

Community and Council Plan 2017-21

Midterm Review Report

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

I am a local who has lived by this oval for 39 years. I often walk around and through the Templeton Oval. I have never seen so many families using this facility at one time. There were no cricketers, no tennis players, just the locals enjoying their parkland. The recent works has clearly been a great success in bringing our broader community together. With any further plans, I would like to see more 'ornamental' flora and, shady deciduous trees with some seating, to ponder life. A water pond and fountain would immensely beautify this space too.

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

Deborah, Knox resident.



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1. Introduction

The Knox Community and Council Plan 2017-2021 (the Plan) sets a vision for the City of Knox and identifies eight Goals, providing direction for the community and stakeholders on the strategic course for Knox, in the medium to long term. It also guides Council activities over the four years of the Plan.

Council worked with community to create the Plan. Information was brought together from community and stakeholder engagement, analysis of data in the State of Knox report (second edition), and a consideration of policies from Council and other levels of government.

In addition to identifying Council's role and focus, the Plan includes:

- The Knox Vision 2035 (long term);
- Shared goals and strategies for community and Council (10 years);
- Targets and measures for community and Council (over four years); and
- Council initiatives (over four years).

Coming to the end of 2018-19, we are halfway through the implementation of this ambitious Plan. Therefore, we have updated our data and checked in with stakeholders and community, to create a picture of how community and Council are tracking towards achieving our goals. The overall findings are encouraging, with both key stakeholders and Council delivering in the identified areas and positive engagement with community around the aspirational Goals for the future of Knox.

This report also includes recommendations for consideration in the development of the next plan, to ensure we continue to track in the right direction, together.

2. Background

Knox City Council endorsed the Plan on 26 June 2017. The Plan brings together a number of Council’s key strategic documents. It has built on the work from the previous Integrated City Strategy, and brought together the Economic and Sustainability Strategies and the Municipal Public Health Plan. The Plan meets the legislative requirements under the *Local Government Act 1989 (Vic) S.125* to deliver a Council Plan, and a Municipal Public Health Plan under the *Public Health & Wellbeing Act 2008 (Vic) S. 26*.

In a first for Knox, the Plan incorporates the following elements:

Table 1: Describing the elements of the Knox Community and Council Plan 2017-21



Council informs the community on progress of the Plan through quarterly Annual Plan reporting and the Annual Report. This is Council’s way of letting the community know what we have been doing, as well as meets the requirements of the Local Government Act 1989. The *Local Government Act 1989 (Vic) S. 125 (7)*, states “at least once each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan.”

In addition to the Annual Report, Council committed to conducting a midterm review in 2019. The project scope for the review framed it as a monitoring exercise, not an analysis of outcomes to date. The scope outlined the following activities:

1. An update of key data changes from the Census, together with identifying the impact on community or future planning (population data update);
2. An overview of Council initiatives implemented under each of the eight goals (program data update);
3. Confirming relevance of shared Goals and Strategies from a community perspective (touching base with community and stakeholders); and
4. Capturing the learnings from the development of the current plan and the midterm review, to inform the development of the next Plan (2021-2025).

3. Population data update

The first activity of the midterm review involved updating and analysing relevant 2016 Census data to describe current population characteristics, highlight how they have changed over time, and look at what this might mean when planning for our future. The State of Knox report (second edition) was one of the elements that informed the development of the Plan. However due to timing, up-to-date Census data was not available at the time of publication of the second edition. It was therefore timely to revisit the data to see how Knox is changing and check if we are moving in the right direction towards achieving our long-term goals.

The key demographic factors in the data update identified the following:

Five ways Knox is changing in 2016 & 2019

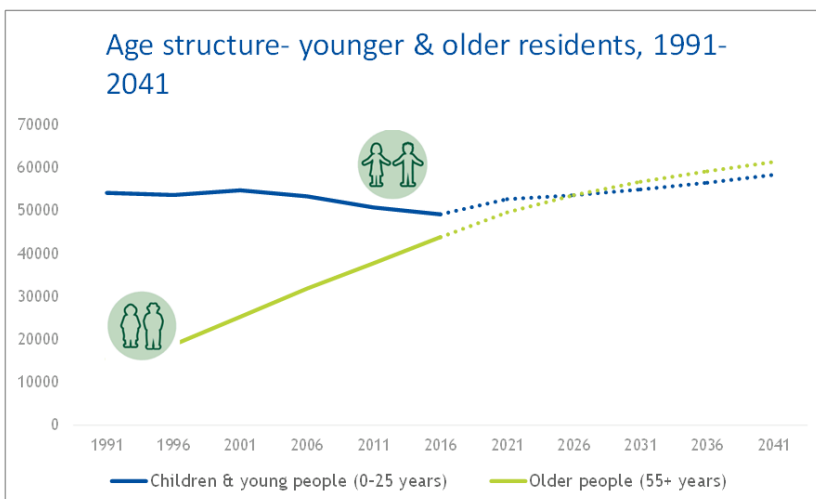
State of Knox 2nd edition (Dec 2016)

- The population is ageing
- Household structure is changing
- Knox’s cultural mix is changing
- Housing choice – there is a mismatch between demand & supply
- Knox’s education & skills base is relatively compromised

The current review (May 2019)

- The older resident population continues to grow/near parity in number of younger & older residents
- Knox’s population continues to diversify
- Housing choice is improving
- Knox residents are becoming increasingly qualified
- Local employment is increasing

1. The older resident population continues to grow



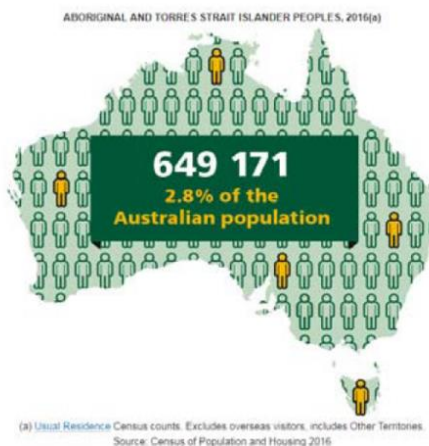
- By 2016 –near parity in the number of older residents (55+ years) and younger residents (0-25 years)
- The similarity in numbers is forecast to continue over next 25 years

- Knox's population is ageing in line with national trends. The proportion of people aged 55 and over has increased from 20% of residents in 2006 to 25% in 2016.
- It is forecast that almost one in three people (30%) will be aged 55 and over by 2041.
- Knox's population over 65 years old will increase by 16,000 over the next 25 years.
- The number of younger people aged 0-25 years has remained fairly stable over the last 25 years as a result of incoming families with children who are attracted by Knox's family sized housing supply. (54,000 in 1991 compared to 49,000 in 2019)
- By 2016 the numbers of older residents (55+ years) and those aged 0-25 years was nearly equal (44,000 residents aged 55 years and over; 49,000 children, teens and young people to age 25).
- The change in age structure is reflected in greater diversity of household types in Knox. In 2016 the number of larger (family with children) households was similar to the number of smaller (individual or couple only) households (27,600 families with children; 24,200 individual or couple only). These trends are forecast to continue over the next 25 years to 2041.

Implications for future planning

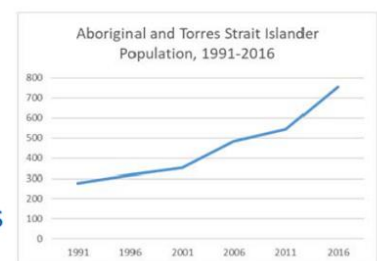
- We need to continue to plan for a wide range of programs, services and facilities to meet the needs of all age groups across Knox.
- With a larger ageing population, chances of social isolation and major disability are likely to increase.
- There will be demand for a greater choice in types of housing, including homes that are more compact and housing design that will support older residents to stay at home or 'age in place'.

2. Knox's population continues to diversify -Aboriginal & Torres Strait Islander Population



In Knox:

- 754 people
- 0.5% of the population
- 40% increase since 2011
- Numbers tripled over 25 years
- Median age, 22 years



- The number of residents of Aboriginal or Torres Strait Islander background has tripled in number in the 25 years to 2016.
- The median age of residents of Aboriginal or Torres Strait Islander background is much younger (22 years) than the general population (39 years).

2. Knox's population continues to diversify -Overseas-born Population

TOP FIVE COUNTRIES OF BIRTH AS A PROPORTION OF THE TOTAL POPULATION, 2016(a)



Top Five	2011	2016
Country	%	
1 Australia	69.0	65.5
2 United Kingdom	5.4	4.5
3 China	1.9	3.9
4 India	2.0	2.6
5 Malaysia	1.8	2.1
Sri Lanka	1.8	2.1

(a) Usual Residence Census counts. Excludes overseas visitors.
Source: Census of Population and Housing 2011, 2016

- Overseas-born 25% (2006) 30% (2016)
- CALD countries 17% (2006) 23% (2016)
- Over 50% of Knox residents first or second generation Australian
- Chinese-born doubled since last Census (6000 in 2016)
- 25% residents speak a language other than English at home

Five ways Knox is changing, February 12, 2019

- The number of Knox residents born in a country where English is not the first language increased by 11,000 since 2006, making up 23% of total population by 2016.

Implications for future planning

- We need to plan for the needs of a younger indigenous population.
- We need to be mindful of the changing cultural diversity in our community when planning for service delivery, communication and engagement.

3. Housing choice is improving



Source: Census of Population and Housing 2011, 2016

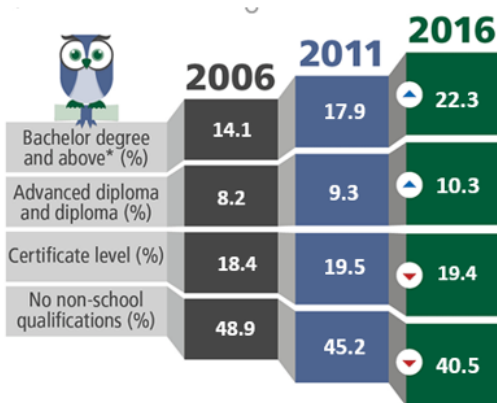
- Housing choice improving –medium/higher density options 15% (2016) 7% (1991)
- 2011-2016 first time net growth in number of smaller dwellings outpaced growth in the number of smaller households

- Medium and higher density housing options now make up 15% of Knox's total housing stock.
- This has doubled over the last 25 years (7% in 1991).
- The 2016 Census was the first time net growth in the number of smaller dwellings (houses/apartments) outpaced net growth in small household (people/families) formation.

Implications for future planning

- Our Knox Housing Strategy is supporting the move towards more diverse housing options.
- We need continued policy support to increase the number of quality smaller housing options to meet market need.

4. Knox residents are becoming increasingly qualified



*Includes bachelor degrees, graduate certificates and graduate diplomas and postgraduate degrees.
Source: ABS, Census of Population and Housing

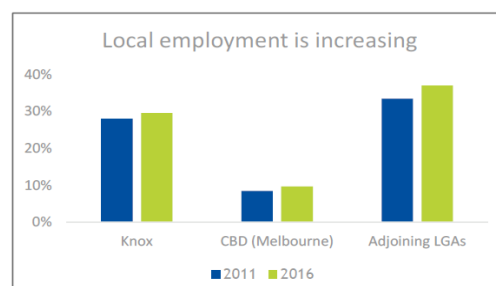
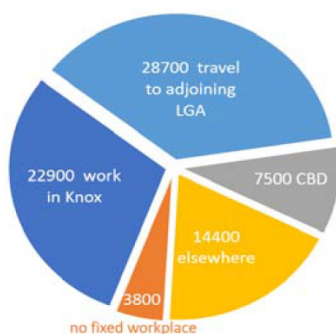
- 2016 first time 50%+ of residents (all suburbs) held a post-school qualification- tertiary or trade
- Biggest growth -those with Bachelor degree or above 14% (2006) 22% (2016)
- The share of residents with higher education remains lower than the metropolitan average (27% in 2016) but is growing more quickly in Knox (+4.4% since 2006 compared with +3.9% across Melbourne)

- 2016 was the first Census which identified 50% or more residents over age 15 in all suburbs of Knox held a post-school qualification (tertiary or trade).
- Whilst residents with higher education is improving, concern remains around the low uptake of post-school education and training among young people (30.6% of Knox residents compared to 36.2% in Greater Melbourne).

Implications for future planning

- There is a need for stakeholders to work together to understand the historically lower than average uptake of post-secondary school education and training by young people in Knox, and turn this trend around.

5. Local employment is increasing



- Two in three working residents work locally
- Emerging trend for increasingly localised employment

- Two in three working residents of Knox work locally, in either Knox or an adjoining municipality.
- This indicates an increased supply of local jobs and types of jobs that suit local residents.

Implications for future planning

- Working out where people live and work can help with planning and advocacy for roads and public transport.

The full State of Knox – Demographic Update 2019 report is available on Council’s website.

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

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

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

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

Diana, client Council’s Community Transport Service



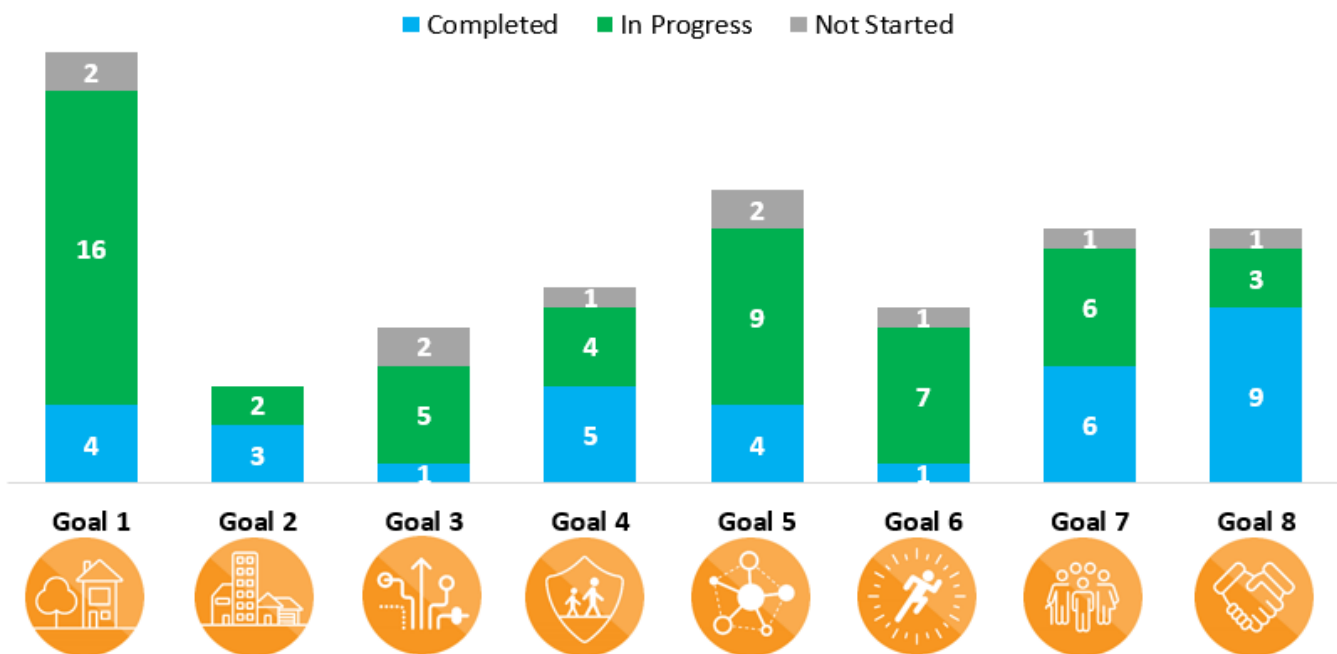
4. Program level data update

The second key activity of the review was to provide an update on progress against the Plan (program data update).

Work is progressing against the 57 targets and 68 measures identified against the Strategies in the Plan. The targets and measures are reported against annually in Council's Annual Report. The main focus for the first year of the Plan (2017-18) was to create baseline data. From the end of 2018-19, Council will be able to report on comparative data for the progress of targets and measures, to monitor our success in achieving the Goals.

Council is also progressing well with the delivery of the 95 initiatives identified in the Plan. Eighteen months into the Plan, over a quarter (28%) of initiatives have been completed, a further 56% are in progress and the remaining 16% are set to begin during the remaining two years, for completion by June 2021.

Below is an overview of progress to date, broken down under the eight goals.



What do you do when you have outgrown a facility but have potential to run much needed activities for the local community? This was the situation facing The Basin Community House (TBCH) ten years ago.

TBCH had run out of a Council owned by building for just under 30 years. They were restricted in the number of programs it could provide for the community by the size of the house and limited parking. According to TBCH Manager, Heather McTaggart, “there was the interest from the local community to be involved in a range of activities but the house physically couldn’t cope with the demand. A change was needed.”

Ten years ago, the adjoining The Basin Primary School had plenty of land, but needed an indoor stadium and an updated administration wing. TBCH needed a larger facility with more parking. The school had the land and a good relationship with TBCH as they ran Out of School Hours Care for the children attending the school and other joint programs. Over the course of time through advocacy and negotiations, TBCH, the Department of Education, The Basin Primary School Council and Knox City Council agreed to proceed with the joint projects.

TBCH officially opened in April 2019, in a much larger, functional building with greater accessibility for the community. The car park is shared with the school between 9:30 – 3:00, so as not to impede on school drop off and pickup. TBCH is now able to run a much wider range of programs in ‘the house’, with a training kitchen, flexible rooms seating up to 80 people, great computer lab, large craft area with a wet surface floor and better staff amenities.

A very excited Heather shared, “now we have the potential to do so much more for the local Basin community such as community meals, social events and fund raisers. Inter-generational learning is already taking place with the house running ‘Return to Work Programs’ for parents and a Community Garden soon to start between the school children and house participants. It is a great community asset with so much potential for the community.”

Heather, The Basin Community House



4.1 Initiatives

This is the first time Council has included specific initiatives in a four year Council Plan. In the past these were identified annually.

As the table above shows, we are progressing well in the delivery of the identified initiatives. However, over the past 18 months of delivering and reporting against Council's initiatives it has been noted that:

- Having the initiatives included in the Plan makes it clearer for both Council officers and community to identify Council's priorities and key actions.
- Including key initiatives for four years in the Plan has significantly simplified Council's Annual and Business Planning processes.
- In some initiatives, Council's role and level of impact is unclear as the delivery relies on contributions from external stakeholders. This can affect Council's ability to effectively report on our contribution to the progress.
- Some of the initiatives are ongoing or core Council work rather than new activities. This can make it difficult to determine the impact of these activities towards achieving the shared Goals

"I never could have imagined what would eventuate when my son and daughter started attending the Knox Children and Family Centre in Wantirna. It was extraordinary to see the transformation in both of them!

I was going to be happy if they could both attend childcare for a day together. Last year I had tried to settle my daughter at a different centre on two occasions without any success. My son loved it there, but my daughter wasn't ready.

Once we transferred to the new centre in Wantirna, the staff went out of their way to slowly introduce my daughter to the different activities at the Centre. The first two months at the Centre was challenging, but now she has settled in and there are no tears during her stay. In fact, we are ready to introduce her to another day.

What really surprised me was seeing my son with her at home. He has become her protective 'big brother'. If she needs help taking off her shoes, he is there or if she is crying, he comes over and gives her a cuddle. It's beautiful to see, as he used to be jealous of the attention his younger sister would get from me.

I was worried about the new Centre being too big, but with the open design, they can see each other. My son can go to her and help settle her down. He is becoming a good brother and now both of them are getting along so much better. That is something you can't teach but it has happened since they both attended together.



I think it is awesome. It makes me very happy to see and I appreciate the comfortable atmosphere at the Centre which has helped this transformation take place."



Mother of two, Rowville

Moving forward into the development of the next Plan, we recommended that initiatives be:

- Developed together with key stakeholders to make sure there is clarity of roles for delivery.
- Developed with clear outcomes in sight, to support better reporting.
- Specifically aimed at achieving the Goals and Strategies set out in the Plan. Ongoing work of Council will be highlighted and reported on in other ways, including the Annual Report.
- Developed using a set of criteria that supports Council's identification of key priorities over the next four year cycle.

4.2 Council targets and measures

As mentioned above the Plan lists 57 Council targets and 68 measures against the Strategies to track Council's success in achieving the Goals.

As we have begun the process of reporting against them, we have found:

- There are a large number of both targets and measures.
- Many of the measures focus on increasing numbers rather than improving services and outcomes for the community.
- That at the time Council adopted the Plan, we did not have baseline data available for all of the measures. As a result, over the first 18 months of the implementing the Plan we are still reporting baseline figures for many measures. This is a limitation when assessing our progress and success.
- The development of the measures requires more collaboration to ensure effectiveness.

Moving forward into the development of the next Plan, we recommended that Council target and measures be:

- Reduced in number to allow for more focused, quality driven measures.
- Based on data where we already have an existing base line so we can develop appropriate and meaningful targets.
- Developed collaboratively with responsible areas of Council.

5. Touching base with community and stakeholders

In the scope for the review, the third key component was to confirm the relevance of the shared Goals and Strategies in the Plan, from a community perspective. We did not set out to deliver a full city-wide engagement activity, rather we aimed to ‘touch base’ with community and stakeholders to see how they feel about our progress.

5.1. Overview of stakeholder engagement

The planning phase of the review identified the following engagement activities:

- A key stakeholder forum; and
- A group meeting of all Council’s advisory committees.

An opportunity arose for Council officers to engage with community at the annual Knox Festival, and we developed an interactive activity to gather opinions on how we are tracking. In addition, when the group meeting of Advisory Committees was rescheduled due to unforeseen circumstances, we identified themes through a desktop analysis of available data. The combination of engagement methods, created a broad picture of how relevant the Goals are to community and stakeholders.

5.2. Key stakeholder forum

The key driver for bringing together representatives from key agencies during the review process was to acknowledge the shared responsibility within the Plan to work towards achieving our goals. Council is one of many organisations who provide services to, advocate for and partner with our community to improve the health and wellbeing of Knox and we know we can’t do it alone. It is important for people from all areas to have a broad understanding and insight into how we can work together, share resources and information to achieve positive outcomes for Knox.

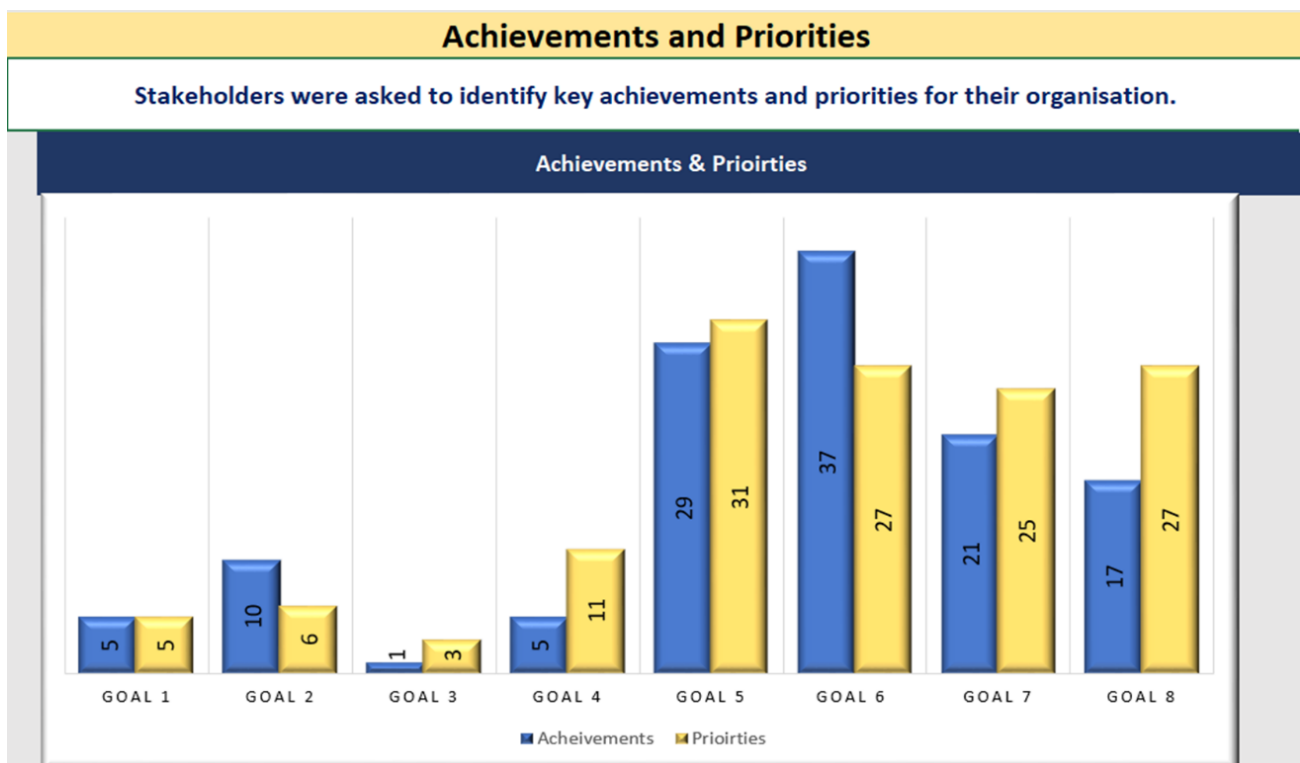
Another of the reasons was to deliver Initiative 8.2.4 in the Plan: *Facilitate regular networking sessions with key agencies and stakeholders to identify partnership opportunities in order to achieve shared Community and Council Plan goals.*

In preparation for the key stakeholder forum (the forum), a survey was sent to 164 key stakeholders from a broad range of community, service and government sectors to get potential participants thinking about what their organisations have achieved over the last two years and what their priorities for the next two years are. We received 35 responses, from 31 agencies. This helped us to sort the activities under the eight Goals. It also provide an opportunity for people who would not be able to make it to the forum to contribute to information gathering. On 12 February 2019, over 60 participants from business, community, health and disability service providers, volunteer organisations, peak sport and recreation bodies, community houses and State government departments came together at the forum – a breakfast event hosted by Council.



Participants were given time to add further achievements that were completed in the last two years, to the lists under each of the Goals. Following a presentation on the updated Census data and what this means when planning for Knox’s future (see Section Three of this report), they were then asked to share their top three priorities for their organisations. The combined information, arranged under the relevant Goals, is presented in Table 3. A reference table including the Goal titles and Council’s primary role in those areas is included in Table 4.









Table 3: Past achievements and future priorities from the Forum



In Table 3, it is clear that the majority of activity from stakeholders attending the forum, is taking place under the themes of Goals 5-8. This reflects the focus and direction for the stakeholders present, representing community, business, health and education sectors at all levels. It also reflects the energy and resources being invested into improving the health and wellbeing of the Knox community across all areas of life, and aligns with the principles behind the Municipal Public Health Plan, incorporated into the Plan.

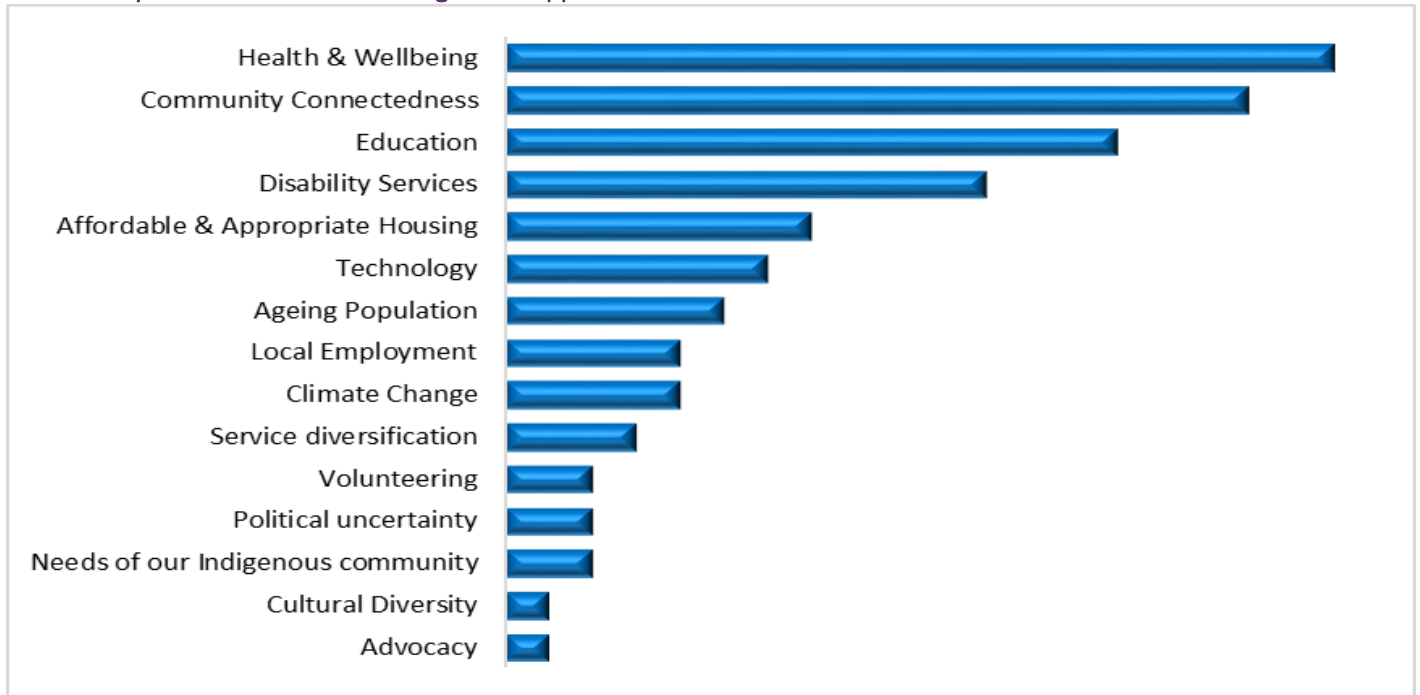
There was less stakeholder activity identified under the first four goals, however, in section 5.3 it is clear that these areas are a high importance for community.

Table 4: Council's primary role under each Goal

	GOAL	KEY COUNCIL ROLES
	Goal 1. We value our natural and built environment	Regulate, plan and provide
	Goal 2. We have housing to meet our changing needs	Plan, advocate and educate
	Goal 3. We can move around easily	Advocate and provide
	Goal 4. We are safe and secure	Plan, educate, partner, advocate and provide
	Goal 5. We have a strong regional economy, local employment and learning opportunities	Partner, plan, provide and research
	Goal 6. We are healthy, happy and well	Partner and provide
	Goal 7. We are inclusive, feel a sense of belonging and value our identity	Provide, partner and educate
	Goal 8. We have confidence in decision making	Plan, provide and research

As well as sharing achievements that contribute to improving the health and wellbeing of Knox, stakeholders were provided the key Census updates (as outlined in Section Three). This led into a discussion on future challenges and opportunities for the service providers and organisations that support our community. The broad themes are outlined in Table 5. This data is important for the development of the next Plan, to make sure we explore these themes in relation to future planning for Knox.

Table 5: Key themes in future challenges and opportunities



A further overview of the data collected at the forum is included in Attachment 1: Stakeholder Forum Outcomes Dashboard.

At the forum, Council worked with a graphic recorder to capture the highlights and key themes of the session. The work features some highlights from the broad conversations shared at the forum and celebrates the great work already occurring in Knox. The piece also illustrates a number of areas for Council and stakeholders to watch and consider in future planning. The graphic has been a conversation starter for engagement with both community and Council officers. It is available to download on Council’s website <http://www.knox.vic.gov.au/communityplan> .

KEY STAKEHOLDERS FORUM KNOX COMMUNITY & COUNCIL PLAN 2017-21: MIDTERM REVIEW

CENSUS DATA UPDATE & IMPACT ON KNOX'S FUTURE

5 WAYS KNOX IS CHANGING...

- AGEING POPULATION**
 - 55 HAS TRIPLED
 - NEAR PARITY OLDER YOUNGER RESIDENTS
 - IMPACTS**
 - BREADTH OF PROGRAMS & FACILITIES REQUIRED
 - IMPROVED LIVABILITY
 - IMPACTS OF SMALL HOUSEHOLDS / HOUSING CONSUMPTION
- POPULATION DIVERSITY**
 - ATSI POPULATION TRIPLED - YOUNGER POPULATION
 - CULTURALLY DIVERSE
 - 25% SPEAK ANOTHER LANGUAGE @ HOME!
 - IMPACTS**
 - BREADTH OF PROGRAMS
 - ENGAGEMENT PROGRAMS
- HOUSING CHOICE IMPROVING**
 - SUPPLY / DEMAND RATIO IMPROVING
 - SMALL DWELLINGS
 - IMPACTS**
 - POLICY TO SUPPORT SMALLER, QUALITY HOUSING OPTIONS
 - SUSTAINABILITY
 - WELLBEING + SOCIAL
- RESIDENTS QUALIFIED**
 - 50% + HIGHER POST-SCHOOL QUALIFICATION
 - GAP WIDENING
 - IMPACTS**
 - VIGILANCE + AWARENESS & TRAINING LED BY YOUNG PPL
 - THREAT TO SOCIAL OUTCOMES & ECONOMIC STRENGTH
- LOCAL EMPLOYMENT INCREASING**
 - GREATER DIVERSITY OF JOBS
 - IMPACTS**
 - HEALTH & WELLBEING
 - ECONOMIC BENEFITS
 - PLANNING IMPACTS

RESPONSE TO CENSUS DATA

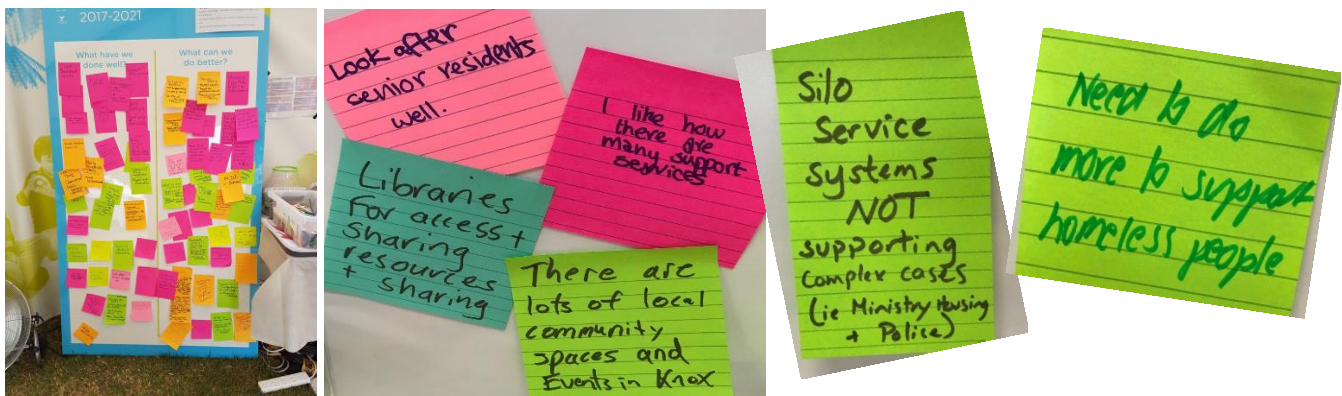
- LOWER TERTIARY UPTAKE BY YOUNG PEOPLE**
 - REQUIRES INVESTIGATION
 - DIVERSIFICATION OF SKILLS
- THERE ARE A LOT OF RELEVANT PROGRAMS ALREADY HAPPENING**
- IMPACTS ON ACCESSIBILITY & INFRASTRUCTURE**
 - AGEING + DISABILITY
 - ACTIVE LIFESTYLE HOUSING
- LOCAL EMPLOYMENT**
 - LANGUAGE ADAPTABLE SERVICES
 - IMPACTS OF CULTURAL DIVERSITY (e.g. GRANDPARENT CAREERS)
 - PLANNING PUBLIC SPACES
- AGEING POPULATION**
 - RELEVANT SERVICES
 - ELDER ABUSE
- CAN'T MAKE ASSUMPTIONS**
- PATHWAYS?**

FUTURE ISSUES...

- CITY PLANNING scheme FOR ACCESS NEEDS**
- CLIMATE change**
 - INFRASTRUCTURE
 - IMPACTS ON PUBLIC SPACES (e.g. LIBRARY & WESTFIELD)
- DOWNSIZING HOUSING = NEED FOR MULTI-PURPOSE PUBLIC SPACES**
- HOUSING affordability**
 - SO YOUNG PEOPLE CAN STAY IN THEIR LOCAL AREA

5.3. Knox Festival engagement

Over the weekend of 2-3 March 2019, the Plan was one of four activities in the Knox City Council Engagement tent at the Knox Festival. In exchange for an icy pole during one of the hottest weekends of summer 2019, community members shared their thoughts on things that we (community and Council) have done well and what can we do better. We received over 400 comments across the two days, from community members aged eight to over 80 years old. A good cross section of festivalgoers, businesses and services and sporting clubs shared their thoughts with us.



Community feedback was then grouped into themes under each of the eight Goals.

Table 6 : Knox Festival feedback sorted by Goals

Goal	What we have done well
1	50
2	0
3	15
4	8
5	19
6	32
7	53
8	7
Total	184

Goal	What can we do better
1	45
2	12
3	47
4	27
5	16
6	25
7	18
8	22
Total	212

The key themes under the top three goals included in ‘What we did well’ included:

- great events and a good sense of community (Goal 7);
- great parks, gardens and playgrounds, valuing the green leafy environment and open space (Goal 1); and
- great sporting facilities and services for the community (Goal 6).

The key themes under the top three goals included in ‘What we can do better’ included:

- reduce traffic congestion, improve public transport and plan better for changing infrastructure needs (Goal 3);
- maintaining our environment, getting the balance right (Goal 1); and
- safety in parks and stations, recognise the value of partnerships, increasing complexity of community issues (Goal 4).

The feedback from festival goers was collated and will inform future planning for Council including where it is important identify and work with partners and support key stakeholders to deliver on community goals.

5.4 Advisory Committee feedback

Council currently facilitates 11 Councillor appointed Advisory Committees, made up of over 150 community and organisation representatives.

The review team visited the Youth Advisory Committee on 5 March to ask the group which goals were most important to them. The 20 young people present (aged 10-24 years old) each had three votes on the goals most important to them. The results showed, in order of importance:

1. **Goal 5 Strong regional economy, local employment and learning opportunities (11)**
2. **Goal 1 Natural and built environment (10)**
3. **Goal 3 Move around easily (8)**

This supports our approach in the development of the next Plan to engage a diverse cross section of the community, as different groups in the community will place a stronger emphasis on different goals. The themes of education and employment, the environment and transport are particularly relevant for young people. For future engagement it is important to provide space to hear from different ‘groups’ of people within the community, to reflect their needs and wants in relation their own experiences.

Unfortunately, the group meeting of Advisory Committees was rescheduled outside of the review timeframes, so the opportunity to engage was limited to the Youth Advisory Committee. As an alternative to individual visits, we gathered available Advisory Committee annual reports and other relevant document such as agendas and minutes to gauge a sense of the priority conversations occurring. We identified the following key themes through an analysis of the frequency of mentions across all of the Advisory Committees:

- **NDIS- advocacy, complex needs, challenges for vulnerable groups, including CALD**
- **Mental health – across all age groups, the related service system**
- **Elder Abuse/Family Violence – impact on children, gender equality, service system**
- **Accessibility of services and public places – disability, language barriers, youth friendliness**

Each of these themes are related to the broad Goals and Strategies within the Plan and also need to be considered in the development of the next Plan. It is also important to consider in the next stage of the Plan, how we can collect, build on and share regular discussions taking place at Advisory Committees, a rich source of community input, to get a sense of what is important to community in ‘real time’.

5.5 Bringing the feedback together

The feedback gained from the key engagement activities shows that stakeholders and community connect with the Goals, as they represent what is important to them, where we should be putting our energy and what is required for Knox to continue to progress towards our long term vision. It also shows that there are different roles for Council and stakeholders to play in each of the areas. As highlighted in Table 2, there is no significant gap identified through the review process to indicate that the Goals are not focusing our combined efforts in the right direction.

6. Key learnings to inform the development of the next Plan

6.1. Goals and Strategies

Overall, stakeholders, community and Council officers confirmed throughout the review process that the eight community and Council Goals have meaning for them as statements on what type of city Knox wants to be into the future. They are broad enough to capture the existing strengths and future opportunities for Knox that are most important to individuals and the community.

We received some feedback that the Goals were not specific enough, and a number comprise a broad range of themes. In addition, a number of the supporting Strategies are complex and do not provide clear line of sight for those looking to implement them. It is important to note that it is the Strategies that provide focus for both community and Council on how we can move towards achieving the Goals. In relation to the next Plan, this highlights the need for the final document and supporting materials to reinforce the intended long-term 'aspirational' nature of the Goals and the midterm 'directional' nature of the supporting Strategies. It will be useful to road test the Strategies with stakeholders in the development phase to make sure they are clear and specific.

The previous five themes in Council's key strategic plans were the same for 12 years. Given the significant change to the new Goals and Strategies, there has understandably been a period of readjustment, particularly within Council, to the new Goals. However, there is growing awareness and connection across Council and with key stakeholders of the Goals. By keeping these Goals largely unchanged for another cycle of the Plan, as our commitment to an agreed desired future for Knox, additional time and consideration can be allocated to the development of more targeted Strategies. It will also provide a chance to report against similar Goals over a longer period of time to gauge the impact of our activities in each area.

Recommendations

- Maintain the current eight Goals in principle, not necessarily the exact wording, for the next Plan.
- Develop the Strategies in collaboration with key stakeholders.
- Clearly define and create a shared understanding of the requirement and intent for each element of the Plan.

6.2. Initiatives

Council is on track to deliver the initiatives identified in the Plan by June 2021. However, the large number of initiatives creates a lack of clarity over key priorities for Council. As discussed in Section 4.1, a number of improvements will be implemented in the development of the new Plan, including setting up criteria to support prioritisation of new activities for Council.

Recommendations

- Reduce the overall number of key initiatives, to enable prioritisation of Council activities.
- Create criteria to support prioritisation of appropriate initiatives.
- Only include new activities, not ongoing work.

6.3. Evaluation

Council reports quarterly on the delivery of initiatives, yet there is currently no evaluation framework for the Plan to tell us if what we are delivering is making a positive impact on the community. This challenge is not specific to the Plan – evaluation to inform future decision-making is not consistent across Council. Current evaluation processes are often time consuming and expensive, without the necessary internal skills sets to deliver them. In reality, it is not possible for this challenge to be addressed by the Plan alone, but we know that it is important for us to be able to capture and tell stories about the impact of Council’s work with and for the community. The development of the next Plan will include a focus on evaluation, with the aim of starting to create an evidence base for informed decision making into the future.

Recommendations

- Create a framework to guide more in-depth evaluation of outcomes for Council and community.
- Trial the proposed evaluation methods on a selection of initiatives through the next Plan cycle.

6.4. Integrated strategy and planning

This plan has continued the work of bringing together separate strategies from across Council to reduce silos and improve integrated planning. However it has been identified that further work needs to be done to provide a clear line of sight from the Plan to other levels of strategy across Council.

In addition the Municipal Public Health Plan, which is a legislative requirement of Council, is not clearly enough defined in the Plan.

Recommendations

- Create common definitions of elements and improve the strategic framework for Council’s plans and strategies.
- Make sure the elements of the Plan in the future that link to the Municipal Public Health Plan are easily identifiable.

6.5. Format and Style

There has been a lot of feedback about the final Plan document. It contains too much information and is not very easy to read or navigate. Internally, supporting documents have been created and these should also be made available to community and stakeholders to assist with the understanding and uptake of the Plan.

Recommendations

- The next Plan will be presented in ‘plain English’ to make it more accessible to a broad range of stakeholders.
- A suite of supporting materials will be developed at the same time as the final document to meet the needs of a range of audiences.

7. Conclusion

The midterm review of the Plan was an opportunity to check in with community and stakeholders on the relevance of the Goals and strategies. It also provided time for Council to update data, share progress on initiatives and look at how we are tracking in terms of achieving our long-term vision for the future of Knox.

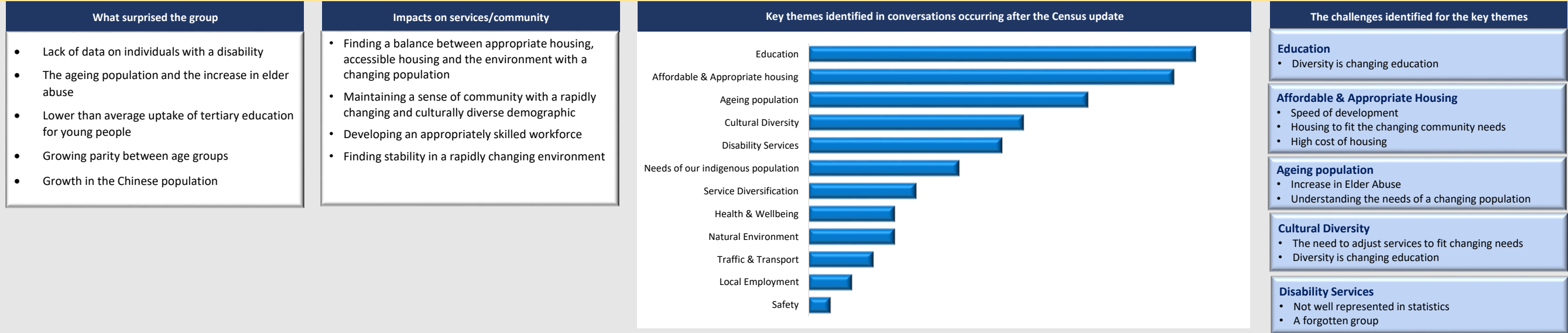
Overall, our progress is good. We are connected with stakeholders and community and together we are heading in the right direction. There is great work taking place in our community and we need to celebrate the achievements along the way. Lessons shared and learnt from the development and implementation of the Plan will also help us build a stronger and more collaborative Plan next time around.

List of Attachments

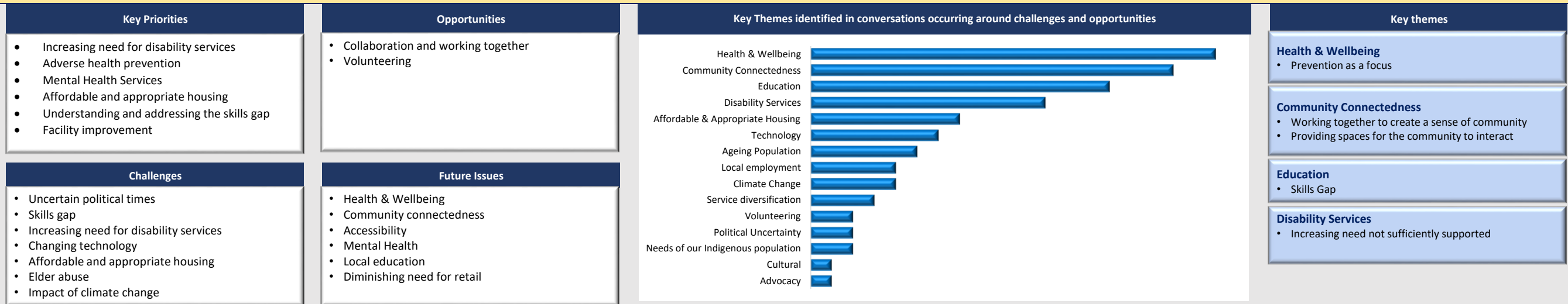
Attachment 1: Dashboard of outcomes from the stakeholder forum (Knox City Council, Strategy & Reporting Lead)

Stakeholder Forum Outcomes

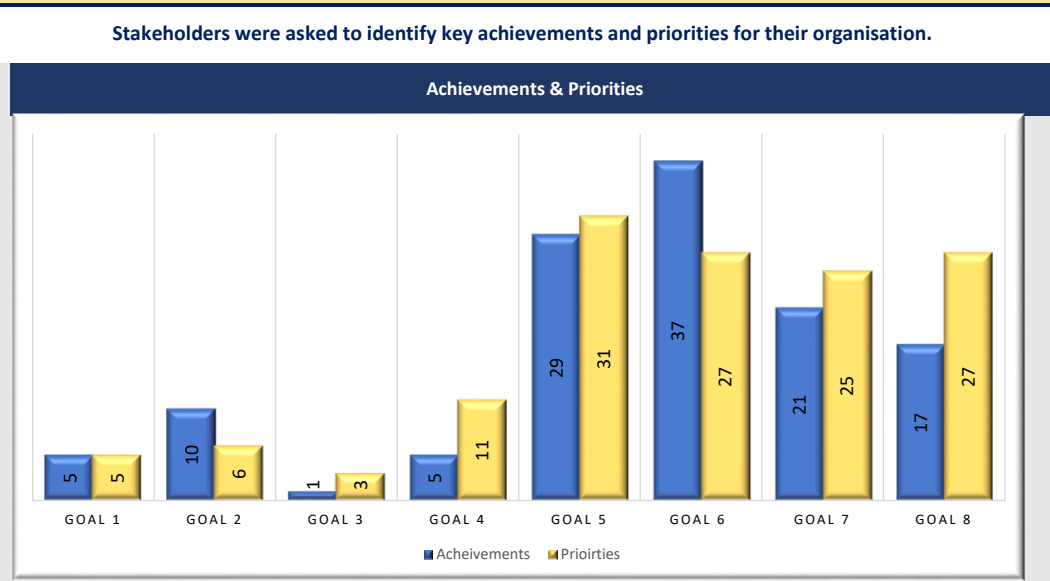
Outcomes from the Census Update



Opportunities, Challenges, Gaps & Barriers



Achievements and Priorities



What does this mean for the Community & Council Plan

