analysis and assessment of the retail mix and offer.

Much of the retail typology of Knox reflects new forms emerging from the late 1960s which are designed around car-based transportation.





Villages

There are only 3 significant retail centres with traditional main street form in Knox, these are clustered in the north of Knox in the foothills of the Dandenong Ranges.

These retail areas have two-sided main streets lined with shops, parks and civic services that act as community gathering spaces and thoroughfares. The footpaths are wide enough to encourage footpath displays and outdoor dining. Traffic doesn't negatively impact the footpath areas and public spaces and street trees and parks provide green spaces.

Parking is often limited in the centre of the village, encouraging shoppers to walk around the precinct.

These places offer the strongest place experiences of all the retail centres in Knox.

Note: As Upper Ferntree Gully grows along Rose Street it will also function spatially as a village.

Single sided retail strips

There are 5 key single-sided retail strips in Knox, mainly located between Bayswater and Boronia.

These shops are positioned on busy roads that act as a barrier to part of the catchment and impact the quality of the experience of adjacent footpaths and open spaces.

Shoppers are often able to park right outside the shop they want to visit, cutting down on footfall benefits across the precinct.

Note: Even though the retail area along Mountain Highway in Bayswater is double-sided, the area to the north should be treated as a single-sided retail strip as the heavy traffic cuts this area off from the precinct around the railway station.

Car-park oriented shopping areas and malls

There are 6 key shopping areas that are arranged around a central car park in Knox.

Apart from the layout these retail areas are often very similar to single-sided strips in terms of retail mix and sometimes even governance and land-ownership. Like single-sided shopping strips, precinct footfall is reduced by parking designed to allow shoppers to pull up right outside each shop.



Sometimes these centres have central ownership or are managed by a body-corporate. Some centres are a combination of flat-topped shopping centres with interior walkways, and shops that face outwards towards parking areas and external walkways.

There is often very little public space or places to gather in these developments, some have narrow walkways in front of the shops which are not wide enough to accommodate footpath tables or signs.

Although these centres are not always designed or laid out for pleasant pedestrian experiences, the fact that they are set back from heavy traffic can sometimes improve the experience of walking around.

Shopping centres and centralised malls

Knox has 4 large shopping centres with the largest being Knox City/ Westfield Knox. These generally follow the standard template for urban shopping centres; disconnected from surrounding urban form with few windows or entrances to surrounding areas, blank facades against public spaces with poor overlooking, internal walkways and large parking areas.

These centres are centrally managed and are in private control.

Industrial precincts with emerging retail and creative uses

Knox has 5 key precincts where emerging retail, creative or cultural uses are reshaping industrial precincts or compounds. These areas are sometimes designed as courts with a central driveway or loop and body corporate management. Parking is often limited to 1 or 2 private spaces outside each business.

Small local shops

Small shopping precincts of 3-7 shops located on quiet roads in residential neighbourhoods.



Walking Place Audit toolkit

The online version of this tool can be found [here](#) (google form)

Welcome to the Knox Place Audit tool.

Every 6 months we get a group of people who care about their local retail centre together to carry out a Walking Place Audit to evaluate what works, what doesn't, talk about ideas and dream up ways to build on what's working and fix what doesn't.

The audit has 4 parts:

Part 1 SETTING THE SCENE: We'll start with a coffee and a chat, we'll hand out the kit and show you how to do the audit.

Part 2 WALK: Next you'll partner up with one other person in the group and walk around the centre together, taking photos and making notes of locations as you go on the map provided.

Part 3 ASSESSMENT: Then we will sit down together, over lunch if possible, and complete the assessments and score different aspects of the centre.

Part 4 MODERATION: Finally we'll moderate our scores. If you would like to you can also define a set of shared ambitions for the centre and a to-do list.



Part 1. Setting the scene

WORK OUT YOUR ROUTE

What are most people who use the centre likely to be doing here? What are 2 most typical destinations or experiences?

You can choose anything from commuting, borrowing a library book or buying a carton of milk to going for a run, celebrating a birthday or going to school.

On the map provided, work out a typical journey a visitor to the centre might make that includes these two destinations or experiences - make sure the journey is no more than 10 minutes long.

When you do the place audit you and your buddy are going to walk each of your journeys together and take note of what the experience is like. Pay attention to how easy, comfortable, enjoyable it is to move around. Is there plenty to look at? Are you bored, tired, distracted, frustrated by anything? Or are you excited, intrigued, amused or comforted by anything?

WALKING TASK A: MAP 10 REAL ASSETS and 10 PROBLEMS

As you walk around make a note on your map of the assets & problems of the centre, both big and small.

An asset could be an inviting display of ripe tomatoes or a patch of gorgeous vintage tiles on a shop front or a well-connected bike path. A problem might be unattractive signage or a busy road that prevents people from getting to the shops.

WALKING TASK B: EXPLORE AN IDEA

While you're walking around the centre share the most exciting ideas you've seen elsewhere that just might work here. Pick the most extreme idea & talk about ways it might work well & the ways it might not

WALKING TASK C: PHOTO CHALLENGE

Use the word THRIVING as a theme.

As you walk around today take photos that respond to this word and that you think also capture the spirit of the place. Use the photos to tell the story of your personal experience of the place and what is important to you.

You can take as many photos as you like, then select your favourite 3 photos and email it to Jayde Hayes - jayde.hayes@knox.vic.gov.au



1. What precinct are you auditing today? *

2. WALKING TASK A: What are the 2 key destinations or experiences you've nominated?

Write each below with a description if necessary.

Part 2 Walk

With your maps walk your journey and your partner's journey. Take photos, plot key locations on your map or take notes to help jog your memory later.

You will be doing a detailed assessment next, so don't worry about taking super detailed notes while you're walking.

This process should take about 30 minutes. When you're finished head back to the meeting spot for Part 3.

1. Share your notes about the idea/s you explored

What was the idea or ideas? How might it work here? In what ways might it not work?



-
2. Sum up the experience of being here by completing the phrase.

This place is _____

3. Pick your favourite photo and email to Jayde Hayes jayde.hayes@knox.vic.gov.au

Part 3. Assessment

Now it's time to make some assessments of what's good and bad, and what works and what doesn't.

Don't discuss your opinions or findings with anyone else in the group yet, your scores should be entirely your opinion at this stage.

1. **Give the centre an overall score out of 100.**

Don't worry about criteria. Think about a place you think is pretty amazing and why? Then compare it with the centre and give a single global score out of 100.

2. **Thinking about your journey around the centre, provide a rank for each of the following questions**



How safe did you feel?						
	1	2	3	4	5	
scary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	safe

How vibrant or interesting was the experience?						
	1	2	3	4	5	
dead	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	lively

What did the environment feel like?						
	1	2	3	4	5	
hard / uninviting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	inviting

What did the environment look like?						
	1	2	3	4	5	
grey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	colourful



How much personality did the place have?

	1	2	3	4	5	
generic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	individual

How interesting was the centre?

	1	2	3	4	5	
bland	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	interesting

Did it feel authentic?

	1	2	3	4	5	
superficial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	layered

How comfortable or pleasant is the centre?

	1	2	3	4	5	
uncomfortable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	pleasant



Notes about your journey

Tell us anything else you think is important about your journey

Horizontal lines for writing notes.

10 Real Assets and Problems

List the assets of the centre.

Try and find at least 10. Finish annotating your map to show locations.

Horizontal lines for listing assets and problems.



List the problems of the centre.

Include minor problems. Finish annotating your map to show locations.



Now we are going to drill down into different elements of the centre.

For each aspect we'll ask you to start with a global score out of 100 and then we'll ask you some more detailed questions. Remember, at this stage we just want your opinion - don't discuss your scores with anyone.

Global assessment

1. What do you think of the overall retail offer of the centre? Give the retail offer a score out of 100.

2. What do you think of the overall shopping environment? Give it a score out of 100.

3. What do you think of the streetscape in the centre? Give the overall streetscape a score out of 100.

4. What do you think about how easy or pleasant it is to get around the centre? Give this a score out of 100.



5. What do you think about the overall quality of the place brand or experience of place? Give this a score out of 100.



Retail offer

How would you rate the retail offer?

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The quality and quantity of community buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The diversity of people present in the street and shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well the shops appear to mirror the local population in terms of culturally specific goods, services and references	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quantity and quality of facilities for children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Share any additional thoughts you might have about the retail offer.

Are there any specific gaps? Any elements that don't fit well? Etc.



Shopping environment

How would you rate the shopping environment

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The balance between day and night time uses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The sense of the personality of the shopkeepers being expressed through their shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The attractiveness of shop windows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The balance between convenience and destination traders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The range of goods and services on offer on the main street	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Share any additional thoughts you might have about the shopping environment



Streetscape

How would you rate the streetscape?
the streetscape

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The quality and quantity of public art	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The condition of public buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How safe you feel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The condition of the commercial or other private buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cared for the streetscape feels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The condition of the pavements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality and quantity of public amenities such as seating , lights, bins etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



The diversity of housing types	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The condition of houses and front yards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Share any additional thoughts you might have about the streetscape.



Getting Around

How would you rate getting around

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
How well laid out the key local amenities are	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy it is to get around on foot	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy it would be to get around if you had a stroller or were in a wheelchair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality and placement of parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How long it takes to cross the road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Share any additional thoughts you might have about getting around.



How would you rate the brand/ experience of place?

	totally awful, depressing, shockingly bad	pretty bad	meh	pretty good	fantastic, awesome, amazing
The sense of place/ identity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Share any additional thoughts you might have about the experiences of place.

Part 4. Moderation

This is where we get down to brass tacks.

The facilitator will show a spreadsheet on a computer (or projector) with each of our scores and the average for the overall score and the place aspect scores (i.e place experience, retail offer etc).



Sometimes we'll find that different auditors have provided very different scores. When we see a significant gap in scores we'll ask the auditor/s who scored differently to tell us why they've given that score. After discussion all auditors will be given an opportunity to change their score if they want to.

Brilliant!

Thank you for being part of our place audit team.



Shine Knox Draft Retail Activation Strategy Summary Document



About the Retail Activation Strategy

Together with Hello City, Project Re-Store and REMPLAN we have developed a clear vision and strategy for retail recovery and activation in Knox.

We started with creative conversations about the future of retail in Knox with over 75 people from all walks of life.

Using the insights and ideas gathered we defined the 5 core strengths of Knox along with 42 ideas which together have the power to transform retail activity in Knox. These ideas were either sparked by people who participated in the Shine Knox Ideas Challenge, or reflect the energy, activity and initiatives already happening.

Some of the ideas in this strategy are best delivered by Council with the support of the community and key stakeholders, others are better delivered in partnership with State government agencies or local businesses, while others it's better for Council to step back and support, guide, advocate for, promote and encourage the activities of individuals, businesses or organisations.

Our ambition for the Shine Knox retail strategy is that it is used as a tool by those among you who are making things happen. To shape what you do and how you do it. To inform how and where you spend your resources and how you make your decisions. To inspire and crystallise your conversations, your passions, your work and how you tell your story.

Key Strategic Insights

1. COVID-19 is likely to lead to decreased spend on discretionary retail except services and experiences, and increased spend on housing and non-discretionary retail and online retail. It is also likely to continue to have long-term impacts on workers in the arts, hospitality and retail and also women workers, especially women with children.
2. Industrial precincts in Knox are increasingly the centre of diverse, creative and interesting economic and cultural activity.
3. There is an emerging cluster of distilleries and breweries centred around Knox which have powerful destination potential.
4. Home-based businesses and online retail is growing rapidly in Knox.



5. Knox doesn't have many traditional mainstreets, much of our retail is not leafy, green or friendly to pedestrians.
6. There are 3 big green links in Knox that have the potential to knit our retail centres together.

5 Core Strengths of Knox

The heart of the brand identity of the villages, retail centres and precincts of Knox lies in its strengths. The strengths capture the value propositions for why people would want to experience the different locations of Knox, either as a place to live, open a new business, invest in an asset or visit.

Another way of thinking about these is that they are the basis of the unique selling proposition (USP) and the point of difference (POD) of Knox.

The identification of these strengths allows us to be clear about the special characteristics of Knox that should be protected as it evolves & grows and the elements we should build on to stimulate increasing confidence & bolster a stronger sense of place.

Home-loving

A place to put down roots and make a home, room to spread out, content, comfortable, family-oriented, house-proud and pet-loving.

Village vibes

Friendly, welcome, smiling faces, Sense of belonging, super local, connected, independent, familiar, stable.

Untapped

Productive spaces, undiscovered gems, unused spaces, opportunities and untapped potential.

Easy Life

Everything you need; the best of the city and country, live close to work, affordable, safe, quiet, family oriented, and convenient.

In the Foothills

Fresh air & mountain views, walks, dogs, outdoor life, parks, wildlife, creeks, hills, footy, cricket, basketball, netball, birds and wildlife.



Retail Activation Strategy Overview

Activation Ideas

The following ideas have been collected and developed to support and expand the key strengths of Knox. Together these 42 ideas form the retail activation strategy for Knox.

Council's role and strategic approach

We've organised the following ideas according to **5 Ps of Place Activation** to ensure a broad approach that combines grassroots and strategic, short and long-term, and low and big budget approaches.

1. **Promotion:** showcasing strengths and local assets
2. **Program:** shorter-term initiatives and soft infrastructure of events, relationships, services
3. **Pivotal:** long-term strategic initiatives, hard infrastructure, built form
4. **Practical:** maintenance, care, polish
5. **Protection:** ring fencing assets, protecting against threats

For each ideas we have defined one of the following possible roles for Council along with available resources and assets:

Lead: Council to take responsibility for delivering this project either directly or in collaboration with state government agencies

Partner: To be delivered in partnership with industry, business or community organisations or groups

Encourage: To be delivered by organisations outside Council with support, funds, resources or guidance from Council

Investigate: Exploration, research and feasibility studies will be undertaken



Council will take responsibility for delivering these projects either directly or in collaboration with state government agencies

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Super Sustainable Blocks	Partner with local businesses to create opportunities to make homes sustainable and more self-sufficient	Home-loving	Protect	x	x	x		Within existing resources & community / trader led
Friendly Train Stations Strategy	Kickstart the Friendly Train Stations program and events around train stations	Village vibes	Pivotal	x	x			Within existing resourcing + potential grant funding
Walking Place Audit	First community place Audit with Shine Knox partners	Village vibes	Practical	x				Within existing resources
What's On Knox?	Kickstart What's On Knox	Village vibes	Protect	x	x			Undefined
Creative Industrial Precinct Plan	Events or scavenger hunt in industrial precincts that highlight opportunities and hidden gems	Untapped	Pivotal	x			x	Within existing resources



Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Sticking Points Street Upgrade Program	Roll out Sticking Points Upgrade Program	Untapped	Practical	x				Within existing resources
Community-owned Retail & Creative Spaces	Ring-fence affordable rents and active streets and precincts by supporting alternative ownership and access models	Easy Life	Pivotal	x	x		x	Unknown (awaiting department feedback)
Wend Your Way	Define, promote and celebrate 100s of wonderful journeys through Knox.	In the Foothills	Promote	x	x			Within existing resources
Open Season Public Space Initiative	Trial innovative ways to remove the barriers to use of public space. Invite local traders, performers and entrepreneurs to find multitude ways to activate and enliven our car parks, streets, open spaces and parks	In the Foothills	Protect	x				Within existing resources



These projects are best delivered in partnership with industry, business or community organisations or groups

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Open Kitchen Cooking Classes	Cooking Classes in restaurant kitchens	Home-loving	Promote		x	x		Within existing resources (project manager delivery) & community / trader led
The Big Spring Clean	Big spring clean & festive neighbourhood-wide garage sale	Home-loving	Practical		x	x		Council to partner with community and traders
Seasonal Calendar of Events	Events calendar	Village vibes	Program		x			Within existing resources
Tap into the Brew	Brewery and distillery tours and events	Untapped	Program		x			Within existing resources, connected to investment attraction
Make It Fair	Open up making, production and retail opportunities to broader and more inclusive demographics	Untapped	Protect		x		x	Within existing resources, potential to seek grant funding



Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Unlock Knox's Brand Story	Commission a professionally developed visual identity to promote the strengths of Knox that can be used by all and includes child brands for key centres	Easy Life	Promote		x			Combined with the 'What's on Knox' idea



These ideas are very much in line with the core strengths of Knox and the community’s ambitions for our retail sector. Council will provide support and encouragement for these ideas, or ideas with similar outcomes.

Idea	Description	Strength	Approach	Council’s Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Seasonal Planting On Show	Marketing campaign around plant displays	Home-loving	Program			x		Community / trader led
Cozy Streets & Places	‘Little Zooosh’ campaign to create little cozy spaces	Home-loving	Pivotal			x	x	Within existing resources & community / trader led
Fairs, bazaars, caravals, fêtes & markets	Open our car parks to markets and events of all kinds with a special focus on farmers’ markets	Easy Life	Protect			x		Within existing resources
Picnic Capital	Make Knox the Picnic Capital of Melbourne to showcase our stunning views and green spaces with a strengthened food offer	In the Foothills	Program			x		Within existing resources
Embrace Reusables & the ban on single-use products	Support traders around implementing the ban of single use products and balloons and	In the Foothills	Practical			x		Within existing resources



	strengthen the appeal of Knox retail to customers who care about the environment							
--	--	--	--	--	--	--	--	--

We think these ideas have serious potential. We commit to undertaking additional investigation to understand how they might play out in Knox, and how they should be prioritised in Council’s plans.

Idea	Description	Strength	Approach	Council’s Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Knox Merch	Knox Merch Christmas Market with local artists and makers	Village vibes	Promote				x	Within existing resources
No Vacancy Program	Use vacant shops and displays	Untapped	Promote				x	Within existing resources
Home-based Business Support Program	Support home-based businesses as part of Knox’s retail landscape	Easy Life	Program				x	Consider within the context of existing economic development service plan



Facade Upgrade Program	Establish a public/private partnership to upgrade building facades and shop fronts.	Easy Life	Practical				x	Pending further budget
Village Greens Plan	Improve the experience of our village centres by embracing adjacent green spaces, delivering upgrades and connecting villages to each other	In the Foothills	Pivotal				x	Cross department projects

6.3 Complaints Policy

SUMMARY: Coordinator Governance, Andrew Dowling

The Local Government Act 2020 (LGA 2020) requires a Complaints Policy to be adopted by Council by 31 December 2021.

A Complaint Handling Policy and Procedure has been developed with reference to the best practice guidelines issued by the Victorian Ombudsman July 2021.

RECOMMENDATION

That Council resolve to endorse the Complaint Handling Policy and Procedure at Attachment 1 to the Officers' report.

1. INTRODUCTION

The Victorian Ombudsman has championed the development of positive organisational culture around complaints, and the use of complaint data as a catalyst for service improvements.

The Ombudsman's past investigations into complaint handling in the local government sector have culminated in recommendations to legislate the definition of a complaint and to require councils to adopt a complaint handling policy. These recommendations were accepted by the State Government and incorporated into the *Local Government Act 2020* (LGA 2020) which requires a policy to be adopted by 31 December 2021.

2. DISCUSSION

The Complaint Handling Policy and Procedure (Complaint Policy) has been developed having regard to:

- the Victorian Ombudsman's Councils and complaints – A good practice guide (February 2015)
- the Victorian Ombudsman's Councils and complaints - A good practice guide 2nd edition (July 2021)
- The New South Wales Ombudsman's Unreasonable Complainant Conduct Model Policy (2013).

Key Features of the Complaint Handling Policy and Procedure

The draft policy aligns with the Ombudsman's best practice guidelines and articulates:

- Clear roles for all staff in complaint handling - from frontline staff through to the Chief Executive Officer
- The differences between complaints and:
 - requests for service
 - stakeholder feedback during consultation
- Discretion to determine complaints regarding infringements or statutory decisions may fall outside the scope of the policy, and be managed instead via applicable statutory appeal processes
- A clear five step procedure for handling complaints

- Relevant considerations for internal reviews of complaint outcomes:
 - A non-exhaustive list of possible remedies
 - Record keeping and reporting expectations
- How Council will manage unreasonable complainant conduct (UCC), including:
 - A definition for UCC (“behaviour ... which, because of its nature or frequency raises substantial health, safety, resource or equity issues ...”)
 - Clear descriptions of what might constitute unreasonable conduct
 - Principles and strategies for managing Unreasonable Complainant Conduct.

Implementation of the Complaint Handling Policy and Procedure will require operational changes in the first half of 2022 in order to implement consistent recording, categorisation, management and reporting of complaints.

During the transition, changes may be required to align existing business practice with the requirements of the new Complaint Handling Policy and Procedure. As the policy is implemented in 2022, it is expected that there will be an upwards trajectory in reported complaints reflecting:

- an increase in transactions being identified and categorised as complaints; and
- re-classification of some “service requests” to “complaints” aligning to the statutory definition.

While a consistent organisation wide approach might initially drive up the reported number of complaints, a consistent approach will generate insights and data that can also be leveraged to drive business improvements.

The use of complaint data to drive business improvements is consistent with the overarching Governance Principles set out in the *Local Government Act 2020* which require Council to pursue innovation and continuous improvement. Implementation of the Complaint Handling Policy and Procedure will also further the principle that “the transparency of Council decisions, actions and information is to be ensured”.

3. CONSULTATION

Public consultation has not been undertaken in the development of the Complaints Policy and Procedure, as the policy is based on the best practice guidance of the Victorian Ombudsman.

4. CLIMATE CHANGE CONSIDERATIONS

The Complaint Policy and Procedure has no direct impact upon Council’s Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

5. ENVIRONMENTAL / AMENITY ISSUES

Nil

6. FINANCIAL & ECONOMIC IMPLICATIONS

There are no direct financial or economic implications presently expected to arise as a direct consequence of implementing the Complaint Policy and Procedure, however the implementation

phase will identify whether there are constraints in existing systems that might require additional resources to facilitate compliance with the requirements of the policy.

7. SOCIAL IMPLICATIONS

An effective policy for complaint management is a key element of a customer-centric organisation and will contribute to improving our customers' experience of Knox, which in turn can improve Knox's reputation and strengthen public confidence.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Civic Engagement & Integrity

Strategy 5.2 - Manage our resources effectively to ensure financial sustainability and improved customer experience.

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Coordinator Governance, Andrew Dowling

Report Authorised By: Director City Strategy & Integrity, Matt Kelleher

Attachments

1. DRAFT Complaint Handling Policy [6.3.1 - 18 pages]



Complaint Handling

Policy Number:	2013/01	Directorate:	City Strategy and Integrity
Approval by:	Council	Responsible Officer:	Manager Governance
Approval Date:	December 2021	Version Number:	V1
Review Date:	December 2023		

1. Purpose

The purpose of this policy is to provide customers and complainants with a clear pathway for how complaints will be handled and to assist Council staff in managing and processing customer complaints in an efficient and transparent manner.

This policy aims to:

- Put in place an open and transparent complaints handling system.
- Establish our timeframes for resolving complaints.
- Clarify roles and responsibilities.
- Give customers and complainants confidence Council will listen and be responsive to their concerns.
- Ensure staff handle complaints fairly and objectively.
- Set out how staff record and analyse complaint data to identify opportunities to improve our services.

2. Context

Council is committed to sound decision-making processes to ensure fair and reasonable outcomes for the Knox community. Council also recognises a customer's right to make a complaint and that they give Council:

- vital information about its services;
- a valuable opportunity to make things right; and
- insights to learn from complaints to improve our services.

This policy provides Council with an organisational approach to complaint handling and supports and empowers staff in the facilitation and resolution of complaints in an efficient and transparent manner. It also ensures that Council is accountable both internally and externally for its decision-making and complaint handling performance.

This policy is based on the Victorian Ombudsman's 'Councils and Complaints – A good practice guide' (July 2021), and the New South Wales Ombudsman's 'Unreasonable Complainant Conduct Model Policy' (2013).



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4. Scope

This policy applies to all staff and volunteers across Council. It also applies to third party contractors carrying out services on Council's behalf.

The policy may not apply to the following complaints, which may be managed through other processes:

- Requests for review / appeal of an infringement or statutory decision (refer section 0)
- Dissatisfaction expressed when providing feedback to a community consultation exercise (refer section 8.2.2)
- Complaints involving an allegation of fraud or corrupt conduct (refer section 0)
- Complaints about Councillors (refer section 0)
- Complaints about the Chief Executive Officer (refer section 0)
- Claims against Council for personal injury or property damage or other loss or damage
- Internal complaints which allege a breach of the Staff Code of Conduct or other internal policy.

5. References

5.1 Council Plan 2021-25

- Civic Engagement and Integrity - Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

5.2 Related Legislation

- Local Government Act 2020
- Charter of Human Rights and Responsibilities Act 2006
- Freedom of Information Act 1982
- Privacy and Data Protection Act 2014
- Public Interest Disclosure Act 2012

5.3 Related Council Policies

- Records Management Policy
- Councillor Code of Conduct
- Staff Code of Conduct
- Health and Safety Policy
- Privacy and Data Protection Policy and Guidelines
- Unreasonable Complainant Conduct Procedures



6. Definitions

Complainant	A person or organisation that makes a complaint.
Complaint	An expression of dissatisfaction with: <ul style="list-style-type: none"> (a) the quality of an action taken, decision made or service provided by a member of Council staff or a contractor engaged by the Council; or (b) the delay by a member of Council staff or a contractor engaged by the Council in taking an action, making a decision or providing a service; or (c) a policy or decision made by a Council or a member of Council staff or a contractor. <p>A request for service is not a complaint.</p>
Council	Means Knox City Council.
Councillor	Means a person who holds the office of member of a Council. Note: Councillors are not staff members and the role of a Councillor does not include the performance of any responsibilities or functions of the Chief Executive Officer (which include the day-to-day operations of Council).
Council Staff	Means any employee of Council whether permanent, temporary or casual
First point of contact	The staff member who initially receives the complaint.
Request for service	Contact with the Council to seek assistance, advice, information, access to a new service or to inform/make a report about something for which the Council has responsibility. A request for service might become a complaint if the request is not properly dealt with.
Resolved complaint	A complaint that: <ul style="list-style-type: none"> • Has been addressed to the satisfaction of the resident or complainant; or • Has been addressed by Council (or a contractor) and the complainant notified of the outcome. (Including circumstances where the complainant is not necessarily satisfied with the outcome.)
Statutory decision	A statutory decision a decision which includes a specific statutory appeal mechanism and includes but is not limited to: <ul style="list-style-type: none"> • A decision under the Planning and Environment Act 1987 or the Building Act 1993 to issue or refuse a permit, with or without conditions, for which there is a routine appeal or review mechanism at the Victorian Civil and Administrative Tribunal or Building Appeals Board
Subject Matter Expert	A staff member that has special skills or knowledge on a particular topic or function of Council.
Unreasonable Complainant	A person or organisation who makes a complaint to Council and whose conduct would be deemed unreasonable.
Unreasonable Complainant Conduct	Any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for council, council staff, other service users and complainants or the complainant themselves.



7. Council Policy

Dealing with complaints is a core part of Council business. We value complaints and encourage people to contact us when they have a problem with our services, actions, decisions, and policies. We are committed to:

- enabling members of the public to make complaints about the Council
- responding to complaints by taking action to resolve complaints as quickly as possible
- learning from complaints to improve our services.

We treat every complaint we receive on its individual merits, through clear and consistent processes.

7.1. Roles and Responsibilities

7.1.1. All Staff

Receive complaints and where possible, seek to resolve them at the first point of contact, within the scope of their role. Where complaints involve multiple business units, the first point of contact may be required to liaise with other staff across the business to coordinate a response.

Staff should seek the assistance of their immediate supervisor to assist and investigate as required, to enable the complaint to be resolved at this point of contact.

Complaints that cannot be managed at the first point of contact are to be referred to the appropriate officer, who is a subject matter expert, for investigation, coordination and response.

7.1.2. Teams Leaders, Coordinators, Managers and Directors

Provide training and support to staff so that they understand the complaint handling process and are empowered to manage complaints within the scope of their role.

Receive, investigate and manage any referred complaints or allocated internal reviews.

Where a complainant requests a review of the decision made, refer to an appropriate Manager, Director or the Chief Executive Officer.

7.1.3. Chief Executive Officer

Foster a complaint handling culture that actively adheres to this policy and ensures:

- complaints are resolved within established time frames;
- complaints are handled courteously, impartially and assessed on their individual merits and facts; and
- complaint data is used as the basis for improving services and preventing future complaints.

Receive and manage escalated complaints and certain complaints received under other policies (eg Protected Disclosures).



7.1.4. Contractors

Complaints relating to third party contractors may be made to Council or the relevant contractor.

Contractors are obliged to ensure the Council contract manager is informed of complaints received in relation to services provided to Council. Where appropriate, complaints may be escalated to the Council contract manager for investigation and management.

7.2. How to make a complaint

Complaints can be made via any of Council's usual customer contact channels.

We are committed to ensuring our complaints process is accessible to everyone. Tell us if you have specific communication needs or barriers so we can better assist you by using an assistance service, such as an interpreter or TTY (for free);

- talking with you if you have trouble reading or writing;
- communicating with another person acting on your behalf if you cannot make the complaint yourself.

7.2.1. Complaints lodged via Councillors

Councillors are not responsible for the response to any operational complaint as the role of Councillor does not include the management of the day-to-day operations of Council.

When a complaint is addressed to a Councillor, the information will be forwarded to the organisation to ensure the complaint is officially recorded and managed according to this policy.

Councillors will endeavor to ensure that complaints and issues forwarded to the organisation for a response are clear and contain enough information for the complaint/issue to be addressed.

Staff will endeavor to ensure Councillors are kept informed regarding the resolution of complaints and issues they have forwarded to the organisation.

7.3. Who can make a complaint

Anyone who has been affected by a decision or action (including a failure to make a decision or take action) can make a complaint.

Council will accept anonymous complaints. Depending on the circumstances, anonymous complaints may limit the Council's ability to investigate and resolve concerns, if we have not received enough information in the complaint. Council will also be unable to provide a response to anonymous complaints.

8. Complaint Handling Procedure

The following minimum standards for complaint handling must be read in the context of any service-specific processes and procedures that have been established for some Council services (for example Council's Early Years Service).



8.1. Overview

We take a four-tiered approach to complaint handling, as follows:

1. **Resolution at first contact.** The staff member who receives the complaint, assesses it and seeks to resolve it immediately, if possible.
2. **Investigation, if required.** If the complaint can't be resolved at first point of contact, it will be referred to the appropriate council officer for investigation.
3. **Internal Review.** If the complainant is not satisfied with the resolution offered, or the process or outcome of an investigation, they can request an internal review.
4. **Access to external review.** If the complainant is aggrieved with the process or outcome of the internal review, they will be informed of any external avenues through which they may pursue their complaint.

8.2. What is a Complaint

A complaint includes a communication (verbal or written) to the Council which expresses dissatisfaction about:

- (a) the quality of an action taken, decision made or service provided by a member of Council staff or a contractor engaged by the Council; or
- (b) the delay by a member of Council staff or a contractor engaged by the Council in taking an action, making a decision or providing a service; or
- (c) a policy or decision made by a Council or a member of Council staff or a contractor.

8.2.1. Complaints vs. Request for Service

Accurately differentiating between a 'complaint' and 'service request' is important. One way to do so is to look at whether a person is:

- requesting something additional or new (a request for service)
- reporting what they believe to be a failing or a shortfall (a complaint)
- complaining about a Council's response to a service request (a complaint).

It should be noted that even if a complaint leads to a service request being lodged, it should still be considered a complaint.

Following are some examples of that differentiation:

Request for Service	Complaint
My neighbour's dog keeps barking and I can't sleep. Can Council do something about it?	Council said my neighbour's barking dog isn't breaching the law, but Council is wrong because staff haven't investigated properly.
There is a pothole on Lewis Road. Can you send someone to fix it?	I reported a pothole on Lewis Road to Council weeks ago and nothing has been done.
The same car parks illegally in a no stopping zone in my street every day. Can you send someone to investigate?	I reported an illegally parked car three weeks ago. The same car is still parking illegally every day and no one has been out to investigate.
Council doesn't mow the grass at my local reserve often enough. Can it be mowed more often?	Council has refused to mow the grass at my local reserve more often. Council is not providing a good enough service.



Request for Service	Complaint
The branches from the tree on my nature strip need to be pruned as they're hanging too low over the footpath.	Council doesn't trim the nature strip trees in my street often enough. I shouldn't have to call every year and ask for the branches hanging over the footpath to be pruned.
I forgot to put my bin out, can someone come and empty it?	My bin was out but wasn't collected this morning. Can someone come and empty it?
Can you tell me when my next rates payment is due?	You haven't sent out my rates notice and they are due for payment next week.
Can you tell me whether a planning permit is required for a pool?	Council's website doesn't have enough information about when a planning permit is needed for a pool.
What is the process for objecting to the development application on Burwood Highway?	The Council should not have approved that development on Burwood Highway.
What is the process for appealing the decision to allow the development application on Burwood Highway?	<i>Note – refer Section 8.2.3 – if this complaint becomes an “appeal” against that statutory decision, it may fall out of scope.</i>

8.2.2. Complaints vs. Consultation

Council undertakes a range of community engagement activities facilitating community input into Council decision-making. Such consultation will typically generate a diversity of views. An expression of dissatisfaction received during an engagement process prior to a decision being made does not meet the definition of complaint.

Stakeholder Feedback during consultation	Complaint
I am opposed to the proposal to install floodlights at my local sports oval. If you do this the lights will shine into my windows at night.	Council has just installed floodlights at my local oval. The engagement process for this decision was inadequate and did not give neighbouring residents an opportunity to have a say before this decision was made.
I am opposed to the proposed budget as the rate rise is too high.	Council has made a terrible decision by approving this budget. Our rates are too high and Council should be tightening its belt.



8.2.3. Complaints vs. Request to Review / Appeal an Infringement or Statutory Decision

A number of decisions made by Council or authorised officers of Council, are subject to statutory appeal processes and other review mechanisms. For example:

- Infringements are subject to a statutory appeal process and may be appealed to the Magistrates Court. This includes parking infringements and a range of other infringements or legal action issued under Council's local laws or legislation such as the:
 - Building Act 1993
 - Domestic Animals Act 1994
 - Environment Protection Act 2017
 - Food Act 1994
 - Planning and Environment Act 1987
- Decisions to issue or refuse planning permits may be appealed to the Victorian Civil and Administrative Appeal Tribunal (VCAT).
- Certain decisions on building permits or requests for consent made under the Building Act 1993 may be referred to the Building Appeals Board.

Requests to review / appeal an infringement, or to review a statutory decision have separate established processes and may not be considered as a complaint for the purposes of this policy.

A request to review an infringement, or a complaint about a statutory decision may be deemed outside the scope of this policy for reasons including but not limited to:

- There being a statutory review process which is already underway
- It is reasonable in the circumstances to expect the complainant to go through the statutory review process
- A tribunal or court will settle or determine the matter faster
The complaint relates to a specialised area, and it is proper that a tribunal or court make a binding determination on the matter (noting the determination's possible precedential effect).

However, where such a request relates not to the merits of the infringement, or statutory decision, but addresses issues regarding for example:

- the adequacy, fairness or reasonableness of the decision making process; or
- the conduct of the staff members involved

then the request may also be considered according to the principles and processes set out in this policy.



8.3. Procedures for routine complaints

8.3.1. First Contact Resolution and Investigation by Council

Appropriate records (including file notes) must be kept throughout the following steps.

Step 1 Receive the complaint and ensure it is recorded appropriately.

Step 2 Acknowledge the complaint

- If a substantive response to the complaint is not possible (or likely) within 10 business days, we will provide a prompt written acknowledgement, including a reference number and the name and contact details for the responsible officer.
- An acknowledgement will provide an estimate of when we expect to contact the complainant with a resolution and where appropriate the name and relevant contact details for the investigating officer
- For telephone complaints resolved within the same phone call, we will provide:
 - a reference number where practicable;
 - written acknowledgment / response if requested by the complainant.

Step 3 Assess the complaint to determine how it should be dealt with.

- If required, we will contact the complainant to clarify the complaint and the outcome sought.
- If council is not the right organisation to respond to the complaint, we will refer the complainant to an organisation that can help.

Step 4 Take action to resolve the complaint.

- If the first point of contact cannot resolve the complaint, it will be assigned to the appropriate Council officer, who is a subject matter expert, for investigation. The complainant will be provided the name and relevant contact details for the investigating officer.
- If we are unable to provide a response within our estimated timeframe, we will contact the complainant and provide a revised timeframe.

Step 5 Provide a response to the complaint.

- We will provide a written response to the complainant unless agreed otherwise.
- We will endeavour to notify complainants of the outcome of their complaint within 28 days of receipt. Complaints that are not resolved within 28 days will be subject to review and staff may need to escalate the complaint if necessary to ensure that a resolution is expedited.
- The response provided will contain reasons for the decision made and contact information for the responsible officer.
- The response will include an explanation of the complainant's opportunities to request a review, if they are unsatisfied with the handling, or resolution of their complaint.



8.3.2. Internal Review by Council

The complainant may request an internal review of their complaint if they are not satisfied that the complaint has been resolved or was handled correctly.

All requests for review must be in writing and detail how the handling of the complaint or the resolution provided was unsatisfactory and/ or unreasonable.

The following principles will apply to the internal review process:

- The reviewing officer must not have been involved in the original decision, action or investigation.
- All reviewers must recognise and avoid conflicts of interest and perceptions of bias.

Internal reviews may not be available for certain decisions and processes where complainants have access to a separate statutory or other legislative appeal process such as planning decisions, local laws offences, parking infringements, certain building and health services decisions.

Internal reviews will be conducted, at first instance by the relevant area Manager or Director. If the area Manager/ Director was involved in the original decision, action or investigation they must not be involved in the review. In this instance the Manager Governance, Director City Strategy and Integrity or the Chief Executive Officer will select another reviewer.

Subsequent internal reviews will be conducted at the discretion of the Chief Executive Officer or a Council officer as selected by the Chief Executive Officer.

Relevant considerations for internal reviews include:

- The history of the matter, including any findings from any previous investigations (or internal review) and any responses and information provided to the complainant.
- Whether the original decision action or investigation met legal, policy, and procedural requirements.
- Whether the handling and resolution of the complaint (or previous internal review) appears to have been reasonable, fair and objective.

Appropriate records (including file notes) must be kept throughout the above process.

8.3.3. First contact resolution and investigation by Council Contractors

If a contractor receives a complaint, the contractor will assess and respond to the complaint in accordance with its own complaint handling process. The contractor will notify the Council contract manager of the complaint and its resolution.

All outcome letters written by contractors in relation to complaints must include the name and contact details of the Knox City Council staff member to whom the complainant may escalate their complaint.

If a complainant is not satisfied with the outcome of the complaint, they can ask the Council to review the decision.

8.3.4. External Review

If the complainant is not satisfied with Council's final response, they can contact the Victorian Ombudsman's Office and/or other external agencies to request an independent review or make a complaint.

Contact information for a variety of relevant regulatory bodies is included at Appendix 1.



8.4. Procedures for specific complaints

8.4.1. Complaints alleging corrupt conduct

Where a complaint involves allegations of corrupt conduct, it will be handled in accordance with Council's Protected Disclosures Policy.

Complaints alleging corrupt conduct may also be made to the Independent Broad-based Anti-Corruption Commission (IBAC).

8.4.2. Complaints about Councillors

Complaints about Councillors will be acknowledged in writing by the organisation.

Complaints about Councillors that relate to routine business or operational matters, will be managed by staff in accordance with this policy, in consultation with the Mayor and Councillors as appropriate.

Recognising the Mayor's statutory role to promote behaviour among Councillors that meets the standards of conduct set out in the Councillor Code of Conduct; complaints about Councillors that relate to Councillor Conduct will be referred to the Mayor. If they relate to the conduct of the Mayor, complaints will be referred to the Deputy Mayor.

The Councillor(s) who are the subject of the complaint will be notified by the Mayor or Chief Executive Officer as appropriate, having regard to the circumstances and details of the complaint.

The complaint will be recorded in writing and all interactions with the complainant will be documented.

Under certain circumstances complaints may be referred to the Local Government Inspectorate.

8.4.3. Complaints about the Chief Executive Officer

Complaints about the Chief Executive Officer may be outside the scope of this policy and handled in accordance with other relevant Council policies or procedures, including the Chief Executive Officer Employment and Remuneration Policy.

9. Remedies

Where Council finds we have made an error, we will take steps to redress the situation. Possible remedies available at Council's discretion, include, but are not limited to:

- An apology.
- An explanation of why the error occurred and the steps taken to prevent it happening again.
- A reversal of a decision.
- Counselling or disciplinary action taken with a staff member.
- Another means of redress requested by the complainant.



10. Privacy

Council will handle all records in accordance with the Privacy & Data Protection Act 2013 and Council's Privacy and Data Protection Policy and Guidelines.

Complainants can expect their complaint will be investigated in confidence, to the extent possible, however it is noted that all complaints lodged with Council are subject to the Freedom of information Act, 1982 and confidentiality cannot be guaranteed under the provisions of that legislation.

11. Record Keeping

All staff are responsible for record keeping in accordance with Council's Records Management Policy.

Complaints within the scope of this policy will generally be recorded in:

- Pathway – Council's Customer Request System (CRS);
- Knox Explorer - Council's Document Management System; or
- Another appropriate line of business system.

Typical records that should be kept in relation to all complaints and reviews will include:

- The complainant's details;
- How and when the complaint was received;
- A description of the complaint;
- The complainant's desired outcome (if known);
- Details of the officer(s) responsible for handling the complaint;
- Details of any action taken and/or how the matter has been investigated, including key dates, contact with the complainant, notes of discussions, investigation response times, copies of correspondence, and the outcome (including the reasoning for the decision);
- When the complaint was finalised;
- Relevant demographic or other statistical information that could help improve services; and
- Any recommendations for improvement, and who is responsible for implementing them.

12. Analysing and Reporting on Performance

The Executive Management Team will be responsible for monitoring and improving the timeliness and efficiency of Council's complaint handling, as well as monitoring trends and patterns in complaints that may identify areas where improvements can be made in Council's service delivery.



13. Unreasonable Complainant Conduct

Most complainants act reasonably and appropriately when dealing with Council. However, in the minority of cases some complainants may behave in ways that are considered unacceptable.

When complainants behave in this way, we consider their conduct to be unreasonable. Unreasonable behaviour is that which because of its frequency and/or nature raises substantial health, safety, resource or equity issues for Council, that impacts on staff, volunteers, contractors or Councillors, other service users and/or the complainant themselves.

Council's management of unreasonable complainant conduct is informed by the following principles:

- Every complainant deserves to be treated with respect.
- Every staff member, contractor, volunteer and Councillor deserves to be treated with respect.
- Every complainant should have their complaint properly and reasonably considered.
- A complainant whose conduct is unreasonable may still have a legitimate complaint.
- The substance of a complaint dictates the level of resources allocated to it, not the seniority of the person receiving the complaint, or the complainant's identity, wishes, demands or behaviour.

13.1. Categories of Unreasonable Complainant Conduct

Unreasonable Complainant Conduct can be grouped into five categories:

1. **Unreasonable behaviour** - conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated that a complainant is – because it unreasonably compromises the health, safety and security of our staff, volunteers, contractors or Councillors, other service users or the complainant themselves. Some examples include:
 - Acts of aggression, verbal abuse, derogatory, racist, discriminatory or grossly defamatory remarks.
 - Harassment, intimidation or physical violence.
 - Offensive, abusive, confronting and threatening correspondence or behaviour.
 - Threats of harm to self or third parties, threats with a weapon or threats to damage property including bomb threats.
 - Stalking (in person or online).
 - Emotional manipulation.
2. **Unreasonable persistence** - continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on our organisation, staff, volunteers, contractors or Councillors, our services, time and/or resources. Some examples include:
 - An unwillingness or inability to accept reasonable and logical explanations including final decisions that have been comprehensively considered and dealt with.
 - Persistently demanding a review simply because it is available and without arguing or presenting a case for one.
 - Pursuing and exhausting all available review options when it is not warranted and refusing to accept further action cannot or will not be taken on their complaints.
 - Reframing a complaint in an effort to get it taken up again.
 - Repeatedly calling, visiting, writing to or emailing (including cc'd correspondence) our staff / organisation / councillors after being asked not to do so.
 - Contacting different people within our organisation and/or externally to get a different outcome or more sympathetic response to their complaint – internal and external forum shopping.



- 3. Unreasonable demands** – are express or implied demands made by a complainant that have a disproportionate and unreasonable impact on our organisation, staff, volunteers, contractors or Councillors, services, time and/or resources. Some examples include:

 - Issuing instructions and making demands about how we have/should handle their complaint, the priority it was/should be given, or the outcome that was/should be achieved.
 - Insisting on talking to the CEO, Director, or a senior manager personally when it is not appropriate or warranted.
 - Emotional blackmail and manipulation with the intention to generate guilt, to intimidate, harass, shame, seduce or portray themselves as being victimised – when this is not the case.
 - Insisting on outcomes that are not possible or appropriate in the circumstances – eg for someone to be sacked or prosecuted, an apology and/or compensation when there is no reasonable basis for expecting this.
 - Demanding services that are of a nature or scale that Council cannot or does not provide when this has been explained to them repeatedly.

- 4. Unreasonable lack of cooperation** - an unwillingness and/or inability by a complainant to cooperate with our organisation, staff, volunteers, contractors or Councillors, or complaints system and processes that results in a disproportionate and unreasonable use of our services, time and/or resources. Some examples include:

 - Sending a constant stream of comprehensive and/or disorganised information without clearly defining any issues of complaint or explaining how they relate to the core issues being complained about – only where the complainant is clearly capable of doing this.
 - Providing little or no detail with a complaint or presenting information in ‘drips and drabs’.
 - Refusing to follow or accept our instructions, suggestions, or advice without a clear or justifiable reason for doing so.
 - Arguing frequently and/or with extreme intensity that a particular solution is the correct one in the face of valid contrary arguments and explanations.
 - Displaying unhelpful behaviour – such as withholding information, acting dishonestly, misquoting others, and so forth.

- 5. Unreasonable arguments** - are arguments that aren’t based in reason or logic, that are incomprehensible, false or inflammatory, trivial or delirious and that disproportionately and unreasonably impact upon our organisation, staff, volunteers, contractors or Councillors, services, time, and/or resources. Arguments are unreasonable when they:

 - fail to follow a logical sequence
 - are not supported by any evidence and/or are based on conspiracy theories or personal belief
 - lead a complainant to reject all other valid and contrary arguments
 - are trivial when compared to the amount of time, resources and attention that the complainant demands
 - are false, inflammatory or defamatory.



13.2. Managing Unreasonable Complainant Conduct

In managing unreasonable behaviour we try to ensure that:

- The complainant understands that unreasonable complainant behaviour is a health and safety issue for our staff volunteers, contractors or Councillors, and Council will not tolerate behaviour which unreasonably impacts upon their physical and emotional safety and wellbeing.
- The complainant's expectations are clear and realistic, something which can be determined when contact is made after receiving a complaint.
- Our communication, whether in writing or verbally, is firm and clear.
- The complainant understands what Council can do in relation to their complaint.
- We provide clear reasons for our decisions.
- We avoid unnecessary delays.
- We provide clear guidance and procedures for staff, volunteers and contractors to deal with complaints.

13.2.1. Strategies for managing Unreasonable Complainant Conduct

Strategies for managing Unreasonable Complainant Conduct may include limiting or adapting the ways that the organisation interacts with and/or deliver services to complainants by restricting:

1. **Who they contact** – eg limiting a complainant to a sole contact person/staff member in our organisation.
2. **What they can raise** – eg restricting the subject matter of communications that we will consider and respond to.
3. **When they can contact us** – eg limiting a complainant's contact with our organisation to particular times, days, or length of time, or curbing the frequency of their contact with us.
4. **Where they can contact us** – eg limiting the locations where we will conduct face-to-face interviews to secured facilities or areas of the office.
5. **How they can contact us** – eg limiting or modifying the forms of contact that the complainant can have with us. This can include modifying or limiting face-to-face interviews, telephone and written communications, prohibiting access to our premises, contact through a representative only, taking no further action or terminating our services altogether.

Any such strategies or protocols will be employed and reviewed in accordance with Council's Unreasonable Complainant Conduct Procedures, which include appropriate opportunities for review, and appeal by affected complainants.

14. Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.



Appendix 1

Regulatory bodies for external appeals

	Ombudsman Victoria (For general complaints)	Local Government Inspectorate (for Councillor conduct matters)
Phone:	9613 6222 Toll Free: 1800 806 314 (regional only) TTY: 133 677 or 1300 555 727	1800 469 359
Email:	ombudvic@ombudsman.vic.gov.au	inspectorate@lgi.vic.gov.au
Website:	www.ombudsman.vic.gov.au	www.vic.gov.au/lgici
Writing:	Level 2, 570 Bourke Street Melbourne VIC 3000	GPO Box 2392 Melbourne VIC 3001
	Independent Broad-Based Anti-Corruption Commission (For public sector corruption)	Aged Care Quality and Safety Commission (for Commonwealth Home Support Programme)
Phone:	1300 735 135	1800 951 822
Email:		info@agedcarequality.gov.au
Website:	www.ibac.vic.gov.au	www.agedcarequality.gov.au/
Writing:	GPO Box 24234 Melbourne VIC 3001	GPO Box 9819 IN YOUR CAPITAL CITY
	Disability Services Commissioner (For services if you have a disability)	Office of the Public Advocate (For services if you have a disability)
Phone:	1800 677 342	1300 309 337
Email:	complaints@odsc.vic.gov.au	
Website:	www.odsc.vic.gov.au	www.publicadvocate.vic.gov.au
Writing:	Level 20, 570 Bourke St Melbourne VIC 3000	Level 1, 204 Lygon Street Carlton VIC 3053
	Victorian Department of Health and Human Services (For the Home and Community Care Program for Younger People)	Office of the Victorian Information Commissioner (For complaints regarding the collection, use and disclosure of information.)
Phone:	1300 650 172	1300 309 337
Email:	enquiries@dhhs.vic.gov.au	
Website:	www2.health.vic.gov.au	www.ovic.vic.gov.au
Writing:	50 Lonsdale Street Melbourne VIC 3000	Level 1, 204 Lygon Street Carlton VIC 3053



Victorian Civil and Administrative
Tribunal (VCAT)

Phone:	1300 018 228
Email:	Refer www.vcat.vic.gov.au/contact-us
Website:	www.vcat.vic.gov.au
Writing:	GPO Box 5408 Melbourne VIC 3001

6.4 Procurement Policy Update 2021

SUMMARY: Strategic Procurement Principal, Georgina Christopher

An Interim Procurement Policy with minor adjustments to align to the new Local Government Act 2020 is presented for endorsement. An updated Procurement Policy will be presented in March 2022 for Council's consideration.

RECOMMENDATION

That Council endorse the interim Procurement Policy 2021 as provided at Attachment 1 of the Officer Report.

1. INTRODUCTION

The *Local Government Act 2020* (LGA 2020) requires councils to prepare and adopt a Procurement policy which specifies the principles applicable to purchase of goods, services and works within section 108 and 109 of the Act. The LGA 2020 Procurement Policy component comes into effect as of 1 January 2022.

The 'interim' Procurement Policy is the existing Procurement Policy, updated in accordance with s.108 and s.109 of the *Local Government Act 2020*.

The interim Policy being put forward for endorsement has received an update to align to the LGA 2020 and has undergone consultation across the organisation.

The interim Procurement Policy is to ensure compliance while the new Procurement Policy is developed. The new policy is scheduled for completion in the first quarter of 2022.

2. DISCUSSION

Council's Procurement service is undergoing reforms to move to a center led, category managed service delivery model. A Procurement Business Analyst, Procurement Data Analyst and a new Strategic Procurement Principal have been appointed and are interrogating and analysing the data, systems and processes to create a more efficient, engaged and agile procurement system. The findings of the consultant report finalised in 2020 have been analysed and a Council wide consultation process is underway to gain stakeholder insights for each key area.

New procurement opportunities are available to Council with the implementation of LGA 2020, while a new Procurement Policy reflecting the new LGA 2020 is required to be implemented by 31 December 2021. However, the timing of the reform and the consultation work underway do not coincide with the timing of implementing a completely new Procurement Policy by 31 December 2021; therefore, an interim Policy is proposed.

It is proposed that the new Procurement Policy, reflecting new system, reporting and training enhancements will be presented and prepared for adoption in March of 2022.

Interim Procurement Policy

An interim policy update is proposed to ensure compliance with the LGA 2020 while the new Procurement Policy is developed.

This interim Policy (attached) has minor updates to ensure Knox City Council is compliant with the LGA 2020 while the new Procurement Policy undergoes development. The interim Procurement Policy has been amended to:

- Update references from LGA 1989 to LGA 2020
- Update administrative changes to reflect the new organisation structure
- Updates to Appendix A, reflecting organisation and title changes, as well as grouping titles more efficiently
- Updated Council Plan key objectives
- Update reference materials and definitions where required
- Collaboration approach (additional):
The LGA 2020 stipulates Councils must seek and report collaboration opportunities with other councils and public bodies in the procurement of goods or services.
- Removal of Ministerial Exemptions:
Minister approved exemptions for tendering have been revoked. Council may now set their own thresholds and policies which councils must comply with. The reference to Ministerial exemptions has been removed from the interim Policy.
- Addition of exemption category for public procurement with Traditional Owners.

New Procurement Policy

A Council wide consultation process is underway to seek feedback from Council Officers on the proposed new Policy. This consultation is concurrent to procurement process and system reviews for the procurement reform. The procurement team are working to implement better reporting and auditing capabilities to ensure that procurement activities have better controls and visibility. Enhancements need to be implemented to ensure any changes made to the procurement tender and quotation thresholds are effective and compliant. Strategic Procurement will present the new Procurement Policy to EMT and Council for endorsement in March 2022.

The proposed new Policy will strengthen the Council's approach to the following aspects and will be supported by the transformation strategy that aims to improve systems, processes and procurement governance.

Advancement in Collaboration

Along with six other councils (the Eastern Regional Group), Knox Council is driving collaborative procurement through establishing a framework and strategy for developing collaborative practices, policy and shared data. The new Policy will strengthen collaborative procurement arrangements with other councils and public bodies.

The Procurement Data Analyst is tasked with categorising Council expenditure to aggregate and identify opportunities to establish better value. This will result in clean data, transparency and enhanced reporting capability which enables Knox to aggregate spend and collaborate with a market nuanced approach with other entities as well- with an emphasis on achieving better value for money.

Procurement Thresholds

The LGA 2020 provides Knox Council with the opportunity to set its own tender process thresholds, previously prescribed as \$150,000 (inc GST) for goods and services and \$200,000 (inc GST) for building and construction work (Works). An internal consultation process will seek officer input into the new threshold for public tenders. Consideration of system improvements, data analytics and with a view to balancing risk and financial considerations, this threshold is anticipated to be set at an initial single amount of \$250,000 (including GST) for goods, services and works. The Eastern Regional Group (ERG) are also working toward this threshold, with the intent of streamlining collaboration activity. This threshold may evolve as the procurement maturity at Knox evolves.

The procurement transformation reforms will deliver system automation and 'real time' reporting through power BI dashboard capabilities. The optimisation of procurement systems will improve processes and remove duplication of effort through the procurement process. There will be improved transparency, increased compliance, thereby reducing risk. This will influence the procurement activity thresholds and principles in the next policy.

Quadruple Bottom Line Considerations

Council will further develop its quadruple bottom line assessment of local, social and environmental benefits to include indigenous procurement. In addition, the Climate Response Plan will be supported and reflected within the new Policy.

System enhancements are being explored to include easier identification of suppliers that are from one or more of these categories as part of the procurement transformation.

3. CONSULTATION

Internal consultation is underway for key principles of the new Procurement Policy. A community engagement process is not required for the new Procurement Policy.

4. CLIMATE CHANGE CONSIDERATIONS

The interim policy continues to support the objectives of the Council Climate Response Plan and encourages suppliers to demonstrate climate response actions through the evaluation and contracting processes.

The new 2022 Procurement Policy will provide stronger emphasis on the principles of the Climate Response Plan and closing the gap on the zero emission targets. Throughout the procurement process there are opportunities to advocate and report positive actions and outcomes that will contribute to Council achieving zero net emissions by 2030 and the Knox Community by 2040.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

The interim Policy considers environmental benefits through the evaluation and contracting processes.

6. FINANCIAL & ECONOMIC IMPLICATIONS

The interim Policy considers economic benefits through the evaluation and contracting processes.

7. SOCIAL IMPLICATIONS

The interim Policy supports inclusion and assessment of triple bottom line factors, including social procurement.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Key Direction 5- Civic Engagement & Integrity

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Strategic Procurement Principal, Georgina Christopher

Report Authorised By: Director, City Strategy and Integrity, Matt Kelleher

Attachments

1. Procurement Policy Update 2021 Accompany Procurement Report 2021 Final Council Dec 21 [6.4.1 - 23 pages]



Procurement Policy

Policy Number:	2009/08	Directorate:	City <u>Strategy and Integrity Development—Finance and Governance</u>
Approval by:	CEO	Responsible Officer:	Manager <u>Business and Financial Services Strategic Procurement and Property</u>
Approval Date:	<u>20 December 2021</u> 14 June 2020	Version Number:	<u>109</u>
Review Date:	<u>4 June 2021</u> 28 March 2022		

1. Purpose

The purpose of this policy is to:

- ensure consistency and control over procurement activities;
- demonstrate accountability to rate payers;
- ensure ethical behaviour in public sector procurement;
- demonstrate the application of elements of best practice in procurement; and
- minimise risk when procuring goods and services.

2. Context

Section ~~186A-108 and 109~~ of the Local Government Act ~~1989-2020~~ (the Act) requires that Council prepare and adopt approve a Procurement Policy (Policy), which ~~must adopt a procurement policy which specifies the principles, processes and procedures applying in respect of the purchase of goods, and services and carrying out of works. Council must consider collaboration activity by the Council; and is to review its procurement policy at least once during each 4-year term of the Council.~~ include any prescribed matter and have regard to any relevant Ministerial Guidelines. The Procurement Policy must be reviewed annually and made available for public inspection.

Council has developed this Policy to ensure compliance with the Act and to establish a framework for best practice procurement that is consistent with the Victorian Local Government Best Practice Procurement Guidelines published by Local Government Victoria in 2013.

This Policy is made publicly accessible through Council's website to ensure that businesses and individuals dealing with or wanting to deal with Council have a clear understanding of the procurement policy and how to do business with Council.

The Policy includes a number of processes that detail how procurement is conducted and ensures transparency, probity, fairness and legal compliance in the procurement process. Further detailed guidance, forms and templates for all processes can be found in the Strategic Procurement Framework.



Council r:

Recognises that:

- Developing a procurement strategy and adopting appropriate best practice contracting and procurement principles, policies, processes and procedures for all goods, services and building and construction, will enhance achievement of Council objectives for:
 - sustainable and socially responsible procurement;
 - bottom-line cost savings, supporting local economies;
 - achieving innovation; and
 - better outcomes for communities.
- The elements of best practice applicable to Council's procurement processes incorporate:
 - broad principles covering ethics, integrity, value for money, responsibilities and accountabilities;
 - guidelines giving effect to those principles;
 - a system of delegations (i.e. the authorisation of Council staff to approve and undertake a range of functions in the procurement process);
 - procurement processes, with appropriate procedures covering minor, simple procurement to high value, more complex procurement; and
 - a professional approach that includes a commitment to training/induction of staff.
- Requires that its procurement and contract management activities:
 - support the Council's strategies, aims and objectives including, but not limited to those related to:
 - valuing our natural and built environment;r
 - having a strong regional economy;r
 - local employment and learning opportunities;r and
 - the public having confidence in Council's decision making.
 - span the whole life cycle of an acquisition from initial concept to the end of the useful life of an asset, including its disposal, or the end of a service contract;
 - achieve and demonstrate value for money and quality in the acquisition of goods and services and building and construction works;
 - are conducted, and are seen to be conducted, in an impartial, fair and ethical manner;
 - seek continual improvement including the embrace of innovative and technological initiatives to reduce activity cost; and
 - recognise business opportunities and support the businesses in the local community.

3. Scope

~~This Policy is made under Section 186A of the Act and encompasses the principles, processes and procedures applied to all purchases of goods, services and building and construction by and on behalf of Council.~~

This Policy applies to all procurement and contracting activities for and on behalf of Council and is binding upon Councillors, Council staff, including temporary employees. Contractors and consultants while engaged by Council are also bound by this policy.

4. References



4.1 Community Plan 2021-2031 and Council Plan 2021-2025

- Strategy 5.3 - Ensure our processes are transparent and decisions are accountable

Community & Council Plan 2017-2021

~~We have confidence in decision-making~~

4.2 Climate Response Plan 2021-2031

4.3 Relevant Legislation

- Local Government Act ~~1989~~2020
- Competition and Consumer Act 2010
- Goods Act 1958
- ~~Environmental Protection Act 1970~~
- ~~Australian Standards and the AS4000 Series – General Conditions of Contract~~

4.4 Charter of Human Rights

- This policy has been assessed against and complies with the charter of Human Rights.

4.5 Related Council Policies

- Councillor Code of Conduct
- Corporate Purchasing Card Policy 2004/18
- Fraud Policy 2002/10
- Gifts and Hospitality (Staff and Official Representatives of Council) Policy 2004/03
- Protected Disclosure Policy 2013/04
- Staff Travel Policy 2009
- Untied Funding Allocation Policy 2005/13
- Staff Code of Conduct 2012/05
- Disciplinary Policy and Procedure 2012/06
- Records Management Policy 2012/01

4.6 Related Council Procedures

- Employment of Labour Hire Services Procedures
- Protected Disclosure Procedures
- Disciplinary Procedures
- Capital Works Program Authorisation Process

4.7 Other Documents

- Strategic Procurement Framework
- Authorisation Register
- Delegations Register
- Victorian Local Government Best Practice Procurement Guidelines
- ~~Capital Works Program Authorisation Process~~
- Australian Standards and the AS4000 Series – General Conditions of Contract

5. Definitions

Act	Local Government Act 1989 <u>2020</u>
Collaborative Procurement Arrangement	A Tender or Contract with multiple participants intended to realise efficiencies or economy of scale in accordance with the Value for Money principles.
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party e.g., prices, discounts, rebates, profits, methodologies and process information, etc.



Consultant	Individuals or groups of individuals with specialised knowledge and/or skill. They are not part of an organisation's staff management or board but rather are contracted for a fee to provide specific services to an organisation and are not under direct line management authority.
Contract Management	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible in order to deliver the business and operational objectives required from the contract and in particular value for money.
Council Staff	Includes full-time, part-time, and temporary employees.
Contractor	The common law defines an independent contractor as a person who works under a commercial contract or a contract for services. The independent contractor can operate as an individual or through a partnership, company or trust. The contractor is engaged to perform a specific role or task that is part of normal Council Operations and is under the supervision of Council Management in delivery of services.
Probity	A Procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with legislation and Council's policies are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equally.
Probity Advisor	A Probity Advisor <u>professionally suitably</u> qualified <u>or experienced</u> person or organisation that provides advice on how to manage an issue or issues that include probity considerations. A probity advisor may be an internal or external resource depending on the level of skill and knowledge required.
Probity Auditor	A <u>professionally suitably</u> qualified <u>or experienced</u> person or organisation that checks and confirms that all processes and issues have been managed in a transparent and fair manner, following the applicable processes. A probity auditor may be an internal or external resource depending on the level of skill and knowledge required.
Procurement Plan	Is the required written plan with designated detail to enable appropriate consideration and approval for a proposed procurement activity. A Template for the Procurement Plan is provided for this purpose within the Strategic Procurement Framework.
Procurement Report	Is the required written report with designated detail to enable appropriate consideration and approval of the outcome(s) of the previously approved procurement activity. A Template for the Procurement Report is provided for this purpose within the Strategic Procurement Framework.
Strategic Procurement	Strategic Procurement unit that co-ordinates Council's strategic procurement activities, organises major supply agreements for common use goods and acts as an advisory body for procurement related matters.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Procurement	Procurement is the whole process of acquisition of external goods, services, building and construction. This process-activity considers <u>spans</u> the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.



Procurement Process	The process of inviting parties to submit a bid by tender or quotation using either invitation or public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Value for Money	Value for Money in procurement is about selecting the supply of goods, services and building and construction taking into account both cost and non- cost factors including: <ul style="list-style-type: none"> • contribution to the advancement of Council's priorities; • non-cost factors such as fitness for purpose, quality, service and support; and • cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or building and construction.
Whole of Life	The anticipated total cost over the entire life of a contract which includes all extension options. This that must considers environmental and social factors, transition in/out, operational, repair and potential disposal costs and applicable taxes .

6. Council Policy

6.1 Ethics, [Integrity](#) and Probity

6.1.1 Requirement

Council's procurement processes will be conducted with integrity and in a manner able to withstand the closest possible scrutiny.

6.1.2 Conduct of Councillors and Council Staff

6.1.2.1 General

Councillors and Council staff will at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- treat potential and existing suppliers with equality and fairness;
- use consistent and transparent processes;
- not seek or receive personal gain;
- maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- present the highest standards of professionalism and probity;
- deal with suppliers in an honest and impartial manner;
- provide all suppliers and prospective suppliers with the same information and equal opportunity;
- be able to account for all decisions and provide feedback on them so that all decisions are understood and can be subsequently justified;
- ensure their actions embody the principles of sound financial and risk management; and
- comply with all legal and policy requirements.

Council staff that are responsible for managing or supervising contracts are prohibited from performing any works under the contract they are supervising. Consultants and contractors, while engaged by Council in the process of procurement are required to declare they have read and understood the Policy and agree to adhere to the requirements of the Policy.



6.1.2.2 Members of Professional Bodies

Councillors and Council staff belonging to professional organisations will, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

6.1.3 Procurement Processes

All procurement processes will be conducted in accordance with the requirements of this policy and any associated procedures, Council's staff code of conduct, relevant legislation, relevant Australian Standards and the Local Government Act. Any breach of this policy by Council staff may be dealt with under Council's Disciplinary Policy. Any breach of the policy by Councillors may be dealt with under the Councillor Code of Conduct.

6.1.4 Conflict of Interest

Councillors and Council staff will at all times avoid situations in which private interests conflict, or might reasonably be seen to conflict, or have the potential to conflict, with their Council duties. Councillors, Council staff and consultants or contractors acting on behalf of Council will not participate in any action or matter associated with the arrangement of a contract (i.e. evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work.

The onus is on the Councillor, the member of Council staff, consultant or contractor involved being alert to and promptly declaring an actual or potential conflict of interest to Council. The conflict of interest provisions for Councillors and Council staff are clearly outlined in the Act.

Council staff need to be mindful of their obligation under the Conflict of Interest provisions in the Act when they are exercising a delegated power of Council. If Council staff have a conflict of interest in a matter they need to declare it and remove themselves from the process. Council staff need to be aware that there are significant penalties that apply for any breach of the Act.

All persons engaged in the development or evaluation of quotations or tenders must adhere to this policy and complete and lodge a Conflict of Interest and Confidentiality declaration.

6.1.5 Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected. Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

6.1.6 Accountability and Transparency

Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.



Therefore all procurement processes conducted will be in accordance with this Policy in addition to all other relevant legislation and Council policies and procedures.

Additionally:

- all Council staff must keep a record of all procurement decisions made over the lifecycle of all goods, services and building and construction services purchased by Council;
- all procurement processes are to provide for an audit trail for monitoring and reporting purposes; and
- Strategic Procurement will review spend activity over each financial year period to ensure compliance with the Act and identify opportunities to achieve better procurement outcomes.

6.1.7 Gifts and Hospitality

No Councillor, member of Council staff, contractor or consultant acting on behalf of Council will, either directly or indirectly solicit gifts or hospitality from any member of the public involved with any matter that is connected with the duties of the Council staff, or in which Council is interested.

Councillors and Council staff must exercise the utmost discretion in accepting hospitality from contractors and consultants or their representatives, or from organisations, firms or individuals with whom they have official dealings. Councillors and Council staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.

Offers of bribes, commissions, favourable rates or other irregular approaches from organisations or individuals (no matter how flimsy the evidence available), must be promptly brought to the attention of the Chief Executive Officer. This section must be read in conjunction with Council's Gift and Hospitality Policy.

6.1.8 Disclosure of Information

Commercial in Confidence information received by Council must not be disclosed and is to be stored in Council's electronic document management system.

Councillors and Council staff are to protect, by refusing to release or discuss the following:

- information disclosed by organisations in tenders, quotation or during tender negotiations;
- all information that is Commercial in Confidence information; and
- pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre- contract negotiations.

Unless legally obliged to provide information under the Freedom of Information legislation, Councillors and Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.



6.2 Governance

6.2.1 Structure

Council will:

- maintain a procurement structure including delegations and authorisations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of goods, services and building and construction purchased by Council;
- ensure that Council's procurement structure:
 - is flexible enough to purchase in a timely manner the diverse range of material, goods, building and construction and services required by Council;
 - ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote;
 - encourages competition; and
 - ensures that policies that outline and provide guidance in relation to procurement policies and practices are communicated and implemented.

6.2.2 Standards

Council's procurement processes will be carried out to the professional standards required by best practice and in compliance with:

- The Local Government Act;
- Council's policies and procedures including but not limited to this Policy;
- Corporate Purchasing Card Policy;
- Strategic Procurement Framework;
- Fraud Policy and Procedure;
- Delegation Register;
- OH&S Policies and Procedures and relevant staff policies;
- Council's Code of Conduct for staff and Councillors Code of Conduct;
- Local Government Procurement Best Practice Guidelines; and
- Other relevant legislative requirements.

6.2.3 Methods

Council's standard methods for purchasing goods, services and building and construction will be by one or more of the following methods:

- petty cash;
- corporate purchasing card;
- purchase order following a quotation process from suppliers for goods or services that represent best value for money under directed quotation thresholds;
- payment on invoice where a central billing arrangement has been implemented;
- under contract following a request for quotation or request for tender process; or
- using [Collaborative Procurement Arrangements](#) ~~aggregated purchasing arrangements~~ with other Councils, or Municipal Association of Victoria (MAV) Procurement, Victorian Government, Procurement Australia or other bodies;

unless performed under other arrangements authorised by Council or the Chief Executive Officer on a needs basis as required by abnormal circumstances such as emergencies.



Council may, at its discretion and based on the complexity and cost of the project, conduct one stage or multi-stage tenders.

Typically a multi-stage tender process will commence with an Expression of Interest stage followed by a tender process involving the organisations selected from the expression of interest stage.

6.2.4 Responsible Financial Management

The principle of responsible financial management will be applied to all procurement processes.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds, will be established prior to the commencement of any procurement action for the supply of goods, services or building and construction.

Council funds must be used efficiently and effectively to procure goods, services and building and construction and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

Where the cost of provision will exceed the approved budget, an audit trail outlining approval by the relevant Director or Chief Executive Officer is required.

In relation to variations to any procurement contracts refer to section 6.3.2.4.

6.2.5 Council Staff Responsibilities

Council staff must be aware of their role in ensuring that the principle of responsible financial management is maintained in their own procurement processes. For example:

- Council staff must not authorise the expenditure of funds in excess of their financial delegations;
- Council staff must not authorise or write multiple purchase orders to avoid the authorisation process requirements included in the financial delegations;
- Council staff must not approve expenditure that relates to them personally. Expenditure of this nature must be referred to the next higher level of authority for approval;
- Council staff must ensure that any purchase orders are generated and approved at the point of commitment to purchase goods, services or building and construction. Only after a purchase order is approved, can the goods be ordered and received; and
- Expenditure must be recorded in a timely manner i.e. once the services or building and construction have been completed, or the goods have been received, the appropriate Council staff must ensure that the invoice is processed in a timely manner against the relevant purchase order in Council's Finance system.

6.3 Procurement Thresholds

6.3.1 Requirement

The Executive Management Team will as part of the annual review of this Policy decide and publish clear guidelines for minimum spend thresholds. These will be decided by analysing the historical size and complexity of the procurement process and of proposed procurement processes.



6.3.2 Minimum Spend Thresholds

The following table indicates the minimum process Council staff and contractors or consultants acting on behalf of Council must follow when making a purchase or entering into a contract.

Where it is felt that a higher threshold process would deliver a better procurement outcome, Council staff can elect to use a higher threshold process. If a purchase may be seen as high risk or where the goods or services are unknown or uncommon, it is recommended that a higher threshold process is used to ensure a more rigorous process is followed.

Where there is any likelihood the expenditure will exceed the threshold, whether due to variations, unexpected volume or any other reason, then the appropriate higher threshold process must be undertaken.

GOODS & SERVICES		
General		
Value of Purchase	Procurement Compliance	Requirement
\$0 - \$10,000 (incl. GST)	Simple Quotation Process	Obtain a Minimum 1 quote
\$10,001 - \$50,000 (incl. GST)	Simple Written Quotation Process	Obtain a Minimum 3 written quotes
\$50,001 - \$150,000 (incl. GST)	Detailed Written Quotation Process	Obtain a Minimum 3 written detailed quotes
\$150,001+ (incl. GST)	Tender Process	Public Tender

BUILDING & CONSTRUCTION WORKS		
General		
Value of Purchase	Procurement Compliance	Requirement
\$0 - \$10,000 (incl. GST)	Simple Quotation Process	Obtain a Minimum 1 quote
\$10,001 - \$50,000 (incl. GST)	Simple Written Quotation Process	Obtain a Minimum 3 written quotes
\$50,001 - \$200,000 (incl. GST)	Detailed Written Quotation Process	Obtain a Minimum 3 written detailed quotes
\$200,001+ (incl. GST)	Tender Process	Public Tender

6.3.2.1 Quotations

General Suppliers

Purchase of goods, services having a total of \$150,000 (incl. GST) or less and building and construction having a total valuation of \$200,000 (incl. GST) or less may be undertaken using the procurement by quotation method as described below:

6.3.2.1.1 Simple quotation process - all purchases with a value to \$10,000 (incl. GST)

A simple quotation process is designed to seek an offer from a supplier in a quick and efficient manner whilst protecting commercially sensitive information. It can be verbal, either on the phone or face to face; or it can be written.



Quotes must be requested from appropriate suppliers who can supply the goods/services within the required timelines and satisfy minimum terms & conditions required by Council from time to time covering matters such as insurances, payment terms, certifications or professional registrations.

Quotes are to be recorded in Council's Finance System. Advertising is not required.

6.3.2.1.2 Simple written quotation process - all purchases with a value \$10,001 to \$50,000 (incl. GST)

A simple written quotation process requires you to obtain three written quotes. Verbal quotes will not satisfy this requirement. The quote request may involve sending an already existing brief and obtaining a quote to perform all or part of the brief.

The request and response can be submitted by hard copy or email, depending upon the complexity. It should seek to clarify aspects of the offer of importance such as price, dates, insurance, terms (normally purchase order terms) and resources.

A written recommendation of the selected supplier(s) must be approved by the relevant delegate and saved to Council's electronic document management system.

6.3.2.1.3 Detailed written quotation process

**Purchases with a value \$50,001 to \$150,000 (incl. GST) (goods or services)
AND
Purchases with a value \$50,001 to \$200,000 (incl. GST) (buildings and works)**

A detailed written quotation process follows the steps and the templates provided in the Strategic Procurement Framework and follows a formal process of ~~release offer~~ and acceptance. Three (3) written quotes are required to be obtained. A Procurement Plan, including background, baseline, timelines and engagement strategy must be ~~completed approved prior to seeking quotations.-~~

Requests for quotations may be released and accepted by ~~email or by~~ the e-tendering portal. The written evaluation and recommendation outlined in a Procurement Report must include details of all ~~invited~~ suppliers ~~contacted~~, their quotations, and must be approved and signed off by ~~the relevant Director for goods and services under \$150,000 or in the case of building and construction works of up to \$200,000 to be signed off by the Director – Engineering and Infrastructure.-~~ the appropriate financial delegate as stated in item 6.4.2 Delegations.

All documents relating to the procurement process must be maintained in Council's electronic document management system.

6.3.2.2 Tenders

Purchase of all goods and services for which the estimated expenditure exceeds \$150,000 (including GST), and building and construction works for which the estimated expenditure exceeds \$200,000 (including GST), must be undertaken by public tender. ~~as required by the Act.~~



Requests for Tender may be released by the e-tendering portal. The written evaluation and recommendation outlined in a Procurement Report must include details of all tenders received and must be approved and signed off by the Chief Executive Officer up to the Chief Executive Officers delegation, and approved by Council above the Chief Executive Officers delegation.

Councillors will be advised of all planned tender processes for goods and services estimated to exceed \$150,000 expenditure and building and construction works estimated to exceed \$200,000 expenditure via Council's weekly CEO bulletin. Any Councillor may request a tender process to be approved by Council, by submitting a request in writing to the Manager of Governance or Director, City ~~Development – Finance and Governance~~ Strategy and Integrity prior to the Tender Close date.

All documents relating to the procurement process must be maintained in Council's electronic document management system.

6.3.2.3 Exemptions

The relevant Director or Chief Executive Officer may provide an exemption to this policy and related procedures provided best value and legislative compliance can be demonstrated, within their respective financial delegation limit.

An exemption must be applied for prior to raising a Purchase Order, using the appropriate form. The Exemption must be approved in writing by a Director or Chief Executive Officer as well as Procurement.

~~Provisions in the Act, including public tender thresholds of \$150k for goods and services and \$200k for works, can only be exempted in accordance with the Act (i.e. by ministerial exemption).~~

A breach of the policy and procedures ~~without an appropriate exemption~~ may result in disciplinary action.

Any material breach will be reported to the EMT, Council, Audit and Risk Committee and public (via the CEO, the annual report and website).

[The engagement of Traditional Owners- where the primary purpose of the procurement activity is to gather information relating to Aboriginal culturally sensitive issues, including land management considerations pursuant to the Aboriginal Heritage Act 2006 \(Vic\)- is exempt from tender, quotation and expression of interest requirements.](#)

6.3.2.4 Variations

To avoid unnecessary and unplanned variations, Council staff should undertake careful procurement planning to clearly define a scope of works to minimise the potential requirement for contract variations.

Approval for a variation to contract should only occur in exceptional circumstances and must be obtained when:

- a variation increases the contract value beyond the approving Council staff member's authorised approval level; and/or
- a variation increases the contract value beyond the allowable procurement threshold level used to originally purchase the goods, services or building and construction. An exemption to the procurement process must be obtained from a Director or CEO.



Cumulative contract variations which result in variations to price exceeding ~~(10%)~~ ten percent (10%) in total should be considered as a new procurement process.

A variation in a Capital Works project should first be processed in accordance with the Capital Works Program Variation Authorisation process.

6.3.2.5 Contracted Suppliers

Where Council has undertaken a tender process to obtain contracted suppliers or when using an approved purchasing scheme supplier, then the following process is applicable.

Where a Schedule of Rates Exists

Decide who will be used based upon the calculated schedule of rates, quality, timeliness, and availability as it impacts the project or engagement. As this has previously been market tested there is no requirement to conduct another procurement event. Record the reasons for selecting the supplier in Council's finance system.

The engagement of the selected supplier can be approved by Council staff with the appropriate delegation. Approval will be gained by raising a purchase order in Council's finance system.

Where a Schedule of Rates Does Not Exist

Where a Schedule of Rates is not available, conduct a written quotation process defined in section 6.3.2.1 with those suppliers who are appropriate for the task. Those selected to quote may be based upon the qualitative assessment of the original quote/tender or availability.

Assessment is to be made based upon pre-defined evaluation criteria. This assessment is to be recorded against the Head Contract within Council's electronic document management system.

The engagement of the selected supplier can be approved by Council staff with the appropriate delegation. Approval will be gained by raising a purchase order in Council's finance system.

6.3.2.6 Consultancy Engagement

Council recognises the management of a person or organisation to perform a consultancy function involves Council undertaking additional procurement reporting. It is important to refer to the definition of a consultancy as compared to a contractor as both parties could be providing a service.

Council will follow the strategic procurement framework for the engagement of consultancy services.

In addition, prior to making a decision on whether to engage a person or organisation to perform a consultancy, Council will consider and document as part of a Procurement Plan:

- the reasons why the work required to be performed by the consultancy is necessary and is of value to Council;
- whether the skills required for the consultancy project exist internally among members of Council staff; and
- if the skills required do exist internally, whether the relevant Council staff member/s has capacity to undertake the consultancy project and, if not, whether the consultancy project can be delayed until a time when the Council staff member/s will have capacity.



Managers are responsible for the approval of consultancy engagements greater than \$10,000 and within the upper limit designated in the Approval Level table in Section 6.4.2.1.

Despite any other delegation to the contrary, where it is considered that the skills required for a consultancy project do exist internally, the decision to engage a consultant must be approved by the Chief Executive Officer or a Director.

6.3.2.7 Purchase Orders/Requisitions

A Purchase Order should be used as the method of payment for all purchases relating to a registered contract, or consultancy engagements, and for other purchases greater than \$2000 other than those exempted below. If using a Purchase Order for the purchase of goods and services, the Purchase Order must be raised and approved prior to the time the goods or services are ordered. All purchases must be raised on Council's finance system to ensure committal accounting practices are achieved.

GST – When Council staff are preparing a purchase order, unit price amounts must be exclusive of GST.

In an emergency situation, members of the Executive Management Team and/or Council's Municipal Emergency Response Officer (MERO) or their nominee, may take reasonable action and direct for goods/services to be obtained outside of the requirements of this policy, however a summary report with financial details must be submitted to the relevant Director as soon as practical after the emergency situation. This should be no more than five working days after the decision was taken.

Purchase orders are not required for:

- Utilities – water, telephone, mobiles, gas, electricity, sewerage charges and Telstra Dial before you dig
- Petty cash reimbursements
- Couriers
- Australia Post
- Medical accounts
- Advertising
- Ausdoc
- Legal fees
- Memberships
- Subscriptions
- Seminars and conferences
- Travel-related expenses
- Building Regulations Lodgement Fees
- Salaries, wages, other direct payroll payments and taxation
- Goods/services purchased on a corporate purchasing card (in accordance with Council's Corporate Purchasing Card Policy)
- Temporary Labour Hire engaged through Comensura



6.4 Delegation of Authority

6.4.1 Requirement

Delegation of procurement authority allows specified Council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to Council. This enables Council to conduct procurement processes in an efficient and timely manner whilst maintaining transparency and integrity.

Procurement delegations ensure accountability and provide confidence to Council and the public that purchasing activities are dealt with at the appropriate level. As such, Council has delegated responsibilities as detailed in 6.4.2 relating to the expenditure of funds for the purchase of goods, services and building and construction, the acceptance of quotes and tenders and for contract management activities.

6.4.2 Delegations

6.4.2.1 Council Staff

Council maintains a documented scheme of procurement delegations, identifying Council staff authorised to make such procurement commitments in respect of goods, services, building and construction on behalf of Council. A purchase order must be approved by a Council staff member with the appropriate approval limit as listed in the Approval Levels table below. There must also be sufficient funds within the budget available to cover the purchase order.

The Chief Executive Officer, Directors and Managers will not have access to raise purchase orders but will have the authority to approve purchase orders in accordance with the limits set out below:

Approval Levels (Inc GST)

COUNCIL POSITION	PURCHASING APPROVAL LIMITS
Council	No limit
Chief Executive Officer	\$1,000,000 (inc. GST) for a single transaction; or In the case of a multi-year contract, \$500,000 (inc. GST) per annum for each year of the contract, up to 5 consecutive years.
All Directors - Goods & Services	Up to \$150,000
All Directors Engineering and Infrastructure – Building and Construction works	Up to \$200,000
All Managers	Up to \$50,000
Coordinators	Up to \$10,000
Nominated Officers	Up to \$5,000
Requisitioners	\$0

The Chief Executive Officer may approve additional delegation to individual Council staff where operational circumstances require this authority. Refer Appendix A – Schedule of Additional Authorisations Approved by the Chief Executive Officer.

6.4.2.2 Delegations Reserved for the Council

Commitments and purchases which exceed the Chief Executive Officer's delegation must be approved by Council. Councillors will be advised of all planned tender processes for goods and services estimated to exceed \$150,000 expenditure and building and construction works estimated



to exceed \$200,000 expenditure via Council's weekly CEO bulletin. Any Councillor may request a tender process to be approved by Council, by submitting a request in writing to the Manager Governance & Strategy or Director, ~~Corporate Development~~ City Strategy and Integrity prior to the Tender Close date.

6.5 Internal Controls

Council maintains a framework of internal controls over procurement processes including regular internal audit review that ensures:

- more than one person is involved in and responsible for a transaction above \$2,000 end to end;
- transparency in the procurement process;
- a clearly documented audit trail exists for procurement processes;
- appropriate approvals are obtained and documented; and
- systems are in place for appropriate monitoring and performance measurement.

6.6 Commercial Information

Procurement processes will be carried out in a way that supports Council staff in meeting their obligations - to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) in an appropriate manner in accordance with the Records Management Policy.

6.7 Risk Management

6.7.1 General

Risk Management is to be appropriately applied at all stages of procurement processes which will be properly planned and carried out in a manner that will protect and enhance Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and building and construction.

The adoption and implementation of this Policy will provide Council with a sound foundation for risk management in the procurement process. Council staff need to consider the inclusion of a formal, documented Risk Assessment as part of the recorded documentation if in their judgement it is required.

6.7.2 Supply by Contract

The provision of goods, services and building and construction by contract potentially exposes the Council to risk.

Council will minimise its risk exposure by measures such as:

- conduct detailed planning and early stakeholder consultation to determine the key deliverables and risk factors;
- incorporating safety and risk as a mandatory evaluation criteria for purchases over \$50,000;
- standardising contracts to include current, relevant clauses;
- requiring security deposits where appropriate;
- referring specifications to relevant experts for review where considered appropriate;
- requiring contractual agreement before allowing the commencement of work;
- systemically reviewing all relevant policies and procedures;
- use of or reference to relevant Australian Standards (or equivalent) where appropriate; and
- effectively managing the contract including monitoring and enforcing performance.



6.7.3 Tender Documentation

Council will ensure that tender documentation is clear and concise, and clearly defines the Scope of Works, Performance Requirements, OH&S Requirements, Insurance/Indemnity obligations and Evaluation Criteria. The requirements described below apply particularly for those tenders conducted above the public tender threshold.

In addition, the following must be included:

- Conditions of Tender;
- Form of agreement;
- draft General Conditions of Contract (including Annexure(s)); and
- Specifications (including Scope of Works).

6.7.4 Evaluation Requirement for Tenders and Quotations

The aim of the evaluation process is to select a tender and or quotation that offers the 'Best Value' to Council while ensuring that all respondents are treated in a fair, equitable and impartial manner.

Council will ensure that the evaluation of tenders and quotations is undertaken on a systematic basis using evaluation criteria identified in the tender documentation. Council will consider all tenders and quotations as part of the bid evaluation process.

Evaluation criteria will be nominated in advance in the Conditions of Tender or quotation documents and may include criteria from the following:

- price;
- relevant experience/track record/operational performance;
- quality (may include quality assurance);
- safety and risk management system;
- environmental management compliance;
- appropriate resources;
- financial capacity;
- management skills;
- methodology and procedures;
- technical/technological expertise;
- asset management implications; and
- nominated subcontractors.

Mandatory evaluation criteria (that is, criteria which Respondents must satisfy) may be stipulated in the conditions of tender (mandatory factors are the 'pass / fail' criteria which the respondents either have or do not have). Where a tender response fails to satisfy the mandatory criteria, Council will not evaluate that tender response any further.

6.7.4.1 Local, Social and Environmental Considerations

Council is committed to environmental, local and social economic sustainability and will apply a mandatory minimum evaluation weighting of 10% collectively to this criterion.



Council officers must consider how to apply the weighting to their purchase and are encouraged to apply more than 10% across as many of these considerations as possible.

Where appropriate, Council will target organisations to participate in selective quotation processes e.g. ensuring local, social, indigenous or green enterprises.

The 10% weighting will give preference to:

- purchase or use of recycled and environmentally preferable products;
- goods with relevant ecolabels and certification.
- purchase of goods, machinery or material manufactured in Australia and New Zealand;
- purchases from social enterprises;
- local suppliers.

For all purchases less than \$50,000 (inc GST) Council prefers use of local suppliers in the first instance.

6.7.5 Assessment of Financial Capacity

Where appropriate, Council will conduct an assessment of the risk associated with the failure of a contractor to meet their contractual obligation due to limited financial capacity. Potential risk should be a consideration at the time of the development of the Procurement Plan.

In assessing the potential risk, Council will consider factors including, but not limited to:

- the impact of a failure of a contractor to meet their contractual obligations;
- the overall value of the subject contract and the value of individual projects within a larger contract;
- the term of a contract;
- the availability of alternative suppliers; and
- the provision of risk mitigation measures such as deposits, bank guarantees and insurances.

If the risk assessment, and political profile of the tender are deemed to be of a level where the consequence of failure or poor service delivery is potentially high, an independent financial assessment should be obtained through Strategic Procurement.

6.7.6 Insurance and Indemnity Requirements

Council requires a Public Liability insurance cover of \$20 million. However, where liability is determined to be potentially higher or lower than this amount, cover may be varied accordingly.

Dependent on the type of Contract, \$2 million Professional Indemnity Cover is required. Evidence of cover in the form of a Certificate of Currency at a minimum will be obtained. Council will also ensure any other appropriate insurance, i.e. Product Liability, Insurance of Works, Motor Vehicle or Fiduciary or Work Cover details are obtained dependent on the type of contract.

6.7.7 ~~Tender~~ Evaluation Panel

~~Council will establish a An~~ ~~Tender~~ Evaluation Panel ~~will be established~~ where scale, complexity and contract value demands. The ~~Tender~~ Evaluation Panel should, ~~where additional skills are needed,~~ comprise of at least three members. For contracts valued greater than \$150,000 for goods and services or \$200,000 for building and construction, the ~~Tender~~ Evaluation Panel will include a member of Council staff from a department not responsible for the engagement and management of the contractor. For tenders deemed



to be of material significance or deemed to be of high risk, a Probity Advisor can be appointed by ~~the Strategic Procurement, Principal at their discretion.~~

All members of the evaluation panel must complete a 'Conflict of Interest and Confidentiality Statement'. The Chair of the Tender Evaluation Panel is responsible for all Tender Documentation being compliant.

6.7.8 Probity Audit

The Chief Executive Officer will, at ~~his~~ ~~their~~ sole discretion, nominate any tender or other procurement process to be the subject of a Probity Audit by suitably qualified independent auditors.

Where a requirement for Probity Audit is nominated in the Procurement Plan before the commencement of the procurement process, the Probity Auditors will be engaged prior to the commencement of the process. Where a requirement for Probity Audit is nominated during the procurement process, the process will be put on hold and only recommenced following the engagement of the Probity Auditors.

The Probity Auditors will provide a full report to the Chief Executive Officer, or a nominated delegated officer, at the conclusion of the Audit.

6.7.9 Award of Contract

The decision to award a contract will be made either by a formal resolution of Council or its delegated officer.

In accordance with Council's Delegated Authority, all contracts for a single transaction to the GST inclusive value of greater than \$1,000,000 or in the case of a multiyear contract, greater than \$500,000 per annum for each year of the contract for a maximum of 5 years, must be awarded by a formal resolution of Council. The Chief Executive Officer or ~~his~~ ~~their~~ delegate, as per the Delegation of Authority Register, can award contracts of lesser value.

Council can negotiate with a tenderer or bidder to achieve an acceptable outcome reflective of the scope of works advertised.

Council will not trade the price of one tender or bid against that of another tenderer or bidder and will exhaust negotiations with one tenderer or bidder before beginning negotiations with another.

Council will award the contract on the basis of assessment against the stated evaluation criteria.

6.8 Contract Terms

All contractual relationships must be documented in writing based on standard terms and conditions appropriate to the goods or services being provided.

Where standard terms and conditions are not possible, approval must be obtained from the appropriate member of Council staff listed in Council Delegations. A request for such an approval should be supported with procurement and legal advice.

To protect the best interests of Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose Council to risk and thus must be authorised by the appropriate member of Council staff listed in Council Delegations of Authority Register.



6.9 Endorsement

Council staff must not endorse any products or services. Individual requests received for endorsement must be referred to Director level or above.

6.10 Dispute Resolution

All Council contracts will incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes becoming unmanageable and leading to legal action.

6.11 Contract Management

The purpose of contract management is to ensure that Council, and where applicable its clients, receive the goods, services or building and construction provided to the required standards of quality and quantity as intended by the contract by:

- establishing a system monitoring and achieving the responsibilities and obligations of both parties' under the contract;
- providing a means for the early recognition of issues and performance problems and the identification of solutions; and
- adhering to Council's Risk Management Framework and adhering to relevant Occupational Health and Safety Contractor Compliance Procedures.

All Council contracts are to include contract management requirements. Furthermore, contracts are to be proactively managed by the member of Council staff responsible for the delivery of the contracted goods, services or building and construction to ensure Council receives Value for Money. Contracts above \$50,000 in value are to be maintained and administered in Council's contract management system. A contract number must be obtained and included in the Procurement Plan and Procurement Report.

Once an agreement has been executed, a copy of the signed documentation must be recorded and filed in Council's electronic document management system and other systems as required.

6.12 Integration with Council Vision

The Procurement process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract. Procurement delivers best value outcomes to its Community through the purchase of goods, services and works by applying best practice principals.

Council's procurement processes will support the organisation to achieve its Community Vision 'where we connect with our people and our environment, ensuring they are safe, supported and have every opportunity to thrive'. Procurement has a role in delivering the five key directions outlined in the Community Plan:

1. Opportunity and Innovation
2. Neighborhoods, housing and infrastructure
3. Natural environment and sustainability
4. Connection, resilience and wellbeing
5. Civic engagement and integrity

Procurement will contribute to the outcomes of these five key directions through upholding procurement processes that foster the values of accountability, sustainability and transparency.



~~Council's procurement processes will support the organisation to achieve its vision of a City that will deliver the lifestyle, jobs and industry, health and wellbeing desired by members of the Knox community.~~

~~Council has a crucial role to play in supporting the Knox community to achieve the aspirations of its Vision and City Plan, and will operate as a key leader working in partnership with the community.~~

~~Council has a leadership role in delivery of the Vision and City Plan that will require it to be:~~

- ~~• a leading edge, best practice organisation;~~
- ~~• committed to the future of Knox;~~
- ~~• building a culture that enables and drives community engagement and participation; and~~
- ~~• achieves service excellence.~~

~~Council will foster these principles through procurement processes that foster the values of accountability, sustainability and transparency.~~

6.13 Achieving Value for Money

6.13.1 Requirement

Council's procurement activities will be carried out on the basis of obtaining Value for Money.

This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations.

Lowest price is not the sole determinate of value for money. Value for money in Council procurement is about selecting the supply of goods, services and building and construction taking into account both cost and non-cost factors including:

- contribution to the advancement of Council's priorities and objectives;
- non-cost factors such as fitness for purpose, quality, environmental, social and local economic impacts, service and support; and
- cost-related factors including Whole of -Life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or building and construction works.

6.13.2 Approach

The Value for Money approach will be facilitated by:

- developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle;
- effective use of competition;
- using aggregated contracts and -service-oriented architecture where appropriate;
- identifying and rectifying inefficiencies in procurement processes;
- developing cost efficient tender processes including appropriate use of e-solutions, where appropriate;
- Council staff responsible for providing procurement services or assistance within Council providing competent advice in terms of available products and agreements; and
- working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and building and construction being acquired.

6.13.3 Role of Specifications



Specifications used in quotations, tenders and contracts are to support and contribute to Council's Value for Money objectives through being written in a manner that:

- is outcome focused;
- ensures impartiality and objectivity;
- encourages the use of standard products;
- encourages sustainability; and
- eliminates unnecessarily stringent requirements.

6.14 Standard Processes

Council will provide effective and efficient commercial arrangements for:

- the acquisition of goods and services; and
- arrangements covering standard products and provision of standard services across Council to enable Council staff to source requirements in an efficient manner.

This will be achieved by establishing:

- pricing where relevant;
- processes, procedures and techniques;
- tools and business systems (e.g. implementing appropriate e-tendering, e-evaluation; e-catalogue or e-sourcing arrangements);
- reporting requirements; and
- application of standard contract terms and conditions.

Build and Maintain Supply Relationships

~~Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken — whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means. Council will consider supply arrangements that deliver the best value outcomes in terms of time, expertise, cost, value and outcome.~~

6.15 Collaborative Procurement Approach

~~In accordance with Section 108 (c) of the Act, the Council will first give consideration to collaboration with other Councils and public bodies or utilise Collaborative Procurement Arrangements when procuring goods, services and works to achieve such things as economies of scale, local, social and environmental outcomes and standardising the market approach.~~

6.16 Continual Improvement

Council is committed to continuous improvement and will review the procurement policy on an annual basis, to ensure that it continues to meet its wider strategic objectives.

7. Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.



Appendix A

Schedule of Additional Authorisations Approved by the Chief Executive Officer

Employee Position Title	Revised Authorisation Level (excl. GST)
Executive Engineer – Major Initiatives Unit	\$50,000
Coordinator – Construction Group	\$50,000
Coordinator – Active Open Space Urban Forest and City Presentation	\$50,000
Coordinator – Passive Open Space <u>Coordinator Sportsfields Reserves and Capital Works</u>	\$50,000
Coordinator – Works Services	\$50,000
Coordinator – Facilities	\$50,000
Coordinator – Fleet Management	\$50,000
Coordinator – Business Support <u>Connected Communities Community Services</u>	\$50,000
Coordinator – Project Delivery	\$50,000
Senior Team Leaders – Family & Children Services	\$10,000
Team Leader – Project Delivery	\$10,000
Team Leader – Stormwater	\$10,000
Project Officer – Facilities	\$10,000
Supervisor – Works Services	\$10,000
Supervisor – Parks Services	\$10,000
<u>Executive Engineer - Contracts and Operation Improvements</u>	<u>\$10,000</u>
Project Officer s – Active Reserves <u>Operations</u>	\$10,000
Project Officer – Passive Reserves	\$10,000
Project Officer – Reactive Maintenance	\$10,000
Project Officer – Tree Management	\$10,000
Team Leaders – Operations	\$5,000
Administration Officer s – Works Services <u>Operations</u>	\$5,000
Administration Officer – Construction Group	\$5,000
Administration Officer – Facilities	\$5,000
Administration Officer – Parks Services	\$5,000

7 Public Question Time

Following the completion of business relating to Item 6, City Strategy and Integrity, the business before the Council Meeting will now be deferred to consider questions submitted by the public.

8 Infrastructure Officers' Reports for consideration

8.1 Contract 2860 - VARMS Relocation Construction

SUMMARY: Project Manager, Major Initiatives Unit – Pam Kunst

This report considers and recommends the appointment of a tenderer for the construction of the new Victorian Association of Radio Model Soaring (VARMS) clubhouse at Rowville Recreation Reserve, Stud Road Rowville.

RECOMMENDATION

That Council:

- 1. Accepts the tender submitted by Jardon Group for the lump sum price of \$1,384,829.00 ex GST (\$1,523,311.90 incl. GST) for Contract 2860 - VARMS Relocation Construction;**
- 2. Allocates a contingency for this project as set out in the confidential Attachment 1, and authorise the Chief Executive Officer (or such person the Chief Executive Officer selects) to expend this contingency at their discretion;**
- 3. Authorise the Chief Executive Officer (or such person the Chief Executive Officer selects) to execute contract documentation of Contract No. 2860 – VARMS Relocation Construction to give effect to Council's decision; and**
- 4. Advises all tenderers accordingly.**

1. INTRODUCTION

This contract is for the construction of a new clubhouse at Rowville Recreation Reserve for the Victorian Association of Radio Model Soaring (VARMS) group. VARMS were tenanted at the Knox Regional Sports Park and were required to relocate in order to allow for the redevelopment of the State Basketball Centre. Council adopted a final Masterplan for this site on 27 August 2018, which requires VARMS to be relocated with any further development.

The Rowville Recreation Reserve is the preferred new site for VARMS. It meets the functional requirements of the VARMS group, with a clear fly zone area of 150m wide, 300m length, 30m buffer from any infrastructure and a no-fly zone restrictions over carparks. The works include a new clubhouse, storage shed, car park area and access road, runway for flying model aircraft and a new external left turn entry lane on Stud Road.

In accordance with Council's Procurement Policy, after considering the complexity, value and risk associated with this contract, it was determined to utilise a public tender process commensurate with the approved Procurement Plan.

This report considers and recommends the appointment of a tenderer to undertake the works.

2. DISCUSSION

2.1 Background

VARMS had been located at the Knox Regional Sports Park for more than 40 years, however when the initial Eastern Recreation Precinct (ERP) Masterplan (2009) was endorsed, it was also noted

that VARMS would be required to be relocated from the site. Council adopted a final Masterplan for this site on 27 August 2018, which requires VARMS to be relocated with any further development.

The Rowville Recreation Reserve is the preferred new site for VARMS. It meets the functional requirements of the VARMS, with a clear fly zone area of 150m wide, 300m length, 30m buffer from any infrastructure and a no-fly zone restrictions over carparks.

Scoping and concept development was undertaken in 2019, with the preferred concept option presented to and supported by the VARMS group in December 2020.

Detailed Design works have been in progress since December 2020, with design documentation being prepared by principal architectural consultant (JMA Architects). Part of the detailed design required a town planning application due to the zoning of the site. A planning permit was granted on 5 July 2021.

2.2 Proposed Works

Following tender evaluation and contract award, construction works are planned to commence in January 2022 and be completed by the end of June 2022. Works include the construction of a new clubhouse, storage shed, civil works including drainage, car park areas, an access road, external left turn entry lane from Stud Road and associated bulk earthworks.

2.3 Tenders Received

Council advertised a public tender for this project on 9 October 2021, in accordance with Council's Procurement Policy and approved Procurement Plan. The tender closed on 29 October 2021.

The following tenders were received:

Tender 1: Circon Constructions Pty Ltd

Tender 2: DBS Electrical Services Pty Ltd

Tender 3: Jardon Group Pty Ltd

2.4 Tender Evaluation Panel

The Tender Evaluation Panel consisted of suitably qualified panel members experienced in the evaluation and award of major capital works projects.

All members of the Panel signed the Conflict of Interest and Confidentiality Agreements indicating that they had no conflict of interest or association with any of the submitting tenderers.

2.5 Evaluation Criteria

The evaluation criteria, as listed in the Conditions of Tender, have been assigned the following weightings in accordance with the approved Procurement Plan:

Price	40%
Demonstrated Skills and Experience	25%
Project Timeframes, Resources and Methodology	25%
Sustainable Communities Objectives	10%

The tender also nominated the following mandatory criteria:

- Public Liability Insurance
- OH&S System
- Quality Assurance System
- Commercial Builders Registration
- Compliance with tender documentation
- Financial capacity

2.6 Preferred Tender

Jardon Group is the recommended tenderer with the highest overall evaluation score. It is anticipated that Jardon Group will provide satisfactory performance and successfully deliver this project.

Refer to Attachment 1 – Procurement Report (which includes the Tender Evaluation Matrix) for the detailed tender evaluation.

3. CONSULTATION

Aside from checking referees of preferred tenderer, no further consultation was undertaken as part of the tender evaluation process.

4. CLIMATE CHANGE CONSIDERATIONS

The research, analysis and planning of this project has considered opportunities for adapting to climate change including biodiversity protection and off-grid building services. A brief outline of the building services is noted below:

- Two rainwater storage tanks will be provided collecting runoff from roof drainage with a pump set and distribution pipework for non-potable water;
- Rainwater treatment system will be provided for potable water use including the kitchen and hand basins;
- Power will be provided via a solar panel and storage battery system; and
- Waterless composting toilet design utilises a low maintenance continuous composting system.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

In order to meet the design objectives and planning requirements of the project, a significant amount of Environmentally Sustainable Design (ESD) principles have been factored into the building's design. The proposed site is currently undeveloped and located adjacent to the Rowville Reserve sports oval (oval 2) and an environment overlay exists relating to the presence of native grasses and vegetation. In response to the sensitive site location and the possible impact of 'running' in ground services to the proposed building location, Council is adopting an off-grid solution for the services to the building. The design complies with Council's Sustainable Buildings and Infrastructure Policy.

Vegetation in the proposed development consists of introduced grassland, planted native vegetation and native patch vegetation. The development has been designed to purposely avoid the removal of native vegetation. Some clearing of grassland is required, and this is predominately pasture grasses with a high cover of Blackberry.

6. FINANCIAL & ECONOMIC IMPLICATIONS

A total budget allowance of \$1.6m has been made available for the project, which forms part of Council's overall \$27m contribution to the redevelopment of the State Basketball Centre (SBC).

7. SOCIAL IMPLICATIONS

No social implications needed to be further considered in the evaluation of this contract, as the preferred tenderer is compliant with Item 5 of the Comparative Criteria contained in the tender documents.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Natural Environment & Sustainability

Strategy 3.1 - Preserve our biodiversity and waterways and enhance our urban landscape.

Connection, Resilience & Wellbeing

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

Attachment 1 is included in the confidential agenda, as it contains confidential information pursuant to Council's Governance Rules and Section 66 of the Local Government Act 2020, as it relates to:

- Private commercial information that, if released, would unreasonably expose tenderers to disadvantage because it would release financial information about the business that is not available to their competitors.

Report Prepared By: Project Manager, Major Initiatives Unit – Pam Kunst

Report Authorised By: Director Infrastructure – Grant Thorne

Attachments

Confidential attachment 1 is circulated under separate cover.

8.2 Contract 2927 - Fairpark Reserve Multi Purpose Community Facility Construction

SUMMARY: Project Manager, Major Initiatives Unit – Pam Kunst

This report considers and recommends the appointment of a tenderer for the construction of Council’s Multi Purpose Community Facility at Fairpark Reserve, Ferntree Gully, including upgrade works to the existing U3A building and reserve car parks.

RECOMMENDATION

That Council:

- 1. Accepts the tender submitted CA Property Group for the lump sum price of \$7,801,115.00 ex GST (\$8,581,226.50 incl. GST) for Contract 2927 – Fairpark Reserve Multi Purpose Community Facility Construction;**
- 2. Allocates a contingency for this project as set out in the confidential Attachment 1, and authorise the Chief Executive Officer (or such person the Chief Executive Officer selects) to expend this contingency at their discretion;**
- 3. Authorise the Chief Executive Officer (or such person the Chief Executive Officer selects) to execute contract documentation of 2927 – Fairpark Reserve Multi Purpose Community Facility Construction to give effect to Council’s decision; and**
- 4. Advises all tenderers accordingly.**

1. INTRODUCTION

This contract is for the construction of Council’s Multi Purpose Community Facility at Fairpark Reserve, Ferntree Gully, including upgrade works to the existing U3A building and reserve car parks.

The works include a new multi purpose community facility with change rooms and amenities for the cricket, football and netball clubs, additional classrooms and meeting spaces for U3A including refurbishment of existing facilities, demolition of the existing sports pavilion and new car parking upgrades and landscaping. The construction phase is planned to be complete by December 2022.

In accordance with Council’s Procurement Policy, after considering the complexity, value and risk associated with this contract, it was determined to utilise a public tender process commensurate with the approved Procurement Plan.

This report considers and recommends the appointment of a tenderer to undertake the works.

2. DISCUSSION

2.1 Background

In 2015, a masterplan for Fairpark Reserve, Ferntree Gully was developed with community consultation and subsequently endorsed. The masterplan included a future Multi Purpose Community Facility to accommodate the functional requirements of the multiple user groups

currently utilising Fairpark Reserve including the University of Third Age (U3A), netball, cricket and football sporting clubs.

Council has received Federal Government funding of \$3m to deliver the Multi Purpose Community Facility at Fairpark Reserve. The balance of funding is provided by Knox City Council and the various clubs/organisations associated with this site.

Council held several workshops with key stakeholders to confirm the key functional requirements to be formulated into spatial requirements into the Concept Design. Council worked with appointed architect, k20 Architecture, to deliver the concept design and subsequent detailed design and tender drawings.

2.2 Proposed Works

Following tender evaluation and contract award, construction works are planned to commence in January 2022 and be completed by the end of December 2022.

The works include a new multi purpose community facility with change rooms and amenities for the cricket, football and netball clubs, additional classrooms and meeting spaces for U3A including refurbishment of existing facilities, demolition of the existing sports pavilion and new car parking upgrades and landscaping.

2.3 Tenders Received

Council advertised a public tender for this project on 2 October 2021 in accordance with Council's Procurement Policy and approved Procurement Plan. The tender closed on 29 October 2021.

The following tenders were received:

Tender 1: Allmore Constructions Pty Ltd

Tender 2: Ausbuild Construction P/L

Tender 3: CA Property Group Pty Ltd

Tender 4: Circon Constructions Pty Ltd

Tender 5: Devco Project and Construction Management Pty Ltd

Tender 6: Jardon Group Pty Ltd

Tender 7: MISR Engineering & Constructions

2.4 Tender Evaluation Panel

The Tender Evaluation Panel consisted of suitably qualified panel members experienced in the evaluation and award of major capital works projects.

All members of the Panel signed the Conflict of Interest and Confidentiality Agreements indicating that they had no conflict of interest or association with any of the submitting tenderers.

2.5 Evaluation Criteria

The evaluation criteria, as listed in the Conditions of Tender, have been assigned the following weightings in accordance with the approved Procurement Plan:

Price	40%
Demonstrated Skills and Experience	25%
Project Timeframes, Resources and Methodology	25%
Sustainable Communities Objectives	10%

The tender also nominated the following mandatory criteria:

- Public Liability Insurance
- OH&S System
- Quality Assurance System
- Commercial Builders Registration
- Compliance with tender documentation
- Financial capacity

2.6 Preferred Tender

CA Property Group is the recommended tenderer with the highest overall evaluation score. It is anticipated that CA Property Group will provide satisfactory performance and successfully deliver this project.

Refer to Attachment 1 – Procurement Report (which includes the Tender Evaluation Matrix) for the detailed tender evaluation.

3. CONSULTATION

Aside from checking referees of preferred tenderer and conducting a Tender Panel Interview, no further consultation was undertaken as part of the tender evaluation process.

4. CLIMATE CHANGE CONSIDERATIONS

The research, analysis and planning of this project has considered opportunities for adapting to climate change. A brief outline is noted below:

- The project aims to exceed the Council's Sustainable Buildings and Infrastructure Policy, with the development designed to meet best practice environmental standards. The Green Star for Buildings v1 submission guidelines have been used to guide the design of this building. The project is targeting an Uncertified score equivalent to 5 stars Australian Excellence;
- The building fabric and glazing has been designed to insulate and shade the building to reduce the heating and cooling loads required to keep occupants comfortable;
- The design also utilises efficient heating, cooling and lighting systems to reduce the energy demand, and water capture and water efficient fittings and fixtures have been selected to reduce water bills;
- The building harvests water and sunlight, to provide renewable energy and rainwater;
- The building is targeting net zero emissions through efficient design while minimising grid electricity usage; and

- The ESD commitments for the proposed facility development indicate that best practice sustainability will be achieved both initially during construction and on an ongoing operational basis.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

The site is zoned Public Park and Recreation Zone and includes a Vegetation Protection Overlay 3 (VPO3). The proposed new facility will have a moderate impact on existing vegetation. The removal of eight trees are included in a tree removal permit with Council as part of the Building Permit application process.

Landscaping of the area adjacent to the sports field, between the building footprint and the sports field fence line will provide for high quality public zones at Fairpark Reserve.

6. FINANCIAL & ECONOMIC IMPLICATIONS

The funding sources available are as follows:

Description	Funds
CWP Allocation Number E0004 4006	\$ 10,714,296.30
Total Funds Available:	\$10,714,296.30

Note that the funding above relates to the overall project (concept design, detailed design, permits, construction, public art work).

7. SOCIAL IMPLICATIONS

No social implications needed to be further considered in the evaluation of this contract, as the preferred tenderer is compliant with Item 5 of the Comparative Criteria contained in the tender documents.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Natural Environment & Sustainability

Strategy 3.1 - Preserve our biodiversity and waterways, and enhance our urban landscape.

Connection, Resilience & Wellbeing

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

Attachment 1 is included in the confidential agenda, as it contains confidential information pursuant to Council's Governance Rules and Section 66 of the Local Government Act 2020, as it relates to:

- Private commercial information that, if released, would unreasonably expose tenderers to disadvantage because it would release financial information about the business that is not available to their competitors.

Report Prepared By: Project Manager, Major Initiatives Unit – Pam Kunst

Report Authorised By: Director Infrastructure – Grant Thorne

Attachments

Confidential attachment 1 is circulated under separate cover.

9 Connected Communities Officers' Reports for consideration

9.1 Minor Grants Program 2021-22 Monthly Report - 20 December 2021

SUMMARY: Coordinator Community Partnerships, Saskia Weerheim

This report summarises the grant applications recommended for approval in December 2021 for the 2021-22 Minor Grants Program. All applications have been assessed against the criteria set out in the Minor Grants Program Policy.

Applications under the Minor Grants Policy are limited to a maximum of \$3,000 within the current financial year.

RECOMMENDATION

That Council:

1. Approve nine applications for a total of \$19,377.10 as detailed below:

Applicant Name	Project Title	Amount Requested	Amount Recommended
Bayswater Junior Football Club	iPads for coaches	\$3,000.00	\$3,000.00
Birch Street Children and Family Centre	Creating Engaging Environments to Support Learning and Community Connections	\$3,000.00	\$3,000.00
Uniting Church Ferntree Gully	Community BBQ For Rooming House Residents in Ferntree Gully	\$900.00	\$900.00
The Basin Cricket Club	Cricket equipment and air purifier	\$3,000.00	\$3,000.00
Templeton Cricket Club	Portable Shade Marquee	\$1,943.10	\$1,943.10
Boronia Bowls Club	Spring Mounted Rink Numbers	\$2,134.00	\$2,134.00
Hindi Niketan Inc.	Australia Day/India Republic Day Celebrations in Knox	\$2,500.00	\$2,300.00
RDA Knox – Riding for the Disabled Knox Branch	Light up the Arena Project	\$3,000.00	\$2,000.00
Southern Cross Kids Camp	January 2022 camp bus trip	\$1,100.00	\$1,100.00
Total		\$20,577.10	\$19,377.10

2. Note that the following application for a grant of \$213.90 has been approved under delegation in accordance with Cl.6.3 of the Minor Grants Program Policy:

Applicant Name	Project Title	Amount Requested	Amount Recommended
Wantirna Tennis Club Inc	Replacement water filter for hot water dispenser	\$213.90	\$213.90

3. Note that inclusive of the above recommended grants, totalling \$19,591.00, a total of \$110,823.30 has been awarded to date under the 2021-22 Minor Grants Program supporting 51 community-based organisations and their programs.

1. INTRODUCTION

The Minor Grants Program provides a pool of grant funding that can respond on a monthly basis to requests for small amounts of funding to assist with short term, one-off projects or initiatives that are relatively minor in nature.

The objective of the Minor Grants Program is to be an accessible and responsive funding source to assist a wide range of community led activities across the municipality and support volunteer effort and civic participation.

It operates under the principles of other Knox Council grants programs to ensure:

- Funded projects will provide benefit to the Knox community and help meet Council objectives;
- Co-operation and collaboration between groups will be encouraged;
- The grant process will be consistent, equitable and transparent; and
- The grant process will support and strengthen community groups in developing local solutions to local needs.

Applications are assessed against criteria specified in the Minor Grants Program Policy (updated and approved in April 2020) to determine the eligibility of the applicant organisation and the eligibility of the grant application.

The Policy sets out an open and transparent grant program that meets the principles of good governance and is compliant with the requirements of the Local Government Act 2020.

In accordance with the Policy, applications for funding have been assessed by the Chief Executive Officer, or delegate, for Council's approval.

2. DISCUSSION

This report presents to Council the recommendations for recent Minor Grant applications in accordance with the Policy.

Ten complete grant applications were received since the Council meeting held on 22 November 2021, requesting grants totalling \$20,791.00. Eight applicant groups are eligible for the grant amounts requested.

One of the applicants, Riding for the Disabled Knox Branch, has requested an amount more than they are currently eligible to receive under Cl 6.21 of the Minor Grants Program Policy. The group is seeking \$3,000.00 to contribute towards solar lighting for their horse stalls. The group received a grant of \$3,000.00 in September, 2020, towards the installation of purpose-built handrails for onsite ramps. In combination, this current application will have put them over their allowed limit under the Policy, so they are currently only eligible to receive \$2,000.00.

Another application, from Hindi Niketan, included a request for items not allowed under the Minor Grants Program Policy including for public liability insurance and prizes for children. Public liability insurance is considered to be an operational cost and not supported by the Policy (Cl. 6.22). Funding for prizes is also not supported under the Policy (Cl. 6.29). Taking these eligibility issues into account, it is recommended that Hindi Niketan only receive \$2,300.00.

The other applications are summarised as follows:

- Bayswater Junior Football Club are seeking support for the purchase of iPad's for their coaches to assist in ensuring fair and safe games. The iPads will also be used to log interchanges and injuries;
- Birch Street Children and Family Centre have applied for a grant to promote learning by creating an engaging environment;
- Uniting Church Ferntree Gully are seeking support to run weekly barbeques for rooming house residents in Ferntree Gully during January, 2022. The barbeques will ensure that established social connections are maintained over the Christmas holidays whilst other community meal services are on a break;
- The Basin Cricket Club are seeking support to purchase cricket equipment and an air purifier to increase participation, especially amongst junior players as community sport resumes;
- Templeton Cricket Club are seeking support to purchase a shade marquee for use at the oval at Wantirna College, once the planned relocation is complete. The shade marquee will provide protection from the sun for Templeton Cricket Club and opposition players, officials and spectators at Wantirna College during summer and will be available for WSJFC to use during winter;
- Boronia Bowls Club are seeking a grant to replace damaged & weathered bowling rink numbers to improve the bowling greens, enhancing participation as well as attracting and retaining new members;
- Southern Cross Kids Camp are seeking support to provide children attending their camp with access to a chartered bus for the return trip to the camp they provide; and
- Wantirna Tennis Club are seeking support to replace the water filter for their hot water dispenser.

Application details are provided in Attachment 1.

3. CONSULTATION

Consultation is undertaken with organisations in relation to their grant applications whenever possible and if necessary, to clarify details regarding their applications prior to Council's consideration.

Advice or information may be sought from officers across Council in relation to either the applying organisation or the proposed project, or both, if considered necessary.

The Policy specifies assessment can occur by the Chief Executive Officer, or delegate, and make recommendation for Council's determination.

4. CLIMATE CHANGE CONSIDERATIONS

Implementation of the recommendations is considered to have no direct implications or has no direct impact upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

There are no environmental or amenity issues associated with this report.

6. FINANCIAL & ECONOMIC IMPLICATIONS

The approval of Minor Grants is managed within Council's adopted budget. The 2021-22 budget provides \$193,729.00 for the Minor Grants Program (comprising the annual allocation of \$150,582.00 plus an additional \$43,147.00 carried forward from the 2020-21 Minor Grants Program, as per the Minor Grants Policy).

Recommended applications for the December period total \$19,591.00. If approved as recommended, the remaining Minor Grants budget for 2021-22 will total \$85,696.00 before GST adjustments.

7. SOCIAL IMPLICATIONS

The Minor Grants Program allows Council to respond promptly to requests from Knox- based community groups for small amounts of funding to assist a variety of community-based programs, projects or activities. Council's Minor Grants are a simple and streamlined source of funding that can make a significant difference for local community organisations in need of short-term, specific purpose assistance.

8. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2021-2025

Connection, Resilience & Wellbeing

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

Strategy 4.2 - Foster inclusivity, equality, belonging and safety within the community.

Strategy 4.4 - Support the community to identify and lead community strengthening initiatives.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Coordinator Community Partnerships, Saskia Weerheim

Report Authorised By: Director Connected Communities, Tanya Scicluna

Attachments

- 1. ATTACHMENT 1 - Minor Grants Applications - December - 2021-12-20 [9.1.1 - 60 pages]**

Attachment 1

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 51- MGP - 2021-22 From RDA Knox - Riding for the Disabled Knox Branch
 Form Submitted 7 Dec 2021, 10:09am AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

RDA Knox - Riding for the Disabled Knox Branch

Organisation Address *

[REDACTED]

Address, Telephone, Email, Website, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 51- MGP - 2021-22 From RDA Knox - Riding for the Disabled Knox Branch
 Form Submitted 7 Dec 2021, 10:09am AEDT

Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

ate/Province, Postcode, and Country are required.

Phone Number

[REDACTED]

tralian phone number.

Mobile Phone Number *

[REDACTED]

a an phone number.

Email *

[REDACTED]

ess.

Please provide your ABN

20 130 814 132

Information from the Australian Business Register	
ABN	20 130 814 132
Entity name	Riding For The Disabled Association Of Victoria Inc
ABN status	Active
Entity type	Other Incorporated Entity
Goods & Services Tax (GST)	Yes
DGR Endorsed	Yes (Item 1)
ATO Charity Type	Public Benevolent Institution More information
ACNC Registration	Registered
Tax Concessions	FBT Exemption, GST Concession, Income Tax Exemption
Main business location	3031 VIC
<i>Information retrieved at 12:13am today</i>	

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Incorporation Details**Please provide your Incorporated number**

20 130 814 132

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 51- MGP - 2021-22 From RDA Knox - Riding for the Disabled Knox Branch
 Form Submitted 7 Dec 2021, 10:09am AEDT

PROJECT DETAILS

*** indicates a required field**

Request Details

Project Title *

Light up Project

Project Start Date *

20/12/2021

Must be a date.

Project End Date *

31/12/2021

Must be a date.

(a) Briefly describe details of the request: *

Solar Lighting for the Horse Stalls.

(b) What community benefit is gained from this project / activity? *

Being able to have lights in the Horse stalls will increase rider participation and a safe environment for Horse Welfare volunteers. Having lights will enable us to offer more sessions after school as it gets darker we can turn on the lights for a safer program.

How many people will directly benefit from or participate in your project / activity? *

50

Must be a number

How many of the above are Knox residents? *

30

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

\$9,800.00

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$3,000.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 51- MGP - 2021-22 From RDA Knox - Riding for the Disabled Knox Branch
 Form Submitted 7 Dec 2021, 10:09am AEDT

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
Solar Lights	\$9,800.00
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount
 \$9,800.00
 This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: Quote # QU0160.pdf
 File size: 80.8 kB

Other Grant Funding

(e) Have funds been sought / provided from other Council grants? *
 Yes No

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: Public Liability Certificate.pdf
 File size: 303.3 kB

Public Liability Expiry Date *

31/07/2022
 Must be a date.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 51- MGP - 2021-22 From RDA Knox - Riding for the Disabled Knox Branch
Form Submitted 7 Dec 2021, 10:09am AEDT

Please attach relevant supporting documentation, including:

- **A project plan**
- **Evidence of Incorporation**

Attach relevant documentation:

No files have been uploaded

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.

If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

Name *

[REDACTED]

Position (if organisation) *

[REDACTED]

Declaration Date *

04/12/2021

Must be a date.

Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 65- MGP - 2021-22 From Bayswater Junior Football Club
 Form Submitted 23 Nov 2021, 8:35pm AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

Bayswater Junior Football Club

Organisation Address *

[REDACTED]

e/Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 65- MGP - 2021-22 From Bayswater Junior Football Club
 Form Submitted 23 Nov 2021, 8:35pm AEDT

Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

e/Province, Postcode, and Country are required.

Phone Number

[REDACTED]

tralian phone number.

Mobile Phone Number *

[REDACTED]

tralian phone number.

Email *

[REDACTED]

Please provide your ABN

69 731 210 242

Information from the Australian Business Register	
ABN	69 731 210 242
Entity name	Bayswater Junior Football Club Incorporated
ABN status	Active
Entity type	Other Incorporated Entity
Goods & Services Tax (GST)	No
DGR Endorsed	No
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	3153 VIC
<i>Information retrieved at 5:21am today</i>	

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Incorporation Details**Please provide your Incorporated number**

A0005499J

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 65- MGP - 2021-22 From Bayswater Junior Football Club
 Form Submitted 23 Nov 2021, 8:35pm AEDT

PROJECT DETAILS

*** indicates a required field**

Request Details

Project Title *

Purchase ipads for coaches

Project Start Date *

01/02/2022

Must be a date.

Project End Date *

15/02/2022

Must be a date.

(a) Briefly describe details of the request: *

Purchase iPad's for all coaches to utilize to assist in fair, safe and best interests of the game. Can be used for interchange apps to ensure interchanges are fair and equitable. Can access online medical details for players as relevant using CareMonkey. Injuries can be logged in along with medical clearances and trainers will be able to access these records to assist them in making an informed decision. Apps can be downloaded providing training tips and drills.

(b) What community benefit is gained from this project / activity? *

All players will be assured of having fair and equal time on the field, thus ensuring players are not left behind or looked over. Injuries can be monitored thus ensuring all children are Apps can be downloaded providing training tips tailored to the specific age group to ensure the kids are not only improving their skills but having fun. This will make for a better more enjoyable game for children and encourage participation. The health and physical gains are clear but there is good evidence to suggest that physical activity can also improve mental wellbeing and academic performance.

How many people will directly benefit from or participate in your project / activity? *

250

Must be a number

How many of the above are Knox residents? *

250

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 65- MGP - 2021-22 From Bayswater Junior Football Club
 Form Submitted 23 Nov 2021, 8:35pm AEDT

\$5,000.00

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$3,000.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
ipad x 12	\$5,000.00
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount

\$5,000.00

This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: Apple iPad - Apple.pdf

File size: 988.8 kB

Filename: Apple iPad 64Gb Good Guys.pdf

File size: 2.5 MB

Filename: Apple iPad Pro - Becextech.pdf

File size: 933.3 kB

Other Grant Funding

(e) Have funds been sought / provided from other Council grants? *

Yes No

ADDITIONAL SUPPORTING INFORMATION

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 65- MGP - 2021-22 From Bayswater Junior Football Club
Form Submitted 23 Nov 2021, 8:35pm AEDT

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: EFL-2021-Season-COC-Bayswater-Junior-Football-Club-Inc-1 (002).pdf
File size: 96.7 kB

Public Liability Expiry Date *

31/03/2022
Must be a date.

Please attach relevant supporting documentation, including:

- A project plan
- Evidence of Incorporation

Attach relevant documentation:

Filename: Certificate of Incorporation - A0005499J (2) (1).pdf
File size: 119.6 kB

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.
If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

Name *

[REDACTED]

Position (if organisation) *

[REDACTED]

on Date *

[REDACTED]

Must be a date.

Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 65- MGP - 2021-22 From Bayswater Junior Football Club
Form Submitted 23 Nov 2021, 8:35pm AEDT

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 66- MGP - 2021-22 From Birch Street Children and Family Centre
 Form Submitted 2 Dec 2021, 9:46pm AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

Birch Street Children and Family Centre

Organisation Address *

[REDACTED]

e/Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 66- MGP - 2021-22 From Birch Street Children and Family Centre
 Form Submitted 2 Dec 2021, 9:46pm AEDT

Contact Name

[Redacted]

Project Contact Address *

[Redacted]

State/Province, Postcode, and Country are required.

Phone Number

[Redacted]

Australian phone number.

Mobile Phone Number *

[Redacted]

Australian phone number.

Email *

[Redacted]

Please provide your ABN

Information from the Australian Business Register	
ABN	
Entity name	
ABN status	
Entity type	
Goods & Services Tax (GST)	
DGR Endorsed	
ATO Charity Type	
ACNC Registration	No
Tax Concessions	
Main business location	

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? *

Yes No

If No please provide details of Auspice below

Incorporation Details

Please provide your Incorporated number

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 66- MGP - 2021-22 From Birch Street Children and Family Centre
 Form Submitted 2 Dec 2021, 9:46pm AEDT

PROJECT DETAILS

*** indicates a required field**

Request Details

Project Title *

Creating Engaging Environments to Support Learning and Community Connections

Project Start Date *

20/12/2021

Must be a date.

Project End Date *

30/03/2022

Must be a date.

(a) Briefly describe details of the request: *

In a collaborative partnership, between the educators, children, parent support group and families at Birch Street Kindergarten, it has been identified that we would like to promote learning by creating an engaging environment that facilitates and promotes learning. In addition to this, the Parent Group has highlighted the importance of creating meaningful connections with the community, and would like to create a post-COVID environment that supports these relationships.

(b) What community benefit is gained from this project / activity? *

Children will have a space that reflects their individual needs and supports deep engagement with inquiry play based learning. This will benefit the Birch Street kindergarten community from now and well into the future.

The past two years have seen difficult times and the Parent Group would like to create a space that supports nurturing, respectful and deep connections with the community.

How many people will directly benefit from or participate in your project / activity? *

110

Must be a number

How many of the above are Knox residents? *

110

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

\$3,280.65

Must be a dollar amount.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 66- MGP - 2021-22 From Birch Street Children and Family Centre
 Form Submitted 2 Dec 2021, 9:46pm AEDT

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$3,000.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
Bamboo Room Divider - Horizontal	\$399.95
TC424 Hardwood Table	\$414.00
MONTE-TABLE-EA Montessori	\$217.35
TC424 Hardwood Table	\$414.00
TC424 Hardwood Table	\$414.00
MONTE-CUBE-BULK Montessori Cube Chair	\$217.35
Sign in Table	\$546.25
Garden Fence - Large	\$189.95
Three Tier Tree Shelf	\$399.00
Freight	\$70.00
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount

\$3,281.85

This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: Est_4771_from_M.A.N_Made_Creations_Pty_Ltd.pdf
 File size: 109.1 kB

Filename: INV00016671.pdf
 File size: 1.4 MB

Filename: QUOTE_S0700249.PDF
 File size: 46.8 kB

Other Grant Funding

(e) Have funds been sought / provided from other Council grants? *

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
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Yes No

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: D21-160666 2021-22 Knox City Council - Public Liability Certificate Of Currency.PDF
 File size: 58.4 kB

Public Liability Expiry Date *

30/06/2022
 Must be a date.

Please attach relevant supporting documentation, including:

- A project plan
- Evidence of Incorporation

Attach relevant documentation:

Filename: Birch Street Project Plan - 2021.docx
 File size: 23.5 kB

Filename: scan.pdf
 File size: 265.7 kB

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.
If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

[REDACTED]

Position (if organisation) *

[REDACTED]

Declaration Date *

[REDACTED]

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 66- MGP - 2021-22 From Birch Street Children and Family Centre
Form Submitted 2 Dec 2021, 9:46pm AEDT

Must be a date.

Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 1 of 2)
Application 71- MGP - 2021-22 From Uniting Church Ferntree Gully ftg.uca@gmail.com
 Form Submitted 12 Nov 2021, 12:02pm AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

Uniting Church Ferntree Gully ftg.uca@gmail.com

Organisation Address *

[REDACTED]

Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
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Application 71- MGP - 2021-22 From Uniting Church Ferntree Gully ftg.uca@gmail.com
 Form Submitted 12 Nov 2021, 12:02pm AEDT

Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

Province, Postcode, and Country are required.

Phone Number

[REDACTED]

Australian phone number.

Mobile Phone Number *

[REDACTED]

Australian phone number.

Email *

[REDACTED]

Please provide your ABN

48 874 427 009

Information from the Australian Business Register	
ABN	48 874 427 009
Entity name	Uca - Ferntree Gully
ABN status	Active
Entity type	Other Unincorporated Entity
Goods & Services Tax (GST)	Yes
DGR Endorsed	No
ATO Charity Type	Charity More information
ACNC Registration	Registered
Tax Concessions	FBT Rebate, GST Concession, Income Tax Exemption
Main business location	3156 VIC

Information retrieved at 12:40am today

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Auspice Details**Auspice Organisation Name ***

Uniting Church of Australia Vic Tas

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Auspice ABN
 39 703 442 583

Information from the Australian Business Register	
ABN	39 703 442 583
Entity name	The Uniting Church In Australia Property Trust (victoria)
ABN status	Active
Entity type	Other Incorporated Entity
Goods & Services Tax (GST)	Yes
DGR Endorsed	Yes
ATO Charity Type	Charity More information
ACNC Registration	Registered
Tax Concessions	FBT Rebate, GST Concession, Income Tax Exemption
Main business location	3000 VIC

Information retrieved at 4:35am today

Must be an ABN.

Auspice Project Contact *

[REDACTED]

Auspice Position *

[REDACTED]

Auspice Phone Number *

[REDACTED]

alian phone number.

Auspice Email *

[REDACTED]

Signature of auspice representative - permission required *

Filename: Minor Grant_Knox Council - signed by UCAPTV (1).pdf

File size: 860.8 kB

Please upload signed declaration from auspice representative

PROJECT DETAILS

*** indicates a required field**

Request Details

Project Title *

Community BBQ For Rooming House Residents In FTG

Project Start Date *

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 1 of 2)
Application 71- MGP - 2021-22 From Uniting Church Ferntree Gully ftg.uca@gmail.com
 Form Submitted 12 Nov 2021, 12:02pm AEDT

05/01/1922
 Must be a date.

Project End Date *
 26/01/1922
 Must be a date.

(a) Briefly describe details of the request: *
 Funding to buy sausages, chicken fillets, bread, tomato sauce, onions, serviettes, ice creams, BBQ gas for a weekly (Wednesdays) meal for rooming house residents in Ferntree Gully during January 2022 printing flyers for advertising to FTG residents and community. 4 meals planned each for 50 residents

(b) What community benefit is gained from this project / activity? *
 a means by which connections made at Foothills Community weekly meals program, is maintained over the Christmas Holiday - to reduce isolation from the community when these meals are in recess.

How many people will directly benefit from or participate in your project / activity? *
 200
 Must be a number

How many of the above are Knox residents? *
 200
 Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *
 \$909.76
 Must be a dollar amount.
 What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *
 \$900.00
 Must be a dollar amount.
 What is the total financial support you are requesting in this application?

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
sausages	\$176.00
Chicken fillets	\$171.00

Minor Grants Program - 2021 - 2022**Minor Grants Program Application Form 2021 - 2022 (Version 1 of 2)****Application 71- MGP - 2021-22 From Uniting Church Ferntree Gully ftg.uca@gmail.com**

Form Submitted 12 Nov 2021, 12:02pm AEDT

Bread	\$40.80
onions	\$12.00
icecreams	\$35.00
serviettes	\$3.00
cans of drink	\$180.50
tomato sauce	\$9.00
cooking spray	\$3.70
cylinder of gas	\$72.00
hamburger rolls	\$21.60
lettuce	\$2.80
hamburger mince	\$48.00
hand sanitiser	\$18.00
Disposable gloves	\$26.00
Disposable face masks	\$20.00
Coffee	\$20.00
Tea	\$5.00
Milk	\$9.56
Disposable cups	\$6.00
Bottles water	\$12.00
tomato	\$17.80
	Must be a dollar amount.

Minor Grant Budget Total**Total Expenditure Amount**

\$909.76

This number/amount is calculated.

Quotes For Planned Expenses**Attach quotes for expenses here. ***

Filename: Community meals.xlsx

File size: 9.8 kB

Other Grant Funding**(e) Have funds been sought / provided from other Council grants? *** Yes No

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 1 of 2)
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 Form Submitted 12 Nov 2021, 12:02pm AEDT

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: UNIT- COI - LIA - MASTER 20.21.pdf
File size: 143.0 kB

Public Liability Expiry Date *

30/11/2021
Must be a date.

Please attach relevant supporting documentation, including:

- **A project plan**
- **Evidence of Incorporation**

Attach relevant documentation:

Filename: Community meals.xlsx
File size: 10.1 kB

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.
If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

Name *

[Redacted Name]

Position (if organisation) *

[Redacted Position]

on Date *

[Redacted Date]

Must be a date.

Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific

Minor Grants Program - 2021 - 2022
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request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

EFT PAYMENT CONSENT

*** indicates a required field**

Payment of Grant

Payments will be made by electronic funds transfer into the Organisation's bank account. Please provide details of the Organisation's bank account below.

Bank Account *

Account Name:



BSB Number:

Account Number:

Must be a valid Australian bank account format.

e *
[Redacted]

Position *

[Redacted]

Organisation *

[Redacted]

Email Address *

[Redacted]

ress.

Contact Phone Number *

[Redacted]

alian phone number.

Date *

12/11/2021

Must be a date.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 80- MGP - 2021-22 From The Basin Cricket Club
 Form Submitted 7 Dec 2021, 10:20am AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

The Basin Cricket Club

Organisation Address *

[REDACTED]

e/Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 80- MGP - 2021-22 From The Basin Cricket Club
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Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

e/Province, Postcode, and Country are required.

Phone Number

[REDACTED]

tralian phone number.

Mobile Phone Number *

[REDACTED]

tralian phone number.

Email *

[REDACTED]

ss.

Please provide your ABN

53 973 613 724

Information from the Australian Business Register	
ABN	53 973 613 724
Entity name	The Basin Cricket Club Incorporated
ABN status	Active
Entity type	Other Incorporated Entity
Goods & Services Tax (GST)	No
DGR Endorsed	No
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	3154 VIC
<i>Information retrieved at 12:55am today</i>	

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Incorporation Details**Please provide your Incorporated number**

A0006906H

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 80- MGP - 2021-22 From The Basin Cricket Club
 Form Submitted 7 Dec 2021, 10:20am AEDT

PROJECT DETAILS

* indicates a required field

Request Details

Project Title *

Cricket equipment and air purifier to increase participation especially among juniors

Project Start Date *

21/12/2021

Must be a date.

Project End Date *

01/04/2022

Must be a date.

(a) Briefly describe details of the request: *

Our project is about increasing participation in active sport and our community as possible, especially among junior participants. Due to the restrictions in place for the last 2 years brought about by the pandemic, many community members, especially children have not been able to participate in active sport. Now that we have come out of the recent lockdown and expect community affairs to return to normal with the vaccination of majority of the population, we anticipate community members to also be enthusiastic in returning to sport. However, we also expect several barriers to their return, with financial barriers being on top of the list. By eliminating barriers such as cost through the help and support of this grant, we will be able to provide additional cricket gear and air purifiers to be used by our participants to minimise equipment sharing and minimise cross contamination and risk of contracting the coronavirus. We will also have 16 additional junior players this season, hence will be able to cater to this increase. Through subsidising these essential for participation items, we will be able to minimise fees and increase participation in active sport. This project also provides an opportunity for community members, especially juniors, to be get involved in the community once again. This strengthens social inclusion, especially for bridging any gap that is currently present when it comes to participation in sports, especially among low participation groups. The items to be purchased will last for many years, hence are economical and sustainable investments for the club.

(b) What community benefit is gained from this project / activity? *

The project / activity builds social inclusion as we engage more juniors and general community members to get back into physical activity. Most of the juniors and individuals we are tapping for this initiative are also financially struggling due to unemployment brought by the pandemic. It will help us to create an equal opportunity for all regardless of background and socio-economic status. This in turn will create a well balanced community that presents equal opportunities for all and allows the benefits of physical activity, networking, and social and community engagement to be reaped by all community members and not just a select, advantaged few.

How many people will directly benefit from or participate in your project / activity? *

400

Must be a number

Minor Grants Program - 2021 - 2022
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Application 80- MGP - 2021-22 From The Basin Cricket Club
 Form Submitted 7 Dec 2021, 10:20am AEDT

How many of the above are Knox residents? *

400

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

\$4,341.88

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$3,000.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
Various Cricket equipment as per attached quote	\$3,143.88
Air purifier as per attached quote	\$1,198.00
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount

\$4,341.88

This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: Cricket Equipment and Air Purifier.xlsx
 File size: 1.3 MB

Other Grant Funding

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 80- MGP - 2021-22 From The Basin Cricket Club
Form Submitted 7 Dec 2021, 10:20am AEDT

(e) Have funds been sought / provided from other Council grants? *
 Yes No

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: TBCC PLI Certificate.pdf
File size: 110.7 kB

Public Liability Expiry Date *
30/06/2022
Must be a date.

Please attach relevant supporting documentation, including:

- A project plan
- Evidence of Incorporation

Attach relevant documentation:
No files have been uploaded

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.
If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

Position (if organisation) *

Declaration Date *
11/11/2021
Must be a date.

Privacy Statement

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 80- MGP - 2021-22 From The Basin Cricket Club
Form Submitted 7 Dec 2021, 10:20am AEDT

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Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 82- MGP - 2021-22 From Tempeton Cricket Club Inc
 Form Submitted 7 Dec 2021, 10:35am AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

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2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

Tempeton Cricket Club Inc

Organisation Address *

[REDACTED]

ate/Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 82- MGP - 2021-22 From Templeton Cricket Club Inc
 Form Submitted 7 Dec 2021, 10:35am AEDT

Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

ate/Province, Postcode, and Country are required.

Phone Number

[REDACTED]

tralian phone number.

Mobile Phone Number *

[REDACTED]

tralian phone number.

Email *

[REDACTED]

Please provide your ABN

67 166 894 583

Information from the Australian Business Register	
ABN	67 166 894 583
Entity name	Templeton Cricket Club Incorporated
ABN status	Active
Entity type	Other Incorporated Entity
Goods & Services Tax (GST)	No
DGR Endorsed	No
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	3152 VIC
<i>Information retrieved at 6:08am today</i>	

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Incorporation Details**Please provide your Incorporated number**

A0003951R

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 82- MGP - 2021-22 From Templeton Cricket Club Inc
 Form Submitted 7 Dec 2021, 10:35am AEDT

PROJECT DETAILS

* indicates a required field

Request Details

Project Title *

Portable Shade Marquee

Project Start Date *

01/02/2022

Must be a date.

Project End Date *

28/02/2022

Must be a date.

(a) Briefly describe details of the request: *

As a consequence of the impending relocation of Wantirna Cricket Club from Wantirna Reserve to Schultz Reserve, Templeton Cricket Club (TCC) who is a long term user of Schultz Reserve, has been informed by the Council that we have to relocate to the oval at Wantirna College for senior cricket played on a Saturday afternoon. Whilst the precise timing of this relocation has yet to be determined, TCC is now planning for this relocation to eventuate.

One significant concern that we have is a lack of shade at Wantirna College for players, officials and spectators due to the absence of a pavilion. This is particularly relevant given that our team who will play at the College features predominantly juniors (12-15 yo) who have already played in the morning and older players. Both groups would be particularly susceptible to the effects of the sun during our summer season. The TCC Committee is conscious of the Club's obligation to provide a safe venue for all players and one that complies with our Sun Protection policy.

To address the lack of shade at the College, we are requesting that the Council via this grant application fund the purchase of the following:

- (i) A 3 x 6m heavy duty marquee that is sturdy to ensure long term use
- (ii) 2 sets of covers, red for TCC and green for Wantirna Junior Football Club (WSJFC). TCC would make the marquee available for WSJFC to use in winter. This will permit the marquee to be used all year round
- (iii) Leg weights so that the marquee can be secured safely and will not pose a safety risk to users

(b) What community benefit is gained from this project / activity? *

The marquee will provide protection from the sun for TCC and opposition players, officials and spectators at Wantirna College during summer and will be available for WSJFC to use during winter.

The funded marquee will be purchased from Altegra Australia Pty Ltd who are located in Knoxfield.

How many people will directly benefit from or participate in your project / activity? *

560

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Application 82- MGP - 2021-22 From Tempeton Cricket Club Inc
 Form Submitted 7 Dec 2021, 10:35am AEDT

Must be a number

How many of the above are Knox residents? *

420

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

\$1,943.10

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$1,943.10

Must be a dollar amount.

What is the total financial support you are requesting in this application?

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
1943.10	\$1,943.10
Heavy duty marquee (x1)	
Red Canopy (x1)	
Green Canopy (x1)	
Leg weights (x6)	
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount

\$1,943.10

This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: TCC_QU_211104.pdf

File size: 590.8 kB

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 82- MGP - 2021-22 From Tempeton Cricket Club Inc
Form Submitted 7 Dec 2021, 10:35am AEDT

Other Grant Funding

(e) Have funds been sought / provided from other Council grants? *

Yes No

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: Templeton Cricket Club COC Public Liability 2021-22.pdf
File size: 111.0 kB

Public Liability Expiry Date *

30/06/2022
Must be a date.

Please attach relevant supporting documentation, including:

- A project plan
- Evidence of Incorporation

Attach relevant documentation:

Filename: Certificate of Incorporation - A0003951R (1).pdf
File size: 74.1 kB

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.

If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

Name *

[REDACTED]

(if organisation) *

[REDACTED]

Declaration Date *

14/11/2021
Must be a date.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 82- MGP - 2021-22 From Tempeton Cricket Club Inc
Form Submitted 7 Dec 2021, 10:35am AEDT

Privacy Statement

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Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 83- MGP - 2021-22 From Boronia Bowls Club
 Form Submitted 6 Dec 2021, 11:38am AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

Boronia Bowls Club

Organisation Address *

[REDACTED]

State/Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 83- MGP - 2021-22 From Boronia Bowls Club
 Form Submitted 6 Dec 2021, 11:38am AEDT

Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

State/Province, Postcode, and Country are required.

Phone Number

[REDACTED]

Australian phone number.

Mobile Phone Number *

[REDACTED]

Australian phone number.

Email *

[REDACTED]

Please provide your ABN

25 307 093 725

Information from the Australian Business Register	
ABN	25 307 093 725
Entity name	Boronia Bowls Club Inc
ABN status	Active
Entity type	Other Incorporated Entity
Goods & Services Tax (GST)	Yes
DGR Endorsed	No
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	3155 VIC
<i>Information retrieved at 4:25am today</i>	

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Incorporation Details**Please provide your Incorporated number**

A0005404U

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 83- MGP - 2021-22 From Boronia Bowls Club
 Form Submitted 6 Dec 2021, 11:38am AEDT

PROJECT DETAILS

*** indicates a required field**

Request Details

Project Title *

Spring Mounted Rink Numbers

Project Start Date *

10/01/2022

Must be a date.

Project End Date *

04/03/2022

Must be a date.

(a) Briefly describe details of the request: *

Replace damaged & weathered bowling rink Numbers - photos of items are attached - these are movable which enables rotation of rink surfaces to minimise wear & tear

(b) What community benefit is gained from this project / activity? *

Enhanced participation for members and visitors leading to increased participation, new & retained members

How many people will directly benefit from or participate in your project / activity? *

1000

Must be a number

How many of the above are Knox residents? *

200

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

\$2,134.00

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$2,134.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 83- MGP - 2021-22 From Boronia Bowls Club
 Form Submitted 6 Dec 2021, 11:38am AEDT

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
Spring mounted rink numbers	\$2,134.00
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount

\$2,134.00

This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: BORONIA BC VIC.pdf
 File size: 430.3 kB

Other Grant Funding

(e) Have funds been sought / provided from other Council grants? *

Yes No

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: 6D95DE87-41C6-4A8E-A8FD-466372B67D17.png
 File size: 255.4 kB

Public Liability Expiry Date *

30/11/2022
 Must be a date.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 83- MGP - 2021-22 From Boronia Bowls Club
Form Submitted 6 Dec 2021, 11:38am AEDT

Please attach relevant supporting documentation, including:

- **A project plan**
- **Evidence of Incorporation**

Attach relevant documentation:

Filename: 3ED2C934-6B7A-4A06-B81E-889AEA4B8637.jpeg
File size: 5.6 MB

Filename: 67A3BF94-C53B-45A2-836E-03BEEBFF70E.jpeg
File size: 5.8 MB

Filename: 96B2D0B8-C69A-42C5-9943-6E04AD0699DE.jpeg
File size: 7.3 MB

Filename: bbc certificate of incorporation.jpg
File size: 134.7 kB

Filename: EC8AC305-5426-4CE7-A5B4-0587AA5DE9DA.jpeg
File size: 6.1 MB

Filename: FC18D018-31C1-405F-A3AF-28467F80B403.jpeg
File size: 6.7 MB

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.

If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

Name *

[REDACTED]

Position (if organisation) *

[REDACTED]

Declaration Date *

15/11/2021

Must be a date.

Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 83- MGP - 2021-22 From Boronia Bowls Club
Form Submitted 6 Dec 2021, 11:38am AEDT

EFT PAYMENT CONSENT

* indicates a required field

Payment of Grant

Payments will be made by electronic funds transfer into the Organisation's bank account. Please provide details of the Organisation's bank account below.

Bank Account *

Account Name:

BSB Number:

Account Number:

Must be a valid Australian bank account number in standard account format.

Contact Name *

[REDACTED]

Position *

[REDACTED]

Organisation *

Boronia Bowls Club

Email Address *

[REDACTED]

Must be an email address.

Contact Phone Number *

[REDACTED]

Must be an Australian phone number.

Date *

17/11/2021

Must be a date.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 86- MGP - 2021-22 From Wantirna Tennis Club Inc
 Form Submitted 23 Nov 2021, 4:24pm AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

Wantirna Tennis Club Inc

Organisation Address *

[REDACTED]

ate/Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 86- MGP - 2021-22 From Wantirna Tennis Club Inc
 Form Submitted 23 Nov 2021, 4:24pm AEDT

Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

Address, Postcode, and Country are required.

Phone Number

Must be an Australian phone number.

Mobile Phone Number *

[REDACTED]

Must be an Australian phone number.

Email *

[REDACTED]

Please provide your ABN

30 080 134 728

Information from the Australian Business Register	
ABN	30 080 134 728
Entity name	Wantirna Tennis Club Incorporated
ABN status	Active
Entity type	Other Incorporated Entity
Goods & Services Tax (GST)	No
DGR Endorsed	No
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	3152 VIC
<i>Information retrieved at 2:35am today</i>	

Must be an ABN.

Provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Incorporation Details**Please provide your Incorporated number**

A10346

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 86- MGP - 2021-22 From Wantirna Tennis Club Inc
 Form Submitted 23 Nov 2021, 4:24pm AEDT

PROJECT DETAILS

*** indicates a required field**

Request Details

Project Title *

Replacement Water Filter for hot water dispenser

Project Start Date *

01/12/2021

Must be a date.

Project End Date *

28/01/2022

Must be a date.

(a) Briefly describe details of the request: *

The existing Water filter in the hot water urn/dispenser has past it's expiry/use by date and will shortly not be able to dispense water. It is appropriate that the filter is replaced by a new unit. (screw in replacement - no special tools required)

(b) What community benefit is gained from this project / activity? *

The Unit was originally install by Knox City Council and is the primary source of water for tea coffee etc. Because it is appropriately mounted away from e.g. children's reach & operation it is an essential means of safely providing FILTERED water to all club /community/visitors without the need for e.g. kettles/jugs etc etc

How many people will directly benefit from or participate in your project / activity? *

500

Must be a number

How many of the above are Knox residents? *

400

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

\$213.90

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$213.90

Must be a dollar amount.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 86- MGP - 2021-22 From Wantirna Tennis Club Inc
 Form Submitted 23 Nov 2021, 4:24pm AEDT

What is the total financial support you are requesting in this application?

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
purchase of filter	\$207.90
Delivery	\$16.00
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount

\$223.90

This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: Screen Shot 2021-11-20 at 7.41.12 AM.png

File size: 486.5 kB

Other Grant Funding

(e) Have funds been sought / provided from other Council grants? *

Yes No

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: Screen Shot 2021-11-20 at 7.48.42 AM.png

File size: 476.7 kB

Public Liability Expiry Date *

30/09/2022

Must be a date.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 86- MGP - 2021-22 From Wantirna Tennis Club Inc
Form Submitted 23 Nov 2021, 4:24pm AEDT

Please attach relevant supporting documentation, including:

- **A project plan**
- **Evidence of Incorporation**

Attach relevant documentation:

Filename: certificate of incorporation WTC.docx
File size: 254.1 kB

Filename: WATER FILTER REPLACEMENT PROJECT PLAN.docx
File size: 58.3 kB

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.

If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

Name *

[REDACTED]

Position (if organisation) *

[REDACTED]r

Declaration Date *

23/11/2021

Must be a date.

Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

EFT PAYMENT CONSENT

*** indicates a required field**

Payment of Grant

Payments will be made by electronic funds transfer into the Organisation's bank account. Please provide details of the Organisation's bank account below.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 86- MGP - 2021-22 From Wantirna Tennis Club Inc
Form Submitted 23 Nov 2021, 4:24pm AEDT

Bank Account *

Account Name:

[REDACTED]

BSB Number:

[REDACTED]

Account Number:

[REDACTED] unt format.

Contact Name *

[REDACTED]

Position *

[REDACTED]

[REDACTED]

Email Address *

[REDACTED]

Must be an email address.

Contact Phone Number *

[REDACTED]

Must be an Australian phone number.

Date *

23/11/2021

Must be a date.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 88- MGP - 2021-22 From Hindi Niketan Inc.
 Form Submitted 2 Dec 2021, 1:49pm AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

Hindi Niketan Inc.

Organisation Address *

[REDACTED]

ate/Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 88- MGP - 2021-22 From Hindi Niketan Inc.
 Form Submitted 2 Dec 2021, 1:49pm AEDT

Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

ate/Province, Postcode, and Country are required.

Phone Number

Must be an Australian phone number.

Mobile Phone Number *

[REDACTED]

tralian phone number.

Email *

[REDACTED]

Please provide your ABN

84 682 571 677

Information from the Australian Business Register	
ABN	84 682 571 677
Entity name	Hindi Niketan Inc
ABN status	Active
Entity type	Other Incorporated Entity
Goods & Services Tax (GST)	No
DGR Endorsed	No
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	3105 VIC
<i>Information retrieved at 3:46am today</i>	

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Incorporation Details**Please provide your Incorporated number**

A0029058B

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 88- MGP - 2021-22 From Hindi Niketan Inc.
 Form Submitted 2 Dec 2021, 1:49pm AEDT

PROJECT DETAILS

* indicates a required field

Request Details

Project Title *

Australia Day/India Republic Day Celebrations in Knox

Project Start Date *

30/01/2022

Must be a date.

Project End Date *

30/01/2022

Must be a date.

(a) Briefly describe details of the request: *

The objective of this program is to celebrate the Australia Day and the Indian Republic day together. The aim is to make people aware of the cultures, values and teachings of both Australia and India. Enhanced awareness of each other's cultures and values will help people of different backgrounds understand each other well and will thereby enhance societal harmony in the multicultural Australian society.

The program include the following activities at Scoresby Primary School Hall/Play ground

- Singing of national anthems of both Australia and India
- Speeches by the community leaders highlighting the importance of multiculturalism , and how Indian and Australian values and cultures can coexist harmoniously in the multicultural Australian society
- Quiz completion on Australian and Indian history, cultures and sports
- Cultural program
- Outdoor sports for children of all ages
- Light dinner featuring Indian cuisine

(b) What community benefit is gained from this project / activity? *

There is a large Indian community living in the City of Knox and the surrounding city councils. In order for better integration of these large number of Australian citizens of Indian origin into the multicultural Australian society, there is a strong need for celebrating different Indian festivals through which Australians from various other backgrounds can be made aware of the Indian values and culture. At the same time the celebration of Australia Day will help enhance the social bonding of people from diversified backgrounds in the multicultural Australian society through highlighting their common Australian identity. Hindi Niketan, one of the the peak bodies representing the people of Indian origin in the state of Victoria, is therefore planning to organize this program which will facilitate retention of Indian values and cultures as well cross-cultural interaction that will significantly contribute towards promoting social harmony in the multicultural Australian society.

How many people will directly benefit from or participate in your project / activity? *

400

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 88- MGP - 2021-22 From Hindi Niketan Inc.
 Form Submitted 2 Dec 2021, 1:49pm AEDT

Must be a number

How many of the above are Knox residents? *

250

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

\$2,900.00

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$2,500.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
Public Liability Insurance	\$250.00
Prizes for Children Performers-Sports	\$350.00
catering (Indian)	\$1,600.00
hall hire Scoresby Primary School	\$100.00
Event Equipment hire	\$450.00
cleaning Covid Safe	\$150.00
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount

\$2,900.00

This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: catering quote-Jan 30, 2022-Hindi Niketan.pdf

File size: 155.8 kB

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 88- MGP - 2021-22 From Hindi Niketan Inc.
 Form Submitted 2 Dec 2021, 1:49pm AEDT

Filename: Gmail - 30th Jan 2022 Sunday-Confirmation.pdf
 File size: 161.9 kB

Filename: Hindi Niketan-Equipment hire quote DJ-30th jan 2022.pdf
 File size: 116.7 kB

Filename: Hindi niketan_Quote-Prizes for Children Performers-Sports-Knox Council.pdf
 File size: 187.3 kB

Filename: Letter requesting hall hire_Scoresby Primary School_jan 30st 2022 booking.pdf
 File size: 167.4 kB

Filename: NFP Insurance Brokers - One Off Event Cover.pdf
 File size: 196.9 kB

Filename: Scoresby Primary school-confirmation Venue.pdf
 File size: 107.4 kB

Other Grant Funding

(e) Have funds been sought / provided from other Council grants? *

Yes No

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: Public Liability Paid in 2021-similar in 2022.pdf
 File size: 45.4 kB

Public Liability Expiry Date *

28/01/2022
 Must be a date.

Please attach relevant supporting documentation, including:

- **A project plan**
- **Evidence of Incorporation**

Attach relevant documentation:

Filename: Event Management Plan_Australia Day and Indian Republic Day_2022.pdf
 File size: 161.4 kB

Filename: Hindi+Niketan+Certificate+of+Incorporation.pdf
 File size: 73.1 kB

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022 (Version 2 of 2)
Application 88- MGP - 2021-22 From Hindi Niketan Inc.
Form Submitted 2 Dec 2021, 1:49pm AEDT

DECLARATION

*** indicates a required field**

I declare that all information within this application is true and correct.
If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

Name *

[REDACTED]

Position (if organisation) *

[REDACTED]

Declaration Date *

02/12/2021

Must be a date.

Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 89- MGP - 2021-22 From Southern Cross Kids' Camps Bus trip
 Form Submitted 2 Dec 2021, 4:32pm AEDT

MINOR GRANTS PROGRAM APPLICATION FORM

Minor Grants Information

To meet the policy requirements for funding applications under the Minor Grants Program, requests must meet the following criteria:

1. Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community.
2. Applications for funding cannot be made retrospectively and must be received before the event or activity to which the funding relates is undertaken.

Application Amount	Incorporated or Auspiced?	Assessment & Determination	Acquittal
< \$500	No	Assessed and determined by the CEO or delegate.	Proof of expenditure / purchase (i.e. receipt).
\$501 to \$1,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Proof of expenditure / purchase (i.e. receipt).
\$1,001 to \$3,000	Yes	Assessed by the CEO or delegate. Determined by Council at the monthly ordinary meeting of Council.	Funding Agreement & Acquittal required.

Application Category

Application Amount

< \$500 \$501 to \$1,000 \$1,001 to \$3,000

APPLICANT DETAILS

*** indicates a required field**

Applicant Details

Organisation Name *

Southern Cross Kids' Camps Bus trip

Organisation Address *

[REDACTED]

Province, Postcode, and Country are required.

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 89- MGP - 2021-22 From Southern Cross Kids' Camps Bus trip
 Form Submitted 2 Dec 2021, 4:32pm AEDT

Contact Name

[REDACTED]

Project Contact Address *

[REDACTED]

Province, Postcode, and Country are required.

Phone Number

[REDACTED]

Australian phone number.

Mobile Phone Number *

[REDACTED]

Australian phone number.

Email *

[REDACTED]

SS.

Please provide your ABN

36 094 170 975

Information from the Australian Business Register	
ABN	36 094 170 975
Entity name	Southern Cross Kids' Camps
ABN status	Active
Entity type	Australian Public Company
Goods & Services Tax (GST)	Yes
DGR Endorsed	Yes (Item 1)
ATO Charity Type	Public Benevolent Institution More information
ACNC Registration	Registered
Tax Concessions	FBT Exemption, GST Concession, Income Tax Exemption
Main business location	3796 VIC
<i>Information retrieved at 6:06am today</i>	

Must be an ABN.

provide ABN of auspice organisation if relevant. If no ABN please complete a Statement by Supplier declaration.

Is your organisation Incorporated? * Yes No

If No please provide details of Auspice below

Incorporation Details**Please provide your Incorporated number**

094 170 975

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 89- MGP - 2021-22 From Southern Cross Kids' Camps Bus trip
 Form Submitted 2 Dec 2021, 4:32pm AEDT

PROJECT DETAILS

* indicates a required field

Request Details

Project Title *

Southern Cross Kids' Camp Knox January Camp 2022 Bus Trip

Project Start Date *

02/01/2022

Must be a date.

Project End Date *

07/01/2022

Must be a date.

(a) Briefly describe details of the request: *

Every year in January Southern Cross Kids' Camps (SCKC) Knox takes between 25 - 30 primary school children on camp for 5 days. The children are referred to SCKC camp by social service agencies such as Mirabel, Anchor and OzChild and come from backgrounds of neglect or abuse. Camp is dedicated to benefitting at-risk girls and boys aged 7-11 in foster care and in need of welfare support.

The children meet at CityLife Church where they are registered and a charter bus will transport them to Oasis Camp in Mt Evelyn. At the end of the week the bus will transport the children back to camp where their carers will collect them.

(b) What community benefit is gained from this project / activity? *

It is essential to provide a bus to take the children to camp and bring them back, as if we asked the careres to bring the children and then collect them, many of the children would not come to camp. The bus trip also adds to the children's camp experience. Excitement on the bus trip is high!

SCKC Knox aims to deliver a 5-day early-intervention respite camp that will:

- Create a safe environment for personal growth
- Assist children in overcoming the effects of abuse, domestic violence and family breakdown

- Empower children with self-esteem, resilience and hope to live life to the full

Camp Objectives

To accomplish these aims, SCKC Knox will provide 26 children on camp with:

- A safe week of happy memories to last a lifetime
- A welcoming environment, regardless of background
- A specialised 1:1 child-to-adult buddy mentor ratio
- An activities program filled with opportunity for personal growth and community participation
- A personal memory album which they can keep as a reminder of time on camp.

SCKC Knox anticipates the following outcomes for at-risk kids on camp:

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 89- MGP - 2021-22 From Southern Cross Kids' Camps Bus trip
 Form Submitted 2 Dec 2021, 4:32pm AEDT

- Greater joy, resilience and self-esteem
- Improved life-skills in communication, self-control and teamwork
- Stronger relationships and trust
- Reduced risk of further abuse

25 children and 10 adult volunteers will take the bus to and from camp

How many people will directly benefit from or participate in your project / activity? *

35

Must be a number

How many of the above are Knox residents? *

15

Must be a number

BUDGET

*** indicates a required field**

(d) What is the total cost of the project / activity? *

\$1,100.00

Must be a dollar amount.

What is the total budgeted cost (dollars) of your project?

(c) What amount is being requested? *

\$1,100.00

Must be a dollar amount.

What is the total financial support you are requesting in this application?

Minor Grant Expenses

Please detail the items you would like the Minor Grants Program to fund.

Expenditure	\$
Bus trip to and from camp site	\$1,100.00
	Must be a dollar amount.

Minor Grant Budget Total

Total Expenditure Amount

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 89- MGP - 2021-22 From Southern Cross Kids' Camps Bus trip
 Form Submitted 2 Dec 2021, 4:32pm AEDT

\$1,100.00

This number/amount is calculated.

Quotes For Planned Expenses

Attach quotes for expenses here. *

Filename: bus trip Quotation Details.PDF

File size: 2.5 kB

Other Grant Funding

(e) Have funds been sought / provided from other Council grants? *

Yes No

ADDITIONAL SUPPORTING INFORMATION

*** indicates a required field**

Evidence of Public Liability

Evidence of current Public Liability Insurance must be supplied *

Filename: Certificate of Currency.pdf

File size: 216.3 kB

Public Liability Expiry Date *

30/09/2022

Must be a date.

Please attach relevant supporting documentation, including:

- **A project plan**
- **Evidence of Incorporation**

Attach relevant documentation:

Filename: Certificate of Registration of a Company (002).jpg

File size: 253.7 kB

Filename: Knox SCKC bus arriving Jan 2019.JPG

File size: 220.2 kB

Filename: SCKC Knox January Camp 2022 PLAN.docx

File size: 16.1 kB

DECLARATION

*** indicates a required field**

Minor Grants Program - 2021 - 2022
Minor Grants Program Application Form 2021 - 2022
Application 89- MGP - 2021-22 From Southern Cross Kids' Camps Bus trip
Form Submitted 2 Dec 2021, 4:32pm AEDT

I declare that all information within this application is true and correct.
If successful the organisation commits to provide an acquittal of all grant funds to Council as outlined in the Minor Grants Program Policy.

[REDACTED]

Position (if organisation) *

[REDACTED]

Declaration Date *

02/12/2021

Must be a date.

Privacy Statement

The personal information requested in this application form is for the purposes of administering the Minor Grants Program and will only be used by Council for that primary purpose or directly related purposes. Whilst information relating to groups and the specific request/project details will be published, personal information in regards to individuals will not be disclosed except as required by law.

9.2 Eastern Regional Libraries Corporation - Annual Report 2020-2021

SUMMARY: Manager Community Wellbeing, Petrina Dodds Buckley

Public libraries receive over 30 million visitors annually, and more than one-third of Victorians participate in a library program every year (State Library Victoria and Public Libraries Victoria 2021). Libraries support mental health by reducing social isolation and connecting communities, support culture and creativity and provide increased opportunity for literacy and English language activities for all cohorts of the community.

The Eastern Regional Libraries Corporation (ERLC) delivers library services to the Knox community on Council's behalf. This report presents the ERLC Annual Report 2020-21 and provides the Council with an overview of the key highlights and initiatives undertaken through Libraries during 2020-2021.

RECOMMENDATION

That Council note the key statistics and highlights of the services delivered to the Knox community by Council's Libraries during 2020-2021 (refer to Attachment 1).

1. INTRODUCTION

This report details library services and initiatives delivered in 2020-2021. It notes the key statistics and highlights for the year and under difficult and tumultuous circumstances illustrates how the libraries have continued to offer diverse services and reach those most in need. Initiatives such as "Click and Collect", "Click and Deliver", storytelling online, social media and virtual events, have had an enormous impact on people's lives and, for those that have been socially isolated, have provided a mechanism for connection. The COVID-19 Pandemic has also thrown into sharp focus the importance of libraries as community hubs and sources of reliable information and support for all members of our community.

2. DISCUSSION

2.1 Background

Local Government is the recognised provider of public library services across Victoria. It makes buildings available for library branches and it is the principal funder of the service.

The Eastern Regional Libraries Corporation (ERLC) delivers library services to the Knox community on the Council's behalf. The service provides resources and programs and a variety of media for education, information, leisure, and personal development. The library service provides a welcoming environment available to all the community and supports the development of a well-connected community.

The service delivery points are branches at Bayswater, Boronia, Ferntree Gully, Rowville and Wantirna South. The service is managed by ERLC, a formal partnership between Maroondah, Yarra Ranges and Knox Councils.

Performance of Service

Attachment 1 is the Annual Report for 2020-2021, prepared by ERLC and approved by the ERLC Board.

The report provides the following (amongst other information):

- Service statistics (e.g., membership/borrowings and wi-fi sessions).
- Programming initiatives;
- Customer feedback;
- Technology initiatives; and
- The financial contributions made by Council, State Government and ERLC along with the expenditure in Knox on library materials and equipment.

1.2 Council's ERLC Board Representatives

Knox City Councillors on the ERLC Board during this time have been Councillor Marcia Timmers-Leitch and Councillor Yvonne Allred.

The Board Councillors representing Yarra Ranges and Maroondah include:

- Councillor David Eastham, Yarra Ranges Council (Chair).
- Councillor Tasa Damante, Maroondah City Council (Deputy Chair).
- Councillor Kylie Spears, Maroondah City Council; and
- Councillor Len Cox, Yarra Ranges Council.

2.4 Key Statistics

Key statistics from the 2020-2021 year include:

- ERL (Eastern Region Libraries) received a staff score of 8 out of 10 in an independent survey in the key areas of courtesy, helpfulness, knowledge, reference, and information services.
- 9,324 boxes posted to housebound members.
- 2,242 activity packs sent to school-aged children.
- \$1,795,000 invested in Library Materials (books, DVDs, games);
- \$98k spent on additional courier services to provide deliveries to the home ("Click for Home Delivery") during the COVID-19 Pandemic lockdowns.
- 2,000,000 loans – an amazing figure given that members could not borrow for themselves during COVID-19 Pandemic lockdowns.
- 175,138 items were on loan at one point – an amazing 52% of the collection – when members were asked not to return them until the Stage 4 lockdown was removed.
- 9% increase in digital loans.
- 17,400 new members.
- 8,014 likes (+ 1,056 on 2019-2020) and 8,892 followers (+ 1,154 on 2019-2020) makes Facebook the social media number one outlet.
- 82,506 monthly subscribers to eNewsletter.

- 267,368 unique visits to the website.

2.5 Key Highlights

Key highlights from the 2020-21 year include:

2.5.1 Reconnect Festival

A month-long festival during the Australian Library and Information Association's (ALIA) annual Library and Information Week was held in May 2021 and attended by 2,000 people. It saw an exciting program of 112 events, headlined by festival ambassador, Brian Nankervis, and called "Reconnect". Each week in May was given a theme – community, literacy, time and space, and sustainability – and events were tailored to those ideas. There was also a festival-within-a-festival, "Writing the Rainbow," led by Sandra Pankhurst.

2.5.2 Literacy Week

Literacy Week was celebrated with 29 events and 492 attendees and included book recycling into art at Realm and Chinese calligraphy. Knox hosted a spicy cooking demonstration teaching people to make tikka masala, while Sandra Pankhurst, the subject of Sarah Krasnostein's hit 2017 biography "The Trauma Cleaner", visited Lilydale to tell her raw and affecting life story. Two local authors joined us this week. Bob Menzies launched his latest novel, "Benito's Gold," to 15 people at Yarra Junction and Leah Swann visited Croydon to talk about her debut novel, "Sheerwater", to an audience of 32. To raise awareness of Montrose Library, a stall was set up at the monthly Montrose Community Market and sold well-loved copies of library materials while Rowville was filled with the pleasing sounds of soft jazz thanks to local performers Spellbound.

2.5.3 Sustainability Week

In the spirit of sustainability, two experimental swaps were organised: a children's toy and book swap at Ferntree Gully and an adult clothing swap at Rowville. Both branches sourced donations from the community throughout the Reconnect Festival before hosting big all-day swap meets in the final week. Green-minded community members were encouraged to give what they could and take what they needed. Ferntree Gully had around 150 people, leaving only a few toys to be donated on, and Rowville had around 30 attendees. To promote self-sufficiency, skill-building and sustainable practices, a range of workshops were offered at Belgrave and Boronia, while a series of gardening talks were also offered around the region to encourage sustainable gardening and build a greener community. More than 470 people also viewed Craig Reucassel's Zoom presentation on sustainability and minimising waste at home.

2.5.4 Call and Collect/Click and Collect

When Victoria introduced the circuit-breaker lockdown in February 2021, ERLC tweaked their Call and Collect service to make it more responsive to a short timeframe. Members could phone their local library if they had holds waiting or wanted staff to select for them. The Call and Collect models were very efficient, as most packages were collected at the agreed time. Some members indicated they would rather wait until the libraries were open, but as the lockdowns extended, they took up the service.

2.5.5 Knox Pride

As part of the "Engaging our Older LGBTI Community" project run by Knox Council's Active Ageing and Disability Department, the library was donated 20 new titles supplied by specialist bookshop, Hares and Hyenas. Council produced bookmarks to raise awareness of the breadth and depth of material in the library collection that may be of interest to older LGBTI residents.

2.5.6 New Library App

The content available on the Libby App that ERLC members currently use to access digital titles has expanded following a corporate takeover. More than 2,000 exclusive titles purchased by ERLC have been supplemented by the popular Zinio eMagazines, meaning there is ever more content for members to explore and discover on Libby.

2.5.7 Library Management System

After a long and strenuous project, ERLC went live with their new Library Management System on 25 November 2020. All the required membership, collection and transaction data were successfully migrated across to the new cloud-based system.

The new management system will integrate with many modern solutions to provide a seamless experience for the community and staff, and includes features such as purchase suggestions, notifications, and online payments. The system is easy for staff to work with. Built by an international software firm, Civica, and hosted locally in a Melbourne Data Centre, the management system has high-quality security features to keep membership data safe and secure.

As part of the implementation of this new system, ERLC contracted Civica and local solution provider, Yellowfin, to provide a dynamic reporting and business intelligence solution. This allows ERLC to run, export and create prebuilt and custom reports. ERLC's vision is to create a single data warehouse, so they can analyse and present meaningful reports across the service.

3. CONSULTATION

The ERLC has been consulted on the content of this report. Comments from Knox Library users are also included in the Annual Report and listed below:

- “With the second lockdown, the move back to the postage service was simple – which was just as well, as demand for our postal service went through the roof! Knox received over 400 requests for postal delivery in the week after lockdown!” (Knox Library)
- “I want to send a huge thanks to all of you at Rowville Library and a special thanks to Michelle. My kids have had a really hard time with this lockdown. The delivery was such a huge highlight for them ... it was so thoughtful, the personal message, all the beautiful pictures you sent and a great range of books. I can't thank you all enough. This has really lifted the kids' spirits.” (Library member);
- “A year ago, none of us could have predicted that the routine of gathering together to share stories, songs and crafts in the library would become unavailable to us. When we returned, it was a joyous celebration. There was so much emotion in the room. For some, it was their first-time socialising with peers at the library, and for others it was the return of a much-loved ritual. One father said, ‘Seeing my daughter's face light up as she enjoyed her first Storytime in over a year warmed my heart so much.’” (Michelle, Ferntree Gully);
- “I heard happy giggling in the picture book area and went to investigate. A mother was reading to her young baby in the pram. The baby was full of smiles and giggles. The mother told me that her baby wasn't like this at home, that they came to the library because her baby loves books. They come and read in the library nearly every day. Apparently books and reading also calm her baby when she is not well! What an endorsement!” (Boronia Library);

- A member contacted us to say, “To the wonderful ladies at Bayswater Library, thank you so much for making my 96-year-old mother-in-law so much happier during COVID-19. She can no longer see well, so she has been able to imagine different places and experiences by listening to the audiobooks you chose for her.” (Bayswater Library).
- “On the first day of opening after lockdown, we were visited by Len Rowson who at 101 is possibly our oldest borrower. Len couldn’t wait to get his hands on some new reading material.” (Ferntree Gully Library); and
- Janet was a favourite member of mine and she always sought me out for a little chat. In all my years working in libraries, her passing has affected me the most. She was a weekly visitor and a regular at many of our talks and workshops. Her daughter said, “Mum loved her visits to the library, the book recommendations you gave her and recipe swaps. She always spoke highly of the staff at Rowville, and she could have visited a closer library, but she chose yours and I am sure that is definitely due to the interactions she had with you and other staff members. I appreciate all the help you would have given to her with her computer use and providing her with a friendly face to have a chat.” (Rowville Library staff member).

4. CLIMATE CHANGE CONSIDERATIONS

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council’s Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

ERLC is committed to a Green Procurement approach by supporting the principles of sustainable procurement within the context of purchasing on a value for money basis.

6. FINANCIAL & ECONOMIC IMPLICATIONS

Council’s contribution and that of other stakeholders, including percentage contributions, to the library services is as follows:

Total income of \$13.3 million for the year ended 30 June 2021 is made up as follows:

Sources of Income, 2016 –2021

Income Source	Year Ended 30 June 2021 \$'000	Year Ended 30 June 2020 \$'000	Year Ended 30 June 2019 \$'000	Year Ended 30 June 2018 \$'000	Year Ended 30 June 2017 \$'000	Year Ended 30 June 2016 \$'000
Grants – State Government	2,886	2,801	2,748	2,692	2,652	2,618
Contributions – Member Councils	10,372	10,555	10,398	10,171	9,975	10,018
User Charges, Fees and Fines	50	215	302	356	423	426
Other Income	59	132	292	244	240	287
Total	59	132	292	244	240	287

7. SOCIAL IMPLICATIONS

The contribution of public libraries to the wellbeing of Knox residents and to the education and economic development of communities is universally recognised across the developed world. Support for this role has underpinned the commitment of Knox City Council and ERLC to the provision of high-quality public library services over many years.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Opportunity & Innovation

Strategy 1.2 - Encourage and support opportunities for skills development and lifelong learning for all people in Knox.

Connection, Resilience & Wellbeing

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

Strategy 4.2 - Foster inclusivity, equality, belonging and safety within the community.

Strategy 4.3 - Honour and integrate First Nations Culture into actions and environments.

Strategy 4.4 - Support the community to identify and lead community strengthening initiatives.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: **Manager Community Wellbeing, Petrina Dodds Buckley**

Report Authorised By: **Director Connected Communities, Tanya Scicluna**

Attachments

1. Eastern Regional Libraries Corporation - Annual Report 2020-21 [9.2.1 - 92 pages]



Attachment 1

Eastern Regional Libraries Corporation



ANNUAL REPORT 2020-21





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Cover image credit: Kath Gannaway

Message from the Chair

Cr David Eastham



As I write this, Victorians are again in lockdown. Many of the communities that the Eastern Regional Libraries Corporation (ERLC) serves will have experienced over 200 days in lockdown since the COVID-19 pandemic started.

It has been tough. Each and every one of us has dealt with it in our own way.

When I think of what our libraries provide for the community, I have some sadness about how much these places of social connection, study, reflection, learning and so much more have been impacted by these lockdowns. But I am also inspired. I am inspired by what I have seen our staff deliver in these trying times, and the leadership shown by our CEO, Joseph Cullen.

I am inspired by the innovative ways our staff continue to deliver services – not just to regular users of the libraries, but also going above and beyond to ensure that people in the hard-to-reach demographics and towns had access to these services.

I am inspired by the work done by our staff – thinking outside the box, and doing so much more than expected. A great example

of this is when our staff were asked to think about how ERLC could help people who were sleeping rough. Between lockdowns, our staff organised a ‘farm gate’ style market where books that were no longer going to be stored at the libraries were bundled up and made available to the community to purchase. Not only did these books get recycled and find homes where they would be read and cherished, but the proceeds also supported the national charity Backpack Bed for Homeless. This is just one example of how ERLC is so much more than a library. It’s a part of the community.

It has been an honour to be Chair, and on behalf of the Board, I want to say a massive thank you to our staff who have continued to do outstanding work in significantly trying times.

“Montrose put together an amazing pack for my 4 & 6 year olds. I rang when we were leaving the park and 15 minutes later the books were sitting waiting for us! The librarian asked their ages and tailored the selection to them perfectly. Such a great range of books and lots of activity sheets to keep them busy! The kids have been reading and colouring all afternoon. What a great service!”

– Library member

Message from the CEO

Joseph Cullen

This has been another tumultuous year for Eastern Regional Libraries Corporation (ERLC), our staff and our community. In last year's report, I reflected on the famous opening words of *A Tale of Two Cities* by Charles Dickens: 'It was the best of times, it was the worst of times...' I closed my message last year optimistic that we were approaching 'the spring of hope'. Sadly, that was not the case, and I am writing this year's message during Melbourne's sixth lockdown due to the ongoing COVID-19 pandemic.

It is not possible to overstate how difficult this year has been. Most of us chose to work in a library in the first place because we love working with people, so the ongoing lockdowns have been extremely hard. Not only have we been separated from our family, friends and colleagues, but we have also missed out on the connections with the community that are the reason we do the work we do.

However, 2020-21 has shown us the remarkable determination, creativity and perseverance of our staff. 'Resilience' may have become a buzzword during this pandemic, but nowhere has it been demonstrated more clearly than in the work that our staff have done this year to continue to provide services and engage with our members and the communities we work in. Our doors may have been closed, but our work has never stopped.



Despite the difficulties, we managed to strengthen our existing relationships and forge new ones. When our branches reopened in November 2020, it became clear that, despite the easing of restrictions, many people were still reluctant to visit their local library. The Reconnect festival was devised as a deliberate strategy to encourage existing members to come back to the library and to attract new members. In record time, we put together a month-long festival in May 2021 that brought all our branches together and also reached out to areas of the community that haven't traditionally engaged with their local library.

Reconnect was a resounding success. The hard work of our staff at all our branches, along with the enthusiastic collaboration of special guests and our partnerships with local businesses, resulted in a brilliant festival that exceeded all expectations. We signed up more than twice as many new members as expected, based on visitor numbers, and visitors borrowed 16% more than during the same period in previous years.

The COVID-19 pandemic has also thrown into sharp relief the importance of libraries as community hubs and sources of reliable information and support. Our connections with the community allow us to reach out to people and help them in all aspects of their

lives, and our connections with each other make the work we do possible. The importance of the work that libraries do was acknowledged by the Victorian Government through its investment of \$45.8 million in public libraries. The announcement was made by the Hon Shaun Leane, Minister for Local Government, at an ERLC event on 14 December 2020. Mr Leane said, 'Thousands of Victorians have joined libraries during the coronavirus pandemic and libraries have displayed ingenuity, resilience and commitment to their communities through their work. This record level of funding ensures libraries have the resources they need to keep up the amazing work they've been doing. Libraries really do change lives and they are about so much more than books.'

This year we engaged with our community more than ever through social media and online events. We also introduced hundreds of our younger members to the joy of getting a parcel in the mail when we sent out activity packs to keep them entertained during the school holidays. We delighted many members with surprise inclusions in the boxes of books we delivered to their homes, introducing them to new authors and genres. We also launched our new website and app, and our new FlexiVan hit the road to bring library services to community members who can't access our branches.

On the infrastructure front, ERLC has been participating in the planning for the new Croydon Library as part of Maroondah City Council's Croydon Community Wellbeing Precinct, and Yarra Ranges Council's redevelopment of the Belgrave Library. To ensure a continuity of service (albeit limited) for the community we established the Belgrave Express with the assistance and support of Yarra Ranges Council. This is a temporary, small community library, in the fantastic Belgrave Community Hub.

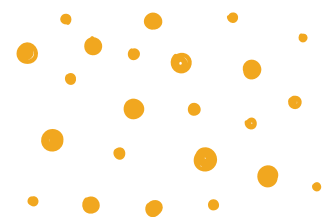
I am immensely proud of all our staff and the work that they have done in such difficult and challenging circumstances. I won't tempt fate by predicting that 2021-22 will be easier, but I am confident that everything that has been put in place this year will continue to serve our members and the community well, even when the pandemic eases and life returns to a 'new normal'.

To draw on a more contemporary literary source, in her 2019 work *The Library Book*, Susan explores the importance of public libraries and discusses the crucial role that they play in every stage of our lives, from storytime for children to services for people living in aged care. Orleans says, 'The library is a gathering pool of narratives and of the people who come to find them.'

In this annual report, we bring you some of those narratives and uncover some of the connections that have been made within our library community this year.

"I am writing to thank whoever was responsible for the decision to send books and arrange pickups at the libraries over the lockdown period. I can see the cost was probably considerable. The budget this year may be blown but the value to the community has been priceless for this extraordinary service."

- Library member



Your Library Board



Cr Yvonne Allred
Knox City Council



Cr Tasa Damante
- Deputy Chair -
Maroondah City Council



Cr Len Cox
Yarra Ranges Council



Cr Marcia Timmers-Leitch
Knox City Council



Cr Kylie Spears
Maroondah City Council



Cr David Eastham
- Chair -
Yarra Ranges Council



2020-21 highlights



9%
increase in
digital loans

9,324
boxes posted
to housebound
members




\$1,795,000
invested in library materials
(books, DVDs, games)


2,000,000
physical loans – an amazing
figure given that our
members could not borrow
for themselves during
COVID lockdowns


8,014
likes and 8,892
followers makes
Facebook our social
media no.1 outlet




267,368
unique visits
to our website



Connecting with our community



Reconnect Festival ambassador Brian Nankervis

We connected with our community through our Reconnect festival, in-person and online events, and services like Click for Home Delivery, Call + Collect, and our new FlexiVan.

RECONNECT FESTIVAL

When our library branches reopened in November 2020, after months of lockdown, it was clear that people were still reluctant to visit their local library. Visitor numbers and loans were down on previous years, and we were looking at a slow recovery to pre-pandemic levels. Rather than accept this, ERLC decided to actively work to bring our members back and encourage more people to join.

We decided to hold a month-long festival during the Australian Library and Information Association’s (ALIA) annual Library and Information Week in May 2021. We created an exciting program of 132 events, headlined by festival ambassador Brian Nankervis, and called it Reconnect. Each week in May was given a theme – community, literacy, time

and space, and sustainability – and events were tailored to those ideas. We also added a festival-within-a-festival, Writing the Rainbow, led by Sandra Pankhurst.

Reconnect had noticeably clear objectives. We wanted to re-engage a wide range of community members with the library, demonstrate how the library helps to deliver value to the community, and launch new long-term initiatives and new ways that members could use the library and services. Alongside the event program, we created weekly themed displays in every branch, partnerships with small businesses to encourage community members to buy from local retailers, and a lottery for new members to encourage people to join up. We also launched a range of branded library merchandise and a new paid library home delivery service.



Reconnect Festival brochure



Dolly Diamond's Rainbow Storytime

Community week highlights

- 24 events
- 438 attendees

Reconnect was launched on 27 April 2021 by festival ambassador **Brian Nankervis**. A delighted crowd, including Maroondah Mayor, Councillor Kylie Spears, enjoyed Brian's boisterous and cheeky attitude as he spoke about the value of public libraries.

To celebrate community spirit, 12 volunteers from Ferntree Gully's monthly Knitting And Crochet For Charity group yarn-bombed the library – the colourful cotton covered every collection for the whole week.

Yarra Junction ran a week-long seed and seedling swap for 64 gardening enthusiasts from around the region.

The bright and raucous **Dolly Diamond** presented a fierce and fabulous storytime as part of the Writing the Rainbow Festival in Croydon. Twenty-nine children and parents enjoyed Dolly's rendition of 'The Hips on the Drag Queen Go Swish, Swish, Swish!' and a reading of her favourite books, including *My unicorn farts glitter!*

At Belgrave, **Bruce Watson** enthralled 23 people with the tale of a 1903 wax cylinder recordings of Tasmanian Fanny Cochrane Smith, among the earliest Australian sound recordings and the only recordings of the Tasmanian Language. Bruce told a fascinating

and moving story of genocide, reconciliation, technology and the power of song.

Sarah bravely launched a recurring games night at Healesville for kids aged 5+ that featured PlayStations, Nintendo Switches, PCs – even the odd board game! Thirty-five children tested and borrowed a range of games offered by the library, chatted about which games they loved to play, and shared tips and tricks.



Kids get crafty at Knox Library

In Knox, Chelsea trialled a series of after-school events, which attracted 18 children and parents who made paper chain people, collages and drawings to decorate the library walls.

Bayswater hosted Paul from **Wantirna Lions Club**, who held a drop-in session to explain how the Lions Club can make a difference and give people a sense of belonging.

During the lockdowns last winter, I changed my lifestyle completely. Living alone, retired and no longer able to interact with the Healesville U3A (University of the Third Age) activities, I became a better cook, took time to experiment with recipes and enthusiastically attacked The Age's crossword each day, even David Astle's nightmare on a Friday. My local library was marvellous, with terrific support, deliveries, pick-ups, etc. Each day I played several "brain games" on my iPad. I believe I became more intelligent with all the challenges. Here we are again, but I am much more prepared for the fight ahead.

- The Age, Letter to the editor 3 June 2021



Sandra Pankhurst at her book signing

Literacy week highlights

- 29 events
- 492 attendees

At Realm, Kay from ERLC showed 9 people how to recycle some of the library's well-loved books by turning them into beautiful works of art! The response was so positive that Kay plans to offer more sessions at libraries around the region. **Jay Tseng** and his father, **Wayne**, returned to Realm to offer another enlightening course on traditional Chinese calligraphy. A dedicated group of 9 attendees penned delicate Chinese characters.

Knox hosted a spicy cooking demonstration, led by the equally spicy Tracey! Fifteen people learned how to make a delicious tikka masala. Many attendees said it completely changed their mind on curries, and one person went directly to the shops to buy the ingredients for herself!

With the second lockdown, the move back to the postage service was fairly simple - which was just as well, as demand for our postal service went through the roof! Knox received over 400 requests for postal delivery in the week after lockdown.
- Knox Library



Sandra Pankhurst, the subject of Sarah Krasnostein's hit 2017 biography *The Trauma Cleaner*, visited Lilydale to tell her raw and affecting life story. Sandra captivated 63 audience members. Attendees also enjoyed refreshments from Point of View Cafe as they chatted with Sandra, who also signed copies of Krasnostein's book. ERLC is deeply saddened by the death of Sandra Pankhurst in July 2021.

Two local authors joined us this week. **Bob Menzies** launched his latest novel, *Benito's Gold*, to 15 people at Yarra Junction. **Leah Swann** visited Croydon to talk about her debut novel, *Sheerwater*, to an audience of 32.

To raise awareness of Montrose Library, we set up a stall at the monthly **Montrose Community Market** and sold well-loved copies of library materials. More than 100 people visited the library space, most for their first time! We also raised more than \$200 for the local CFA.

Rowville was filled with the pleasing sounds of soft jazz thanks to local performers **Spellbound**. Around 45 people enjoyed an early afternoon of easy listening.

Time and space week highlights

- 35 events
- 671 attendees

Every branch enthusiastically participated in the 2021 National Simultaneous Storytime, featuring **Philip Bunting's** *Give Me Some Space!* More than 260 children and parents listened to space-themed books and rhymes and took part in 'blast-off' craft. At Montrose, **Councillor Johanna Skelton** gave a delightful reading. This year, as an extra treat, visitors to our Facebook page saw NASA astronaut **Dr Shannon Walker** reading the text from the International Space Station. We also had readings by our Children's Services team and festival ambassador **Brian Nankervis**. Some branches even made rocket-themed photo booths for library visitors.



Cr Johanna Skelton reads *Give me some space*

The Knox and Lilydale & District Historical Societies offered 2 walking tours of the old Lilydale and Ferntree Gully cemeteries. In Lilydale the focus was pioneering women who made a difference, including the famed Dame Nellie Melba. Thirty-nine passionate locals participated.

Historical fiction author **Heather Morris** visited Rowville, and fascinated a full house of 30 attendees with tales of her writing and research. Heather also dropped hints about her next work, *Three Sisters*. Sales and signing were provided by **Dymocks Eastland**.

Well-known local businessperson **Geoff Earney** discussed his recent book about the development of Mooroolbark. Geoff brought and presented several historical documents and a large aerial map of the area to an audience of 10 enthralled people.

Our Family History team presented 3 talks to help people begin their family history journey. Overall, 24 budding genealogists learned how to use Ancestry Online, access Trove newspaper records, and direct and record their research.

Forging a new and exciting partnership, ERLC and enthusiastic, experienced volunteers from the **Mount Burnett Observatory** offered a night of introductory stargazing for families. After a space-themed storytime at the Monbulk Community Reading Room, more than 60 children and their parents and carers walked to the Monbulk Rangers

At the end of autumn, Mooroolbark participated in the Outer Eastern Permaculture Swap.

We also used the occasion to promote our Seed Library. One visitor commented that she had been feeling a bit down that morning, but seeing the fresh produce and plants and chatting with library staff had lifted her spirits and she could face the day with a smile on her face.

- Mooroolbark Library

Soccer Club pitch where a group of amateur astronomers was waiting. Despite the chilly weather, a perfectly clear night sky provided excellent viewing conditions and attendees viewed and learned about the moon and some bright constellations.



Stargazers at Monbulk Rangers Soccer Club

"Thank you! The books that you have provided for everyone have kept us unbored (if that is a word). Thank you for all your hard work in these times as we hope for the best for this to all end. You have chosen the risk to go to work to send books to those who are dying of boredom. We will never forget your hard work in helping all those around the community. Victoria has been in a very rough time lately and the things that have kept us occupied are books. Their wonder of taking us anywhere during the pandemic is amazing. Thank you for your hard work."

- Library member (Realm Library)

During the past 12 months, a member has been going through some significant health issues. I've assisted her with library matters a few times and on one occasion I helped her to print admission forms for her specialist as she was too upset. After several months, the good news is she is out of the hospital and recovering. The other day she took the time to bring me some beautiful flowers. It truly made my day.
- Montrose Library

Sustainability week highlights

- 24 events
- 522 attendees

In the spirit of sustainability, two experimental swaps were organised: a children's toy and book swap at Ferntree Gully and an adult clothing swap at Rowville. Both branches sourced donations from the community throughout the Reconnect festival before hosting big all-day swap meets in the final week. Green-minded community members were encouraged to give what they could and take what they needed. Ferntree Gully had around 150 people, leaving only a few toys to be donated on, and Rowville had around 30 attendees.



Children's toy swap at Ferntree Gully

To promote self-sufficiency, skill-building and sustainable practices, a range of workshops were offered at Belgrave and Boronia. We taught 62 people skills to make sauerkraut, vegan cheese, nature wands, bags and even recycled musical instruments!

A series of gardening talks were offered around the region to encourage sustainable gardening and build a greener community. Fifty-three people took part to 'grow' their green thumbs. Unfortunately, some gardening events scheduled in the last days of May were cancelled due to the lockdown.



Craig Reucassel talked sustainability via Zoom

Craig Reucassel's presentation on sustainability and minimising waste at home, 'Sustainability and You', was held over Zoom. Craig – from the ABC TV's *The Chaser* and *War on Waste*, delivered a call to arms on how to build a sustainable community. Representatives from our Member Councils' waste and sustainability teams joined Craig in answering questions about the services and support they offer. More than 80 people viewed the live session and we made the recording available for a week afterwards. This turned out to be a wise move, as many people were frantically preparing for Melbourne's fourth lockdown during the live broadcast. The recording was viewed more than 470 times.

Outcomes

Despite a sudden lockdown on Friday 28 May 2020, we successfully held 112 events, attended by 2,123 people. An additional 6 events were held online and attracted 1,817 views. Visitor numbers increased and many people connected with the library and the festival on social media. We joined up more than twice the number of new members than expected (based on visitor numbers) and visitors borrowed 16% more than the same period in previous years. Reconnect broadened our reach beyond our traditional membership base, and drove a surge in library usage that we hope and expect will continue well into the next financial year.

PIVOTING THROUGHOUT THE PANDEMIC

In July 2020, during Melbourne's second lockdown, our **Click for Home Delivery** service was reintroduced. This was the only loan option for physical items. We were able to send much-needed boxes of books to library members who could no longer come into our branches. As a bonus, we were able to return a toy dog that had been left behind at the Healesville branch during the brief open period between lockdowns. Evan hitched a ride with our courier to be reunited with his incredibly grateful family.

I just received my parcel of books I had on hold. As there was space in the box, I asked the team at Healesville to choose me some extra reading material and they did an AMAZING job! Every item looks like an absolute gem.

- Library member

During the first lockdown in early 2020, two large boxes of jigsaw puzzles were donated for the community room. When the second lockdown came, we put the boxes outside the library for people to take. Many families were overjoyed to have an extra activity to do at home. We received several appreciative cards and notes. It was a lovely example of community spirit during a stressful time!
- Yarra Junction Library

FLEXIVAN UPGRADE

Our new FlexiVan hit the road in January! The van has new, smaller but heavy-duty crates that can double as display shelves. The removable shelf space will make it easier and safer for our staff to load crates in and out of the van, and the lower shelf height will reduce potential OH&S incidents. There is a dedicated drawer space for bags and a specially designed space for tables and chairs. There is also space for a gazebo to take to festivals.

One of its first duties was to deliver services to aged care facilities in the Yarra Ranges, which restarted in February 2021. At the start of Term 2, 2021, the literacy program was restarted with visits to the kindergartens, playgroups and primary schools that missed out in 2020. We also took it to the **Ecotopia Earth Festival** in Wesburn, where we demonstrated that the library model of sharing resources is sustainability in action.

“Emma and I took the FlexiVan to the Ecotopia Festival. Emma presented ‘The Enormous Watermelon’ to the delight of the young children in the audience. Afterwards, the MC wove a spoken story about his own experience as a borrower who was guilty of racking up overdue fines and how he was afraid of showing his face in the library because of the shame he felt about it. He told us of his shock, relief, ecstasy and joy when he found out from us that morning that overdue fines were a thing of the past. It was a witty, entertaining, informative and touchingly spontaneous spiel promoting us and our services.”

- Sharni, Healesville Library



Sharni and Emma with the new FlexiVan

FUNDRAISING FOR OUR SES

On 13 March 2021, the Yarra Junction Library team and the **Yarra Valley SES** held a successful giant book sale. We welcomed a visit from Yarra Ranges Councillor **Jim Child**. The book sale and donations raised \$1,280 for the Yarra Valley SES. Over 300 patrons came through the library and we gained many new members.



Cr Jim Childs was a welcome guest at Yarra Junction’s SES fundraiser

CALL + COLLECT SERVICE INTRODUCED

When Victoria introduced the circuit-breaker lockdown in February 2021, we tweaked our Call + Collect service to make it more responsive to a short timeframe. Members could phone their local library if they had holds waiting or wanted our staff to select for them. The Call + Collect model was very efficient, as most packages were collected at the agreed time. Some members indicated they would rather wait until the libraries were open, but as the lockdowns extended, they took up the service. By Melbourne’s fourth lockdown, we were able to quickly swing into action again and, despite the bleak and wintery weather, many books were borrowed. At Ferntree Gully, our staff decorated the windows with messages of warmth and positivity. The Belgrave branch had only just moved to its temporary location, but our staff were still able to get a collection service underway.

I just want to send a huge thanks to all of you at Rowville Library and a special thanks to Michelle. My kids have had a really hard time with this lockdown. The delivery was such a huge highlight for them... it was so thoughtful, the personal message, all the beautiful pictures you sent and a great range of books. I can’t thank you all enough.

This has really lifted the kids’ spirits.

- Library member



Jasmin outside Ferntree Gully Library

Connecting with children and young people



Sharon presenting a fun online storytime session

We connected with children and young people through online and in-person storytimes, innovative holiday programs and old-school activity packs that arrived in the mail.

STORYTIME

At the start of the pandemic, ALIA struck an agreement with the Australian Society of Authors and the Australian Publishers Association to suspend the copyright restrictions on secondary broadcasts of published material and allow libraries to keep their storytime videos available for members of the community to view in their own time from the library's platform. This service was extremely popular as it allowed families to view storytime whenever they wanted.

Disappointingly, in September 2020, with the pandemic under control in most states, the publishers decided that live streaming was the only acceptable transmission of their copyrighted works and prohibited the recordings from being stored for later viewing. However, the ERLC team persevered and produced a live stream storytime each

day and very soon there was light on the horizon. ALIA developed a new agreement with Australian publishers that, for a small fee, libraries could record and keep their storytimes for 6 months if they read from a set list of books. ERLC signed up immediately and our talented children's staff began planning sessions using the new booklist.

In the meantime, Victoria's easing restrictions enabled us to prepare for face-to-face storytime to coincide with the start of the 2021 school year. Excitement was high, anticipation was great and once again children, parents and library staff were able to share their love of books, words, rhymes and visits to their library.



Michelle captains the ERL Dewey 520!

"A year ago, none of us could have predicted that the routine of gathering together to share stories, songs and crafts in the library would become unavailable to us. When we returned, it was a joyous celebration. There was so much emotion in the room. For some, it was their first time socialising with peers at the library, and for others it was the return of a much-loved ritual. One father said, 'Seeing my daughter's face light up as she enjoyed her first storytime in over a year warmed my heart so much.'" - Michelle, Ferntree Gully

I just enjoyed the most wonderful first 'real life' storytime since March last year. I didn't realise how much I'd missed real storytimes until this morning. It was absolutely wonderful to have little faces looking up at me and listening to me and smiling and joining in with actions... rather than a phone camera!

- Michelle, Rowville

Guest storytellers

Developing a suite of online storytimes allowed us to invite some special guest storytellers, including the **Hon Kim Wells**, member for Rowville; the **Hon Nick Wakeling**, member for Ferntree Gully; and the **Hon Shaun Leane**, member for Eastern Metropolitan Region and Minister for Local Government, to record and share some of their favourite children's books.



The Hon Nick Wakeling presents online storytime

In celebration of National Aboriginal and Torres Strait Islander Children's Day, **Ricky Baldwin** read *Bundjil Creation Story* to our Facebook audience. When storytime returned to face-to-face, the **Hon Jackson Taylor** entertained some of his smallest constituents with an energetic reading of *Dig, dump, roll* at Bayswater.

I was very excited for our first session this morning, as was Storytime Ted! Approximately one-third of the attendees were new to storytime. Everyone was very accommodating with the new format, and happy to just have storytime back. - Sarah, Realm



Sarah captivates at Mini & Me Storytime

Mini & Me storytime promotion at Eastland

A vacant travel agency became a storytelling wonderland for a few weeks to promote Eastland's Mini & Me Children's Reward program. The shelves that previously held glossy travel brochures made a perfect display for picture books. Realm Children's Librarian, Sarah Werner, got into the 'mini' theme with a storytime focusing on mini beasts. Some visitors admitted they had never been to the Realm library, but were now inspired to visit.

"Awesome! My kids will be so excited. This is the highlight of our week!"

- Library member

ONLINE, TAKE-HOME & IN-PERSON SCHOOL HOLIDAY PROGRAMS

We ran our first digital school holiday program in the July 2020 school holidays. The programming included filmed events on Facebook and live activities through Zoom. There was an environment-themed activity with the Knox Community Gardens and a backyard scavenger hunt with our own staff member Jasminder and her dog Foxy, filmed in her own garden.

The Facebook videos received hundreds of views and many people expressed gratitude for providing children with something to do in what turned out to be an extended holiday.

By September 2020, at the end of Term 3, we had craft and science activities recorded on Facebook and the Lego Quest challenge established on Zoom. Rounding out the program were some of our regular storytimes. One advantage of the online program is that the videos can be viewed long after the event has finished.



Kids (and parents) enjoyed holiday activities

In January 2021, we were able to introduce drop-in activities to our school holiday program. Our team devised several themed walks that encouraged children to get into their garden or local park and put their findings and observations together in a fun way. Children could collect an activity pack from any library and complete it at home. Hundreds of activity packs were taken from the libraries over the 2-week program. We also partnered with outside providers to extend the range of activities we could offer online.

The April 2021 holidays saw a plethora of bunnies, large, small and suspiciously human-shaped, hopping into the libraries, distributing eggs and causing mayhem. With craft off the table, and singing still on hold, the opportunity to get into a onesie or PJs and be a bit silly at storytime was very hard to resist!



Sarah & Cr Kylie Spears hop into the April holidays

At the end of Term 2, 2021, we optimistically planned a program that was fully face-to-face, partly based on a steady stream of requests to provide something for children that wasn't on a screen. The theme was the Olympic Games and, much like the real event, it was a nervous wait to see if restrictions would allow the program to go ahead. Capacity limits changed on the last day of term and every branch had a flood of children creating, exploring, borrowing and participating in a range of activities.

"My son loved it and wants to do it again! It was a great opportunity for him to step past feeling shy and speak up in a group setting."
- Library member

Activity packs

As the pandemic continued, we introduced activity packs for children to use at home. Our children's librarians selected age-appropriate activities that could be sent through the post. We had no idea such a simple offering would be so popular! After promoting the packs on social media in July 2020, we received over 500 requests within 24 hours! Staff worked

It was great to get out to the preschools and have several of the children recognise me from storytimes. One little boy was so excited, he started telling everybody all about the library. He did such a thorough job I really didn't have too much more to add! - Belgrave Library

feverishly to meet the demand and eventually got the workload under control. It seems that children still love to receive mail delivered the old-fashioned way!

“Thank you very much for the activity packs. They were so happy and excited to get them in the mail. You are all doing such a wonderful job during these tough times! Many thanks!” - Library member

“My 3 year old was so excited to get mail from her local library. Thank you to all involved.” - Library member



Emily won the Kids on Tour competition

Kids on tour

The **National Gallery of Victoria Kids on Tour** program usually provides materials for organisations to run art-making sessions that tie in with the gallery’s current exhibitions. This year the children collected their activity booklets from the library and completed their artwork at home.

I heard happy giggling in the picture book area and went to investigate. A mother was reading to her young baby in the pram. The baby was full of smiles and giggles. The mother told me that her baby wasn’t like this at home, that they came to the library because her baby loves books. They come and read in the library nearly every day. Apparently, books and reading also calm her baby when she is not well! What an endorsement! - Boronia Library

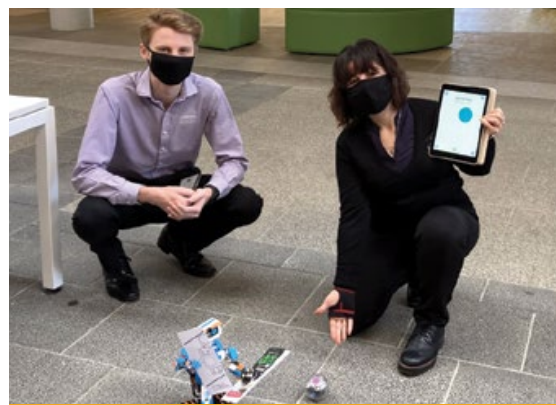
The initial supply of 30 booklets was quickly snapped up at our 3 registered locations – Knox, Lilydale and Realm – but we were able to provide photocopies to another 120 interested participants. We encouraged the children to bring or send photos of their artwork back to the library.



Sharon takes charge at Station Two

Amazing Race

Lilydale Library was the second stop on Yarra Ranges Council’s Amazing Race Lilydale school holiday event. Over 80 participants searched the library for clues to spell out the words STEAM IS FUN.



Angus and Jasminder with a friendly Ozobot

This was our first in-person event in nearly 10 months but everything ran smoothly. All successful participants were presented with a bookmark – delivered in a socially distanced way by one of the Ozobots!

Healthy Rivers

The team from **Swinburne Science** delivered some interactive environmental science via Zoom in 2 sessions focused on our local waterways: Dandenong Creek and the Yarra River. Both events were booked out.

“I liked the event because of all the information I learned. Making a Creek was wonderful (but you have to admit, it was a bit disgusting looking by the end!) I think the whole thing was great! Thank you so much for organising it! :)”

- Library member



Ageism in the frame at Realm

CHILDREN TACKLE AGEISM

Maroondah Council has joined with Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges to undertake a joint campaign to raise awareness about ageism, challenge the stereotypes of what it is to be older and encourage people to speak up and take action.

The campaign, called **Tackling Ageism Together: EveryAGE Counts** in Melbourne’s east, is coordinated and supported by the Inner East Primary Care Partnership, with support from the Victorian Government. It will run until October 2021. In partnership with the library, young people who live in Maroondah can record their feelings for a

A colleague from my first days working in libraries reached out to let me know his grandchildren had discovered me on Facebook, performing one of our many recorded storytime sessions. It was hard to believe that 35 years ago we were working together at what was then Box Hill-Doncaster Regional Library. Now his grandsons tune in every week to watch me on storytime. Seeing their faces light up on the videos he sent me made me realise, yet again, what an extremely important service we offer. To be a part of these little boys’ lives during this time, and to be able to share stories, songs and rhymes with them and other families is a privilege.

- Administration

special older person through the EngAGE Short Story competition. The project is aimed at tackling ageism nationally by shifting social norms and positively influencing the way Australians think about ageing and older people.

MY GENDER FUTURE

PLEDGE (People Linking to Embrace and Develop Gender Equality) is a partnership of Knox-based organisations. PLEDGE’s poster competition for secondary and tertiary students produced 24 thought-provoking works promoting the concept of gender equity. The posters were judged for their creativity, originality, functionality and conceptualisation of gender equity. After judging, the posters were hung from the rafters of the Ferntree Gully Library where their messages of harmony and acceptance swayed gently overhead.



My Gender Future poster display

Connecting with adults



We connected with our adult members through activities including author talks, reading groups, support for aspiring writers, as well as practical help with job searches.



Tracey cooked up a storm on Facebook

WHAT'S FOR TEA? WITH TRACEY

Boronia staff member Tracey is well known for her 'Social Seniors' morning tea, which runs every Friday. Deprived of her weekly interaction with the community, she launched a 6-part cooking series using the kitchen in the community room as her workshop and her colleagues as willing tasters. Although presented with a great deal of humour, the recipes that Tracey chooses are economical and use ingredients likely to be in the pantry.

COMFORT READS

We brought back our Comfort Reads promotion in July 2020 as the second lockdown snapped in and the weather turned chilly. Reading can be an anchor in uncertain times. As Laura, a staff member at Ferntree Gully, said in her first post: *'When you can't just walk past a library or bookstore without*

going in, you are always carrying a book with you in your bag, and the best weekends are those spent with some new books.' It seems others agree, and we had to share these wise words from crime-writing superstar Ann Cleeves on the therapeutic value of reading: *'Stories have always been healing. Reading about people who have been through experiences like ours and have come through the other end gives us hope. If we're drowning in our own chaotic thoughts, stepping inside someone else's head, just for a while, can offer a kind of freedom.'*



Laura found comfort in books

NANOWRIMO

Stories need to be written as well as read and November 2020 was **National Novel Writing Month**. The Melbourne **NaNoWriMo** team approached ERLC to hold writing workshops over Zoom to replace the face-to-face sessions they had previously held at the Knox library. The event spread over 2 months – October for plotting and November for writing. The sessions started slowly, but quickly built to capacity.

“NaNoWriMo is more important than ever, especially for Melbournites under lockdown; that creative outlet and the support of the online novelling community, not to mention the support of one’s local librarians, is going to be sorely needed in times to come.”

- NaNoWriMo organiser

LIBRARY LOVERS

This year, **ALIA’s Library Lover’s Day** coincided with Valentine’s Day. Competing with roses, chocolates and champagne is a big ask, but we approached it in the spirit of eco-friendliness and waste minimisation. Pre-loved library books that had been stockpiling through 2020 were gift-wrapped and given away with a tantalising descriptive handle. Until the February 2021 circuit-breaker lockdown, they were flying out the door.

CHOOSING A CREATIVE LIFE

To celebrate **International Women’s Day**, we hosted three subjects of **Jamie Saxe’s** documentary film *Senior Women in the Arts*. Jamie received a grant from Yarra Ranges Council to record the artistic journey of 4 women who have made a home in the Hills. Musician **Dindy Vaughan**, writer and editor **Maria Miller** and ceramicist **Lee Goller** joined Jamie in the Belgrave Library while the audience viewed their stories and asked questions via Zoom. The energy and determination of the subjects perfectly captured the spirit of International Women’s Day.

JOB SEARCH

ERLC participated in the Employment Information for Jobseekers webinar series to highlight the job-finding tools hosted by the library. ERLC’s subscription to **MyCareerMatch** allows members to research areas of work they find interesting and access lists of keywords they can use to describe their unique strengths in a job application. Almost 100 people attended the sessions and 41% found it extremely useful.

I went to the library to report I had lost a book. The librarian told me where I should look to find it. I tried to keep the scepticism from my face and went to look where she had suggested. The book was exactly where she said it would be, under the front seat of my car. This was incredible, astounding, even fantastical, so I reported it to the authorities. I told the police officer that it gave me the willies, that it felt sort of unholy. With a concerned look on his face, he said, ‘What if it’s the opposite? What if you actually experienced something holy?’ That made me feel a little better and I have always liked Croydon Library, so that is why I recommend it. Just watch out for the duck poo. - Google review

KNOX PRIDE

As part of the **Engaging our older LGBTI community** project run by Knox Council’s Active Ageing and Disability, the library was donated 20 new titles supplied by specialist bookshop **Hares & Hyenas**. Council produced bookmarks to raise awareness of the breadth and depth of material in the library collection that may be of interest to older LGBTI residents. Library staff certainly enjoyed ‘getting their rainbow on’ to display the new titles.



Knox’s colourful Pride display

A member contacted us to say, 'To the wonderful ladies at Bayswater Library, thank you so much for making my 96-year-old mother-in-law so much happier during COVID-19. She can no longer see well, so she has been able to imagine different places and experiences by listening to the audiobooks you chose for her.'
- Bayswater Library

AUTHOR TALKS

Sue Ingleton

Our first author to present over Zoom, **Sue Ingleton** was a vibrant and entertaining presenter. Her book *Making Trouble: Tongued with Fire* is the extraordinary story of two young women who left their conventional nineteenth-century lives behind in England and started up Melbourne's first ladies-only gymnasium. Sue's experience as an actor and stand-up comedian made the book come to life when she read a hilarious but heart-breaking passage playing all the characters. Combined with the tale of the book's long and circuitous road to publication, it made for a very entertaining afternoon.

Mark Brandi

Mark Brandi, the author of *Wimmera* and *The Rip*, was to have been the first speaker for 2020 in the long-running Books and Bites series at Croydon. Mark was keen to participate online and we were able to host him via Zoom in October. Mark shared stories of his writing journey and we were able to see him in his writing space along with his canine writing companion (who contributed the occasional snore). Sue Pitt, the Croydon branch manager, even got Mark to reveal details of his next book.

"Enjoyable and engaging experience. [Mark Brandi] was personable and open in sharing his personal and writing/publishing journey, encouraging budding authors to stick with it, think outside the box and not give up after rejection. The host was warm and friendly and asked good questions. While meetings in person are more personal, Zoom makes them more accessible for many. Thank you very much." - Library member



Karen Turner

The author of 3 published romance novels set in wartime England, Karen Turner was a self-published author who found a publisher overseas. From her home in Castlemaine, she shared her writing journey and the pros and cons of doing it yourself versus being picked up by a commercial publisher. Appearing at the end of the NaNoWriMo program, Karen was an encouraging voice for all aspiring authors.

Heather Morris

The ever-popular Heather Morris discussed her new book *Three Sisters* to a capacity crowd at the Rowville library during the Reconnect festival. Her new book builds on the stories she uncovered in *The Tattooist of Auschwitz* and *Cilka's Journey* and is conveyed with Heather's trademark sensitivity and insight.

Two patrons who joined our Bookchat had never met before but obviously enjoyed each other's company tremendously. They had a great conversation and they discovered they had lived around the corner from each other for 30 years. We saw them heading out for coffee together after the session, still talking. - Lilydale Library

Jayneen Sanders

Anglicare Victoria, EDVOS and Educate2Empower launched their new co-production, *Hope: a book to help children build resilience and assist those recovering from and/or living in family violence situations*, to a small crowd at Realm and over 300 people watching online. Author Jayneen Sanders discussed how the book was created to fill a gap in the market for resources that can be used with young children who find themselves in situations that don't fit into the world depicted in most picture books. Too often, children blame themselves for violence in their homes and take on the burden of shame and guilt. *Hope* reassures children that family violence is never their fault and that there is also hope that things might change.



Jayneen Sanders (centre) with Steph & Sarah

“A patron who had left their glasses at home asked me to ‘be their eyes’ while looking for some books to read. They realised from my name badge that I had selected books for them during the first lockdown. They said that they would never have chosen the books I sent, but they really liked them, and were looking for more by the same authors. It was extremely rewarding to get such positive feedback, and the feeling I had helped to widen someone’s reading horizons was wonderful.”

- Staff member, Lilydale



“On the first day of opening after lockdown, we were visited by Len Rowson (pictured above) who at 101 is possibly our oldest borrower. Len couldn’t wait to get his hands on some new reading material.”

- Ferntree Gully Library

Janet was a favourite member of mine and she always sought me out for a little chat. In all my years working in libraries, her passing has affected me the most. She was a weekly visitor and a regular at many of our talks and workshops. Her daughter said, ‘Mum loved her visits to the library, the book recommendations you gave her and recipe swaps. She always spoke highly of the staff at Rowville, and she could have visited a closer library, but she chose yours and I am sure that is definitely due to the interactions she had with you and other staff members. I appreciate all the help you would have given to her with her computer use and providing her with a friendly face to have a chat.

- Rowville Library staff member

Collections

LENDING PATTERNS

In a 'normal month', the number of items checked out from our branches is roughly the same as the number checked in – one item goes out and one item comes back. In July and August 2020, due to COVID restrictions, members were asked to hold on to items they had checked out and not to return them until the Stage 4 restrictions were lifted. This meant that, at one point, 175,138 items were on loan – an amazing 52% of the collection.

New material continued to be supplied by our vendors. As soon as these items arrived they were requested by our members via the extremely popular **Click for Home Delivery** service. We also posted out book club sets to over 500 members, encouraging them to stay connected and continue to hold their meetings via Zoom.

Our members continued to embrace the resources in the digital library and July–August 2020 saw a 35% increase in digital loans compared to the same period in 2019. The most popular digital items continue to be eBooks and eAudiobooks.



Lean times for the library's shelves



LOTE ONLINE FOR KIDS

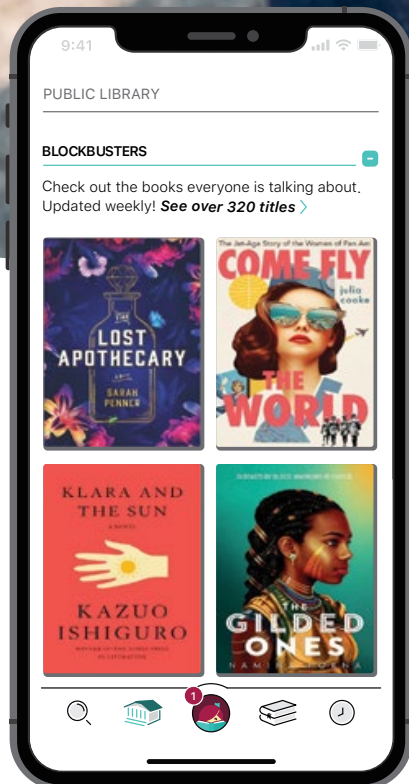
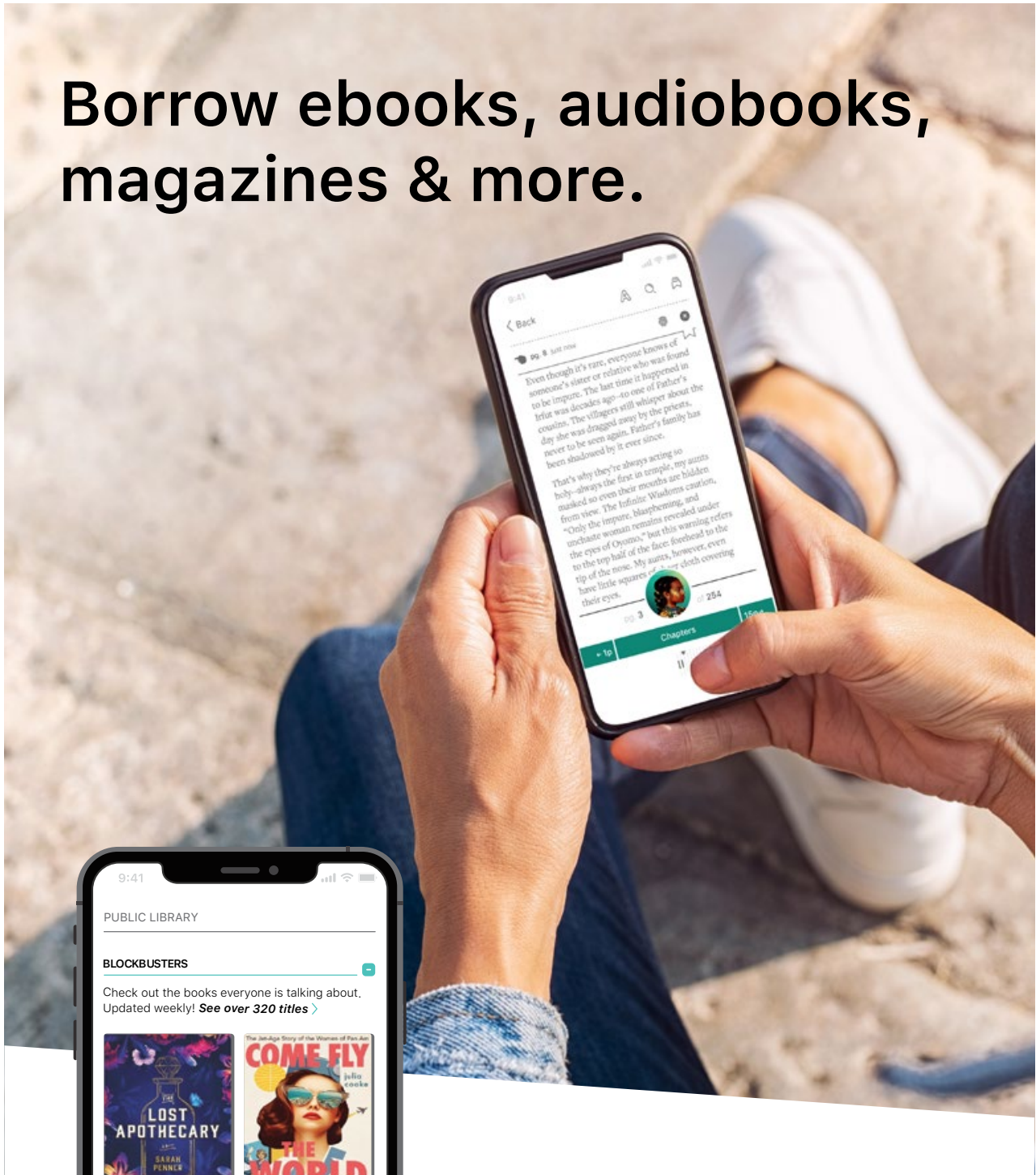
A brand new resource, **LOTE Online for kids**, was introduced to our growing eResources collection in January. LOTE Online for kids allows children to read or listen to books in languages other than English. With over 600 titles in 25+ languages, this collection offers a great way for children to learn another language or reconnect with their heritage. It is a valuable resource for everyone, but particularly our CALD communities.



MORE DIGITAL CONTENT ON LIBBY

The content available on the **Libby app** that ERLC members currently use to access digital titles has expanded following a corporate takeover. More than 2,000 exclusive titles purchased by ERLC have been supplemented by the popular **Zinio eMagazines**, meaning there is even more content for members to explore and discover on Libby.

Borrow ebooks, audiobooks, magazines & more.



Libby.

The library reading app



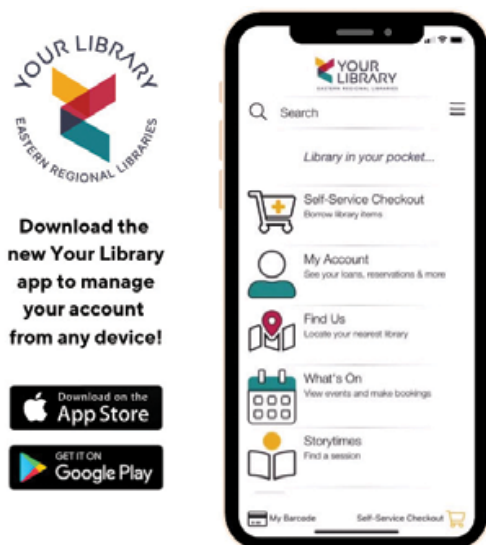
Creative technologies

NEW COMPUTERS

New computers, monitors and laptops were installed throughout our library branches and reading rooms. Most of the public and staff workstations were replaced and team leader workstations were replaced with laptops to allow our staff to work remotely. These new computers will deliver a better user experience for our members and our staff.

WEBSITE AND APP

On 25 November 2020, we unveiled the new Your Library branding and launched our new website and app.



The website is action-oriented and focuses on common tasks and information requests. It now includes the much-loved library events and programs, making it easier for people to discover them. Bringing all the library resources and information into a searchable and easily discoverable website while maintaining a modern look was a challenging process and we will continue to monitor and improve the site.

Our mobile app has a similar theme and is available on both iOS and Android platforms. In addition to the usual features, the Your Library app allows members to check out library items using their mobile devices, eliminating the need to queue for self-check stations or ask for assistance from our staff. This was also a safe and hygienic way to check out items during the COVID-19 pandemic.

LIBRARY MANAGEMENT SYSTEM

After a long and strenuous project, ERLC went live with our new Library Management System on 25 November 2020. All the required membership, collection and transaction data were successfully migrated across to the new cloud-based system.

The new management system will integrate with many modern solutions to provide a seamless experience for the community and our staff, and includes features such as purchase suggestions, notifications and online payments. The system is easy for our staff to work with. Built by international software firm Civica and hosted locally in a Melbourne datacentre, the management system has high-quality security features to keep our membership data safe and secure.

As part of the implementation of this new system, ERLC contracted Civica and local solution provider Yellowfin to provide a dynamic reporting and business intelligence solution. This allows us to run, export and create prebuilt and custom reports. Our vision is to create a single data warehouse, so we can analyse and present meaningful reports across the service.

Marketing & promotions |||||



Later in 2020, as people were able to venture further from their homes, we maintained a slow but steady increase of followers across our platforms.

SOCIAL MEDIA

In July 2020, our talented staff created fabulous video content, along with the always popular daily Storytime Live sessions. Some highlights were:

- **Library Lockdown:** a fun look at what goes on behind-the-scenes with the Rowville staff
- **What's for Tea with Tracey:** budget-minded recipes everyone can make
- **Cooking for Kids with Sharni:** simple and delicious recipes for our younger viewers
- **Bookchat with Ajne:** a look at some great reads available at the library.

When Stage 4 restrictions were put in place in early August 2020, the focus changed to marketing our excellent digital resources and sharing some of the great activities and events hosted in our community.

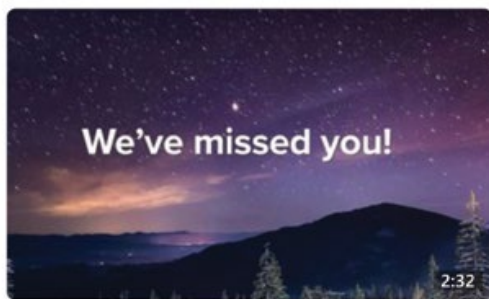


FACEBOOK LIVE

While in-library events could not happen, we continued to schedule a variety of pre-recorded videos for broadcast on Facebook Live, all of which were well received.

Children’s Book Week: We posted videos and photos featuring a staff member’s recommendation every day.

We’ve Missed You: This Libraries Change Lives project featured comments from members telling us what they missed about the library during the lockdown.



We've missed you!
50 weeks ago · 767 views
👍👍👍 You and 48 others

What’s for Tea with Tracey: This popular weekly series continued to deliver budget-friendly recipes in Tracey’s down-to-earth style.

Cooking for Kids with Sharni: Sharni brought an international flavour to her cooking show this season and introduced the children to Indigenous, Chinese and Italian flavours.

Boredom busters: These fun craft sessions were hosted by our children’s librarians.

A Very Merry Book Chat: Viewers joined Ajne and Maria from Ferntree Gully Library for a Christmas-themed book chat.

Christmas Advent Competition: A daily book giveaway was held in December, and members answered a question about the library for a chance to win a book.



A Very Merry Book Chat with Ajne & Maria
41 weeks ago · 318 views
👍👍 You and 20 others

FACEBOOK HIGHLIGHTS

Record-breaking funding for Victoria's public libraries
2,006 People reached, 287 Engagements

ALL LIBRARIES ARE REOPENING!
16,236 People reached, 1,428 Engagements

STORYTIME returns!
4,290 People reached, 1,212 Engagements

OUR LIBRARIES ARE REOPENING SOON...

INSTAGRAM HIGHLIGHTS



MEMBERSHIP DRIVE

An important part of the Reconnect festival was promoting the library to people who were not already members. Prize packs were compiled with the help of generous local businesses and one winner was selected from each location.

There were 2,046 new memberships during May 2021 – 777 more than in May 2019. This is a significant increase. Although overall visitor numbers are still down, those people who do come to the library are more engaged with the services, resulting in more loans and more new memberships per visit than before COVID.



A father and son take home Bayswater's prize



Ferntree Gully's lucky lottery winner

We joined up twice as many new members as we might have expected based on visitor numbers alone. Members borrowed 16% more than in the same period in previous years.

Indicator	May 2021	May 2019
Percentage of library visits resulting in new memberships	2.13%	0.79%
Loans per library visit	2.09	1.93



2020–21 statistics |||||

Despite the challenges of the pandemic, we had great support from our staff, our Board and our Member Councils as we continued these new ways of doing business. Our Member Councils supported us to deliver the Click + Collect and Click for Home Delivery.

to 771,971 in 2020–21 – an extra 72,000 checkouts. This is a great outcome and it builds on our previous record year of 2018–19 when eLoans increased by over 100,000. In addition, to have over 2,000,000 loans when our visits were down by 700,000 is a remarkable achievement. This is due to the great work of our staff and our members as they adapted to Click + Collect and Click for Home Delivery, again and again.

We continued our online storytimes, craft activities and author talks. These were so successful that they will continue to form part



Rose prepares Croydon's Click + Collect orders

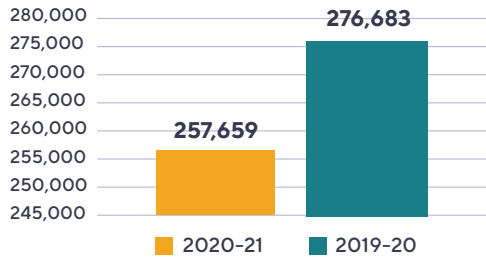
As the statistics shows, 2020–21 was a very challenging year for our library service. Our normal library services suffered considerably throughout the year. All our key indicators of memberships, visits, loans, PC sessions and WiFi sessions were considerably down. However, loans of our digital items (eBooks, eAudiobooks, eMagazines and streaming videos) increased from 699,921 in 2019–20



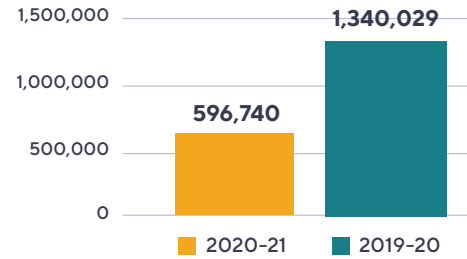
Jingjing presenting Chinese Storytime online

of our future service delivery strategies. Although 2020–21 provided challenges, our innovative library services helped reduce the drop in numbers we would otherwise have experienced and allowed us to continue to

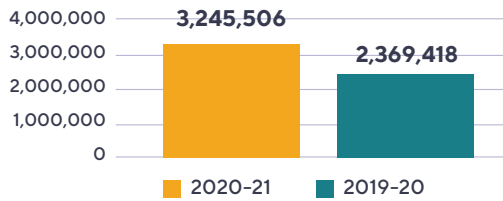
Members



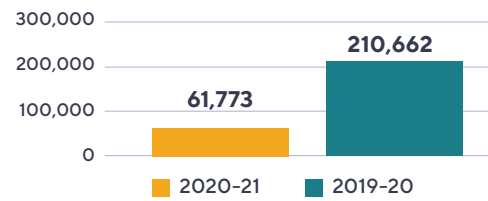
Visits



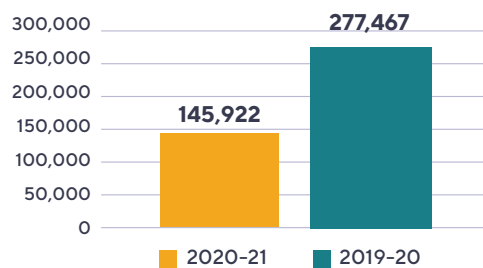
Loans



PC sessions



WiFi sessions



	Members		Visits	
	2019-20	2020-21	2019-20	2020-21
Bayswater	8,696	8,433	64,793	29,683
Boronia	14,074	12,759	61,371	33,145
Ferntree Gully	11,601	10,782	66,140	29,309
Knox	39,706	35,312	202,334	78,797
Knox Outreach	1,164	986	2,878	-
Rowville	25,364	22,841	124,998	54,811
eLibrary loans	-	-	-	-
Admin	189	347	-	-
Knox total	100,794	91,460	522,514	225,745
Croydon	35,463	31,929	179,245	84,008
Realm	59,679	59,890	284,179	111,698
eLibrary loans	-	-	-	-
Admin	179	350	-	-
Maroondah total	95,321	92,169	463,424	195,70
Belgrave	16,512	15,277	69,053	34,720
Flexi Van	2,851	2,412	2,607	-
Healesville	8,562	7,919	55,092	26,482
Lilydale	19,519	17,578	70,999	35,580
Monbulk	777	720	4,744	-
Montrose	4,866	4,571	24,535	12,813
Mooroolbark	13,208	12,307	70,572	33,699
Mount Evelyn	2,341	2,031	6,004	-
Yarra Glen	93	145	1,306	-
Yarra Junction	11,689	10,789	49,179	31,995
eLibrary loans	-	-	-	-
Admin	151	281	-	-
Yarra Ranges total	80,568	74,030	354,091	175,289
Regional total	276,683	257,659	1,340,029	596,740

Loans		PC sessions		WiFi sessions	
2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
92,867	69,012	9,089	2,970	11,861	8,732
155,586	102,715	11,737	3,543	8,851	5,327
146,783	101,575	9,885	2,268	7,532	4,339
366,136	227,829	34,541	10,340	31,616	14,823
8,725	-	-	-	-	-
213,492	137,936	22,034	7,013	31,775	16,670
270,981	296,788	-	-	-	-
2,003	1,652	-	-	-	-
1,256,573	937,507	87,286	26,134	91,635	49,891
462,031	282,411	27,628	8,604	23,189	10,561
325,762	169,748	47,939	11,804	85,537	37,644
217,039	245,172	-	-	-	-
1,792	1,230	-	-	-	-
1,006,324	698,561	75,567	20,408	108,726	48,205
152,105	104,038	8,926	2,764	20,533	13,253
12,017	2,939	-	-	-	-
77,810	50,977	8,031	2,194	7,643	4,383
144,598	91,113	11,364	3,167	13,561	7,677
19,984	9,053	-	-	-	-
44,186	38,189	1,294	387	6,178	5,029
156,617	104,324	8,738	3,557	11,027	6,809
26,589	9,073	1,640	425	6,463	4,297
5,544	2,469	-	-	-	-
129,691	89,871	7,816	2,737	11,701	6,378
211,900	230,011	-	-	-	-
1,567	1,291	-	-	-	-
982,608	733,348	47,809	15,231	77,106	47,826
3,245,506	2,369,418	210,662	61,773	277,467	145,922

Employees

Library staff are highly competent and have diverse skill sets, qualifications and experience that include library services, communications, information technology, event management, teaching and more. We are committed to the continuous professional development of our staff. ERLC actively engages with the community and is proactive in responding to feedback and implementing improvements to customer service. Building positive relationships with members is important and our staff continue to collaborate with local schools, businesses and associations to expand ERLC libraries to the wider community.

As staff are a key resource on which ERLC's reputation is based, we strive to attract, develop and retain the highest quality of community-focused and professional staff.

During 2020-21, our staffing strategies focused on supporting ERLC's pursuit of excellence and building the capacity of our staff at all levels to show leadership, adapt to change and build a culture of community inclusion.

The challenges of 2020-21 continued to have a huge impact on the way we worked and looked after our staff and library community. The COVID-19 pandemic meant we continued to encourage and support flexible working practices to quickly adapt

to the restrictions of the pandemic. Our staff had to learn to prioritise work, change service delivery models and look after both their own and our community's health and safety.

We introduced COVID Safe Sites Plans for all service point locations and kept our staff informed with up-to-date resources and health advice.

A COVID-19 supported leave policy was launched to ensure our staff were financially supported to stay at home or get tested if they were unwell. A Disclosure of the Coronavirus Testing Guideline was developed at the request of our staff to manage the risks associated with the pandemic while respecting their right to privacy. Additional support was offered through our Employee Assistance Program provider, Relationship Matters.

ERLC continues to strive to create a workplace that prizes inclusivity, respect, fairness and dignity

EMPLOYEE MATTERS

Due to the impact of the COVID-19 public health measures on our library operations, our new Enterprise Agreement discussions were put on hold during 2020-21.

ERLC continued to operate under the expired Enterprise Agreement No. 9 conditions of employment (in accordance with the requirements of the *Fair Work Act*). Without prejudice to our ongoing negotiations concerning our new Enterprise Agreement, ERLC authorised an increase in salaries and allowances of 1.75% from Monday 6 July 2020.

EMPLOYEE SNAPSHOT

Employees	2019-20	2020-21
Number of staff members (including CE)	110	114
EFT (Including CE)	86.4	83
Gender		
Female	93 (84.5%)	95 (83.4%)
Male	17 (15.5%)	19 (16.6%)
Average length of employment (years)	13.46	13.49
Longest length of employment (years)	43	44
Average age (years)	47.47	46.83
Average retirement age (years)	62	61.5
Age of oldest staff member (years)	71	72
Age of youngest staff member (years)	20	20
Age 40 to 75	76	74
Age 20 to 39	34	40

YEARS OF SERVICE RECOGNITION

Congratulations to the following staff for their service over many years.

Years of service	Staff members
35 years	Karen Hemmings (Boronia) Rose Gray (Croydon)
15 years	Linda Dalziel (Rowville) Ajne Graham (Ferntree Gully) Michelle Tomazin (Rowville) Anita Crew (Croydon) Joseph Cullen (Admin)
10 years	Marguerite England (casual) Amy Abikhair (Knox)



STAFF DEVELOPMENT AND TRAINING

Type	Title	No. of staff completed
General	Library management system – Spydus	all
	Digital health literacy	16
	Public Libraries Evaluation Network – Events Evaluation	1
HR	ASU delegation training	2
	New staff induction/training	8
	Managers/team leaders refresher	2
	Health and wellbeing framework	3
Children’s Services	Ways to play	6
	Gender equity and body safety storytime training	6
	Promoting gender equity in the early years	3
	Understanding communication differences and anxiety in young children on the autism spectrum	6
	Innovative and adaptive practices in Children’s and Youth Services in a post-COVID environment	8
Promotional	Libraries Change Lives advocacy	6
OH&S	Manual handling	68
	Health & Safety Representative refresher	10
	Health & Safety Representative WorkSafe/ASU online training units – mental health in the workplace	5
	Fire warden	3

VISION SUPER SEMINARS – RETIREMENT PLANNING

Luke Smith, ERLC’s VISION Client Partnership Manager, presented 2 seminars on planning for retirement and 33 of our staff attended. The feedback indicated that the information presented was of great interest and highly appreciated by those who attended.

“Getting a greater understanding on how better to manage your super and retirement is not impossible – you just have to plan to succeed!” – Seminar attendee

CORONAVIRUS ACTIONS AND PROCEDURES

ERLC updated our COVID safe plans regularly throughout 2020–21 as the situation and restrictions changed. Staff and members were kept informed about the relevant procedures and requirements, such as the wearing of face masks, occupancy limits in each of the branches and maximum duration of visits.



Sharon takes on the COVID-19 Marshall role

OCCUPATIONAL HEALTH AND SAFETY

ERLC continues to commit to our safety management policies and is accountable for ensuring a safe, supportive, protective and healthy work environment. This is achieved to the highest standards by ensuring that health and safety management is a key priority in all areas of planning, implementation, measurement and review within our workplaces.

Actions taken and procedures developed in 2020–21 included:

- Branch emergency evacuation procedures and fire drills were undertaken: January 2021

- Workplace inspections: completed February 2021
- Kitchen audits (all branches): replacement items purchased February 2021
- Updated and renewed all OH&S promotional posters
- Updated and renewed all COVID-19 promotional posters.

The pandemic team's activities included:

- Mental health and wellbeing guidelines distributed
- Helpful tips provided by our EAP provider
- Staff encouraged to take leave and regular breaks from the workplace
- OH&S representatives were encouraged to research and present ideas on work practices
- Face mask refresher training undertaken
- HSR attended WorkSafe/ASU online training units on mental health in the workplace.

Our commitment to the management of Work Cover and Injury prevention remains unchanged. ERLC continues to work with Beyond Pain, occupational and physiotherapists who specialise in the management of soft tissue injury and manual handling techniques in the workplace. One work cover injury was managed this year concerning soft tissue injury.

INCREASING RESILIENCE

ERLC participated in a statewide Public Library Staff Training Unit in February 2021 and 64 of our staff attended. The Resilience Project was designed specifically for public library staff. The library customer service environment can be complex, and every interaction is unique. Library staff are in constant dialogue with their communities. Trying to manage positive engagements all day, every day can be particularly challenging. Resilience is an important skill to master.

The Resilience Project included:

- understanding and adapting to change
- managing customer interactions with empathy and skill in a changing environment
- debriefing after difficult interactions
- resilience and wellbeing techniques for work.

A 90-minute resilience booster information session with Beck Henshall (via Zoom) was also made available to all our staff in August 2020. It covered the following topics:

- acknowledging our workplace and team achievements
- identifying symptoms of anxiety and catastrophic thinking
- developing techniques to reduce anxiety
- creating a self-care routine
- applying resilience activities throughout the day.

EMPLOYEE ASSISTANCE PROGRAM

As part of our commitment to supporting our staff, ERLC provides staff with an Employee Assistance Program (EAP). From 4 January 2021, our EAP provider is Relationship Matters.

Relationship Matters is a not-for-profit organisation with highly trained professional counsellors who are there to help our staff deal with any issues that are impacting them at work, whether they originate at work or in their personal lives. Relationship Matters has many years of experience in providing counselling to help staff experiencing pressure, stress and anxiety. Their counsellors can also help our staff with career development and interview techniques.

OTHER STAFF MATTERS

Working with Children Checks	4 new; 15 renewed
Police checks for volunteers and staff	None completed as outreach staff were not visiting in the community and volunteers were not delivering to home service clients during the pandemic.

STAFF EVENTS

Christmas 2020

Due to COVID-19 restrictions, we were unable to hold our regional Christmas staff gathering in 2020.

To celebrate and give recognition to our staff for all their extraordinary work and commitment in 2020, we gifted our staff with 4 hours of Christmas Cheer.

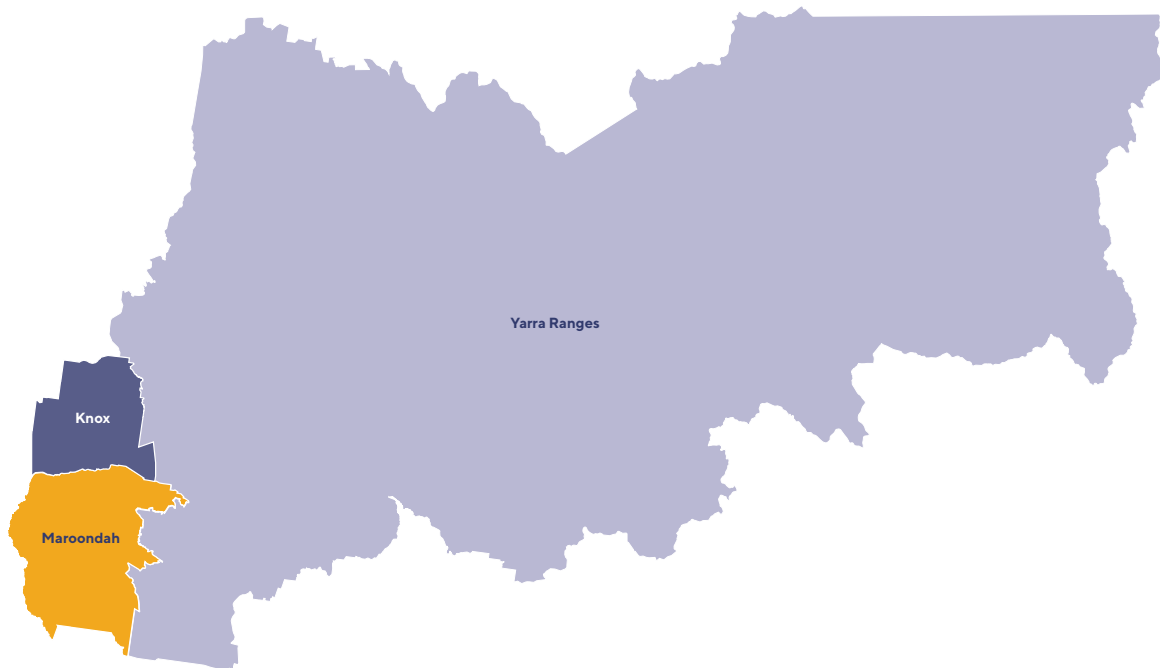
Many teams chose to dress up and celebrate at their branch.



Yarra Junction & Boronia staff dress up for Christmas

Governance

Eastern Regional Libraries Corporation (ERLC) provides library services to Knox City Council, Maroondah City Council and Yarra Ranges Council. Together, the 3 municipalities cover a large geographic area in the outer metropolitan area of Melbourne. They have a diverse range of communities and a combined population of 440,136.



Municipality	Population	Area
Knox	162,116	113.8 km ²
Maroondah	118,558	61.4 km ²
Yarra Ranges	159,462	2,500 km ²

Eastern Regional Libraries Corporation was established in 1996 by the Member Councils in accordance with the *Local Government Act 1989*, section 196. The Board governs the Corporation in accordance with the relevant provisions of the Local Government Act, the Regional Library Agreement and other adopted policies and procedures.

The Board is made up of 2 nominated Councillors from each of the Member Councils. The day-to-day management of the Corporation is the responsibility of the Chief Executive, supported by his Corporate Management Team.

BOARD MEETINGS

The Board met 4 times during 2020–21 and with the assistance of its Corporate Management Team will meet all of its statutory deadlines.

Board meetings and attendances in 2020–21

Councillor	Council	Maximum possible number of meetings to attend	Number of meetings attended
Cr Allred	Knox	2	2
Cr Timmers-Leitch	Knox	2	2
Cr Mortimore	Knox	2	2
Cr Lockwood	Knox	2	2
Cr Damante	Maroondah	4	4
Cr Spears	Maroondah	4	4
Cr Cox	Yarra Ranges	4	4
Cr Eastham	Yarra Ranges	2	2
Cr Cliff	Yarra Ranges	2	2

Board membership changes

Knox

- Crs Allred & Timmers-Leitch joined the Board
- Crs Mortimore and Lockwood left the Board

Maroondah

- No change

Yarra Ranges

- Cr Eastham joined the Board
- Cr Cliff left the Board

Strategic planning framework

In accordance with the Local Government Act 1989, the Board must approve a Library Plan within 6 months after each general election or by the next 30 June, whichever is later.

The Corporation has developed a 4-year Your Library Plan 2021–2025, a 6-year Strategic Resource Plan and a Long-Term Financial Strategy. The Board develops these plans using the following resources:

- identifying community needs and aspirations identified through a biennial survey
- ad hoc community feedback via 'Your Comments Count'
- advice from our officers on broader library services and infrastructure trends
- reviews undertaken by our Member Councils in relation to their library services and infrastructure.

Action plans

A 4-year Action Plan based on the Your Library Plan will be agreed upon with each Member Council when they have adopted their Council and Health and Wellbeing Plans in October 2021. These plans will provide individual Council-focused outputs and outcomes during the 4 years of the Your Library Plan.

BOARD ACHIEVEMENTS

The Board has achieved the following:

Quarterly meetings:

- August 2020
- September 2020
- February 2021
- May 2021

Reports adopted:

- 2019–20 Annual Financial Report
- Annual Report 2020
- 2020–21 Budget Report
- Your Library Plan 2021–2025

Policies and strategies adopted:

- Additional library membership rules during a pandemic

Tenders awarded:

- Computer hardware
- Shelf-ready library materials and cataloguing services
- New phone system
- Courier contract

BIENNIAL SURVEY

Respondents who had recently used one of our branch libraries were asked to think about the performance of their branch in providing these services using a scale from 1 to 10, where 1 represented 'Very poor' and 10 represented 'Excellent'. Mean scores were calculated for each service, removing the 'Don't know' responses.

The survey results show that our staff continue to deliver highly regarded and rated services to our members. Over the last 7 years, our staff have been rated over 8 out of 10 in the key areas of courtesy, helpfulness, knowledge, reference and information services.

Metric	2019	2017	2016	2015	2014
Staff courtesy and helpfulness	8.65	7.37	8.55	8.61	8.53
Staff knowledge	8.51	8.28	8.54	8.61	8.38
Reference and information services	8.1	8.09	8.18	8.2	8.19

People who had visited a named public library branch within the last 12 months were asked to rate their satisfaction with the overall service provided. This was elicited using a 10-point scale similar to what was used for Importance, but with the options from 1 'Not at All Satisfied' to 10 'Very Satisfied'.

Our rating is 8.6, above the 8.4 score previously recorded, with 85% of respondents rating satisfaction with the overall service provided at a score of 8 or higher.

LEGISLATIVE COMPLIANCE

Protected disclosures

The *Protected Disclosure Act 2012* facilitates the disclosure of corrupt or improper conduct. It also protects people who disclose this information. ERLC is committed to the aims and objectives of the Protected Disclosure Act. ERLC recognises the value of transparency and accountability in our administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

ERLC has not received any disclosures directly nor has it received any referrals from the Ombudsman or IBAC (the Independent Broad-based Anti-corruption Commission) for the year to date.

Freedom of information

Access by way of inspection, or by a copy of a document, is available from the Corporation's offices at 1350 Ferntree Gully Road, Scoresby, VIC 3179. The Corporation also provides copies by mail. Requests for access to documents should be directed to the Freedom of Information Officer at the above address. ERLC did not receive any FOI requests for 2020-21.

Information privacy

The *Information Privacy Act 2000* and *Health Records Act 2001* are designed to protect the private information of individuals. ERLC has a Privacy Policy available through its library branches and website. ERLC received one complaint for the year, which was fully resolved informally.

Gender equity

ERLC has been advised by the Commission for Gender Equality that it does not fall within the scope of the *Gender Equality Act 2020*. We will still pursue the objectives of the Gender Equality Act, but we do not have to formally report on our outcomes to the State Government. We will report on our actions and outcomes on gender equality through our Quarterly Reports and Annual Report to the Board.

Child safe standards

All ERLC staff have Working with Children Checks and have received training in the Child Safe Standards. ERLC has not had to respond to, or report, any allegations of child abuse during the year.

Equal opportunity

ERLC is committed to the principles of equal opportunity and we believe that our staff, volunteers, members and suppliers are entitled to merit-based processes and an environment free of harassment and bullying. All our staff have an entitlement to access employment, promotion, training and benefits based on their skills, qualifications, abilities and work performance. We reinforce our commitment to the principles of equal opportunity through our staff induction program, Code of Conduct and regular team meetings.

Charter of Human Rights

The Charter of Human Rights and Responsibilities (the Charter) sets out the basic rights, freedoms and responsibilities of all people in Victoria. It is about the relationship between the government and the people it serves.

The Charter requires people delivering services on behalf of the government, such as ERLC, to act consistently with the human rights in the Charter.

Twenty fundamental human rights are protected in the Charter. In certain circumstances, some rights may be limited. However, this must be necessary and reasonable, and there must be clear reasons for the decision.

In accordance with the Charter, ERLC protects human rights by acting in ways that are compatible with human rights and take relevant human rights into account when making decisions, providing services or developing its strategies and plans.

Financial Report

SUMMARY

The continued focus of delivering highly rated services cost-effectively means ERLC is in a strong financial position to continue its library services on behalf of its Member Councils.

ERLC is capable of meeting all its liabilities, statutory or otherwise, including all short-term and long-term staff benefits and any call for unfunded superannuation liability as a result of the performance of the Defined Benefits Scheme.

In addition, ERLC can now fund its longer-term investment in IT and Radio Frequency Identification equipment without relying on leasing. This will mean first-class IT infrastructure and services for the communities that ERLC services on behalf of its Member Councils.

2020-21 surplus – \$0.4 million

The financial report shows a surplus of \$400,000.

This outcome, which is better than budget, is mainly due to:

- staff costs being within \$8,000 of budget
- materials and services being \$305,000 under budget because of the impact of COVID-19.

The overall result is due to the ongoing work to contain costs within the contributions provided by our Member Councils. The contributions from our Member Councils in 2020-21 increased by 2%, in line with rate capping.

Other areas of expenditure are constantly under review and savings are constantly being sought and gained in the area of library systems and technology.

ERLC will continue to review all its expenditure to ensure the best value outcomes for its Member Councils.

The 2020-21 surplus allows the Corporation to provide a distribution of its accumulated surplus.

Accumulated surplus as at 30 June 2021 – \$10.2 million

The Corporation rightly has a risk-averse policy on investments that precludes investments other than term deposits. However, as with our Member Councils, our investments returns have been showing a steady decline over the last 12 to 18 months.

Based on these poor returns, the Chief Executive believed that the Corporation's accumulated surplus would be better utilised in funding new or improved libraries. The distribution of the Corporation's accumulated surplus would provide a better overall return for our communities.

Based on the Chief Executive's advice, the Board resolved that each Member Council would receive a distribution of \$2 million in the financial year 2021-22.

The timing of the distribution is to coincide with the substantially increased State Government's Living Libraries Grant funding levels over the next 2 years. The increased fund allows Councils to seek up to \$1 million in matching funding for a project, or \$1.5 million in the case of Yarra Ranges.

The distributions would be made to our Member Councils on the basis that they are held in an asset reserve fund, the nature and purpose of which is major capital expenditure to acquire, refurbish or redevelop library premises either as standalone premises or as part of community hubs.

Balance sheet

The balance sheet is in a healthy position, with current assets (\$10.6 million) greater than current liabilities (\$2.9 million). This means that ERLC is in a position to meet all its liabilities, statutory or otherwise, including all short-term and long-term staff benefits, which stand at \$2.1 million.

Current assets include cash and cash equivalents of \$5.8 million and financial assets of \$4.6 million. Financial assets are short-term and longer-term deposits with financial institutions.

An example of the use of the distribution would be the development of the new library as part of the Croydon Community Wellbeing Hub.

Equity

The Member Councils' equity has increased by \$400,000 which is the surplus achieved by ERLC for the year ended 30 June 2021.

Cash flow

Cash flows from operating activities (\$14.4 million) were sufficient to meet payments (\$11.5 million) and capital expenditure on library materials (\$2.3 million) during the year. Cash (\$10.4 million) remains healthy at 30 June 2021.

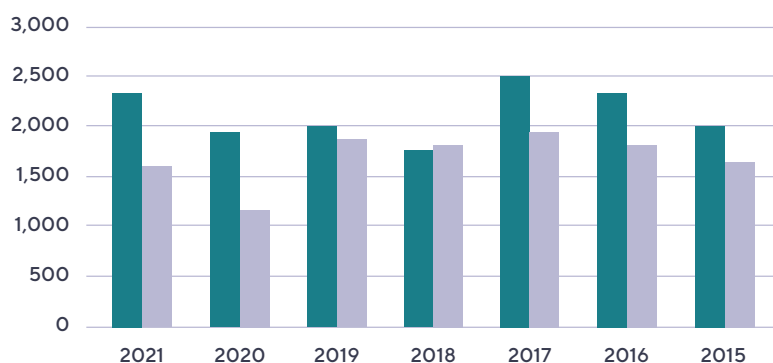
Capital expenditure vs depreciation

ERLC maintained its investment in assets (\$2.3 million) above the write-off for depreciation (\$1.7 million).

Capital expenditure

Item	\$
Furniture and equipment (mainly book sorters)	\$556,000
Library materials (books, DVDs, games):	\$1,795,000

Capital expenditure vs depreciation (\$'000)



INCOME

Total income of \$13.3 million for the year ended 30 June 2021 is made up as follows:

Sources of income, 2016–2021

Income source	Year ended 30 June 2021 \$'000	Year ended 30 June 2020 \$'000	Year ended 30 June 2019 \$'000	Year ended 30 June 2018 \$'000	Year ended 30 June 2017 \$'000	Year ended 30 June 2016 \$'000
Grants – State Government	2,886	2,801	2,748	2,692	2,652	2,618
Contributions – Member Councils	10,372	10,555	10,398	10,171	9,975	10,018
User charges, fees and fines	50	215	302	356	423	426
Other income	59	132	292	244	240	287
Total	13,367	13,703	13,740	13,463	13,290	13,349

Grants – State Government

The State Government contributes only 22% to our highly valued community service (Figure 2).

In the 1970s, the State Government for a period contributed 50% of the cost of running public library services – now 22%. Member Councils continue to bear the substantive costs (78%) associated with running a highly regarded public library service.

Our Public Library Grant increase for 2020–21 was 2.5%. This represents a reduction in real dollar terms of the level of support from the State Government compared to CPI at 3.8% for 2020–21 (Figure 1).

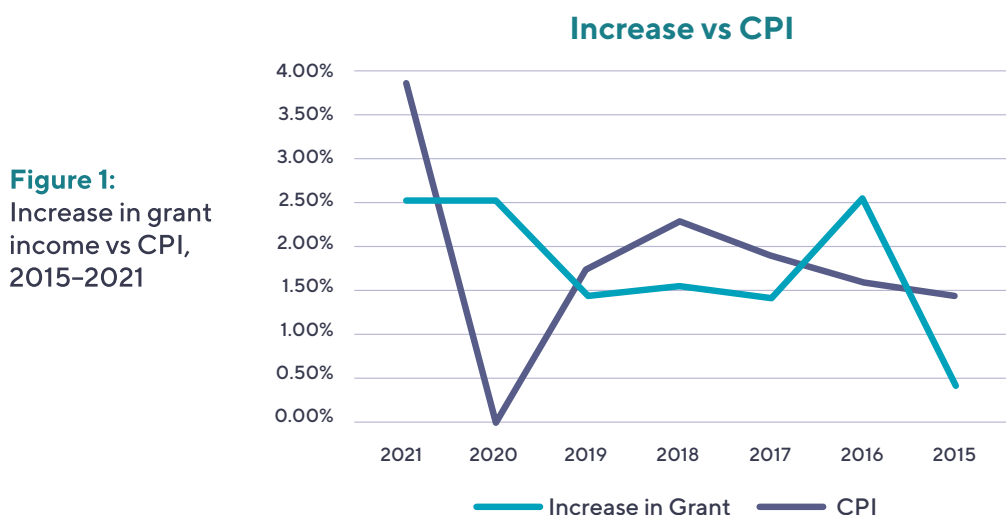


Figure 1:
Increase in grant income vs CPI, 2015–2021

Contributions – Member Councils

Our Member Councils directly contribute 78% of the total cost of running ERLC in 2020–21 (Figure 1). These contributions were slightly down on 2019–20, because of a rebate provided from ERLC due to the impact of COVID-19 on our services.

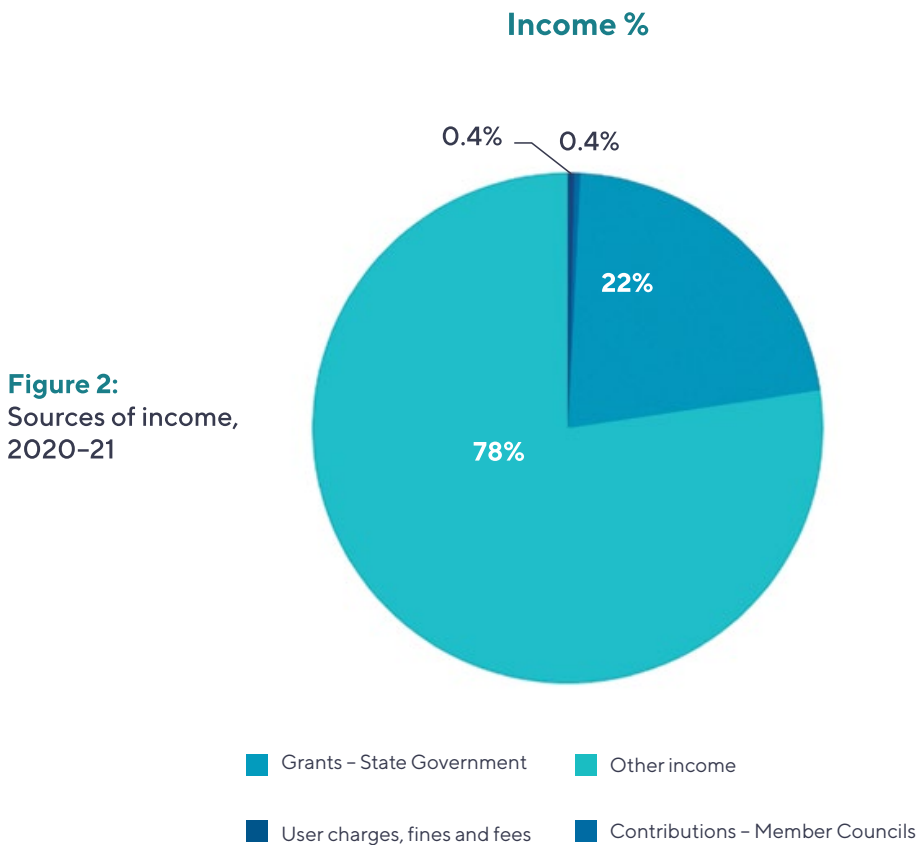
Member Council contributions in our Annual Financial Report do not take into account the indirect costs borne by our Councils (e.g. cost of leasing, building maintenance).

User charges, fees and fines

ERLC generated 0.4% of its income through user charges, mainly because of the impact of COVID-19 - no income from extension activities and printing/photocopying - and the withdrawal of fines as a Board policy decision to encourage readership (Figure 2). The impact was in the order of \$165,000.

Other income – term deposit investments

ERLC generated another 0.4% of its income through investment income on term deposits (Figure 2). The reduction in interest income of \$73,000 was because interest rates on deposits remained low throughout 2020–21.



EXPENSES

The overall result for expenses is mainly due to the ongoing work to contain costs within the contributions provided by our Member Councils. Member Council contributions for 2020–21 increased by 2%, in line with rate capping.

Total expenses of \$12.9 million are made up as follows:

Expenses, 2016 –2021	Year ended 30 June 2021 \$'000	Year ended 30 June 2020 \$'000	Year ended 30 June 2019 \$'000	Year ended 30 June 2018 \$'000	Year ended 30 June 2017 \$'000	Year ended 30 June 2016 \$'000
Employee costs	8,927	8,986	8,670	7,997	8,080	8,354
Materials and services	1,969	2,083	1,876	1,946	1,904	1,750
Depreciation	1,624	1,197	1,869	1,813	1,938	1,798
Amortisation – right of use assets	125	303				
Net loss on disposal of assets	260	222	477	108	324	357
Finance costs – leases	5	10				
Other expenses	33	32	349	386	386	487
Total expenses	12,943	12,833	13,740	13,463	13,290	13,349

Employee costs – \$8.9 million

Employee costs remain the highest expense factor for the Corporation, making up 68% of total expenses (Figure 3). The overall increase in staff member costs is mainly due to the annual percentage increase (1.75%) in respect of salaries due to Enterprise Agreement obligations. Despite this, in 2020–21 staff member costs were kept to within \$8,000 of the budget.

Materials and services – \$1.9 million

The following expenses are the largest individual areas of materials and services.

Item	\$'000
Courier	307
Communications – internet access for libraries	142
Software – library management system, Office 365, cyber security	209
Computer – equipment maintenance	190
Accounting service	105
Payroll services	61

The largest expenditure over budget for the year ended 30 June 2021 was in courier services. The budget was overspent by \$98 thousand because of providing deliveries to the home via a courier service (Click for Home Delivery) during the COVID-19 lockdowns. The over-expenditure was offset by savings in areas such as events and postage.

Depreciation \$1.6 million & amortisation \$125 thousand

Depreciation is an accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciation represents how much of an asset's value has been used up.

The following are the largest individual areas of depreciation and amortisation:

Item	\$'000
Furniture and equipment (mainly book sorters)	287
Library materials (books, DVDs, games)	1,330

Net loss on disposal of assets \$260 thousand

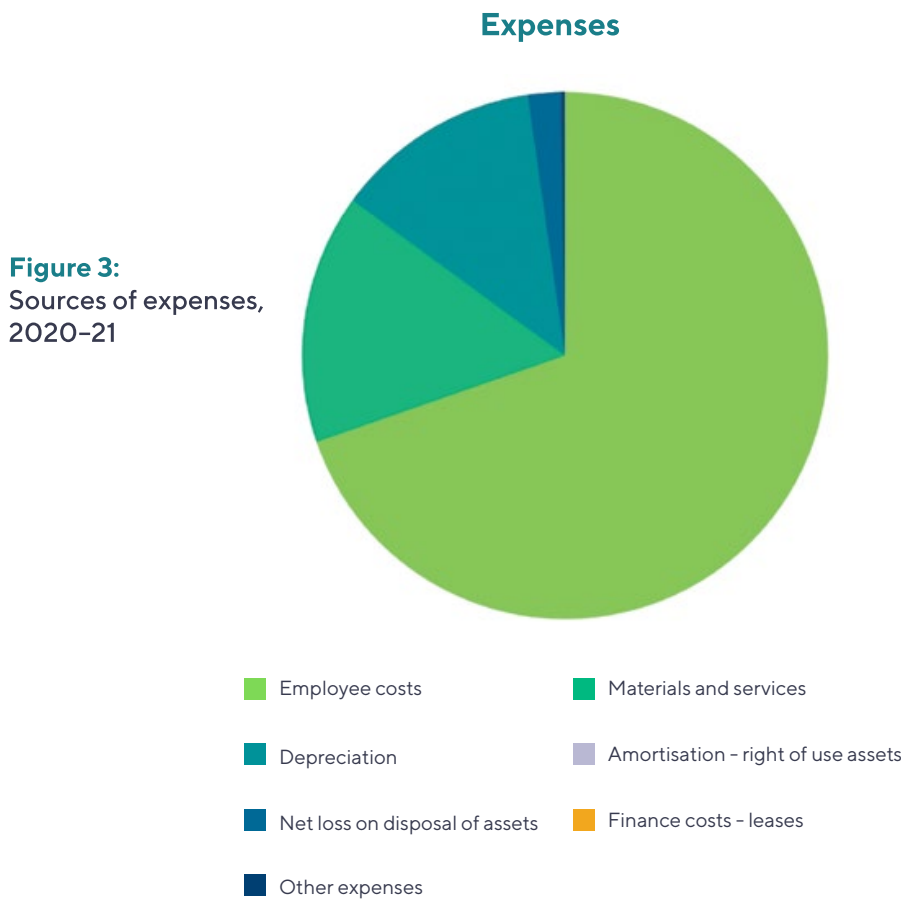
The proceeds received on the asset sale are compared to the asset’s book value to determine if a gain or loss on disposal has been realised. If the proceeds are less than book value, a loss on disposal has been realised. The loss is reported on the income statement and the loss reduces income.

The net loss in the accounts refers to the disposal of withdrawn stock for recycling that is no longer suitable for lending, but still has a written down value (purchased for \$20, but now only worth \$5 because of lending over 3 years) on the Corporations asset register. For example, a book withdrawn from stock from recycling has no monetary value to the Corporation, but it may have a written down value of \$5 on our asset register. The write down of this asset is a loss of \$5.

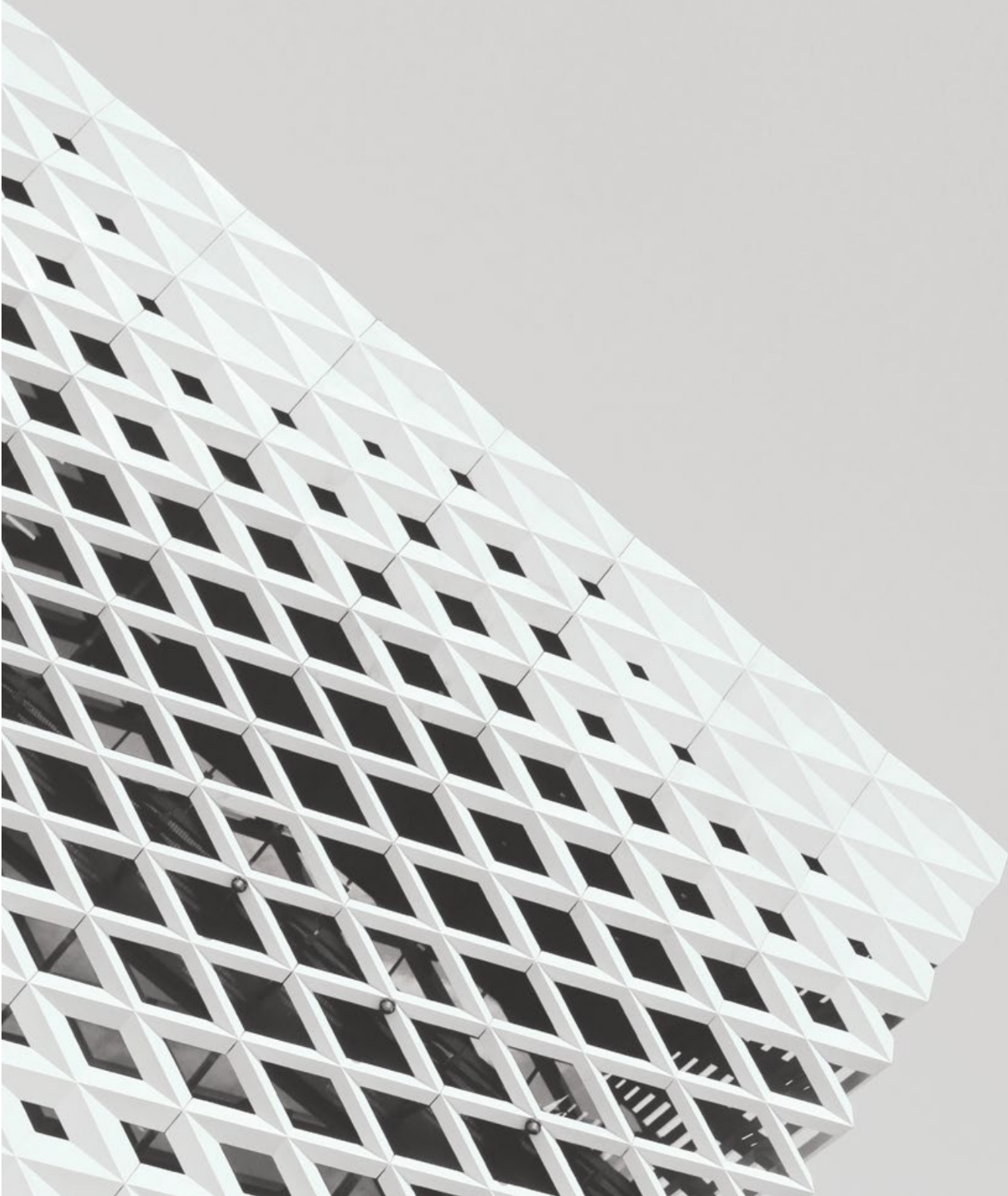
Other expenses \$33 thousand

Other expenses are mainly audit fees of \$8 thousand and office rental outgoings of \$21 thousand.

Other expenses have reduced significantly from 2018-19 (\$349 thousand) because from 2020-21, ERLC no longer leases its IT assets (\$200 thousand) and our administration office lease (\$142 thousand) is now treated as an asset and depreciated.



Financial Statements



FINANCIAL REPORT

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EASTERN REGIONAL LIBRARIES CORPORATION

Certification of the Financial Statements

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.

JOSEPH P CULLEN
PRINCIPAL ACCOUNTING OFFICER



DATED AT SCORESBY ON THIS 2nd DAY OF SEPTEMBER 2021

In our opinion, the accompanying financial statements present fairly the financial transactions of the Eastern Regional Libraries Corporation (ERLC) for the year ended 30 June 2021 and the financial position of the ERLC as at that date.

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

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

CR DAVID EASTHAM
CHAIR
ERLC BOARD MEMBER



CR TASA DAMANTE
DEPUTY CHAIR
ERLC BOARD MEMBER



JOSEPH P CULLEN
CHIEF EXECUTIVE OFFICER



DATED AT SCORESBY ON THIS 2nd DAY OF SEPTEMBER 2021



Independent Auditor's Report

To the Board of Eastern Regional Libraries Corporation

Opinion	<p>I have audited the financial report of Eastern Regional Libraries Corporation (the corporation) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the corporation as at 30 June 2021 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>
Basis for Opinion	<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 corporation 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>
Board's responsibilities for the financial report	<p>The Board of the corporation is 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 Board determines 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 Board is responsible for assessing the corporation'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>

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 corporation's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's 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 corporation'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 corporation 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 Board 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.

MELBOURNE
16 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

EASTERN REGIONAL LIBRARIES CORPORATION
Comprehensive Income Statement
For the year ended 30 June 2021

	Note	2021 \$'000s	2020 \$'000s
Income			
Grants - operating	2.1(a)	2,886	2,801
Contributions - monetary	6.2(a)	10,373	10,555
Other income	2.3	59	132
User charges, fees and fines		51	215
Total income		<u>13,369</u>	<u>13,703</u>
Expenses			
Employee costs	3.1(a)	(8,927)	(8,986)
Materials and services	3.2	(1,970)	(2,083)
Depreciation	3.3, 5.1	(1,624)	(1,197)
Net loss on disposal of plant, furniture, equipment and library materials	2.2	(260)	(222)
Amortisation - right of use assets	3.5	(121)	(303)
Other expenses	3.7	(33)	(32)
Amortisation - intangible assets	3.4	(4)	-
Finance costs - leases	3.6	(5)	(10)
Total expenses		<u>(12,944)</u>	<u>(12,833)</u>
Surplus for the year		<u>425</u>	<u>870</u>
Total comprehensive result		<u>425</u>	<u>870</u>

The above comprehensive income statement should be read in conjunction with the accompanying notes.

EASTERN REGIONAL LIBRARIES CORPORATION
Balance Sheet
As at 30 June 2021

	Note	2021 \$'000s	2020 \$'000s
Assets			
Current assets			
Cash and cash equivalents	4.1(a)	5,867	6,384
Trade and other receivables	4.1(c)	22	279
Other financial assets	4.1(b)	4,600	3,750
Other assets	4.2(a)	186	140
Total current assets		<u>10,675</u>	<u>10,553</u>
Non-current assets			
Trade and other receivables	4.1(c)	8	8
Plant, furniture, equipment and library materials	5.1	6,099	5,645
Intangible assets	4.2(b)	34	-
Right-of-use assets	4.5	176	300
Total non-current assets		<u>6,317</u>	<u>5,953</u>
Total Assets		<u>16,992</u>	<u>16,506</u>
Liabilities			
Current liabilities			
Trade and other payables	4.3(a)	752	423
Unearned income	4.3(b)	4	24
Provisions	4.4(a)	2,062	2,191
Lease liabilities	4.5	117	129
Total current liabilities		<u>2,935</u>	<u>2,767</u>
Non-current liabilities			
Provisions	4.4(a)	41	43
Lease liabilities	4.5	69	174
Total non-current liabilities		<u>110</u>	<u>217</u>
Total Liabilities		<u>3,045</u>	<u>2,984</u>
Net Assets		<u>13,947</u>	<u>13,522</u>
Equity			
Members' equity based on initial contributions	4.6	3,689	3,689
Accumulated surplus		<u>10,258</u>	<u>9,833</u>
Total Equity		<u>13,947</u>	<u>13,522</u>

The above balance sheet should be read in conjunction with the accompanying notes.

EASTERN REGIONAL LIBRARIES CORPORATION
Statement of Changes in Equity
For the year ended 30 June 2021

	Total \$'000s	Accumulated Surplus \$'000s	Members' Equity \$'000s
2021			
Balance at beginning of the financial year	13,522	9,833	3,689
Surplus for the year	<u>425</u>	<u>425</u>	<u>-</u>
Balance at end of the financial year	<u>13,947</u>	<u>10,258</u>	<u>3,689</u>
2020			
Balance at beginning of the financial year	12,652	8,963	3,689
Surplus for the year	<u>870</u>	<u>870</u>	<u>-</u>
Balance at end of the financial year	<u>13,522</u>	<u>9,833</u>	<u>3,689</u>

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

EASTERN REGIONAL LIBRARIES CORPORATION
Statement of Cash Flows
For the year ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000s	2020 Inflows/ (Outflows) \$'000s
Cash flows from operating activities			
Receipts			
Grants - operating		2,867	2,826
Contributions - monetary		11,410	11,611
User charges, fees and fines		56	231
Interest received		56	165
Other receipts		23	25
		<u>14,412</u>	<u>14,858</u>
Payments			
Employee costs		(9,016)	(8,952)
Materials and services		(2,244)	(2,702)
Net GST payment		(277)	(1,086)
Other payments		(44)	(4)
Short-term, low value and variable lease payments		-	(23)
		<u>(11,581)</u>	<u>(12,767)</u>
Net cash provided by operating activities	8.1	<u>2,831</u>	<u>2,091</u>
Cash flows from investing activities			
Proceeds from sale of plant and equipment		12	-
Payments for plant, furniture, equipment and library materials		(2,388)	(1,981)
Proceeds from disposal of financial assets		3,750	7,150
Purchase of financial assets		(4,600)	(3,750)
		<u>(3,226)</u>	<u>1,419</u>
Cash flows from financing activities			
Interest paid - lease liability		(5)	(10)
Repayment of lease liabilities		(117)	(300)
		<u>(122)</u>	<u>(310)</u>
Net cash used in financing activities		<u>(122)</u>	<u>(310)</u>
Net Increase (decrease) in cash and cash equivalents		(517)	3,200
Cash and cash equivalents at the beginning of financial year		6,384	3,184
Cash and cash equivalents at the end of the financial year	4.1(a)	<u>5,867</u>	<u>6,384</u>

The above statement of cash flows should be read with the accompanying notes.

EASTERN REGIONAL LIBRARIES CORPORATION

Notes to and part of forming the Financial Report For the year ended 30 June 2021

Overview

Introduction

The Eastern Regional Libraries Corporation (ERLC) was established by an Order of the Governor in Council on the 14th of June 1996 and is a body corporate. The Corporation's main office is located at 1350 Ferntree Gully Road, Scoresby, Victoria, 3179.

The purpose of the Corporation is to:

- provide resources and programs aimed at meeting the information, recreation, educational and cultural needs of the diverse communities of Knox, Maroondah and Yarra Ranges in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives of the Library Plan;
- provide or ensure the provision of, subject to any conditions attached to any State government library subsidies and grants to the Regional Library or the Councils, a regional library service for Councils' municipal districts as determined by the Board; and
- make Local Laws relating to the Regional Library; perform any other functions which are conferred on the Regional Library under this Agreement or the Act, including defining overall policy objectives, developing strategic policy, letting tenders for the provision of services, monitoring contracts under which services are provided, and approving a corporate plan and an annual service plan.

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 and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), 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 determination of depreciation on plant, furniture, equipment and library materials (refer to Note 5.1)
- the determination of employee provisions (refer to Note 4.4 (a))
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 2)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 4.6)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable (refer to Note 9)

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) Impact of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, ERLC has noted the following significant impacts on its financial operations:

Library closure periods

In response to significant decrease in demand / government directive amidst the COVID-19 outbreak, the library branches have undergone closure periods during the financial year and continued to operate in the following manner:

- Click for Home Delivery is a free postal service that allows the community to keep on borrowing. \$64K in postage and courier costs were incurred to facilitate this program.
- The reduced foot traffic into library branches, has reduced user fees including print and copy charges and meeting room hire fees by \$107K.
- ERLC stopped conducting in-house events and moved to online webinars, and events for the community to participate in at no charge. This has reduced extension activity income by \$55K.

Community assistance

ERLC made the decision to stop issuing fines for overdue items, to reduce financial barriers to library access. Members were only billed for lost, damaged or stolen items. This resulted in a decrease in ERLC's fines and charges revenue of \$33K.

EASTERN REGIONAL LIBRARIES CORPORATION

Notes to and part of forming the Financial Report

For the year ended 30 June 2021

Note 1 Performance against budget

The budget comparison notes compare ERLC'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. ERLC has adopted a materiality threshold of the lower of 10% or \$150,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered material because of its nature.

The budget figures detailed below are those adopted by ERLC on 21 May 2020. The budget was based on assumptions that were relevant at the time of adoption of the budget. ERLC sets guidelines and parameters for income and expense targets in this budget in order to meet ERLC's planning and financial performance targets for both the short and long-term.

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 2021 \$'000s	Actual 2021 \$'000s	Variance 2021 \$'000s	Variance %	Ref
Income					
Grants - operating	2,805	2,886	81	3%	
Contributions - monetary	10,335	10,373	38	0%	
User charges, fees and fines	247	51	(196)	-79%	1
Other income	220	59	(161)	-73%	2
Total income	13,607	13,369	(238)	-	
Expenses					
Employee costs	(8,919)	(8,927)	(8)	0%	
Materials and services	(2,274)	(1,970)	304	-13%	3
Depreciation and amortisation	(1,884)	(1,624)	260	-14%	4
Net loss on disposal of plant, furniture, equipment and library materials	(300)	(260)	40	-13%	5
Amortisation - Right of use assets	-	(121)	(121)	100%	6
Other expenses	(222)	(33)	189	-85%	7
Amortisation - intangible assets	-	(4)	(4)	100%	8
Finance costs - Leases	-	(5)	(5)	100%	9
Total expenses	(13,599)	(12,944)	655	-	
Surplus for the year	8	425	417	52	

(i) Explanation of material variations

Variance		
Ref	Item	Explanation
1	User charges, fees and fines	The closures and reduced operating capacity of the Corporation during the COVID-19 pandemic, has reduced the amount of user fees received including print and copy charges and extension activities. To support the community, fines on overdue books have also been removed.
2	Other income	Reduced interest rates during the 2020-21 financial year resulted in lower investment income. Due to the global economic conditions and the uncertainty of library branches remaining open during the COVID-19 restrictions, a reduced number of investments were made for cash flow purposes.
3	Materials and services	Functions, catering & entertainment were \$57K lower than anticipated due to the changing COVID-19 restrictions. Staff training & education was \$23K lower than budgeted, as many courses switched to more economical online methods in 2020-21.
4	Depreciation	The amortisation of right of use assets was budgeted under Depreciation but was allocated to Amortisation - Right of use assets.
5	Net (gain)/loss on disposal of plant, furniture, equipment and library materials	A lower number of library materials was disposed of than originally anticipated when preparing the 2020-21 budget.
6	Amortisation - Right of use assets	The amortisation of Right of use assets was budgeted under Depreciation but was allocated to Amortisation - Right of use assets.
7	Other expenses	Lease expenses paid for the office premises and IT equipment were budgeted under Other expenses but were allocated to the right of use asset lease liability per AASB 16.
8	Amortisation - intangible assets	The amortisation of Intangible assets was budgeted under Depreciation but was allocated to Amortisation - Intangible assets.
9	Finance costs - Leases	Lease finance costs related to the office premises and IT equipment were budgeted under Other expenses but were allocated to Finance costs per AASB 16.

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	2021	2020
	\$'000s	\$'000s
Note 2 Funding for the delivery of our services		
2.1 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
State funded grants	2,865	2,796
Commonwealth funded grants	21	5
Total grants received	<u>2,886</u>	<u>2,801</u>
(a) Operating Grants		
Recurrent - State Government		
Public Libraries Grant Program	2,804	2,737
Premiers' Reading Challenge	58	58
Total recurrent operating grants	<u>2,862</u>	<u>2,795</u>
Non-Recurrent - Commonwealth Government		
Be Connected Grant	21	5
Non-Recurrent - State Government		
Children's Week	-	1
Writing the Rainbow	3	-
Total non-recurrent operating grants	<u>24</u>	<u>6</u>
Total operating grants	<u>2,886</u>	<u>2,801</u>
(b) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	24	-
Received during the financial year and remained unspent at balance date	4	24
Received in prior years and spent during the financial year	(24)	-
Balance at year end	<u>4</u>	<u>24</u>
Grant income is recognised at the point in time when ERLC satisfies its performance obligations as specified in the underlying agreement.		
2.2 Net (loss) on disposal of plant, furniture, equipment and library materials		
Proceeds of sale	11	-
Written down value of assets disposed	(271)	(222)
Total (loss) on disposal of plant, furniture, equipment and library materials	<u>(260)</u>	<u>(222)</u>
The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
2.3 Other income		
Interest	38	106
Other	21	26
Total other income	<u>59</u>	<u>132</u>
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 ERLC gains control over the right to receive the income.		

	2021 \$'000s	2020 \$'000s
Note 3 The cost of delivering services		
3.1 (a) Employee costs		
Wages and salaries	7,521	7,343
Annual leave	544	668
Superannuation	634	705
Long service leave	158	199
Fringe benefits tax	20	23
WorkCover	50	48
Total employee costs	<u>8,927</u>	<u>8,986</u>
3.1 (b) Superannuation		
ERLC made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	129	172
Employer contributions - other funds	-	-
	<u>129</u>	<u>172</u>
Employer contributions payable at reporting date	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	463	498
Employer contributions - other funds	56	44
	<u>519</u>	<u>542</u>
Employer contributions payable at reporting date	40	38
Refer to Note 8.2 for further information relating to ERLC's superannuation obligations.		

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	2021 \$'000s	2020 \$'000s
3.2 Materials and services		
Office administration	650	688
Information technology	491	421
Library consumables	457	615
Contract payments	166	136
Insurance	97	95
Repairs and maintenance	81	104
Consultants	16	12
Utilities	12	12
Total material and services	<u>1,970</u>	<u>2,083</u>
3.3 Depreciation		
Library materials	1,330	1,026
Furniture and equipment	287	162
Plant	7	9
Total depreciation	<u>1,624</u>	<u>1,197</u>
Refer to note 5.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		
3.4 Amortisation - Intangible assets		
Software	4	-
Total Amortisation - Right of use assets	<u>4</u>	<u>-</u>
3.5 Amortisation - Right of use assets		
Property	115	113
Information Technology	22	190
Adjustments prior year right-of-use assets due to re-measurement	(16)	-
Total Amortisation - Right of use assets	<u>121</u>	<u>303</u>
3.6 Finance Costs - Leases		
Interest - Lease Liabilities	5	10
Total finance costs	<u>5</u>	<u>10</u>
3.7 Other expenses		
Lease outgoings	24	16
Short-term leases	-	7
Auditors' remuneration - VAGO - audit of the financial statements	9	9
Total other expenses	<u>33</u>	<u>32</u>

	2021 \$'000s	2020 \$'000s
Note 4 Our financial position		
4.1 Financial assets		
(a) Cash and cash equivalents		
Cash at bank	5,867	6,383
Cash on hand	-	1
Total cash and cash equivalents	<u>5,867</u>	<u>6,384</u>
ERLC's cash and cash equivalents are not subject to any external restrictions that limit amounts available for discretionary use.		
(b) Other financial assets		
Term deposits	<u>4,600</u>	<u>3,750</u>
Total other financial assets	<u>4,600</u>	<u>3,750</u>
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts (if applicable).		
Financial assets including investments such as term deposits are held to maturity and measured at amortised cost.		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Net GST receivable	-	259
<i>Non statutory receivables</i>		
Trade payables credit notes	19	-
Accrued interest	<u>3</u>	<u>20</u>
Total current trade and other receivables	<u>22</u>	<u>279</u>
Non-Current		
<i>Non statutory receivables</i>		
Security deposit	<u>8</u>	<u>8</u>
Total non-current trade and other receivables	<u>8</u>	<u>8</u>
Total trade and other receivables	<u>30</u>	<u>287</u>

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.

No provision has been made for doubtful debts.

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	2021 \$'000s	2020 \$'000s
4.2(a) Non-financial assets		
Other assets		
Prepayments	186	140
Total other assets	<u>186</u>	<u>140</u>
(b) Intangible assets		
Corporate software	34	-
Total intangible assets	<u>34</u>	<u>-</u>
Gross carrying amount	Corporate Software \$'000s	
Balance at 30 June 2020	-	
Other Additions	<u>37</u>	
Balance at 30 June 2021	<u>37</u>	
Accumulated amortisation and impairment		
Balance at 30 June 2020	-	
Amortisation expense	<u>(3)</u>	
Balance at 30 June 2021	<u>(3)</u>	
Net book value at 30 June 2020	<u>-</u>	
Net book value at 30 June 2021	<u>34</u>	
<p>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.</p>		
4.3(a) Payables		
Trade and other payables		
Net GST payable	98	-
Salaries accruals	206	161
Accrued expenses	139	77
Trade payables	<u>309</u>	<u>185</u>
Total trade and other payables	<u>752</u>	<u>423</u>
(b) Unearned income		
Grants received in advance - operating	<u>4</u>	<u>24</u>
Total unearned income	<u>4</u>	<u>24</u>

4.4 Provisions

	Annual Leave \$'000s	Long Service Leave \$'000s	Total \$'000s
2021			
Balance at beginning of the financial year	805	1,430	2,234
Additional provisions	(29)	(22)	(51)
Amounts used	(51)	(70)	(121)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	<u>15</u>	<u>26</u>	<u>41</u>
Balance at the end of the financial year	<u>740</u>	<u>1,364</u>	<u>2,103</u>
2020			
Balance at beginning of the financial year	794	1,425	2,219
Additional provisions	87	202	289
Amounts used	(62)	(204)	(267)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	<u>(14)</u>	<u>7</u>	<u>(7)</u>
Balance at the end of the financial year	<u>805</u>	<u>1,430</u>	<u>2,234</u>

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	2021 \$'000s	2020 \$'000s
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	325	355
Long service leave	138	195
	<u>463</u>	<u>550</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	414	450
Long service leave	1,185	1,191
	<u>1,599</u>	<u>1,641</u>
Total current employee provisions	<u>2,062</u>	<u>2,191</u>
Non-current		
Long service leave	41	43
Total non-current employee provisions	<u>41</u>	<u>43</u>
Aggregate carrying amount of employee provisions:		
Current	2,062	2,191
Non-current	41	43
Total aggregate carrying amount of employee provisions	<u>2,103</u>	<u>2,234</u>

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

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick 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.

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.

	2021	2020
Key Assumptions - AL		
- Weighted average discount rate	0.03%	0.14%
- Weighted average index rate	2.41%	2.00%
Key Assumptions - LSL		
- Weighted average discount rate - current	0.93%	0.49%
- Weighted average discount rate - non-current	0.48%	0.36%
- Weighted average index rate - current	2.06%	2.00%
- Weighted average index rate - non-current	2.29%	2.00%

4.5 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, ERLC recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- Any lease payments made at or before the commencement date less any lease incentives received; plus
- Any initial direct costs incurred; and
- An estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, ERLC uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that ERLC is reasonably certain to exercise, lease payments in an optional renewal period if ERLC is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless ERLC is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

ERLC has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

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Right-of-use assets

	Property \$'000	IT Equipment \$'000	Total \$'000
Balance at 1 July 2019	397	206	603
Additions	-	-	-
Amortisation charge	(113)	(190)	(303)
Balance at 30 June 2020	284	16	300
Balance at 1 July 2020	284	16	300
Adjustments to prior year due to re-measurement of lease liability	(16)	6	(10)
Additions	-	-	-
Adjustments to right-of-use assets due to re-measurement of lease liability	23	-	23
Amortisation charge	(115)	(22)	(137)
Balance at 30 June 2021	176	-	176

Lease liabilities	2021 \$'000	2020 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	119	133
One to five years	70	182
More than five years	-	-
Total undiscounted lease liabilities as at 30 June	189	315
Lease liabilities included in Balance Sheet at 30 June:		
Current	117	129
Non-current	69	174
Total lease liabilities	186	303

Short-term and low value leases

ERLC has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. ERLC recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:	2021 \$'000	2020 \$'000
Short-term leases	-	7
Leases of low value assets	-	-
Total	-	-
Variable lease payments (not included in measurement of lease liabilities)	-	-

ERLC does not currently have any non-cancellable lease commitments which are short-term or low value leases.

	2021	2020
	\$'000s	\$'000s
4.6 Members' equity (ownership interest)		
The Net Assets of the joint venture:	<u>3,689</u>	<u>3,689</u>
The percentage equity share of making up this joint venture is as follows:	%	%
Yarra Ranges Shire Council	38.72	38.72
Knox City Council	36.39	36.39
Maroondah City Council	<u>24.89</u>	<u>24.89</u>
	<u>100.00</u>	<u>100.00</u>

Asset recognition thresholds and depreciation periods	Depreciation Period	Threshold Limit \$'000s
Plant, furniture and equipment		
Furniture and equipment	3-10 years	2,000
Plant	6-10 years	2,000
Library materials		
Paperbacks	3 years	-
Audio cassettes	3 years	-
eBooks	3 years	-
Audio books	4 years	-
Games	4 years	-
CD rom	4 years	-
Videos and DVDs	6 years	-
Library books and other hardbacks	8 years	-
Adult and junior reference	10 years	-

Library books and other assets withdrawn from circulation and consequently disposed are written back against accumulated depreciation and cost based on an average cost of books.

Assets contributed by Member Councils on formation of ERLC were valued at fair value being the value assigned to the assets by those Councils.

2021
\$'000s

Detailed Breakdown of plant, furniture, equipment and library materials

Plant

At cost 1 July 2020	90
Accumulated depreciation at 1 July 2020	(24)
	<u>66</u>
Movements in cost	
Acquisition of assets at cost	-
Cost of assets disposed	(21)
	<u>(21)</u>
Movements in accumulated depreciation	
Depreciation and amortisation	(9)
Accumulated depreciation of disposals	7
	<u>(2)</u>
At cost 30 June 2021	69
Accumulated depreciation at 30 June 2021	(26)
Written down value of plant	<u>43</u>

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	\$'000s
Detailed Breakdown of plant, furniture, equipment and library materials (Continued)	
<u>Furniture and equipment</u>	
At cost 1 July 2020	2,169
Accumulated depreciation at 1 July 2020	(1,424)
	745
Movements in cost	
Acquisition of assets at cost	556
Cost of assets disposed	-
	556
Movements in accumulated depreciation	
Depreciation and amortisation	(287)
Accumulated depreciation of disposals	-
	(287)
At cost 30 June 2021	2,725
Accumulated depreciation at 30 June 2021	(1,711)
	1,014
Written down value of furniture and equipment	
<u>Library materials</u>	
At cost 1 July 2020	11,131
Accumulated depreciation at 1 July 2020	(6,297)
	4,834
Movements in cost	
Acquisition of assets at cost	1,795
Cost of assets disposed	(705)
	1,090
Movements in accumulated depreciation	
Depreciation and amortisation	(1,330)
Accumulated depreciation of disposals	448
	(882)
At cost 30 June 2021	12,221
Accumulated depreciation at 30 June 2021	(7,179)
	5,042
Written down value of library materials	5,042
Total written down value of plant, furniture, equipment, library materials and right of use assets	6,099

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 attributable to the acquisition.

In accordance with ERLC'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.

Depreciation and amortisation

All plant, furniture, equipment, library materials and intangible assets having limited useful lives are systematically depreciated over their useful life to ERLC in a manner that 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.

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.

Repairs and maintenance

Where the repair relates to the replacement to 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.

Note 6 People and relationships**6.1 ERLC and key management remuneration****(a) Key Management Personnel**

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

Councillors

Councillor Yvonne Allred (commenced 30th November 2020)	Knox City Council
Councillor Marcia Timmers-Leitch (commenced 30th November 2020)	Knox City Council
Councillor Peter Lockwood (resigned 30th November 2020)	Knox City Council
Councillor John Mortimore (resigned 30th November 2020)	Knox City Council
Councillor Tasa Damante	Maroondah City Council
Councillor Kylie Spears	Maroondah City Council
Councillor David Eastham (commenced 30th November 2020)	Yarra Ranges Shire Council
Councillor Len Cox	Yarra Ranges Shire Council
Councillor Noel Cliff (resigned 30th November 2020)	Yarra Ranges Shire Council

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	2021 No.	2020 No.
Total Number of Councillors	9	6
Chief Executive Officer and other Key Management Personnel	<u>1</u>	<u>1</u>
Total Key Management Personnel	<u>10</u>	<u>7</u>

Board Members are Councillors of Member Councils and receive no remuneration from ERLC for their services.

	2021 \$'000	2020 \$'000
(b) Remuneration of Key Management Personnel		
Total remuneration of key management personnel was as follows:		
Short-term benefits	213	213
Long-term benefits	-	-
Post employment benefits	-	-
Termination benefits	-	-
Total	<u>213</u>	<u>213</u>

The numbers of key management personnel whose total remuneration from ERLC, fall within the following bands:

	2021 No.	2020 No.
<\$209,999	-	-
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	-	-
	<u>1</u>	<u>1</u>

(c) Senior Officer remuneration

A Senior Officer is an officer of ERLC, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000 (\$151,000 in 2019-20)

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	2021 No.	2020 No.
< \$109,999	-	-
\$110,000 - \$119,999	-	1
\$120,000 - \$129,999	-	-
\$130,000 - \$139,999	-	1
\$140,000 - \$149,999	1	1
\$150,000 - \$159,999	2	-
	<u>3</u>	<u>3</u>

	2021 \$'000	2020 \$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	461	401

	2021	2020
	\$'000s	\$'000s
6.2 Related party disclosure		
(a) Transactions with related parties		
(i) Contributions		
Monetary contributions		
Knox City Council	4,192	4,282
Yarra Ranges Shire Council	3,648	3,609
Maroondah City Council	<u>2,533</u>	<u>2,664</u>
Total monetary contributions	<u>10,373</u>	<u>10,555</u>

Contributions from the above three Councils are received in approximately equal quarterly instalments throughout the year. Contributions are received during the months of July, October, January and April.

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

(ii) Financial and payroll services

Financial and Payroll Services		
Accounting Services	105	80
Payroll Services	<u>61</u>	<u>56</u>
Total financial and payroll services	<u>166</u>	<u>136</u>

Financial and Payroll Services are provided by Knox City Council to ERLC in accordance with the current Service Agreement.

(b) Outstanding balances with related parties

There we no reportable balances outstanding at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

No loans have been made, guaranteed or secured by ERLC to a related party during the reporting year.

(d) Commitments to/from related parties

No transactions other than the Council contributions, remuneration payments or the reimbursement of approved expenses were entered into by ERLC with related parties during the

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Note 7 Managing uncertainties**7.1 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.

Defined benefit superannuation scheme

ERLC 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 in Note 8.2. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Contingent liabilities arising from public liability

ERLC is occasionally met with claims and demands allegedly arising from incidents that occur on premises used by the ERLC. The ERLC carries \$600 million of public liability insurance and has an excess of \$2,500 per claim on this policy. Therefore, the maximum liability of the ERLC in any single claim is the extent of the excess. The primary insurer is MAV insurance. There are no claims that ERLC is aware of which would fall outside the terms of the ERLC's policy.

ERLC is not aware of other contingent liabilities or contingent assets as at 30 June 2021.

7.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. ERLC assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact ERLC.

7.3 Financial instruments

(a) Objectives and policies

ERLC'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, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by ERLC. These policies include identification and analysis of the risk exposure to ERLC and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of ERLC financial instruments will fluctuate because of changes in market prices. ERLC'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. ERLC 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. ERLC has minimal exposure to cash flow interest rate risk through its cash and deposits that are at a floating rate.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. ERLC manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

Investment maturities will be scheduled to coincide with projected cash flow needs, to provide for interest rate variations, and to minimise interest rate risk.

There has been no significant change in ERLC'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 ERLC's year end result.

EASTERN REGIONAL LIBRARIES CORPORATION

Notes to and part of forming the Financial Report

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(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause ERLC to make a financial loss. ERLC have exposure to credit risk on some financial assets included in the Balance Sheet. To help manage this risk, ERLC:

- only invest surplus funds with financial institutions which have a recognised credit rating specified in its investment policy.

There are no material financial assets which are individually determined to be impaired.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount as disclosed in the Balance Sheet and notes to the financial statements. ERLC does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of ERLC's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or 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, ERLC:

- follows an investment policy which specifies the need to meet ERLC's daily 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; and
- monitors budget to actual performance on a regular basis.

ERLC's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in 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 ERLC'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.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, ERLC believes the following movements are 'reasonably possible' over the next 12 months:

- a parallel shift of +1% and -1% in market interest rates (AUD) from a rate of 0.21% which is ERLC's weighted average interest rate for investments for the financial year.

These movements will not have a material impact on the valuation of ERLC's financial assets and liabilities, nor will they have a material impact on the results of ERLC's operations.

7.4 Fair value measurement

Fair value hierarchy

ERLC does not have any financial assets that are measured at fair value subsequent to initial recognition.

Impairment of assets

At each reporting date, ERLC 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 assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement.

7.5 Events occurring after balance date

In response to the ongoing COVID-19 crisis, The State of Victoria has continued to enforce changing restrictions in July and August 2021 for Victoria. The Department of Health and Human Services have advised restrictions will continue to be reviewed and updated as required in response to the COVID-19 pandemic.

The ERLC Management and Board do not anticipate any material impacts to the business in response to COVID-19 in 2021-22. 98.70% of ERLC's budgeted revenue is guaranteed from both Member Council contributions and State Government funding. Revenue received from User Charges, Fees and Fines has an immaterial impact on ERLC's gross income.

The emergency response and ongoing delivery of essential services to support community health and wellbeing is being prioritised. The State Government now allows for Click or Call and Collect Services to continue during lockdown, accordingly there are no plans to resume postal delivery services in the near future. ERLC will continue to assess its response in line with the State Government's guidance over 2021-22. ERLC will endeavour to continue delivery of weekly online events such as Story Time into the foreseeable future, as these have proven to be a great success even outside of lockdowns. Initiatives such as these, will continue to keep the community connected through the library. This is not expected to increase costs materially in 2021-22.

This is a non-adjusting event for the ERLC annual Financial Statements for the year ended 30 June 2021.

	2021 \$'000s	2020 \$'000s
Note 8 Other matters		
8.1 Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	425	870
Items not involving cash		
Depreciation/amortisation	1,749	1,500
Loss on disposal of plant and equipment	260	222
Finance costs - leases	5	-
Change in assets and liabilities:		
Increase/(decrease) in employee provisions	(128)	15
Increase/(decrease) in trade and other payables	309	(91)
Increase/(decrease) in accrued interest	17	(59)
(Increase)/decrease in prepayments	(46)	(107)
(Increase)/decrease in trade and other receivables	240	(259)
Net cash provided by operating activities	<u>2,831</u>	<u>2,091</u>

EASTERN REGIONAL LIBRARIES CORPORATION

Notes to and part of forming the Financial Report For the year ended 30 June 2021

8.2 Superannuation

ERLC makes all 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 Comprehensive Operating Statement when they are made or due.

Accumulation

ERLC makes both employer and employee contributions to The Fund's accumulation category, Vision MySuper/Vision Super Saver, on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

ERLC 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.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of ERLC in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 *Employee Benefits*.

Funding Arrangements

ERLC makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which ERLC is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.6% pa
- Salary information 2.5% pa for two years and 2.75% pa thereafter
- Price inflation (CPI) 2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at quarter ended 30 June 2021 was 109.7%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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.

Employer contributions*Regular contributions*

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, ERLC makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, ERLC reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including ERLC) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which ERLC is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which ERLC is a contributing employer:

	2020 (Triennial)	2019 (Interim)
	\$m	\$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

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 2020.

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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 as at 30 June 2020.

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 30 June 2020.

ERLC was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by ERLC (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$,000	2020 \$,000
Vision super	Defined benefit	9.50%	129	172
Vision super	Accumulation fund	9.50%	463	498
Other funds	Accumulation fund	9.50%	56	44

There were \$Nil contributions outstanding and \$Nil loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$0.11 million.

Note 9 Change in accounting policy***AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)***

ERLC has adopted AASB 1059 *Service Concession Arrangements: Grantors*, from 1 July 2020. This has not resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

ERLC has adopted AASB 2018-7 *Amendments to Australian Accounting Standards - Definition of Material*, from 1 July 2020. This has not resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

ERLC has adopted AASB 2019-1 *Amendments to Australian Accounting Standards - References to the Conceptual Framework* from 1 July 2020. This has not resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

It is not expected that these standards will have any significant impact on ERLC.

Visit us

KNOX LIBRARIES

Bayswater Library

Shop 26
Mountain High Shopp Cntr
7-13 High Street, Bayswater

Boronia Library

Park Crescent, Boronia

Ferntree Gully Library

1010 Burwood Hwy,
Ferntree Gully

Knox Library

Knox City Shopp Cntr
425 Burwood Highway
Wantirna South

Rowville Library

Stud Park Shopp Cntr
Stud Road, Rowville

MAROONDAH LIBRARIES

Croydon Library

5 Civic Square,
Croydon

Realm

Ringwood Town Square
179 Maroondah Hwy
Ringwood

YARRA RANGES LIBRARIES

Belgrave Library

Reynolds Lane, Belgrave

Healesville Library

110 River Street, Healesville

Lilydale Library

Building LA,
Box Hill Institute,
Lilydale Lakeside Campus
Jarlo Drive, Lilydale

Montrose Library

935 Mount Dandenong
Tourist Road, Montrose

Mooroolbark Library

7 Station Street
Mooroolbark

Yarra Junction Library

1A Hoddle Street,
Yarra Junction

COMMUNITY READING ROOMS

Mt Evelyn Reading Room

50 Wray Crescent
Mount Evelyn

Monbulk Reading Room

Monbulk Living and
Learning Centre
21 Main Road, Monbulk

Yarra Glen Reading Room

45 Bell Street
Yarra Glen

Contact us

Administration

1350 Ferntree Gully Road
Scoresby 3179

Call

1300 737 277

Visit

yourlibrary.com.au

9.3 Terms of Reference - Knox Youth Advisory Committee

SUMMARY: Team Leader Youth Participation and Counselling, Katie Scott

This report presents the Terms of Reference for the Youth Advisory Committee (YAC) for approval by Council.

RECOMMENDATION

That Council adopts the Terms of Reference for the Youth Advisory Committee as set out in Attachment 1.

1. INTRODUCTION

The purpose of the Youth Advisory Committee (YAC) is to assist Council with its community engagement processes and provide valuable information to support the decision making of Council. The establishment of the YAC supports Council's commitment to engage with its community on issues that affect the lives and wellbeing of its young people.

The Committee ensures that a youth perspective is considered on issues that affect the lives and wellbeing of local young people.

It also:

- Provides an opportunity for young people to give their ideas and opinions about Council's plans and policies.
- Discusses issues that affect young people.
- Takes part in the consideration of strategic Council documents, plans and activities.
- Provides input into Council processes that relate to young people.
- Provides opportunities to develop young people's leadership skills and experience.

2. DISCUSSION

At the YAC meeting held on Tuesday, 26 October 2021, YAC members were asked to provide feedback on their time in the YAC to date, and were taken through the original Terms of Reference and asked to provide feedback on suggestions they had for improving the YAC moving forward.

2.1 Feedback on the YAC

Overall feedback on the YAC was excellent. Overwhelmingly the young people fed back that the YAC was enjoyable, fun, informative and interesting. Image 1 and Image 2 give a broad overview of how the young people describe the YAC and their favourite things about the YAC.

Direct feedback from the young people included:

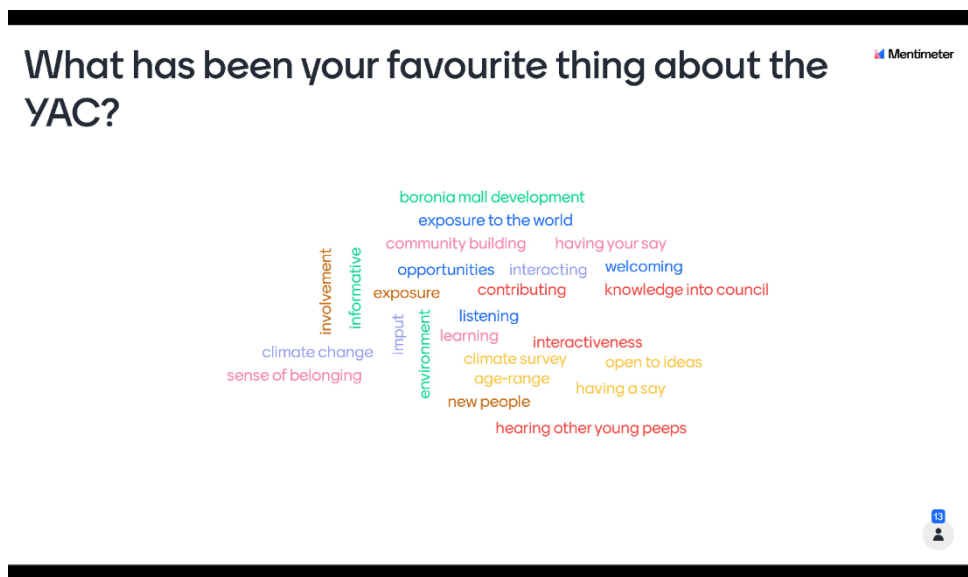
- "I feel safe sharing my opinion."
- "Having a very open and inclusive environment to share ideas."

- “I like understanding what’s happening with Council.”
- “I like the social aspect.”
- “I love everything about learning how Council works and what is happening around Knox.”
- “I like the outside opportunities that you give us outside of the YAC.”
- “I like how informal it feels but then also how formal it feels at the same time!”

Image 1: What is one word you would use to describe the YAC?



Image 2: What has been your favourite thing about the YAC?



Based on this feedback the group discussed areas for improvement for the YAC and went through the Terms of Reference in detail.

The main areas the young people highlighted as areas for improvement revolved around increased opportunities for social connection, particularly in light of the YAC moving online in 2020 and 2021. Creating opportunities for social connection was a major factor in young people volunteering to join the YAC and the young people were looking forward to the possibility of resuming face-to-face meetings in 2022.

2.2 Reviewing the Terms of Reference

Only minor changes to the Terms of Reference were recommended by the young people. The things which make the YAC unique from other Council committees were highlighted as important inclusions for the young people including:

- Ensuring a balance of age ranges was maintained (reflected in membership structure).
- YAC members commit to a 12 month term – with the opportunity to extend for a further 12 months.
- YAC members are able to bring a guest to meetings.
- Young people given the opportunity to chair meetings, and being supported by Councillors to take on this role.

The only change to the Terms of Reference recommended by the young people was to invite relevant industry or agency representatives to attend meetings as observers, where practicable.

The young people felt it would be of benefit to the industry/agencies attending, but also to the young people themselves to broaden their exposure and understanding of issues and topics discussed.

3. CONSULTATION

At the YAC meeting held on Tuesday, 26 October 2021, the Terms of Reference was discussed in detail, as well as an overall discussion on the YAC more broadly. As outlined above minimal changes were recommended to the Terms of Reference. The draft Terms of Reference were then circulated to the current Councillors for the YAC for their feedback and support.

4. CLIMATE CHANGE CONSIDERATIONS

The subject of this report has been considered in the context of climate change and its relevance to the Knox Climate Response Plan 2021-2031.

Implementation of the recommendation will positively impact on Council's net zero 2030 target by:

- The YAC will move to eliminate the use of single use plastics at its meetings.
- Ensure, where practicable, that meeting locations will be accessible by public transport.
- Agendas and minutes will be distributed only in electronic form, unless hard copy is required to ensure accessibility for members.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

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

6. FINANCIAL & ECONOMIC IMPLICATIONS

The annual direct cost of the Youth Advisory Committee is approximately \$3,500 per annum and 0.3 EFT to support this Advisory Committee. These costs are included within Youth Services operational budget.

7. SOCIAL IMPLICATIONS

Council recognises the importance of effective engagement with young people and supporting young people's own leadership and skills development.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Civic Engagement & Integrity

Strategy 5.1 - Provide opportunities for all people in Knox to have their say.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Team Leader Youth Participation and Counselling, Katie Scott

Report Authorised By: Director Connected Communities, Tanya Scicluna

Attachments

1. Terms of Reference YAC 2021 2024 [9.3.1 - 6 pages]



Youth Advisory Committee

Directorate:	Connected Communities	Responsible Officer:	Team Leader Youth Participation and Counselling
Approval Date:	20.12.2021	Committee Group:	Youth Advisory Committee
Review Date:	20.12.2024		

1. Purpose

The function of this Advisory Committee is to facilitate stakeholder engagement which supports quality decision making and in turn, the achievements of Council's goals and strategies under the Community and Council Plan.

The purpose of the Youth Advisory Committee (YAC) is to assist Council with its community engagement processes and provide valuable information to support the decision making of Council. The establishment of the YAC supports Council's commitment to engage with its community on issues that affect the lives and wellbeing of its young people.

2. Objectives

The YAC ensures that a youth perspective is considered on issues that affect the lives and wellbeing of local young people.

It also:

- provides an opportunity for young people to give their ideas and opinions about Council's plans and policies
- discusses issues that affect young people
- takes part in the consideration of strategic Council documents, plans and activities
- provides input into Council processes that relate to young people
- provides opportunities to develop young people's leadership skills and experience.

The YAC aligns with the Council Plan 2021-2025 under the Key Direction of Civic Engagement and Integrity.

Advisory Committees when established under this policy will be aligned to one of the following groups:

- Life Stages Group
- Sustainable Development Group
- Inclusive, Active and Creative Community Groups
- Grants Evaluation Group

Whilst the individual committees will meet at the designated times within its Terms of Reference each 'group' will meet once annually, this will generally be between October to December each year. A designated Directorate will be responsible for coordinating group meetings. The purpose of these meetings will be to:

- Provide feedback to group on priorities for individual committees;
- Update group of progress of key issues; and



- Identify synergies between groups and links to progressing the Community and Council Plan.

In addition to group meetings, all committees will be provided with an opportunity to meet together annually. The 'annual advisory committee' sessions will generally be held between April and May each year and will be coordinated by the Governance team. The purpose of these meetings will be to:

- Report on progress by Council against Community and Council Plan;
- Provide overview of industry trends and Council priorities for the upcoming year;
- Consider synergies and opportunities for sharing information and collaboration; and
- Deliver training to support to committees.

3. Membership, Period of Membership and Method of Appointment

The YAC shall comprise the following:

- A maximum of 20 community members
 - 10 youth (12-17 years) members
 - 10 youth (18-25 years) members
- A maximum of 5 community and/or industry members (including any relevant government agency representatives)
- 2 Councillors
- Additional agency representatives will be invited to attend a once-off YAC meeting, dependent on the agenda

3.1 Selection and Recruitment of Community and Professional Industry Representative Members

The process to appoint community members will be advertised in local newspapers, on Council's internet site (including social media) and through local networks. Applicants must make application via an expression of interest process.

Eligible community members will have an interest in and good working knowledge of issues impacting young people within the municipality, and a passion for youth voice and youth participation.

The approach and method for appointing representatives will include the following:

- Community and professional/ industry members will be selected by a panel comprising a Councillor, 2 Council Officers from the relevant service unit, and where possible, two young people;
- The method of appointment will be via an expression of interest process;
- Members will be appointed for an initial 12 month term, with the option of extending their term for a further 12 month period;
- Council will be responsible for appointing all Councillor, community and professional/industry representative members; and
- Casual vacancies which occur due to community members being unable to complete the full term of their appointments may be filled by co-opting suitable candidates from a previous selection process for the remainder of the previous incumbents' terms. The selection panel will make a recommendation to the CEO, who will have the authority to appoint the recommended candidate to the committee for the remainder of the previous incumbent's term.

Professional/industry representatives unable to attend a committee meeting are able to nominate a proxy or alternate member from the organisation they represent. Any proxy attendance should be notified to Council's nominated officer at least 24 hours prior to the meeting. It is expected the appointed professional/ industry representative will provide an appropriate briefing of the committee purpose and objectives and relevant meeting notes to enable active participation and contribution of the proxy representation to the meeting.

The committee may invite observers to meetings from time to time. This is at the discretion of the committee.



All members of the YAC will be eligible to bring a guest to formal committee meetings. Guests will be able to participate in discussions and consultations. This is at the discretion of the committee.

All elected representatives who are Council volunteers and industry representatives are required to undertake prescribed Child Safe Training and any other training required by Council within their term on an Advisory Committee. This is a legislative requirement as part of reforms from the State Government to ensure all Committee representatives are aware of child safety practices in the event a relevant issue arises. This requirement relates to the following Committees who have volunteer and community members: Early Years Advisory Committee, Youth Advisory Committee, Active Ageing Committee, Environment Committee, Community, Safety, Health and Wellbeing Committee, City Futures Committee, Disability Committee, Multicultural Committee, Arts and Culture Committee and the Community Development Fund Panel.

3.2 Councillors

Council will appoint Councillor representation annually.

Unless otherwise appointed to the committee by Council, the Mayor is, by virtue of the Office, an ex officio member of the committee. It is important that whilst the Mayor may not chair these meetings, appropriate recognition should be given to the presence of the Mayor if in attendance.

The role of Councillors is to participate in the meetings, listen to community and stakeholder views and keep the Council informed, through reports on committees by Councillors at Council meetings, on issues of community interest being considered at meetings.

3.3 Council Officers

Council officers will be nominated to support the committee by the CEO as required to provide advice and administrative support to the committee

4. Delegated Authority and Decision Making

The committee acts in an advisory capacity only and has no delegated authority to make decisions on behalf of Council.

5. Meeting Procedures

The committee will meet on a monthly basis and an annual schedule of meetings will be agreed upon at the first meeting of the committee in each year. The committee will also participate in the 6 monthly Group Meetings and the annual advisory committee Forum.

The committee is not required to give public notice of its meetings and its meetings are not open to the public.

It is expected that each member will attend at least 50% of annual meetings. If a member attends less than 50% of meetings annual and Council has not received a formal apology from the member, Council has the ability to appoint a replacement member if deemed necessary.

It is acknowledged with a large age range of members a variety of engagement and consultation methods will be appropriate and some topics of a sensitive nature may require additional support from Council officers.

Meetings will follow standard meeting procedure protocols, which are in summary:



- Commence on time and conclude by the stated completion time;
- Be scheduled and confirmed in advance with all relevant papers distributed (as appropriate) to each member;
- Encourage fair and reasonable discussion, participation and respect for each other's views;
- Focus on the relevant issues at hand; and
- Provide advice to Council as far as possible on a consensus basis.

6. Chair

The position of Chairperson shall rotate at each meeting, the YAC will nominate a chairperson from the members for each meeting. Wherever possible these positions are to be performed by a youth member. A Councillor shall be appointed to mentor the youth chair, and this role is to be reviewed annually immediately following Councillor appointments to committees. The position of mentor is to be agreed upon between Councillors. When this cannot be achieved, the Mayor of the day shall determine the mentor.

If the volunteer Chairperson is not forthcoming at a meeting, in the first instance the mentor Councillor shall be appointed Chairperson, or any other Councillor representative/s. In the absence of any other Councillor representative/s, a staff member appointed by the relevant Director may Chair the meeting.

7. Agendas and Meeting Notes

Agendas and meeting notes must be prepared for each meeting.

The Agenda must be provided to members of the committee not less than 7 days before the time fixed for the holding of the meeting with the only exception being when a public holiday falls on the day agendas are due, in which case agendas are to be provided close of business 6 days in advance.

Officer reports that fail to meet the timelines will only be permitted to be included in the relevant agendas of; Ordinary Council Meetings, Strategic Planning meeting, Issues Briefings or Special Committees, with the approval of the Mayor, and Council Committees with the approval of the Chair of the Committee.

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

The meeting notes of a Council Committee must:

- (a) contain details of the proceedings and recommendations made;
- (b) be clearly expressed;
- (c) be self-explanatory; and
- (d) incorporate relevant reports or a summary of the relevant reports considered by the committee.

Draft meeting notes must be:

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

In compliance with section 58 of the 2020 Act and the requirements of the Council's Public Transparency Policy the agenda and minutes of this group will be made available on Council's website unless:

- the information contained in the agenda and/or minutes is confidential by virtue of the 2020 Act or any other Act; or
- the public availability of the information has been deemed by the Chief Executive Officer or nominee to be contrary to the public interest.



8. Voting

As this is an advisory committee, voting on issues is not required. Any recommendations will generally be developed through consensus. Where a matter cannot be agreed, the differing opinions should be clearly expressed in the notes of the meeting.

9. Conflict and Interest Provisions

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

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

Meetings of the Panel will typically constitute a Meeting Conducted under the Auspices of Council pursuant to Council's Governance Rules and Councillors are consequently required to comply with the conflict of interest provisions as set down in section 131 of the 2020 Act and Chapter 5 of the Council's Governance Rules.

Councillors must:

- disclose that conflict of interest by explaining the nature of the conflict of interest to those present immediately before the matter is considered;
- absent themselves from any discussion of the matter; and
- as soon as practicable, provide the CEO with a written notice recording the nature of the conflict.

Where a member of staff or a community member has a conflict of interest or perceived conflict of interest in relation to a matter before the Group, they must disclose the matter to the group before the matter is considered or discussed. Disclosure must include the nature of the interest and be recorded in the meeting notes. It will be at the discretion of the Chairperson if the staff and/or community member remains or leaves the room whilst the matter is discussed, and this must also be recorded in the notes of the meeting.

All members of the Advisory Committee shall participate in training on the Conduct and Interest provisions which will be run a minimum of annually by the Governance team.

10. Reporting

The committee will prepare a formal report on an annual basis in line with their stated objectives. The report must be adopted by the committee and should directly reflect the objectives and the performance measures of the committee as set out in the Terms of Reference. Once adopted by the committee the report will be presented to Council.

11. Administration Support

Administration support will be provided by the Connected Communities Directorate.

12. Contact with the Media



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

13. Review Date

The committee will sunset after 4 years. If the committee continues to have a relevant function, a report must be presented to Council prior to this date that includes a review of the committee's Terms of Reference and seeking endorsement from Council to continue act in an advisory capacity.

14. Meals

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

15. Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this Terms of Reference, such a change may be made administratively. Examples of minor administrative changes include change to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this Terms of Reference, it must be considered by Council at a Council or delegated Committee meeting.

9.4 Knox Basketball Inc - Knox Basketball Stadium - Deed of Extension and Variation to the Lease

SUMMARY: Acting Leisure Contracts Officer, David Grubisich

This report recommends the execution of the Lease (Deed of Extension) for the Knox Basketball Stadium, located at 7 Park Crescent, Boronia, contained within the area of land known as Boronia Park. It seeks approval to authorise the Chief Executive Officer to sign and seal the Deed with Knox Basketball Incorporated (KBI).

RECOMMENDATION

That Council:

- 1. Approve the extension of Lease (Deed of Extension) between Knox City Council (Lessor) and Knox Basketball Inc. (Lessee) for the Knox Basketball Stadium facility located at 7 Park Crescent, Boronia, on the land contained in Certificate of Title Volume 5011 Folio 135, within the area of land known as Boronia Park. The lease will be executed via a “Deed of Extension”, to Knox Basketball Incorporated in accordance with the terms listed in this report, for a period of up to two years.**
- 2. Authorise the Chief Executive Officer (or such a person as the Chief Executive Officer selects) to finalise, sign and seal all documentation pertaining to leasing of the facility to Knox Basketball Inc.**
- 3. Advise KBI accordingly**

1. INTRODUCTION

1.1 Knox (Boronia) Basketball Stadium

The Boronia Community Centre was established at the Boronia Park site in the mid 1970’s with the construction of a basketball stadium/community centre and meeting rooms. A second stage was added to the stadium and a library was constructed shortly after.

Boronia Park Masterplan was adopted by Council in 2004. It was noted at the time that should the Basketball Stadium and library be relocated, it would provide an opportunity to revisit the Masterplan for the Boronia Park, with a view to not only increase the capacity of the retarding basin, but to further improve the park’s amenity as a valued and functioning open space.

At its meeting on 23 October 2017, Council considered the structural assessment report on the Boronia Basketball Stadium and the way forward for basketball participation in Knox. The report identified that Boronia Park is subject to flooding which impact the site to varying degrees of severity and frequency. The report considered the structural investigations undertaken on the Basketball Stadium and considered projected basketball demand. Council resolved in part to:

- 1. Note the preliminary findings of the Basketball Plan, which indicates that the likely future decommissioning of the Boronia Basketball Stadium (loss of six courts), ten new courts will be needed; and*

2. *Support the need to review the Masterplan of the Knox Regional Sports Park to incorporate ten courts, gymnastics, administration and the future possible inclusion of a show court/stadium and associated infrastructure.*

Further to the above report, Council at its meeting of 22 July 2019, considered the Knox Regional Sports Park Masterplan and its relationship to Boronia Park and resolved that Council:

1. *Note that the implementation of the Masterplan for the Knox Regional Sports Park includes:*
 - a. *Decommissioning the Boronia Basketball stadium within the next five (5) years, subject to funding of stage 1 (centre of excellence, gymnastics and ten (10) additional domestic basketball courts);*
2. *Note that the future use of the site incorporating the Boronia Basketball Stadium and the ongoing future direction of the Boronia Library is to be referred to and considered as part of the Boronia Renewal Project.*

During 2019/2020, Council's Open Space and Landscape Design team, have engaged consultants to undertake a revision of the Boronia Park Master Plan. Once completed, this will further inform the future use of Boronia Park.

1.2 Knox Regional Sports Park

The Knox Regional Sports Park is located at 291 George Street, Wantirna South. Stage One of the stadium development was completed in 2012. The stadium contains six basketball courts (three of which enable a 3,500-seat stadium), office space, café and foyer areas.

The State Government, as part of the 2020-21 State Budget, announced a financial contribution to the State Basketball Centre Expansion Project of \$132M inclusive of Council's contribution of \$27M. The scope of the expansion project includes the provision for 12 new basketball courts, comprehensive training facilities for high performance including WNBL and NBL teams, office administration areas, a regional standard gymnastics facility and the relocation of Victorian Association of Remote Model Soaring Inc. (VARMS) to the Rowville Recreation Reserve.

The State Basketball Centre Expansion Project is scheduled for completion in October 2023. The intention of the lease extension for Knox Basketball Stadium is to enable Knox Basketball Inc. to continue to operate whilst the State Basketball Centre Expansion Project is undertaken by Development Victoria. Following completion, it is expected that Knox Basketball Inc. will move its current operations from the Boronia Basketball Stadium to the State Basketball Centre.

2. DISCUSSION

2.1 Lease

The leased land at the Knox Basketball Stadium includes six basketball courts, office space, community hall/function area, kiosk, toilets, change rooms and amenities.

The facility is located at 7 Park Crescent, Boronia, on the land contained in Certificate of Title Volume 5011 Folio 135, in the area known as Boronia Park.

The Lease commenced on 1 January 2007, for an initial term of five years, with an option to extend for a further two terms, each of five years. The final term is due to expire on 31 December 2021.

The Lease provides permitted use for basketball related activities, community meetings and sporting social gatherings.

Knox Basketball Inc. are required to operate the premises as a basketball stadium promoting and encouraging its use primarily for basketball competition, recreation, training and development.

2.2 Lease Negotiations

The final term of the current Lease (three terms of five years) is due to expire on 31 December 2021. Knox Basketball Inc. have agreed to a two-year extension on the same terms and conditions as the current lease (and Deed of Extension). A Deed of Extension has been prepared by Council's Lawyers, leasing Knox Basketball Stadium to Knox Basketball Inc. for a period of up to two years.

3. CONSULTATION

The KCC negotiation team comprising Council's Manager Active and Creative Communities, has undertaken discussions with representatives from Knox Basketball Inc. Russell Kennedy Lawyers have prepared the Deed of Extension.

4. CLIMATE CHANGE CONSIDERATIONS

Implementation of the recommendation is considered to have no direct implications or has no direct impact upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

The proposed lease extension will not have an impact on any environmental or amenity issues.

6. FINANCIAL & ECONOMIC IMPLICATIONS

In 2021, the annual rental fee applicable was \$98,325 (plus GST). As a result of the structural assessment report conducted in 2017, a 5% discount on the annual rental fee has been applied since 2017 due to part of the Basketball Stadium building not being usable due to the condition of the building. The application of the discount results in a total annual rental fee for 2021 of \$93,409 (plus GST). The annual rental fee is subject to an annual CPI increase, applied on the anniversary date of the lease agreement.

The Deed of Extension proposes that the annual rental fee remain in accordance with the current terms of the lease agreement.

In accordance with the maintenance schedule, Council has a responsibility to maintain and repair toilets, rubbish collection, water costs, maintain fire extinguishers, and replacement of non-stadium globes/tubes.

Additionally, the only other financial impact to Council is the cost of legal fees for the development of the Deed of Extension.

7. SOCIAL IMPLICATIONS

The proposed Deed of Extension will provide positive social implications by providing accessible sport and leisure opportunities to the Knox community. Providing a space where people can participate in activity and connect increases the health and wellbeing of the Community.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Opportunity & Innovation

Strategy 1.3 - Support organisations in Knox to navigate recovery and new ways of working.

Connection, Resilience & Wellbeing

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

Strategy 4.2 - Foster inclusivity, equality, belonging and safety within the community.

9. CONCLUSION

It is recommended that the Council approve the Deed of Extension between Knox City Council (Lessor) and Knox Basketball Inc. (Lessee) for the Knox Basketball Stadium, located at 7 Park Crescent, Boronia. The Deed of Extension is for a period of up to two years with the same terms and conditions as the current lease agreement.

The signing and sealing of the Deed of Extension will ensure continued operation of the Boronia Basketball Stadium.

10. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

11. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Acting Leisure Contracts Officer, David Grubisich

Report Authorised By: Director Connected Communities, Tanya Scicluna

Attachments

Nil

9.5 Melbourne Basketball Pty Ltd - Variation to Partnership Agreement - Melbourne Boomers

SUMMARY: Club Development Project Officer, Dayna Nicholas

This report presents a request by the Deakin Melbourne Boomers (DMB) for Council to vary the current partnership agreement up to June 2023 between DMB and Council, due to the impact of the State Basketball Centre Expansion Project and the effect of COVID-19 restrictions on their operations.

RECOMMENDATION

That Council:

1. Approve a variation to the Partnership Agreement between Knox City Council and the Deakin Melbourne Boomers for the period 2021-2022, and 2022-2023 due to the impact of the State Basketball Centre Expansion project and the effect of COVID-19 restrictions.
2. Approve that the annual partnership fee be amended to \$129,000 (plus GST) for the period 2021-2022, and \$145,000 (plus GST) for 2022-2023.
3. Note that the annual partnership fee may be amended further in 2022 – 2023 subject to the fulfilment of the community engagement program hours.
4. Authorise the Chief Executive Officer (or such a person as the Chief Executive Officer selects) to formalise and sign the documentation.
5. Advise the Deakin Melbourne Boomers of Council's decision.

1. INTRODUCTION

The Deakin Melbourne Boomers (DMB) have been a part of the Women's National Basketball League (WNBL) since 1984, making the club both the oldest WNBL club and the longest-running elite-level women's sports team in Australia. DMB train and play the majority of home games at the Knox Regional Sports Park (KRSP) – State Basketball Centre, and have done so since KRSP officially opened in 2012. DMB has a membership base of approximately 4,500 members.

1.1 Partnership Agreement

In 2018, Knox City Council entered a partnership agreement with DMB. The objectives of the partnership agreement include:

- Growing the active participation of girls and women in sport, enabling improved health and well-being, gender equality and the encouragement of a strong and positive culture across all grassroots sports;
- Strengthening the ongoing elite competition basketball program at KRSP to further reinforce its positioning at the State Basketball Centre;
- Fostering and enhancing accessibility for all members of the Knox community to be able to experience elite female sport through specific promotions for identified groups; and
- Enhancing Council's community engagement programs by utilizing female role models through personal DMB player appearances at community activities, and through tailored content that supports these objectives.

The term of the partnership agreement is five years, concluding in June 2023.

The partnership agreement includes provisions for tenancy, community engagement, partner status and acknowledgement, uniform branding and signage. In particular, the key components of the partnership agreement include:

- Tenancy – the agreement is subject to DMB’s ongoing tenancy at the State Basketball Centre, and DMB playing at least 75% of home games for the Women’s National Basketball League (WNBL) at the State Basketball Centre; and
- Community engagement – the agreement is subject to DMB’s delivery of no less than 250 hours of player time each year for the support of KCC community engagement programs. The community engagement program will be administered and facilitated by DMB, with support from Council’s Leisure Project Officer.

Council’s current financial contribution to DMB as outlined in the partnership agreement includes:

- \$110,000 (plus GST) annual contribution to subsidise the annual participation fee paid by DMB to play in the WNBL and annual rental payable by DMB for use of the State Basketball Centre for home games, training and administration offices; and
- \$50,000 (plus GST) per annum to support agreed KCC community engagement programs to be resourced and supported by DMB personnel, inclusive of players.

A copy of the partnership agreement is included as Attachment 1.

1.2 Impact of COVID-19 Restrictions in 2020-21

In 2020-2021, the WNBL season was played in a hub in Queensland due to the public health directions surrounding the COVID-19 Pandemic. DMB requested a variation to their agreement as a number of obligations could not be met due to fixturing, and interstate relocation changes implemented by the League.

The variation to the agreement was entered into and included amendments to the DMB game day obligations, as well as a request to carry any unmet community engagement hours over to the 2021-2022 year. This was executed under the CEO’s delegated authority. At the end of 2020-2021 there were a total of 80 community engagement hours carried over, which resulted in a new annual target for 2021-2022 of 330 hours.

At the time of writing this report, the projected community engagement hours for delivery in 2021-2022 are 150 hours, excluding additional programs for consideration as outlined in the proposal.

1.3 State Basketball Centre Expansion Project

The State Government, as part of the 2020-2021 State Budget, announced a financial contribution to the State Basketball Centre Expansion Project of \$132M inclusive of Council’s contribution of \$27M. The scope of the project includes the provision of twelve (12) new basketball courts, a regional standard gymnastics facility and the relocation of Victorian Association of Radio Model Soaring Inc. (VARMS) to the Rowville Recreation Reserve.

At the Council Meeting held on 14 December 2020, Council resolved that the land and assets, leases and licenses and management responsibilities at the Knox Regional Sports Park (KRSP) will transfer from Council to the State Government on the basis of the terms set out in the Funding Agreement with project partners, Sport and Recreation Victoria (SRV) and Development Victoria (DV).

Further to this, at the Council Meeting held on 26 July 2021, Council resolved to enter into a construction license with DV, to authorise construction to commence on the Knox Regional Sports Park site.

Now that construction has commenced on site, advice from DV has indicated that the car parking on the site will be reduced to accommodate construction site requirements. This reduction in car parking impacts on the ability for large events to be held at KRSP, including the WNBL home games. DMB have negotiated to schedule a limited number of home games at the State Basketball Centre (25 February 2022 and 11 March 2022), and the majority of their home games being scheduled at the State Netball Hockey Centre in Parkville, or an alternate venue.

2. DISCUSSION

Discussions have been ongoing between KCC officers and DMB regarding a request for consideration to vary the deliverables under the current agreement due to the impact of COVID-19 and the re-development of the State Basketball Centre.

DMB initially requested that the following changes to the agreement be considered:

- Waiving of the requirement to play home games at SBC, DMB must undertake best endeavours to play at the State Basketball Centre during the season, where feasible to do so; and
- Waiving the 80 hours of community engagement carried over to 2021-2022. For 2021-2022, DMB will deliver 250 hours in support of Knox City Council community engagement programs.

This proposal is included as Attachment 2.

Council officers requested that DMB consider that as a result of the reduction in deliverables and due to the impact of COVID-19, that it would be reasonable to expect the financial contribution paid to DMB by Council would be reduced to proportionally reflect this reduction.

DMB subsequently provided Council officers (through a letter to the CEO on October 18, 2021) with a proposed variation request noting the following changes to the agreement be considered:

1. Allocate an increased proportion of the financial contribution to expand community programs/activities in the City of Knox across the year (75% or \$120K per annum);
2. Allocate a decreased proportion of the financial contribution to branding and home game hospitality at SBC (25% or \$40K per annum); and
3. An extension of the partnership for an additional three years from its current end date of 30 June 2023 to 30 June 2026.

Since the receipt of this proposal, discussions have continued between Council Officer and DMB, including the proposed variation being discussed at the Confidential Issues Briefing held on 8 November 2021.

Post this meeting, Council Officers once again expressed to DMB that to ensure value to the Knox community, there should be a proportionate reduction of the partnership fees considering the changes to the agreement deliverables. DMB were also informed that any discussions regarding a partnership extension would be deferred to a later time to the variation discussions.

A new proposal was received from the DMB for consideration and is included as Attachment 3. This proposal outlines a \$10,000 annual partnership fee reduction to compensate for games not being played at SBC.

Following this, Council Officers met with the General Manager and the incoming Acting General Manager of the DMB regarding the proportionate reduction of the sponsorship fee. Council Officers are keen to ensure value for the Knox community, whilst still supporting DMB and achieving the objectives of the partnership, hence seeking to achieve the best for both parties.

DMB and Council Officers have now agreed on the following reduction based on the change to the deliverables as outlined in the agreement:

Partnership Agreement	Description	Annual Value \$ (Plus GST)
\$110,000 annual contribution to subsidise the annual participation fee paid by DMB to play in the WNBL and annual rental payable by DMB for use of the State Basketball Centre for home games, training and administration offices	Reduced games at SBC	\$15,000
\$50,000 per annum to support agreed KCC community engagement programs to be resourced and supported by DMB personnel, inclusive of players	Waive of 80 hours of community engagement – valued at \$16,000 (\$200 per hour) for 2021 - 2022	\$16,000
Total 2021 - 2022		\$31,000
Total 2022 - 2023		\$15,000 *

* Subject to fulfilment of 250 community engagement program hours

3. CONSULTATION

Officers from Council's Finance, Governance and Leisure teams have been consulted regarding the proposal. A number of discussions have also occurred between Council officers and officers at the DMB to discuss the elements of the variation.

4. CLIMATE CHANGE CONSIDERATIONS

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

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

6. FINANCIAL & ECONOMIC IMPLICATIONS

The partnership agreement with DMB is funded through Council's current 2021-22 operational budget. The term of the partnership agreement is five years, concluding in June 2023.

Council Officers recommend a proportional reduction in the partnership fee for 2021-2022 of \$31,000 (plus GST) to reflect the waiving of the requirement for DMB to play home games at the State Basketball Centre and the waiving of 80 hours of community engagement activity in Knox for 2021-2022. The reduction for 2022-2023 is also a proportional reduction in the partnership fee of \$15,000 (plus GST) subject to the delivery of the full 250 hours of community engagement program hours.

7. SOCIAL IMPLICATIONS

The strategic partnership with the Deakin Melbourne Boomers provides social benefit and capital to the Knox community through engagement opportunities and activities to support active participation of girls and women in sport.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Connection, Resilience & Wellbeing

Strategy 4.1 - Support our community to improve their physical, mental and social health and wellbeing.

Strategy 4.2 - Foster inclusivity, equality, belonging and safety within the community.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

This report is included in the confidential agenda, having been declared confidential information pursuant to Section 77(2)(c) of the Local Government Act 1989, as it relates to private commercial information, that if released, would unreasonably expose Deakin Melbourne Boomers to disadvantage because it would release financial information about the business that is not generally available to their competitors.

Report Prepared By: Club Development Project Officer, Dayna Nicholas

Report Authorised By: Director, Connected Communities, Tanya Scicluna

Attachments

1. Attachment 2 - DMB Original Proposal - 18 October 2021 [9.5.1 - 24 pages]
2. Attachment 3 - DMB revised proposal [9.5.2 - 1 page]

Confidential Attachment 1 has been circulated under separate cover



18 October 2021

Mr Bruce Dobson
Chief Executive Officer
Knox City Council
511 Burwood Highway
Wantirna South VIC 3152

Dear Bruce

We have been working with the Knox City Council (KCC) Leisure Services team in relation to the agreement between KCC and the Melbourne Boomers WNBL Club ("the Boomers" trading as Melbourne Basketball Pty Ltd).

As KCC are aware the COVID pandemic has created many obstacles in the delivery of the contract commitments under the current agreement. We are appreciative of the flexibility and support that KCC has provided both during the first three years of the agreement and especially in the year ended 30 June 2021.

It is fair to say that we all expected 21-22 would provide a return to pre-COVID operating conditions. This has not proved to be the case thus far. In addition, the construction program for the redevelopment of the State Basketball Centre (SBC) presents new constraints on the Boomers activities especially around home game events and high-performance training environment. The construction is expected to continue through to Q4 2023 and as a result it is expected to impact three WNBL seasons.

In discussions with the KCC Leisure team, there has been ongoing consideration of adjustments to the current deliverables can be made to reflect the constraints imposed by COVID and the SBC redevelopment construction program.

The purpose of this letter, and the attached presentation, is to provide:

1. A profile of the Melbourne Boomers
2. Summary of the current Knox City Council partnership
3. Proposed changes to amend and/or extend the partnership (in part as a response to the impact of COVID and the SBC redevelopment construction program)

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Profile of the Melbourne Boomers

The Deakin Melbourne Boomers have been a part of the Women's National Basketball League (WNBL) since 1984, making the club both the oldest WNBL club and the longest-running elite-level women's sports team in Australia.

The iconic brand of the Boomers is both nationally and internationally recognised, most notably for being home to more Olympians and Opals than any other basketball club across Australia.

Our mission is to make a difference for women through basketball. From our WNBL program to our Boomers Academy to our community work – it's all about that purpose.

Basketball is our platform. Through the incredible role models in our Club, we can inspire and motivate, and we're committed to doing that.

Our Trademarks are that we are United, Fearless, Professional, Accountable and Inspiring.

We are a not-for-profit organisation with the Chair and Board members volunteers and contributing financially (since new ownership in 2016). We employ eight (8) FTE staff all-year-round, 12 professional female athletes (primarily in-season) and additional support contractors for the WNBL program.

Current KCC-Boomers Partnership

In 2018 KCC recognised the opportunity to partner with the Boomers as socially progressive support for women's sport. The partnership recognised the value of community programs that present strong female role models and providing to the Boomers in building its operations.

As a result, a five (5) year agreement commenced in October 2018. The current agreement runs for a further 21 months to June 2023.

The objectives of the agreement for KCC include:

- To enhance Councils community engagement programs by utilizing female role models through personal Boomers player appearances at community activities, and through tailored content that supports these objectives.
- Grow the active participation of girls and women in sport enabling improved health and wellbeing, gender equality and the encouragement of a strong and positive culture across all grassroots sports.
- Strengthen the ongoing elite competition basketball program at Knox Regional Sports Park to further reinforce its positioning at the State Basketball Centre.
- Foster and enhance accessibility for all members of the Knox community to be able to experience elite female sport, made possible through televised and live streaming of Boomers matches, and by the Melbourne Boomers maintaining affordable entry prices and providing through this Agreement, specific promotions for identified groups.

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Under the agreement, KCC contributes \$160,000 per annum (indexed by CPI) to the Boomers with the funding allocated as follows:

- 30% funding (\$50K p.a.) for community programs in City of Knox (target hours delivered by players, coaches, leadership team)
- 70% funding (\$110K p.a.) for WNBL home games at SBC (75% of Boomers home games) and City of Knox brand building throughout 12 months

Pleasingly, since commencement of the agreement, the partnership has contributed to, and benefited from, the growth in profile and operations of Melbourne Boomers including:

- Increased community recognition of the Boomers within KCC
- Creation of the Melbourne Boomers Academy based at SBC (created in 2018)
- Growth in broadcast recognition and audience (local, national, and international)

Given the impact of COVID in Melbourne, the WNBL 20-21 season was relocated to Queensland in November and December 2020. Our organisations worked together to amend the agreement and provide alternate rights and benefits. Due to restrictions on events due to lockdowns, a remaining balance of 80 hours for community programs were unable to be delivered in the 20-21 year (250 hours of community work is deliverable per annum).

The construction program for the redevelopment of the State Basketball Centre (SBC) commenced in September 2021 and presents additional constraints on the Boomers activities especially around home game events and high-performance training environment. The construction is expected to continue through to Q4 2023 and as a result it will impact the WNBL Season 21-22 commencing this December and the following WNBL Seasons through to 2023-24.

The construction footprint impacts include:

- 50% reduction in car parking for event day (limited capacity) – see Appendix 3 for overlay
- Impact on high performance training environment
- Reduced home game viability due to crowd limitation (<1,000)
- Continued venue availability constraints to ensure community basketball commitments can be fulfilled at SBC

As a result, the Boomers have been required to relocate high performance training and home games to SSC Parkville commencing this November.



However, the City of Knox will continue (throughout the SBC redevelopment program) to be centre of operations for:

- KCC community programs
- Melbourne Boomers Academy at SBC
- A limited number of WNBL home games at SBC (subject to WNBL fixturing and venue availability/capacity)

And the Boomers will return to SBC upon completion of high-performance facilities and Show Court upgrades (for home games).

Proposal to Amend and/or Extend the Partnership

We believe that given the ongoing impacts of COVID and the timeline for the SBC redevelopment construction program provide the need to pause and reflect on the current agreement particularly in relation to:

- WNBL home game requirements given event day restrictions (during construction program)
- Opportunity to expand future community programs (both in volume and target audience)
- Expansion of Melbourne Boomers Academy program in City of Knox
- The length of term and extending the agreement beyond completion of the SBC redevelopment

We propose the following for consideration:

1. Allocate an increased proportion of the funding to expanded community programs/activities in the City of Knox across the year (75% or \$120K per annum)
2. Allocate a decreased proportion of funding to branding and home games at SBC (25% or \$40K per annum)
3. An extension of the partnership for an additional three years from its current end date of 30 June 2023 to 30 June 2026

The expanded community programs to consist of:

- a) "Be Your Best" program delivered in partnership by Melbourne Boomers and Stride Education
 - i. Delivered in schools (Year 5-6 and 7-9) and sporting clubs within KCC
 - ii. Boomers bring our athletes as role models and Stride over 30 years of experience facilitating evidence based Social and Emotional learning program
 - iii. See details of this exciting program at Appendix 1
- b) Expanded academy programs with free admission for KCC residents

Appendix 2 sets out the proposed changes to the current agreement.



The KCC partnership with the Boomers has been critical to our growth and support of women's sport. We are excited about the opportunity to build and extend the impact of the partnership in the community of Knox.

We would welcome the opportunity to discuss the above proposal with you. Please do not hesitate to contact me on 0419 683 795 or Christy Collier-Hill on 0412 653 000.

Yours sincerely

A handwritten signature in black ink that reads "Tony Hallam".

Tony Hallam
Chair

Appendix 1 – Be Your Best Program

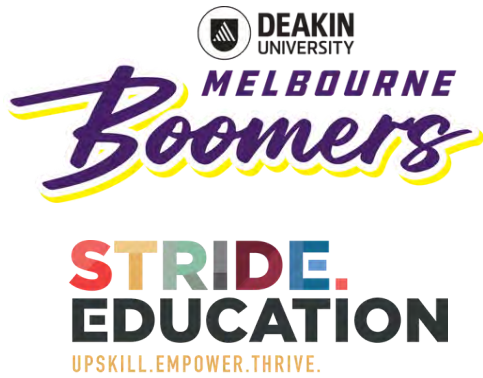
Appendix 2 – Proposed Amendments to Partnership Agreement

Appendix 3 – SBC Redevelopment Car Park Overlay (October 2021)



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APPENDIX 1



PROGRAM PROPOSAL

October, 2021



**Deakin Melbourne Boomers & Stride Education
Be Your Best Student Program**

Fearless Inclusive Inspiring

PROGRAM PROPOSAL

ABOUT US

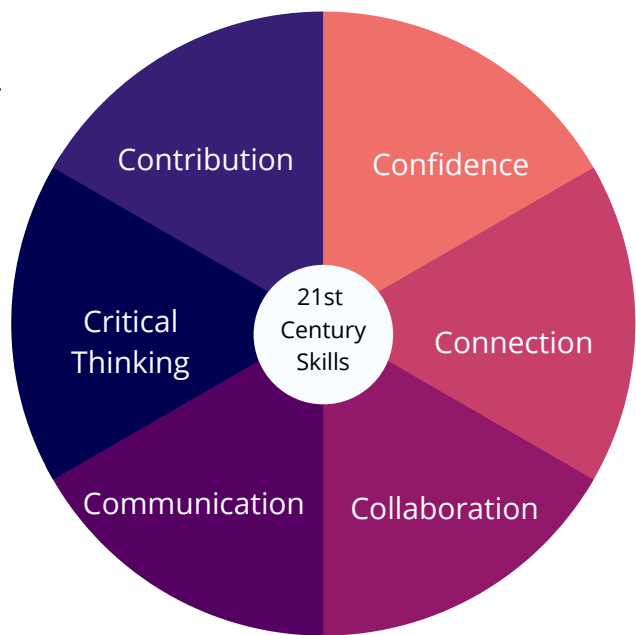


The Deakin Melbourne Boomers have been a part of the Women’s National Basketball League (WNBL) since 1984, making the club both the oldest WNBL club and the longest-running elite-level women’s sports team in Australia (in any sport).

The last 3 years have seen a focus on community activations with a focus on resilience and social connections.

STRIDE EDUCATION is passionate about making a change in a changing world. For over 35 years, we have been delivering social and emotional learning programs to students, teachers and parents.

Our programs offer key tools, or what we call *STRIDE STEPS*, that offer practical and easy to implement skills that help our students take life in their stride.



Stride Education Program Framework

PROGRAM PROPOSAL**COVID-19 UPDATE**



ACCORDING TO the Centres of Disease Control and Prevention, beyond getting sick, many young people's social, emotional, and mental well-being has been impacted by the pandemic. Some of the challenges children and young people face during the COVID-19 pandemic relate to:

- Changes in their routines (e.g., having to physically distance from family, friends, worship community)
- Breaks in continuity of learning (e.g., virtual learning environments, technology access and connectivity issues)
- Breaks in continuity of health care (e.g., missed well-child and immunization visits, limited access to mental, speech, and occupational health services)
- Missed significant life events (e.g., grief of missing celebrations, vacation plans, and/or milestone life events)
- Lost security and safety (e.g., housing and food insecurity, increased exposure to violence and online harms, threat of physical illness and uncertainty for the future)

PROGRAM PROPOSAL

BE YOUR BEST STUDENT PROGRAM

In response to the impact Covid-19 has had on students, the Deakin Melbourne Boomers and Stride Education have collaborated to deliver a unique program designed to foster healthy, respectful, and positive social connections amongst peers. In addition, the program targets the demand for mental health coping strategies by helping students have greater emotional literacy and management as well as learning how to manage the complexities of the online world.

BE YOUR BEST IS is a program based on one of Stride's most successful programs, Supportive Friends. This program explores 3 aspects of relationships:

- THE RELATIONSHIP WITH **SELF**
(MINDSET, EMOTIONS & SELF-REGULATION)
- THE RELATIONSHIP WITH **OTHERS**
(HOW TO CONNECT & COMMUNICATE)
- THE RELATIONSHIP OF OTHERS **ONLINE**
(BE MINDFUL OF ONE'S DIGITAL FOOTPRINT, BE SAFE & CONNECTED ONLINE)



PROGRAM PROPOSAL**BE YOUR BEST
STUDENT PROGRAM OUTLINE**

Session topic	Description
Module 1: Introduction and program set up Group Brainstorm	Topics: Students explore the qualities of an ideal friend as well as what issues make or break friendships.
Module 2: Getting to know me	Topics: Self-Talk Mindset Identifying character strengths Ultimate Me A2 Poster
Module 3: Communication and connection skills	Topics: Building empathy Reading body language Active listening
Module 4: Speaking up for myself	Topics: Speaking up for myself What is assertive communication?
Module 5: My online self	Topics: Digital literacy Developing a responsible digital footprint How to manage relationships online
Module 6: Conflict Resolution	Topics: Students partake in an activity to problem solve everyday friendship issues.

PROGRAM PROPOSAL

ABOUT STRIDE EDUCATION

In the last three years, Stride:

- worked with over 8000 young people
- Delivered over 200 school programs
- Worked with over 300 teachers

Teacher Survey Responses

97% Reported that students could implement the skills learned

95% Reported that there was an increase in positive relationships amongst students

97% Reported that the facilitator engaged the group in a relevant and meaningful way

Student Survey Responses

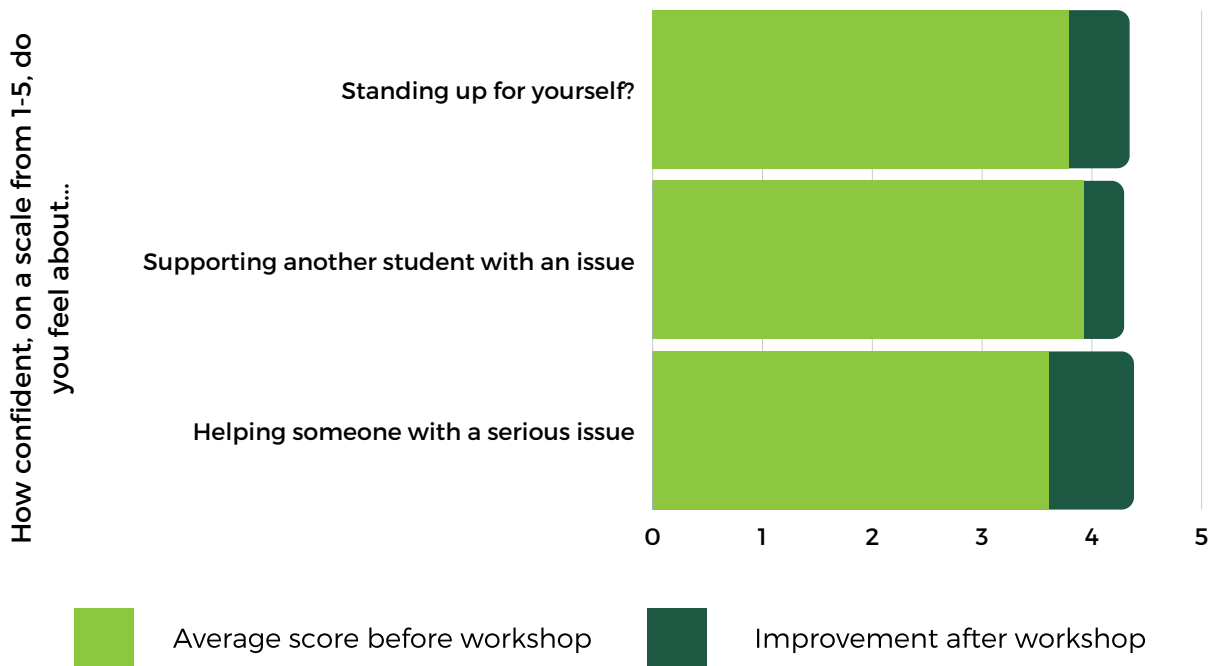
89% Reported that they learned ways to help other people with problems

80% Reported that they learned ways to listen and understand how others are feeling

PROGRAM PROPOSAL

PROGRAM STATISTICS

Supportive Friends Feedback collected from Grade 11 and 12 29/05/2019



Student Testimonials

“It’s beneficial towards creating a positive school environment and helps interpersonal skills.” – Student

“It was a very beneficial session and I would highly recommend it to every one.” – Student

“It’s a great program to develop skills and learn to be a supportive friend.” – Student

PARTNERSHIP PROPOSAL

WHAT WE PROPOSE

Deakin Melbourne Boomers and Stride Education are collaborating to deliver the **BE YOUR BEST PROGRAM** to both primary and high schools in the Knox City Council district.

The **Boomers** are bringing their players' passion, energy, enthusiasm and charisma and **Stride** is bringing over 30 years of experience facilitating evidence-based Social and Emotional Learning programs.

TARGET AGE GROUP

Primary School students in grades 5-6

High School students in grades 7-9

DELIVERY SCHEDULE

We are aiming to deliver one session per calendar month, in a different school or sporting club, each year.



CONTACT US

Stride Education

Cheryne Blom
Program Manager

cheryne.blom@stride.org.au
0409 769 263

Deakin Melbourne Boomers

Christy Collier-Hill
General Manager

christy@melbourneboomers.com.au
0412 653 000



Appendix 2 - Summary of Proposed Amendments to Agreement

Clause	Point	Current	Proposed
Contract Renewal Deadline	N/A	Not included	Set 30 September 2022 as date by which renewal discussions are to be completed.
Game Requirement	1.1	<p>This Agreement is subject to MB’s ongoing tenancy at the State Basketball Centre, and the Boomer’s playing at least 75% of home games for the WNBL season at the State Basketball Centre, George Street, Wantirna South, Melbourne.</p> <p>Each season this translates into 7 regular season games being scheduled at SBC.</p>	<p>For Seasons 21-22 and 22-23 the ability to hold games at SBC given the construction footprint impacts including:</p> <ul style="list-style-type: none"> - 50% reduction in car parking for event day (limited capacity – see Appendix 3) - Impact on high performance training environment - Reduced home game viability due to crowd limitation (<1,000) - Continued venue availability constraints to ensure community basketball commitments can be fulfilled at SBC <p>Subject to availability of SBC (availability needs to meet WNBL broadcast requirements being weekends and public holidays), proposed commit to hosting a minimum of four regular season games over the two seasons at SBC.</p>
Partner status	1.2	<ul style="list-style-type: none"> • MB will recognise and promote KCC as the Boomers’ Major Community Partner. • When referring to the partnership, MB will refer to the Boomers as a KCC Community Engagement Partner. • When acknowledged verbally by MB, KCC will be referred to in full as “Knox City Council”. 	No change

Appendix 2 - Summary of Proposed Amendments to Agreement

Clause	Point	Current	Proposed
Logo & Artwork	1.3	<ul style="list-style-type: none"> • MB agrees to provide all logo artwork, graphics suitable for signage, IP, word copy, flyers and handouts where required. • Where the KCC logo is to be applied by MB, KCC requires approval to be sought, with a minimum 48 hours required for approval, which is to be given by the KCC Communications team. This approval process is to be managed through the Relationship Managers. 	No Change
Uniform Branding	1.4	MB will cause the KCC logo to be prominently displayed on the right chest of all player warm-up tops.	No change
Hospitality	1.5	<p>MB will provide KCC with ten (10) invitations to all Club match day functions held at the State Basketball Centre, the Season Launch and the Annual Presentation Night.</p> <p>When requested by KCC, MB will provide one (1) corporate hospitality for up to ten (10) people at the Boomers’ regular season and finals home games (inclusive of catering).</p> <p>This hospitality will be available for redistribution at KCC’s discretion for the purposes of community activation and community engagement</p> <p>KCC will have priority access to purchasing additional tickets to the Annual Presentation Night.</p> <p>KCC will have priority access to purchase LED packages, corporate boxes and reserved seating for WNBL Finals games.</p>	<p>This would continue at all home games held in Greater Melbourne region.</p> <p>No changes to rights and benefits.</p>

Appendix 2 - Summary of Proposed Amendments to Agreement

Clause	Point	Current	Proposed
Signage	1.6	<p>MB will cause the KCC logo to appear:</p> <ul style="list-style-type: none"> • On LED courtside advertising rotation during all regular season home games and any finals. • On Super Screen LED advertising rotation during all regular season home games and any finals. • As floor decals in two (2) positions on the show court for all regular season games at State Basketball Centre and any finals. These two (2) positions can be altered upon agreement by KCC and MB. • On all player pull-up banners. • On other signage recognising Major Partners at both the State Basketball Centre and at other external locations. 	<p>Due to player safety concerns (slippery surface) there will be significant reduction in number of floor decals on court.</p> <p>To compensate for this reduction in benefit, KCC will be provided LED signage above the SBC entryway across the full 12 months annually.</p> <p>This permanent LED signage at SBC is more than double (at \$60K) the audience value of the decals (\$30K)</p>

Appendix 2 - Summary of Proposed Amendments to Agreement

Clause	Point	Current	Proposed
Promotion and Media Releases	1.7	<p>MB will cause the KCC logo to appear:</p> <ul style="list-style-type: none"> • On the MB website, linked to knox.vic.gov.au • On all player 'hero' cards. • On all 'Club' printed and digital collateral that includes the logos of all Major Partners – this includes printed material both at State Basketball Centre and in external locations. <p>KCC will be acknowledged where possible and applicable in all MB media releases. Where KCC is mentioned, approval will need to be sought from the KCC Communications team.</p> <p>MB will cause for the KCC Mayor or designated KCC person to speak at the Boomer's Annual Season Launch and Boomer's Awards Presentation Night.</p>	No change

Appendix 2 - Summary of Proposed Amendments to Agreement

Clause	Point	Current	Proposed
Social Media & Collateral	1.8	<p>MB will:</p> <ul style="list-style-type: none">• Use KCC social media handles in all posts when referring to KCC.• Use MB social media channels to promote all partnership community engagement activities through regular posts (as a guideline, a minimum of one (1) post, pre and one (1) post-activity).• Use social media posts with photos of Boomers’ players at Knox community activities and venues, to promote and reinforce the partnership objectives - as a guideline, a minimum of one post per month. <p>MB will provide KCC with access and usage of collateral promotional material produced during the normal course of their activities.</p>	No change

Appendix 2 - Summary of Proposed Amendments to Agreement

Clause	Point	Current	Proposed
Community Engagement	1.9	<p>MB will specifically assign and deliver no less than 250 hours player time in each year of the Agreement for the support of KCC community engagement programs.</p> <p>MB will engage with KCC to develop and agree upon a community engagement program by 30 June of each year for the following year.</p> <p>The community engagement program will be, administered and facilitated by MB, with support from KCC. The community engagement program will set out the proposed activities and type of player involvement on a month-by-month basis.</p> <p>The community engagement program could take the form of:</p> <ul style="list-style-type: none"> • Player, coach and official’s appearances and participation at designated activities; including autograph signings, public speaking, active participation in workshops, coaching and participation in sports activities, and mentoring for young persons with activities across council events, youth groups, schools, sporting clubs and other similar organisations. • Development of specific content (video, photo, written) to further engage and reinforce key messaging for identified groups. 	<p>MB community programs for 21-22 and 22-23 to consist of annually:</p> <ol style="list-style-type: none"> 1. As current - 250 hours player time each year of the Agreement for the support of KCC community engagement programs such as: <ol style="list-style-type: none"> a. Mamma Ball b. Supporting KCC festivals and events c. Melbourne Boomers Basketball Clinics (free for KCC residents) 2. “Be Your Best” program delivered in partnership by Melbourne Boomers and Stride Education. The school/sporting club program will focus on the social and emotional wellbeing of students and club members and will be delivered using trained facilitators and MB players: <ol style="list-style-type: none"> a. 10 programs per annum b. Delivered in schools (Year 5-6 and 7-9) and sporting clubs within KCC c. Details of the program at Appendix 1 3. Complimentary admission for twelve (12) KCC residents to participate in the Melbourne Boomers Junior Academy program (value \$250 pp). <p>KCC approve carry over of 80 hours from 20-21 to not be carried forward.</p>

Appendix 2 - Summary of Proposed Amendments to Agreement

Clause	Point	Current	Proposed
Game Passes	1.10	<p>In addition to its obligations under clause 4.4, MB will provide KCC with:</p> <ul style="list-style-type: none"> • Fifty (50) Community passes (General Admission game tickets) to all regular season home games for redistribution at its discretion for the purposes of community activation and community engagement. • Invitations to games for community groups where applicable. • VIP seating for four (4) people to every regular season when required 	<p>For Seasons 21-22 and 22-23 the ability to hold games at SBC given the construction footprint impacts attendance capacity. In addition, COVID restrictions for 21-22 remain to be determined.</p> <p>Given these constraints the following approach for 21-22:</p> <ul style="list-style-type: none"> • Twenty-five (25) Community passes (General Admission game tickets) to all regular season home games at SBC for redistribution at its discretion for the purposes of community activation • To support the domestic clubs of Knox Basketball, the following allocations will be made to EACH of the 16 domestic clubs: <ul style="list-style-type: none"> - Twenty (20) x 2-game memberships - 20% discount to all Boomers Academy Programs

Appendix 2 - Summary of Proposed Amendments to Agreement

Clause	Point	Current	Proposed
Planning, Reporting & Reviewing	1.11	<p>MB will provide a quarterly written summary of activities provided during the previous quarter generally on the agreed reporting template by 15 October, 15 January, 15 April and 15 July of each year.</p> <ul style="list-style-type: none"> • MB will undertake in conjunction with KCC a review each quarter of the community engagement forward program and agree upon an updated program, by 15 October, 15 January, 15 April and 15 July of each year. • MB in conjunction with KCC will conduct an annual review post the playing season by 30 June each year which will review the previous year's activities. <p>MB will include in the reporting measures against the objectives as a means of tracking and enabling fact-based reviews of the progress of the partnership.</p>	No change

STATE BASKETBALL CENTRE TRAFFIC FLOW & CAR PARKING

EFFECTIVE 20 SEPTEMBER 2021



Stadium Entry

Both entrances off George Street remain open for public access during the stadium redevelopment

One Way Traffic

The road strip along the front of the facility remains one way. You must exit from the top intersection. Signage will be in place.

Overflow Carpark

The carpark up towards the soccer fields will remain open to users of the facility as an overflow carpark.

Road Closed

During construction, the roadway and footpath around the facility is closed for public access

STATE BASKETBALL CENTRE FREQUENTLY ASKED QUESTIONS



Are both road entrances off George Street open for public access?

Both entrances will be open for ENTRY. However, the intersection at the rear of the facility, closest to the Knox Transfer Station, will only be able to be used as an EXIT for those that park in the Staff Carpark. This is due to the roadway around the stadium being closed off and the strip along the front being a one-way road. Signage will be in place.

Once I'm here, do I still use the normal entrance at the front of the building?

Both entrances at the front of the facility will remain the entry points to the stadium for the time being. As you approach the stadium, please check the electronic screen above the automatic glass doors on the way through for any additional information.

When I arrive at the State Basketball Centre, where do I park?

The main carpark at the front of the facility will remain mostly unaffected. If you are unable to find a car park, you are permitted to use the overflow carpark up towards the soccer fields.

Will this mean there will be changes to my games at State Basketball Centre?

There will be no effect to the day-to-day operations of the facility and as such, no effect to your games. The only impact we face in the short term is a slight reduction in the number of car parking spaces available.

Should I leave home earlier to get to my games at the State Basketball Centre?

Due to the decrease in car parks, we would advise you to leave an additional 5 minutes earlier to allow time to park your vehicle and walk to the entrance.

Find out more about the State Basketball Centre Redevelopment at development.vic.gov.au/SBC



DEAKIN MELBOURNE BOOMERS & KNOX CITY COUNCIL

WNBL 21/22 & 22/23 – PROPOSED CONTRACT AMENDMENT

BACKGROUND

The KCC & Boomers contract states that Boomers will play 75% of home games at the State Basketball Centre.

Due to the construction program for the redevelopment of the State Basketball Centre (SBC), the Boomers are unable to play the majority of their games at the facility.

OUTCOME

Boomers will play two (2) home games at the SBC this season, from a total of nine (9) home games in Melbourne.

PROPOSAL

It is the understanding of the Boomers that due to the inability of the Boomers to play 75% of home games at SBC for the next two seasons, that KCC wishes to reduce the sponsorship fee for that timeframe.

RECOMMENDATION

Noting that the total value of assets is significantly higher than the sponsorship contribution, and that the situation is entirely external (and out of Boomers control), the Boomers would like to recommend a reduction of \$10k each year.

TO NOTE

Please note that there is intention to deliver all other elements of the existing contract, including community programs and other benefits outside game location.

Christy Collier-Hill
General Manager

10 Office of the CEO Reports for consideration

10.1 Vacant Land / Derelict Property - Response to Notice of Motion

SUMMARY: Chief Financial Officer, Navec Lorkin

This report responds to Notice of Motion No. 123 - Differential Rates (Vacant and Derelict Land) adopted by Council at its 26 July 2021 Council meeting. Creation of a separate rating differential for vacant land and derelict properties is possible and could be considered as part of the 2022/23 Budget process.

RECOMMENDATION

That Council resolve to receive and note the Officers' report in relation to Notice of Motion No. 123 - Differential Rates (Vacant and Derelict Land).

1. INTRODUCTION

Council resolved at its Council Meeting of 26 July 2021 that:

Acknowledging the inherent differences between vacant and derelict land that currently form the single 'Vacant Land or Derelict Land' rating differential category as part of Council's adopted Revenue and Rating Plan 2021-22, that Council receive a report no later than the November 2021 Council Meeting that advises on:

- 1. The feasibility of creating separate Vacant Land and Derelict Land rating differentials as part of a future revenue and rating plan, including any legal, operational or implementation implications.*
- 2. The potential objectives, definitions and policy considerations that would apply to each rating differential and whether the use of the rating differential would likely achieve broader policy objectives such as the ongoing challenges with derelict buildings or properties.*
- 3. The existing or potential policy or procedural considerations for including a property in either rating differential category; and*
- 4. Benchmarking of how a selection of other councils address these categories as part of their rating strategies.*

Council resolved at the meeting of Council on 22 November 2021:

That Council note an officer report responding to Notice of Motion 123 – Differential Rates (Vacant and Derelict Land) will be presented to the December 2021 Council meeting.

2. DISCUSSION

The *Local Government Act 2020* (the Act) requires each council to prepare a Revenue and Rating Plan. The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Council which, in conjunction with other income sources, will adequately finance the objectives of the Council Plan.

The Revenue and Rating Plan is required to detail the rating differentials which are applied by Council. The Knox City Council rating structure comprises six differential rates, these are:

- Residential 100%
- Retirement Village 80%
- Commercial 250%
- Industrial 265%
- Recreational 100%
- Vacant and Derelict 310%

The Revenue and Rating Plan 2021-2025 defines vacant and derelict land as ‘any land on which there is no building that is occupied or adapted for occupation or contains a building that is ordinarily adapted for occupation which is abandoned, unoccupied and in a very poor condition resulting from both disuse and neglect.’

The objective of the vacant land and derelict differential as per the Revenue and Rating Plan 2021-2025 is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including:

- Encouragement of development/and or improvement of land; and
- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services; and
- Requirement to ensure that Council has adequate funding to undertake it’s strategic, statutory, and service provision obligations.

The creation of separate differential groups for vacant land and derelict properties is possible and would need to be done in conjunction with updating Council’s Revenue and Rating Plan, in accordance with the parameters of differential rating set down in the Act and associated regulations. Creation of a new differential should be undertaken in combination with the annual budget process.

If the differentials are split for vacant land and derelict properties, the objectives for each would need to be agreed and adopted in an updated Revenue and Rating Plan. Proposed objectives and definitions are provided below.

Vacant Land

The primary objective for the vacant land differential rate is to encourage development and or improvement of the land. The current definition and objectives in the Revenue and Rating Plan 2021-2025 would require minor update to accommodate this.

Derelict Property

The proposed primary objective for the derelict property differential is to promote the property be maintained in a manner that does not constitute a danger to health or property or is detrimental to the general amenity of the neighbourhood or immediate area.

The definition of derelict is proposed to be defined using the same definition as set out in the Knox City Council Amenity Local Law 2020 under the sections ‘condition of private land’ and ‘dilapidated buildings’. It would be proposed this differential to be applicable to residential, commercial and industrial properties.

The definitions as per the Knox City Council Amenity Local Law 2020 are:

Condition of private land

An owner or occupier of private land must not cause or allow that private land to be kept in a manner which is or is likely to constitute a danger to health or property

An owner or occupier of private land must not cause or allow that private land to be kept in a manner which is unsightly or detrimental to the general amenity of the neighbourhood in which it is located.

An owner or occupier of private land must not cause or allow that private land to be used in a manner so as to be detrimental to the amenity of the immediate area.

Dilapidated buildings

An owner or occupier of private land:

(a) must not allow a building located on that private land to:

(i) become dilapidated; or

(ii) become dilapidated further; and

(b) must not fail to maintain any building on that private land in a state of good repair

The owner or occupier of private land on which there is a vacant dilapidated building must take all reasonable steps to secure the private land from authorised access.

For the purposes of sub-clause (a), a building is dilapidated if it is in a state of disrepair or has deteriorated or fallen into a state of partial ruin as a result of age, neglect, poor maintenance or misuse.

Identifying vacant land occurs through established processes such as issuance of a demolition permit or certificate of occupancy which triggers the change to or from vacant land. A similar workflow is not established for derelict properties.

The current objective of the vacant and derelict land differential is to encourage the development of vacant and derelict land, the effectiveness is not easily assessed. The number of properties rated as vacant and / or derelict has been relatively steady for the last two years. The higher numbers a few years ago coincided with some larger developments.

Separating the vacant land and derelict property differential would provide an opportunity for the vacant land rate to be reviewed separately.

Based on the benchmarking undertaken across fifteen other councils, of these, only two utilise a derelict differential and only one property is currently assessed as derelict.

A feasible option for creation of a derelict property differential is:

- The definition of derelict property differential in an updated Revenue and Rating Plan is the same as the definition for in the Knox City Council Amenity Local Law 2020.
- A workflow established between the Community Laws and Rates teams for when a property is recommended to have the classification changed to derelict. This would often follow a compliance process initiated under the Amenity Local Law.
- The initial establishment of the differential would require a visual inspection of all properties within the vacant land/derelict class to establish which differential they should be classified within.

It is not considered a feasible option to proactively review all properties on an annual basis for consideration of movement into a derelict property class as this would be time and cost prohibitive.

3. CONSULTATION

The Revenue and Rating Plan 2021-2025 was available for comment on the 'have your say platform' and was adopted on the 28 June 2021.

4. CLIMATE CHANGE CONSIDERATIONS

The initial visual inspection of just over 400 properties in the vacant land/derelict class as a one-off exercise would contribute slightly to overall vehicle emissions. Beyond that, there are not considered to be any tangible climate change impacts.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

Encouraging the development of land and upkeep of properties can impact positively on amenity.

6. FINANCIAL & ECONOMIC IMPLICATIONS

To separate vacant land and derelict properties into two differentials requires a visual inspection of each property for the initial separation. This is estimated to cost between \$20k - \$35k and is a once off expense.

7. SOCIAL IMPLICATIONS

There are examples of properties in disrepair that are occupied within Knox. Issues such as poverty and mental health as well as personal standards may also impact the appearance and condition of a property. Extending a classification of derelict in these situations may need to consider any unintended adverse impacts.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Civic Engagement & Integrity

Strategy 5.2 - Manage our resources effectively to ensure financial sustainability and improved customer experience.

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Chief Financial Officer, Navec Lorkin
Report Authorised By: Chief Executive Officer, Bruce Dobson

Attachments
Nil

10.2 CEO Employment & Remuneration Policy

SUMMARY: Principal People & Culture Partnerships, John Rashed

The Chief Executive Officer Employment & Remuneration Policy, accompanied with the updated Chief Executive Officer Employment & Remuneration Committee Terms of Reference have been developed in accordance with section 45 (1) of the *Local Government Act 2020* and it is a lawful requirement for the policy to be in place by 1 January 2022. The Policy is formed to ensure adherence to all matters pertaining to the employment and remuneration of the role of Chief Executive Officer at Knox City Council.

RECOMMENDATION

That Council resolve to:

- 1. Adopt the CEO Employment & Remuneration Policy (Attachment 1).**
- 2. Adopt the amended CEO Employment & Remuneration Committee Terms of Reference as set out in Attachment 2, subject to the acceptance of tracked changes.**

1. INTRODUCTION

The CEO Employment & Remuneration Policy is designed to provide direction on Council's commitment to the application of good governance and transparency in all matters relating to the employment, management and remuneration of the Chief Executive Officer.

2. DISCUSSION

This Policy provides a clear direction towards managing the employment and remuneration cycle of the CEO. The Committee is an advisory committee and reports to Council in relation to the employment cycle of a CEO, which is a core responsibility of the elected Council. This Policy outlines the mechanisms which will support the Council in fulfilling its obligations regarding CEO employment and remuneration. Council will carry out its functions relating to the appointment, remuneration, performance and contract of the CEO in accordance with the following principles:

- The Committee must include at least three Councillors, one of whom will be the Mayor, plus the Independent Member appointed by Council who is entitled to be remunerated for their services. Council may appoint more than three Councillors, however, must not appoint other persons, excluding the Independent Member, who are not Councillors.
- A quorum of three (3) Councillors must be present to transact business of the Committee. If the Mayoral election occurs during a CEO recruitment period with a new Mayor elected, the current Mayor at the time of the recruitment process will continue to be involved until such time as the CEO is appointed. The new Mayor, if not already appointed to the Committee, will join the Committee.
- The Councillor members of this Committee will make a recommendation to Council on the appointment of an Independent Member having considered a minimum of two from appropriately experienced persons. The Independent Member will be a neutral person who has detailed knowledge and experience in executive recruitment and oversight of CEO Contracts of Employment as well as experience in developing and facilitating executive performance reviews.

Experience and knowledge of the Local Government sector is required. An inquiring mind and the ability to analyse information will assist in carrying out the role of Independent Member.

The Policy provides a thorough description of the roles and responsibilities of each member of this Committee. Each role plays a critical part towards managing the employment, contract and remuneration of the CEO.

3. CONSULTATION

In forming this Policy, consultation has taken place with:

- Council's Governance team
- Executive Manager Strategy, People & Culture
- Former Independent Member – Mr. Phil Shanahan
- Cr Lisa Cooper, former Mayor
- Maddocks Lawyers.

4. CLIMATE CHANGE CONSIDERATIONS

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

There are no environmental or amenity considerations relating to this matter.

6. FINANCIAL & ECONOMIC IMPLICATIONS

The remuneration of the CEO should have regard to the fiscal and economic conditions of Council and any determination that is currently in effect under section 21 of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019, in accordance with the Local Government Act 2020 Section 45 (3) (B).

7. SOCIAL IMPLICATIONS

There are no social implications relating to this matter.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025

Civic Engagement & Integrity

Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

9. CONFLICT OF INTEREST

The CEO has a conflict of interest associated with this Policy and has been removed from any approval process relating to this Policy.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: Principal People & Culture Partnerships, John Rashed

Report Authorised By: Executive Manager, Strategy, People and Culture, Sam Stanton
Director, City Strategy and Integrity, Matt Kelleher

Attachments

1. Knox CEO Employment & Remuneration Policy - December 2021 [**10.2.1** - 8 pages]
2. CEO Employment & Remuneration Committee Terms of Reference - 20 December 2021 - Tracked Changes [**10.2.2** - 4 pages]



Chief Executive Officer Employment & Remuneration Policy

Policy Number:	TBC		
Directorate:	Council	Responsible Officer:	Executive Manager Strategy, People & Culture
Approval by:	Council	Version Number:	1
Approval Date:	TBC	Review Date:	30 April 2024
Commencement Date:	1 January 2022		

1. Purpose

This Policy meets a legislative requirement under section 45 of the *Local Government Act 2020* (the Act) and provides for the ways in which Knox City Council (**Council**) will:

- Obtain independent professional advice in relation to the matters dealt with in this policy;
- Manage the recruitment and appointment of its Chief Executive Officer (CEO);
- Form and manage the terms of the CEO employment contract;
- Form and monitor the CEO performance criteria and establish key performance indicators (KPIs);
- Conduct the annual review of the performance of the CEO; and
- Form and monitor the remuneration package of the CEO.

In meeting its obligations under section 45 of the Act, this policy includes:

- The recruitment and appointment process;
- Provisions to be included in the contract of employment;
- Remuneration;
- Performance monitoring;
- Setting the annual performance review;
- Other terms and conditions of employment, including any requirements prescribed in legislation.

This policy has been developed taking into account any determination that is currently in effect under section 21 of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*.



2. Context

Knox City Council is committed to ensuring the application of good governance, transparency and respect in all matters relating to the employment, management and remuneration of the CEO.

3. Scope

The Policy applies to the role of CEO, it encompasses all mechanisms which support Council in fulfilling its obligations regarding the employment and remuneration aspects of the role of CEO and under the Act.

The aims of Council in relation to this Policy are to:

- Establish a CEO Employment & Remuneration Committee (the Committee);
- Provide processes for the recruitment of a natural person and their appointment to the position of the CEO;
- Draft and approve the Contract of Employment entered into between the Council and the CEO;
- Seek and be guided by independent professional advice in relation to the matters dealt with in this Policy;
- Provide processes for determining and reviewing the remuneration package of the CEO;
- Provide processes for supporting the professional development and the monitoring of performance of the CEO, including setting the KPIs, which should be built into the Contract of Employment and conducting an annual review;
- Determine, as required, whether any variations to the remuneration package and terms of conditions of the CEO are needed; and
- Provide processes for the appointment of an Acting CEO for periods in excess of 28 days.

The aims of the CEO in relation to this Policy are to:

- Work collaboratively with the Committee in determining the KPIs and plan on an annual basis;
- Actively participate in the performance appraisal process as required by the Committee;
- Make use of constructive feedback from Councillors and Committee members in relation to performance appraisal;
- Undertake professional development towards assisting this role to meet and/or exceed the set KPIs; and
- Draw the Committee's attention to any situation where any variation of the established KPIs may be required in light of current circumstances.

4. Policy Principles

CEO Employment and Remuneration Committee

- The Council will establish a CEO Employment and Remuneration Committee.
- The Committee will be an advisory committee to Council and will meet at least twice per year and will be chaired by the Mayor of the day.
- The Committee must include at least three Councillors, one of whom will be the Mayor and the Independent Member appointed by Council who is entitled to be remunerated for their services. Council may appoint more than three Councillors, however, must not appoint other persons, excluding the Independent Member, who are not Councillors.
- A quorum of three (3) Councillors must be present to transact business of the Committee. If the Mayoral election occurs during a CEO recruitment period with a new Mayor elected, the



current Mayor at the time of the recruitment process will continue to be involved until such time as the CEO is appointed. The new Mayor, if not already appointed to the Committee, will join the Committee.

- The Councillor members of this Committee will make a recommendation to Council on the appointment of an Independent Member having considered a minimum of two from appropriately experienced persons. The Independent Member will be a neutral person who has detailed knowledge and experience in executive recruitment and oversight of CEO Contracts of Employment as well as experience in developing and facilitating executive performance reviews. Experience and knowledge of the Local Government sector is required. An inquiring mind and the ability to analyse information will assist in carrying out the role of Independent Member.
- The Committee is to hold meetings to:
 - Organise, collect and analyse data and form a view on ratings prior to meeting with the CEO to discuss and review the CEO's performance against an agreed set of criteria in preparation for biannual reviews;
 - Meet with the CEO to discuss and review the CEO performance against an agreed set of criteria;
 - Consider the responses from the CEO prior to finalising a proposed rating against each KPI (to be approved by resolution of Council) for the annual review;
 - Prepare relevant documentation including Council reports and contractual documents for the approval of Council by resolution;
 - Conduct and maintain appropriate records regarding performance reviews; and
 - Review the remuneration package and conditions of employment of the CEO and make recommendations to Council.
- The Committee will provide an annual report to Council.
- The Committee will determine the meeting procedures at the first meeting of the Committee with the assistance and input of the Independent Member.
- Minutes will be prepared and distributed to the Committee by the secretariat support or their delegate.

Recruitment of the CEO

- The Committee will establish and manage the process to recruit the CEO, designed to ensure the Council can select the best candidate from a shortlist of preferred candidates (with or without a recommendation from the Committee).
- The Committee will identify an Executive Search Consultant to run the recruitment process.
- The Committee will make a recommendation to Council in relation to recommending the identified Executive Search Consultant.
- The Committee must have regard to Council's *Recruiting and Selecting for Excellence Policy* when considering the recruitment of the position of CEO including to:
 - Ensure that the recruitment decision is based on merit;
 - The Disclosure of any conflicts of interest;
 - Support transparency in the recruitment process and, subject to Council's discretion to offer reappointment in accordance with section 44 of the Act, the public advertising of the position; and
 - Have regard to gender equality, diversity and inclusiveness.
- Council will appoint the Executive Search Consultant by resolution at a Council meeting;



- The Committee must ensure that the Executive Search Consultant publicly advertises the CEO role for a new appointment.
- The Committee must liaise with the Executive Search Consultant.

Appointment of the CEO

- Council will receive a report from the Committee on the completion of its role in the recruitment process and Council will proceed to decide on a preferred candidate and to negotiate and finalise a draft Contract of Employment.
- The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.
- The appointment of the CEO must be made by a resolution of Council.

Re-appointment of the CEO

- At a minimum of six months prior to the expiry of the current CEO's Contract of Employment, the Committee will provide a recommendation to Council on:
 - Whether the CEO should be reappointed under a new Contract of Employment;
 - If the recommendation is to reappoint the CEO, the proposed provisions of the further Contract of Employment.
- Any reappointment of the current CEO must be made by a resolution of Council.

Contract of Employment

- The Contract of Employment will at a minimum, include the following:
 - The employment term, which must not exceed 5 years in accordance with s 44(2) of the Act;
 - The responsibilities and duties of the position including compliance with the Act and the Code of Conduct for Council staff;
 - The conflict of interest management requirements;
 - The CEO's remuneration package and other entitlements;
 - Any legislative and contractual obligations, including those during and continuing after appointment;
 - The CEO's leave entitlements;
 - Processes for managing unsatisfactory performance;
 - Processes for early termination, including notice of termination provisions, with notice of termination by Council being a period of six (6) months;
 - Any other matters required to be contained in the Contract of Employment by the Regulations.
- The Contract of Employment may only be varied by a resolution of the Council and if accepted by the CEO, documented in a deed of variation.

Remuneration and Expenses

- The Remuneration package provided to the CEO will form part of the Committee's annual review having regard to:
 - Any statement of Policy issued by the Government of Victoria which is in force with respect to its wages policy or equivalent; and
 - Any determination that is currently in effect under section 21 of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* in relation to remuneration bands for executives employed in public service bodies.
- Council will meet expenses incurred by CEO in relation to:



- Membership and subscription fees payable to professional associations which are reasonably necessary in order to carry out duties;
- Reasonable costs incurred where attending conferences, seminars or other professional development or networking functions; and
- Reasonable costs incurred in performance of required duties.
- The following principles are to guide any setting or review of the Remuneration package:
 - The establishment of the remuneration package of the CEO should be fair and reasonable in light of the role, accountability and inherent requirements of the role.
 - The establishment of the Remuneration package and remuneration review of the CEO should have regard to Council's financial and economic conditions.
 - The establishment of the Remuneration package and remuneration review of the CEO should be set at a competitive level for the relevant market and sector, subject to benchmarking, in order to attract and retain talent.
- The establishment of the Remuneration package and remuneration review of the CEO should be based on rigorous analysis of all relevant factors including those listed above.

Performance Monitoring

- Council will adopt annual Performance Criteria for the CEO, which will include KPIs. The Performance Criteria must be developed collaboratively between the CEO and the Committee.
- The CEO is to provide progress reports to the Committee on a twice-yearly basis.
- The Committee shall meet with the CEO following each progress report to discuss the matters contained in the progress report.
- Following the initial three months of the CEO's term, a meeting with Councillors and the CEO may be coordinated so that:
 - The CEO has an opportunity to prepare, present and highlight any matters that may hinder their ability from achieving any KPIs;
 - The Councillors can provide feedback to the CEO on their perspective of the CEO's performance during the initial period; and
 - The Council and CEO can agree to projects and priorities for inclusion in the CEO's Performance Criteria and KPIs.
- Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis.

Annual Review

- In preparation for Council's review, the Committee is required to submit a confidential annual review report after the end of the financial year to Council (Annual Review Report), which includes recommendations on the following:
 - Whether, and to what extent, the CEO has met the KPIs under the Performance Criteria;
 - Whether any KPIs or other criteria ought to be varied under the Performance Criteria;
 - Whether the Remuneration Package ought to be varied; and
 - Any other necessary matters.
- The Committee will submit the Annual Review Report to Council only after meeting with the CEO to discuss the Committee's proposed recommendations.
- Council shall, after receipt of the Annual Review Report, review the recommendation in the Annual Review Report and advise the CEO of the outcomes of the review process.
- The Annual Review Report will be discussed between Council and the CEO only at a confidential Council Issues Briefing.



Acting CEO

- Council must appoint an Acting CEO when there is a vacancy in the office of the CEO of greater than 28 days or the CEO is unable to perform the duties of the office of CEO.
- The appointment of the Acting CEO must be made by a resolution of Council unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council.

Independent Advice

- The Independent Member appointed to the Committee is responsible for providing independent professional advice to the matters dealt with under this Policy.
- Council will determine:
 - The term of the appointment of the Independent Member; and
 - The remuneration of the Independent Member.
- Council or the Committee can, on an as needed basis, obtain additional independent professional advice in relation to the matters dealt with under this Policy.

Interaction with the Act & Regulations

- This Policy applies subject to any inconsistent obligations in the Act or the Regulations.

Confidentiality

- Council will not disclose any personal information, being information which released would result in the unreasonable disclosure of information about any person or their affairs.
- Council will ensure that it is a term of the Independent Member's engagement that the Independent Member keep confidential all information which the Independent Member acquires by virtue of the engagement.

Delegations

- Council must not delegate the power to appoint the CEO whether on a permanent or acting basis greater than 28 days, however, Council may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days.
- Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO.

5. Roles & Responsibilities

Council is responsible for:

- Meeting the requirements of the Act and other relevant legislation;
- The appointment and management of the CEO, including an Acting CEO, where required;
- Appointing the Independent Member(s) of this Committee;
- Appointing the members of the Committee – Mayor and at least 2 other Councillors will be the minimum three (3) members that sit on this Committee, plus the Independent Member will also be part of this Committee, once appointed;
- Adopting, overseeing and monitoring the implementation of this Policy; and
- Undertaking a review of the Policy when required in accordance with the terms of reference.



Committee Members are responsible for:

- Attending and contributing at each Committee meeting;
- Undertaking the responsibilities of the Committee as set out in this Policy and the Act.

The Independent Member is responsible for:

- Attending and participating each Committee meeting;
- Assisting in the development of the performance criteria and undertaking the annual review of the CEO;
- Performing other functions as required in supporting the CEO's performance reviews and performance development, and providing advice on appropriate development opportunities for the role of CEO;
- Providing independent and impartial advice on the CEO's total remuneration package and remuneration reviews;
- Ensuring that the Committee adheres to statutory obligations and Council's policies and procedures, including equity and fairness;
- Advising of conflict of interests;
- Sharing their findings with the Committee and ultimately, sharing them with the CEO.

The CEO is responsible for:

- Attending and contributing at each Committee meeting to which the CEO has been invited;
- Participating in each performance review undertaken by the Committee;
- Providing relevant information to the Committee in a timely manner;
- Advising Council in instances where an Acting CEO is to be appointed under delegation during the temporary absence of the CEO, in accordance with approved delegations;
- Supporting the Mayor and the Councillors in the performance of their roles in accordance with the Act;
- Ensuring the effective and efficient management of the day-to-day operations of Council in accordance with the Act.

The Executive Manager Strategy, People & Culture is responsible for:

- Providing advice on the interpretation and application of this Policy (recognising that the position of any member of staff assisting in the application of this Policy is made difficult because they are accountable to the CEO (or a person acting as CEO) and therefore acknowledging that requests for assistance need to be limited to no more than those which are reasonably necessary);
- Assisting Council to obtain formal advice, if required; and
- Providing executive and secretariat support to the Committee.

6. References

Council Plan 2021-25

- Civic engagement and integrity: Ensure our processes are transparent and decisions are accountable.

Relevant Legislation

- *Local Government Act 2020*
- *Victorian Independent Remuneration Tribunal & Improving Parliamentary Standards Act 2019*



- *Victorian Charter of Human Rights and Responsibilities Act 2006*
- *Fair Work Act 2009*
- *Gender Equality Act 2020*
- *Freedom of Information Act 1982*

Related Council Policies

- Child Safe Standards
- Procurement Policy
- Recruiting and Selecting for Excellence Policy
- Councillor Code of Conduct
- Staff Code of Conduct

7. Definitions

For the purpose of this Policy, the following definitions apply.

Chief Executive Officer (CEO)	Means the Chief Executive Officer of Knox City Council who has been appointed under section 44 of the <i>Local Government Act 2020</i> .
Committee	Means the CEO Employment and Remuneration Committee established under this Policy.
Contract of Employment	Means the Contract of Employment between the CEO and Knox City Council, including any schedule of the Contract of Employment.
Executive Search Consultant	A consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles.
Independent Member	Means, for the purpose of this policy, a highly experienced individual engaged by Council to fulfil the responsibilities in accordance with this Policy and providing professional and impartial advice to the Committee members. This person will not be a Councillor or Officer of Council.
Remuneration	The total gross remuneration package paid to the CEO pursuant to the Contract of Employment.

8. Monitoring, Evaluation & Review

- This Policy will be reviewed by Council at least once every Council term.
- The implementation of this Policy will be reported annually to Council's Audit & Risk Committee.

9. Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.



Terms of Reference



Chief Executive Officer Performance ~~Evaluation~~ Employment & Remuneration Committee

Directorate: [Chief Executive Officer-The Office of the CEO](#) Responsible Officer: Chief Executive Officer

Version Number: ~~4~~
5

Approval Date: ~~25 November 2019~~ (TBC) Review Date: ~~25 November 2023~~ 30 April 2024

1. Purpose

The Chief Executive Officer's ~~Performance Evaluation~~ Employment & Remuneration Committee undertakes, in conjunction with the Chief Executive Officer, ~~quarterly and confidential bi-~~ annual reviews of the performance of the Chief Executive Officer against pre-determined ~~assessment~~ performance criteria and key performance indicators and assesses the progress towards meeting these criteria, inclusive of making recommendations to Council on the remuneration review.

~~The~~ A confidential annual review report is reported to Council for formal consideration. Further, the Committee, in conjunction with the Chief Executive Officer, formulates the Chief Executive Officer's annual key ~~result~~ areas performance indicators for recommendation to Council.

The Committee has the authority to undertake discussions with the Chief Executive Officer in relation to employment and remuneration within agreed parameters. ~~The~~ As an advisory Committee, the Committee can make recommendations to the Council in relation to the Chief Executive Officer's remuneration review.

2. Objectives

The objective of the committee is to provide a forum for authentic dialogue with the Chief Executive Officer on overall performance and to establish as early as possible in the financial year, and adjust where necessary, the Chief Executive Officer's annual Key ~~Result Areas~~ Performance Indicators.

3. Membership, Period of Membership and Method of Appointment

The Chief Executive Officer ~~Performance Evaluation~~Employment & Remuneration Committee shall comprise the Mayor ~~and any Councillor wishing to be on, at least two (2) other Councillors, plus~~ the ~~Committee-Independent Member~~. A quorum of three Councillors is required for a meeting.

Period of Membership: Council will appoint Councillor representation annually.

Method of Appointment: Annually through Councillor Committee Appointments by Council

4. Delegated Authority and Decision Making

The committee acts in an advisory capacity only and has no delegated authority to make decisions on behalf of Council.

5. Meeting Procedures

Meeting procedures are not prescribed. Meetings are to be held at a time and place determined by the Committee.

The Committee is not required to give public notice of its meetings and its meetings are not open to the public.

Meetings will follow standard meeting procedures protocols, which are in summary:

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

6. Chair

The position of Chairperson shall be held by the Mayor of the day. ~~When this cannot be achieved, the Mayor shall determine the acting Chairperson from other Councillors that sit on this Committee, provided there is a quorum of a minimum of three (3) Councillors. and shall be reviewed annually immediately following Councillor appointments to committees. When this cannot be achieved, the Mayor of the day shall determine the Chair.~~

~~If the Chairperson is not present at the meeting, any other Councillor who has been appointed to the committee shall be appointed Chairperson. In the absence of any other Councillor representative/s, a staff member appointed by the relevant Director may Chair the meeting.~~

7. Agendas and Meeting Notes

Agendas and meeting notes must be prepared for each meeting.

The Agenda must be provided to members of the committee not less than 7 days before the time fixed for the holding of the meeting, in both digital and hard copy formats. The only exception to this deadline is when a public holiday falls on the day the agendas are due, in which case agendas are to be provided close of business 6 days in advance.

Officer reports that fail to meet this deadline, ~~then may be~~ may be considered as supplementary reports, and will only be permitted to be included ~~in the relevant agendas of; Ordinary Council Meetings, Strategic Planning Committee Meetings, Issues Briefings or Special Committees,~~ with the approval of the Mayor, ~~and Council Committees with the approval of the Chair of the Committee.~~

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

The meeting notes ~~of a Council Committee~~ must:

- (a) contain details of the proceedings and recommendations made;
- (b) be clearly expressed;
- (c) be self-explanatory; and
- (d) incorporate relevant reports or a summary of the relevant reports considered by the committee.

Draft meeting notes must be:

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

Agendas and notes from meetings are not required to be made available to the public.

~~8. Voting~~

~~Councillors have voting rights.~~

~~In the event of an equality of votes the Chairperson has a second vote.~~

~~8. 9. Conflict~~Conduct and Interest Provisions~~Integrity~~

In performing the role of committee member, a person must ~~comply with the conflict of interest provisions in the Local Government Act 2020 and the Governance Rules of Knox City Council, and:~~

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

~~Meetings may potentially form an Assembly of Councillors. Councillors and officers are required to comply with the conflict of interest provisions as set down in the Local Government Act 1989.~~

~~Where a meeting is identified as an Assembly of Councillors, staff must follow the designated procedure.~~

~~Where a meeting is identified as an Assembly of Councillors, staff must complete a Record of Assembly of Councillors~~

~~Form. Where a Conflict of Interest is identified by a Councillor at an Assembly of Councillors, the relevant Conflict of Interest form must also be completed. Forms should be forwarded to the Manager Governance & Strategy within 5 working days of the meeting. This information will be published at the next available Ordinary Council Meeting and on the Council's website.~~

~~All members of the committee shall participate in training on the Conduct and Interest provisions, which will be run a minimum of annually by the Governance team.~~

~~9. 10.~~ Reporting

A report of the Chief Executive Officer's annual performance review will be reported to the Council.

10. ~~11.~~—Administration Support

Administration support will be provided by the Chief Executive Officer Directorate.

11. ~~12.~~—Contact with the Media

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

12. ~~13.~~—Review Date

~~The committee will sunset at the conclusion of the project.~~ To ensure currency, the Terms of Reference will be reviewed ~~as a minimum every 4 years. If the committee continues to have a relevant function after 4 years, a report must be presented to at least nine (9) months prior to any Council election. prior to this date that includes a review of the committee's Terms of Reference and seeking endorsement from Council on the committee's agreed function.~~

~~14.~~—

13. Meals

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

14. Administrative Updates

~~From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.~~

11 City Centre Reports for Consideration

Nil

12 Notices of Motion

13 Supplementary Items

14 Urgent Business

15 Questions Without Notice

16 Confidential Items

16.1 Knox Leisureworks COVID-19 Pandemic Relief Update

A confidential report is circulated under separate cover.

16.2 58-60 Station Street, Bayswater Site

A confidential report is circulated under separate cover.