



# **KNOX CITY COUNCIL**

## **AGENDA**

Ordinary Meeting of Council

To be held at the

Civic Centre

511 Burwood Highway

Wantirna South

On

Monday, 24 July 2017

## **KNOX CITY COUNCIL**

**AGENDA FOR THE ORDINARY MEETING OF COUNCIL TO BE HELD AT THE  
CIVIC CENTRE, 511 BURWOOD HIGHWAY, WANTIRNA SOUTH**

**ON  
MONDAY, 24 JULY 2017 AT 7.00 P.M.**

### **BUSINESS:**

**Page Nos.**

#### **1. APOLOGIES AND REQUESTS FOR LEAVE OF ABSENCE**

#### **2. DECLARATIONS OF CONFLICT OF INTEREST**

#### **3. CONFIRMATION OF MINUTES**

3.1 *Confirmation of Minutes of Ordinary Meeting of Council held on Monday 26 June 2017*

3.2 *Confirmation of Minutes of Strategic Planning Committee Meeting held on Monday 10 July 2017*

#### **4. PETITIONS AND MEMORIALS**

#### **5. REPORTS BY COUNCILLORS**

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5.2 *Ward Issues* **1.**

**6. CONSIDERING AND ORDERING UPON OFFICERS' REPORTS WITHIN THE CITY DEVELOPMENT GROUP**

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6.1	<i>Report Of Planning Applications Decided Under Delegation (160/1/06)</i>	<b>2.</b>
	<b>All Wards</b>	
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	<b>All Wards</b>	
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**15. QUESTIONS WITHOUT NOTICE** **264.**

TONY DOYLE  
CHIEF EXECUTIVE OFFICER

**5. REPORTS BY COUNCILLORS****5.1 Committees & Delegates****5.2 Ward Issues**

**ALL WARDS****6.1 REPORT OF PLANNING APPLICATIONS DECIDED UNDER DELEGATION**

**SUMMARY:** *Acting Manager – City Planning & Building (Greg Kent)*

*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 June to 30 June 2017) be noted.**

**REPORT**

Details of planning applications decided under delegation from 1 June to 30 June 2017 are attached. The applications are summarised as follows:

<b>Application Type</b>		<b>No</b>
Building & Works:	Residential	7
	Other	3
Units		17
Subdivision		15
Tree Removal/Pruning		12
Single Dwelling		3
Signage		2
Change of Use		2
Boundary Realignment		1
Drainage Reserve		1
Liquor Licence		1
<b>TOTAL</b>		<b>64</b>

**Report Prepared By:** *Acting Manager – City Planning & Building (Greg Kent)*

**Report Authorised By:** *Director – City Development (Angelo Kourambas)*

**Knox City Council**  
**Planning Applications Decided by Responsible Officer**

1 – 30 June 2017

<b>Ward</b>	<b>No/Type</b>	<b>Address</b>	<b>Description</b>	<b>Decision</b>
Baird	2016/6265	24 Stonehaven Avenue BORONIA VIC 3155	6 Lot Subdivision (Approved Unit Site)	2/06/2017 Approved
Baird	2017/6128	49 Bursaria Avenue FERNTREE GULLY VIC 3156	The construction of a double storey dwelling to the rear of the existing dwelling	2/06/2017 Approved
Baird	2017/6204	27 Sinclair Road BAYSWATER VIC 3153	Three (3) lot subdivision (Approved Unit Site)	6/06/2017 Approved
Baird	2017/6234	3 Farnham Road BAYSWATER VIC 3153	3 lot subdivision (Approved Unit Site)	9/06/2017 Approved
Baird	2017/6141	45 Malvern Street BAYSWATER VIC 3153	Change of use - Car sales	14/06/2017 Approved
Baird	2017/6345	212 Boronia Road BORONIA VIC 3155	Tree maintenance works as Listed in Priority 3 and Priority 4 -Treelogic Tree Management Plan 5/05/2015	28/06/2017 Approved
Baird	2017/6264	5 Duncan Avenue BORONIA VIC 3155	Three lot subdivision (Approved Unit Site)	20/06/2017 Approved
Baird	2017/9081	6 Duncan Avenue BORONIA VIC 3155	Removal of one (1) dead Eucalyptus tree	29/06/2017 Approved
Baird	2017/9076	4/924 Mountain Highway BAYSWATER VIC 3153	Construct office and storage area	27/06/2017 Approved
Baird	2017/9077	1/195 Boronia Road BORONIA VIC 3155	Boundary re-alignment	27/06/2017 Approved
Baird	2017/6115	3/91 Boronia Road BORONIA VIC 3155	On premises liquor licence	23/06/2017 Approved
Baird	2017/6227	719 Burwood Highway FERNTREE GULLY VIC 3156	Erection of advertising signage (non illuminated)	28/06/2017 Approved
Baird	2017/6366	Carpark 2, 50 Dorset Square, BORONIA VIC 3155	Buildings and works (development of additions and alterations to the rooftop of the shared multi level car park)	30/06/2017 Approved
Chandler	2017/6299	98 Army Road, BORONIA VIC 3155	Remove eight (8) trees (four Acacia dealbata & four Eucalyptus obliqua)	01/06/2017 Approved

Ward	No/Type	Address	Description	Decision
Chandler	2017/6326	9 Lorna Court THE BASIN VIC 3154	Pruning of four trees	2/06/2017 Approved
Chandler	2017/6193	24 Judith Avenue BORONIA VIC 3155	Buildings and works (construction of a garage and extension to existing dwelling) and removal of one (1) Jacarandah and one (1) Eucalyptus botryoides	2/06/2017 Approved
Chandler	2017/6037	2 Timewell Crescent BORONIA VIC 3155	Construction of a single dwelling on the land.	20/06/2017 Approved
Chandler	2017/6253	58 Boronia Road BORONIA VIC 3155	Extension to Dwelling	21/06/2017 Approved
Chandler	2017/9083	11 Elsie Street BORONIA VIC 3155	Removal of one Cupressus glabra	29/06/2017 Approved
Chandler	2016/6899	27 Girdwood Road BORONIA VIC 3155	Construction of a single storey dwelling and associated outbuildings and vegetation removal and pruning	30/06/2017 Approved
Collier	2017/9074	124 Renou Road WANTIRNA SOUTH VIC 3152	Two (2) lot subdivision	19/06/2017 Approved
Collier	2017/6364	771 Boronia Road WANTIRNA VIC 3152	Removal of Two (2) dead Eucalyptus trees	23/06/2017 Approved
Collier	2016/6720	5 Dunbarton Drive WANTIRNA VIC 3152	Development of the land for two (2) double storey dwellings	29/06/2017 Notice of Decision
Dinsdale	2017/6078	2 Edward Street BAYSWATER VIC 3153	The construction of three (3) single storey dwellings on the land	7/06/2017 Notice Of Decision
Dinsdale	2017/6202	Knox Ozone Sh 2202/509 Burwood Highway WANTIRNA SOUTH VIC 3152	Business Identification Signage	7/06/2017 Approved
Dinsdale	2017/6229	62 Gerton Avenue BORONIA VIC 3155	6 Lot subdivision (Approved unit site)	6/06/2017 Approved
Dinsdale	2016/6785	267 Stud Road WANTIRNA SOUTH VIC 3152	The construction of four (4) three (3) storey dwellings and one (1) two (2) storey dwelling, and alteration to a Road Zone Category 1	7/06/2017 Notice Of Decision
Dinsdale	2016/6922	8 Essex Court BAYSWATER VIC 3153	Develop the land for the construction of one (1) double storey dwelling to the rear of the existing dwelling	14/06/2017 Approved
Dinsdale	2016/6671	114 Kanooka Road BORONIA VIC 3155	Development of the land for three (3) double storey dwellings	9/06/2017 Approved



Ward	No/Type	Address	Description	Decision
Dinsdale	2017/6188	1/19 Scoresby Road BAYSWATER VIC 3153	Sale of motor vehicles	27/06/2017 Approved
Dinsdale	2017/6196	4 Begonia Avenue, BAYSWATER VIC 3153	Two (2) lot subdivision	30/06/2017 Approved
Dobson	2017/6208	13 Barton Avenue FERNTREE GULLY VIC 3156	Buildings and works (extension to a dwelling)	2/06/2017 Approved
Dobson	2016/6945	14 Joan Avenue FERNTREE GULLY VIC 3156	Construction of a new double storey dwelling	8/06/2017 Approved
Dobson	2017/6298	23 Ferndale Road UPPER FERNTREE GULLY VIC 3156	Alteration and addition to existing dwelling	8/06/2017 Approved
Dobson	2017/6357	6 Johns Street UPPER FERNTREE GULLY VIC 3156	Removal of three trees and pruning of trees	23/06/2017 Approved
Dobson	2017/9075	8 Margot Street FERNTREE GULLY VIC 3156	Remove one (1) Cupressus lusitanica	22/06/2017 Approved
Dobson	2017/9059	26 Myrtle Crescent FERNTREE GULLY VIC 3156	Shed	22/06/2017 Approved
Dobson	2017/9082	15 Talaskia Road UPPER FERNTREE GULLY VIC 3156	Removal of one (1) Populus deltoides (Lombardy Poplar)	28/06/2017 Approved
Dobson	2017/6016	28 Parkview Drive FERNTREE GULLY VIC 3156	Development of the land for a double storey dwelling to the rear of the existing dwelling and subdivision of the land into two (2) lots and removal of vegetation	27/06/2017 Approved
Dobson	2017/6183	13 Alfred Street UPPER FERNTREE GULLY VIC 3156	Construction of a bungalow at the rear of the existing dwelling.	22/06/2017 Approved
Dobson	2017/6228	12 Alfred Street UPPER FERNTREE GULLY VIC 3156	Construction of a shed	28/06/2017 Approved
Friberg	2017/6232	24 Balladonia Road ROWVILLE VIC 3178	2 lot subdivision (Approved Unit Site)	1/06/2017 Approved
Friberg	2016/6778	10 Loch Street FERNTREE GULLY VIC 3156	The construction of a double storey dwelling to the side of the existing dwelling	9/06/2017 Approved
Friberg	2017/6073	1728 Ferntree Gully Road FERNTREE GULLY VIC 3156	Construction of three (3) two storey dwellings and alteration to a Road Zone Category 1	27/06/2017 Refused

Ward	No/Type	Address	Description	Decision
Friberg	2016/6598	8 Mountain Gate Drive FERNTREE GULLY VIC 3156	Development of the land for four (4) double storey dwellings	27/06/2017 Approved
Friberg	2017/6318	8 Brookside Drive KNOXFIELD VIC 3180	Staged Two Lot Subdivision	21/06/2017 Approved
Friberg	2017/6236	44 Conn Street, FERNTREE GULLY VIC 3156	Four (4) lot subdivision (Approved Unit Site)	29/06/2017 Approved
Scott	2017/6256	9 The Ridge KNOXFIELD VIC 3180	Three (3) lot subdivision (Approved Unit Site)	9/06/2017 Approved
Scott	2016/6464	500 Burwood Highway WANTIRNA SOUTH VIC 3152	Development of property for twenty eight (28) 3 storey dwellings and reduction in carparking	8/06/2017 Notice of Decision
Scott	2016/6918	96 David Street North KNOXFIELD VIC 3180	Construction of two (2) double storey dwellings and one (1) single storey dwelling (total three (3) dwellings)	27/06/2017 Approved
Scott	2017/9080	5 Valetta Crescent KNOXFIELD VIC 3180	Removal of one (1) Acmena smithii	28/06/2017 Approved
Scott	2017/6273	87 Rickards Avenue North KNOXFIELD VIC 3180	Two lot subdivision (Approved Unit Site)	27/06/2017 Approved
Scott	2016/6826	370 Scoresby Road FERNTREE GULLY VIC 3156	Development of the land for two (2) double storey dwellings and one (1) single storey dwelling and alter access to a road in a Road Zone, Category 1.	27/06/2017 Approved
Scott	2016/6758	54 Norma Crescent KNOXFIELD VIC 3180	Development of the land for three (3) double storey dwellings	28/06/2017 Refused
Taylor	2017/6207	71 Heany Park Road ROWVILLE VIC 3178	Two (2) lot subdivision	28/06/2017 Approved
Tirhatuan	2017/6218	12 Gilligans Court ROWVILLE VIC 3178	Three lot subdivision (Approved Unit Site)	1/06/2017 Approved
Tirhatuan	2017/6057	899R Wellington Road ROWVILLE VIC 3178	To vest the balance of the drainage reserve on LP209223G shown as lot 1 on TP 887516A in the Knox City Council	2/06/2017 Approved
Tirhatuan	2017/9071	13 Rupicola Court ROWVILLE VIC 3178	Removal of one (1) Corymbia maculata (Spotted Gum tree)	14/06/2017 Approved
Tirhatuan	2017/6233	5 Stamford Crescent ROWVILLE VIC 3178	7 lot subdivision (Approved Unit Site)	9/06/2017 Approved

<b>Ward</b>	<b>No/Type</b>	<b>Address</b>	<b>Description</b>	<b>Decision</b>
Tirhatuan	2017/6109	20 Arnold Drive SCORESBY VIC 3179	Construction of three (3) double storey dwellings	20/06/2017 Notice of Decision
Tirhatuan	2016/6792	18 Michael Street SCORESBY VIC 3179	The construction of two (2) double storey dwellings on the land	15/06/2017 Notice of Decision
Tirhatuan	2016/6869	5 Orson Street SCORESBY VIC 3179	Development of the land for a double storey dwelling to the rear of the existing dwelling and associated two lot subdivision	14/06/2017 Approved
Tirhatuan	2017/6254	3/1464 Ferntree Gully Road KNOXFIELD VIC 3180	Construction of an additional factory, waiver of car parking requirements and alteration to access to a Road Zone Category 1	08/06/2017 Approved
Tirhatuan	2017/9072	37 Tetragona Quadrant ROWVILLE VIC 3178	Removal of one Eucalyptus radiata tree	21/06/2017 Approved

**Total: 64**

**ALL WARDS****6.2 PROPOSED KNOX GOOD URBAN DESIGN PROGRAM**

**SUMMARY:** *Senior Project Manager – Strategic Planning  
(Spiro Manolakis)*

*Council on 24 April 2017 resolved to: Endorse, prior to implementing either an ‘awards program’ or conducting a ‘good design forum’, the facilitation of a workshop with Councillors by Council’s Urban Design Advisor in May/June 2017 to discuss, amongst other things, ‘what good urban design is’, and ‘how we enable good urban design outcomes’, and that the outcomes of this workshop are reported back to Council in July 2017 with a view to developing a Council approved ‘good urban design’ program.*

*This report outlines key discussion points and recommendations raised to progress the ‘Knox Good Urban Design Program’ at the Councillor Good Urban Design Workshop held 5 June 2017.*

**RECOMMENDATION**

**That Council:**

- 1. Endorse the Knox Good Urban Design Framework (Appendix A) to guide an ongoing program that will enable good urban design outcomes for Council.**
- 2. Consider, as part of the 2018-19 Annual Budget deliberations, the allocation of approximately \$50,000 to implement the key recommendations of ‘Good Urban Design Awards Program’ and ‘Updating the Knox Residential Design Guidelines and online resources’ outlined in this report.**

**1. INTRODUCTION**

Council has expressed concern with the design quality of recent development and has sought information on initiatives available to facilitate higher quality urban design. Higher quality urban design is becoming more important in Knox as urban density increases in strategic locations to cater for a growing and changing population.

In accordance with Council’s resolution on 24 April, Council’s Urban Design Advisor (Craig Czarny of Hansen Partnerships) facilitated a two-hour Good Urban Design Workshop with Councillors on 5 June 2017. The workshop was attended by Councillors, representatives of the Executive Management Team and senior officers from the City Development Directorate.

## **6.2 Proposed Knox Good Urban Design Program (cont'd)**

### **2. DISCUSSION**

#### **2.1 Councillor Good Urban Design Workshop summary**

The Good Urban Design Workshop commenced a conversation with Councillors and the Executive Management Team about 'good urban design', and how to bring a 'culture of good urban design' to Knox. The presentation by Craig Czarny is attached to this report (Appendix B).

In summary, the key points of discussion facilitated by Craig Czarny at the workshop included:

- Workshop scope – not just buildings but places. The purpose of this discussion was to provide participants with the broad considerations of good urban design, which is beyond building style, but rather quality of architecture, its function and the integration of built form with people and place.
- Urban Design Frame of Reference – Participants were requested to present an example of an inspiring urban place and to explain the qualities of that place and the reasons for their selection. The purpose of this exercise was to examine the key 'ingredients' of great places. The qualities provided by participants were categorised under six headings:
  - Sense of belonging and intimacy;
  - Affinity with nature and the environment;
  - Prospect of diversity and dynamism;
  - Assurance of health and wellbeing;
  - Promise of safety and comfort; and
  - Security of legibility and order.
- Achieving greatness through an 'Urban Management' approach – This part of the presentation outlined the steps needed to place design at the forefront of the planning decision making process at Knox. The key strategies applied by City of Melbourne since the 1980s were presented as examples of leading urban management to achieve a 'great place'.
- Knox Good Urban Design Framework – The purpose of this exercise was to discuss and receive feedback on the proposed elements and actions needed to progress a program to facilitate good urban design outcomes for Knox. The key recommendations are provided in the following section of this report.

#### **2.2 Workshop key recommendations**

The following section documents the key recommendations supported by participants to facilitate an urban design program for Knox. These recommendations have been incorporated into the Knox Good Urban Design Framework (Appendix A).

## **6.2 Proposed Knox Good Urban Design Program (cont'd)**

The program would be coordinated by a dedicated Program Coordinator (0.2 EFT – effective full time), with the program evolving as it progresses over time, with further investigations being undertaken to determine the capacity, feasibility and appetite to pursue other recommendations.

### Good Urban Design Forum with the local development industry

This forum would encourage dialogue between government, developers and design practitioners.

The purpose of the forum would be to present ideas on what constitutes 'good urban design', and to develop an understanding of different perspectives and pressures that characterise the delivery of good development outcomes, understand their requirements and efficiencies in the development application preparation and assessment processes. For a forum of this nature to be successful, it is important that it is appropriately facilitated, the content is relevant, participants can engage in the experience and there are clear outcomes and follow up.

*Estimated budget: \$6,000 (one forum per annum), to be funded through the existing Urban Design Advisory Service budget.*

### Series of internal Good Urban Design Workshops

A series of workshops would be theme based and facilitated by Council's Urban Design Advisor to provide Councillors, the Executive Management Team and relevant Council officers, the opportunity to address key local issues, and matters such as the specifics of preferred housing typologies and design.

*Estimated budget: \$8,000 (2 workshops per annum), to be funded through the existing Urban Design Advisory Service budget.*

### Good Urban Design Awards Program

Council would facilitate a biennial Good Urban Design Awards program aimed at promoting good built form and place outcomes in Knox. Key considerations for an awards program include: program development and marketing; submission and judging processes; and program governance. An additional budget is required to prepare and manage the program to cover expenses including event marketing; planning and management; design; and production of collateral including award prizes; and conducting an awards ceremony every two years.

*Estimated budget: \$20,000 (one event held biennially) to be considered, as part of the 2018-19 Annual Budget deliberations.*

## **6.2 Proposed Knox Good Urban Design Program (cont'd)**

### Updating the Knox Residential Design Guidelines and online resources

The update of the Knox Residential Guidelines would assist in messaging and to clearly demonstrate preferred built form outcomes. The guidelines could be augmented to explore alternative residential typologies, functionality considerations, and may include a series of case studies to showcase good urban design. This work would also be used to provide online urban design resources available to industry and the community.

*Estimated budget: \$30,000 to be considered, as part of the 2018-19 Annual Budget deliberations.*

A memo by Hansen Partnership summarising the workshop presentation, points of discussion and suggestions raised by participants is attached to this report (Appendix C).

## **3. CONSULTATION**

This report reflects the input from participants that attended the Councillor Good Urban Design Workshop, including Councillors, representatives of the Executive Management Team and senior officers from the City Development Directorate. Further consultation was undertaken with Council's Urban Design Advisor and relevant Council officers. Officers from the City of Boroondara and City of Whitehorse were consulted to obtain their learnings and the considerations for running design awards programs. A Council officer attended the City of Whitehorse Built Environment Awards event held 12 May 2017.

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

The implementation of the proposed urban design program should have very positive long term environmental and amenity benefits for the city, through better build form and place outcomes.

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

There are financial implications with this report. A 0.2 EFT will be accommodated within existing resources to manage the Good Urban Design Program. There would also be a need for further officer support leading up to the preparation for major events and forums. This includes support from the Communications and Customer Service Department for marketing and publications.

The estimated costs to undertake the recommended actions included in section 2.2 'Workshop key recommendations' of this report is \$50,000 (2018-19 financial year) to cover the cost of progressing the Good Urban Design Awards Program and updating the Knox Residential Design Guidelines and online resources.

## **6.2 Proposed Knox Good Urban Design Program (cont'd)**

The existing Urban Design Advisory Service budget will accommodate the costs associated with some recommendations and actions needed to support and implement a program to enable good urban design outcomes at Knox. Budget submissions to support an ongoing Good Urban Design Program will be provided to Council at annual budget deliberations.

## **6. SOCIAL IMPLICATIONS**

There are no direct social issues specifically related to this report, but as noted in the workshop, good design outcomes have positive social implications for cities.

## **7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017 - 2021**

The contents of this report are most applicable to:

- Goal 1. We value our natural and built environment, Strategy 1.3 Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure; and
- Goal 2 – We have housing to meet our changing need Strategy 2.2 Encourage high quality sustainable design, and Strategy 2.3 Support the delivery of a range of housing that addresses housing and living affordability needs.

## **8. CONCLUSION**

The Knox Good Urban Design Framework will guide an ongoing program that will enable good urban design outcomes for Council.

A dedicated officer (0.2 EFT) will be accommodated within existing resources to manage the Good Urban Design Program. This dedicated officer will need further support leading up to the preparation for major events and forums.

The program will develop over time, with input from future investigations, engagement with stakeholders, workshops and forums. There is scope within the existing budgets of the Urban Design Advisory Service and work programs of City Development to accommodate the costs associated with some recommendations and actions needed to support this program. However, as the program develops, officers may seek further funding support through future Annual Budget deliberation processes.

The implementation of this program can be a constructive and cost effective way of communicating Council's commitment to work with the community and industry to encourage urban design excellence in Knox.



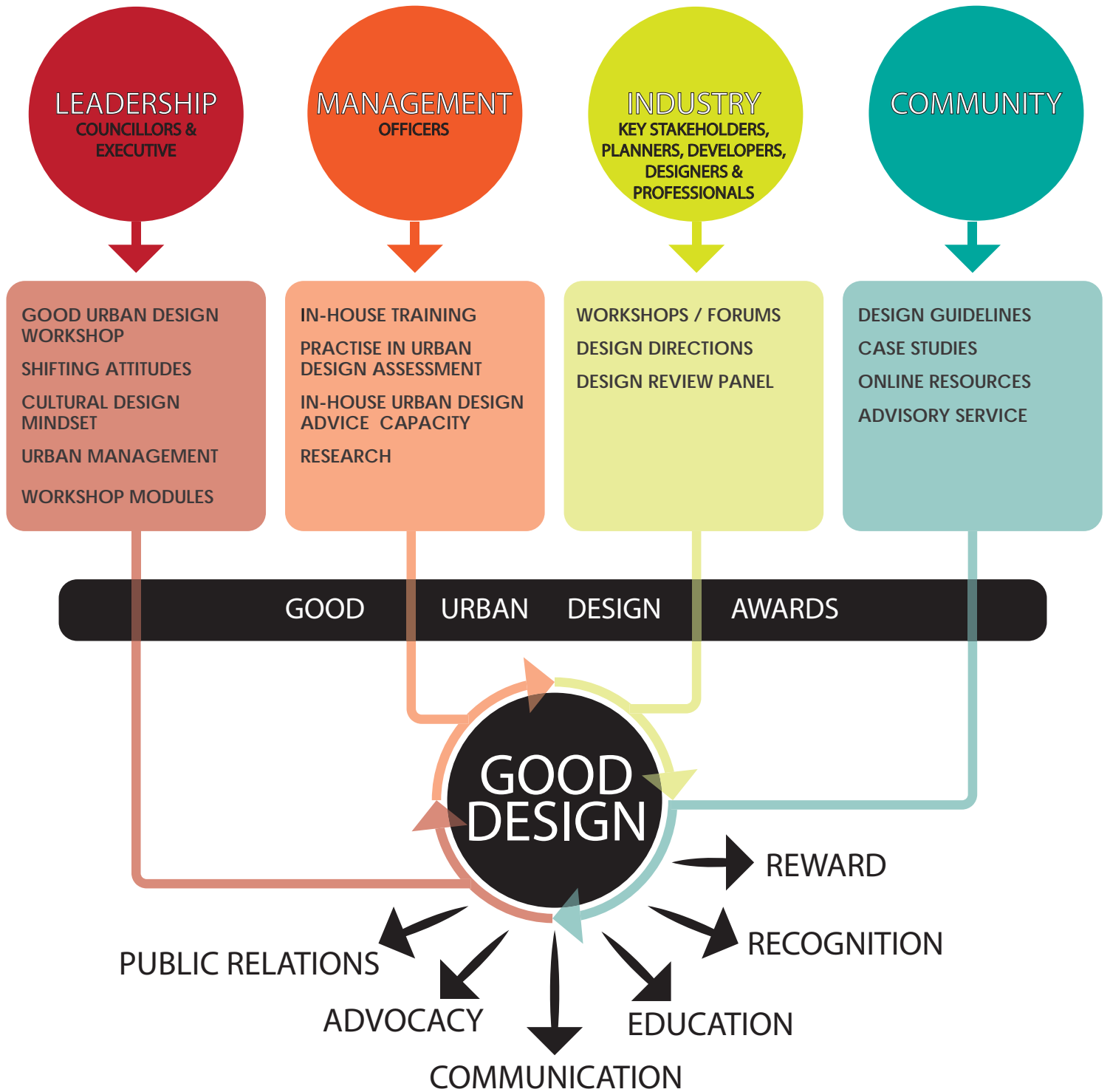
**6.2 Proposed Knox Good Urban Design Program (cont'd)****9. CONFIDENTIALITY**

There are no confidential matters associated with this report.

***Report Prepared By: Senior Project Manager – Strategic Planning  
(Spiro Manolakis)***

***Report Authorised By: Director – City Development  
(Angelo Kourambas)***

# KNOX GOOD URBAN DESIGN FRAMEWORK





hansen



# GOOD DESIGN WORKSHOP

5 JUNE 2017

## WORKSHOP AGENDA

Introduction

Workshop Scope

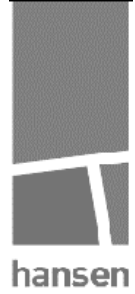
An Urban Design Frame of Reference – inspiring places

**Achieving greatness through an ‘Urban Management’ approach**

Knox Good Design Framework

# Introduction

17



## HANSEN PARTNERSHIP

Craig Czarny

Director of Urban Design

29+ years practice locally & internationally



Alastair Campbell

Associate Urban Designer

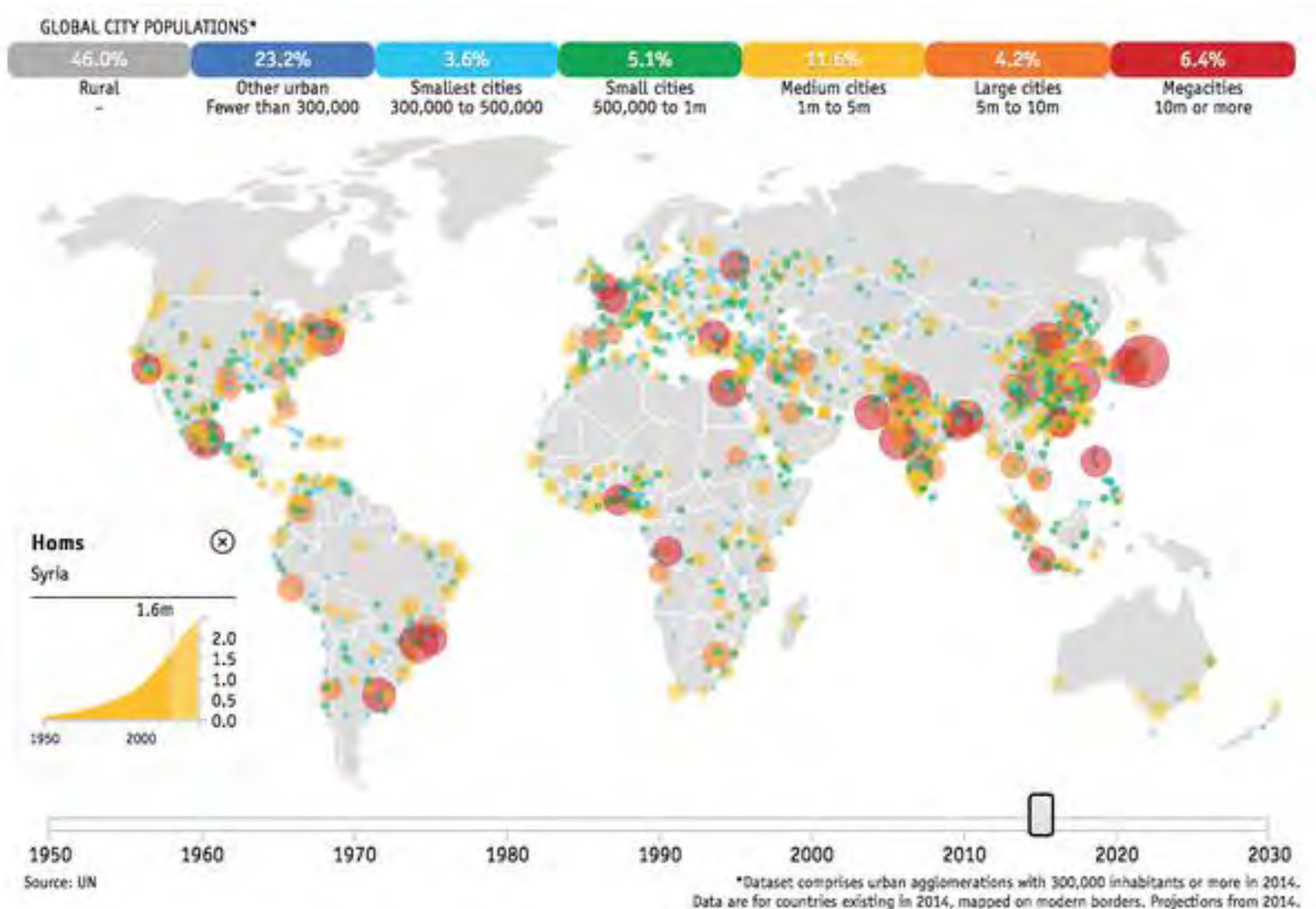
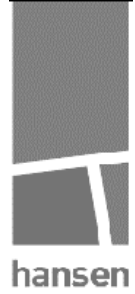
14+ years practice locally



GOOD DESIGN – SUCCESSFUL INTEGRATION BETWEEN PEOPLE & PLACE



# Rapid Growth of Megacities – an<sup>19</sup> Urban Species



*Urbanization is the dominant demographic trend of our time. 150 million people living in cities in 1900 swelled to 2.9 billion people by 2000. Meanwhile, the urban share of world population increased from 10 to 46 percent. If trends continue, by 2010 more than half of us will live in cities. For the first time, we will be an urban species. (Lester R. Brown,)*



Beijing : August 2010. The worst traffic jam in history  
'62 miles long ... 12 days duration'.



# The 'art' of urban planning – diminished imagination



21.03  
17/05/2018  
C151

21.03-1  
08/07/2010  
C70

## VISION AND STRATEGIC LAND USE FRAMEWORK

### Knox Vision 2025 and the Knox 2009-2013 Council Plan

*Knox Vision 2025* (2007) articulates the Community and Council's vision for the desired future for Knox by 2025. *Knox Vision 2025* describes a healthy, connected, culturally rich and active Knox community, with dynamic services and facilities and accessible transport choices, coupled with a sustainable natural environment, balanced quality urban development and prosperous, modern environment.

To achieve *Knox Vision 2025*, through land use and development planning, Council will ensure that the appropriate weight is attributed to social, environmental and economic sustainability in decision-making to ensure that there continues to be a strong foundation on which to build and grow Knox.

Council's purpose as detailed in the Council Plan is "to enhance the quality of life of the Knox Community."

*Vision 2025* articulates what "quality of life" looks like for the Knox community in the future. The shared vision statement of Council and the community as contained within *Vision 2025* is:

*"Knox City Council and the community: a partnership in progress; creating a safe, healthy and connected community with high quality services, transport options, facilities and culturally rich experiences; committed to protecting our green, leafy neighbourhoods and natural environment, and enhancing economic sustainability for future generations."*

To assist in achieving *Knox Vision 2025*, the *Knox 2009-2013 Council Plan* identifies six strategic objectives for a sustainable community which evolved from the seven themes of *Vision 2025*.

#### ▪ **Community Wellbeing**

To improve the health and wellbeing of the Knox community and support opportunities for community members to participate in a vibrant community life.

#### ▪ **Quality Services & Infrastructure**

To improve the quality of services and infrastructure to meet the community's needs.

To provide and facilitate a range of high quality, accessible facilities and services that meet contemporary needs.

#### ▪ **Accessible Transport Choices**

To advocate for and facilitate improvements in transport infrastructure and services for increased choice.

#### ▪ **Sustainable Natural Environment**

To protect and enhance the natural environment and reduce our environmental footprint

#### ▪ **Quality Urban Environment**

To improve the quality and sustainability of the built environment and ensure it enhances the city's leafy character and cultural heritage.

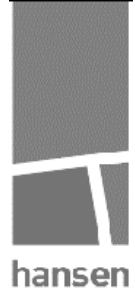
#### ▪ **Prosperous modern economy**

To stimulate leading edge, sustainable economic development.

#### **Land Use and Development Vision:**

The land use and development vision below underpins *Knox Vision 2025* and will achieve the objectives of the Council Plan as they relate to land use and development in Knox.

Its not just about BUILDINGS, but<sup>23</sup> PLACES!



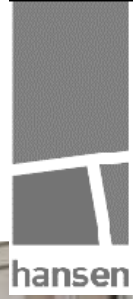
LIFE

SPACES

BUILDINGS



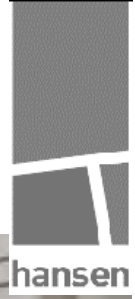
# What are the ingredients of good<sup>24</sup> places?



Herald Square, NYC



# What are the ingredients of good<sup>25</sup> places?



Herald Square, NYC



What places inspire you?

# An Urban Design Frame of Reference

## INSPIRING PLACES



Princess Diana Memorial Fountain – Hyde Park, London

# An Urban Design Frame of Reference

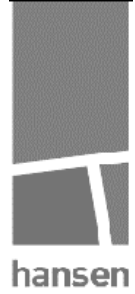
## INSPIRING PLACES



MONA (museum of old and new art) – Hobart



# An Urban Design Frame of Reference



## INSPIRING PLACES



# An Urban Design Frame of Reference

INGREDIENTS OF GREAT PLACES  
or PRIMAL NEEDS OF URBAN DWELLERS

Not just about AESTHETICS, its about SUBSTANCE!

Sense of BELONGING & Intimacy

Affinity with NATURE & the Environment

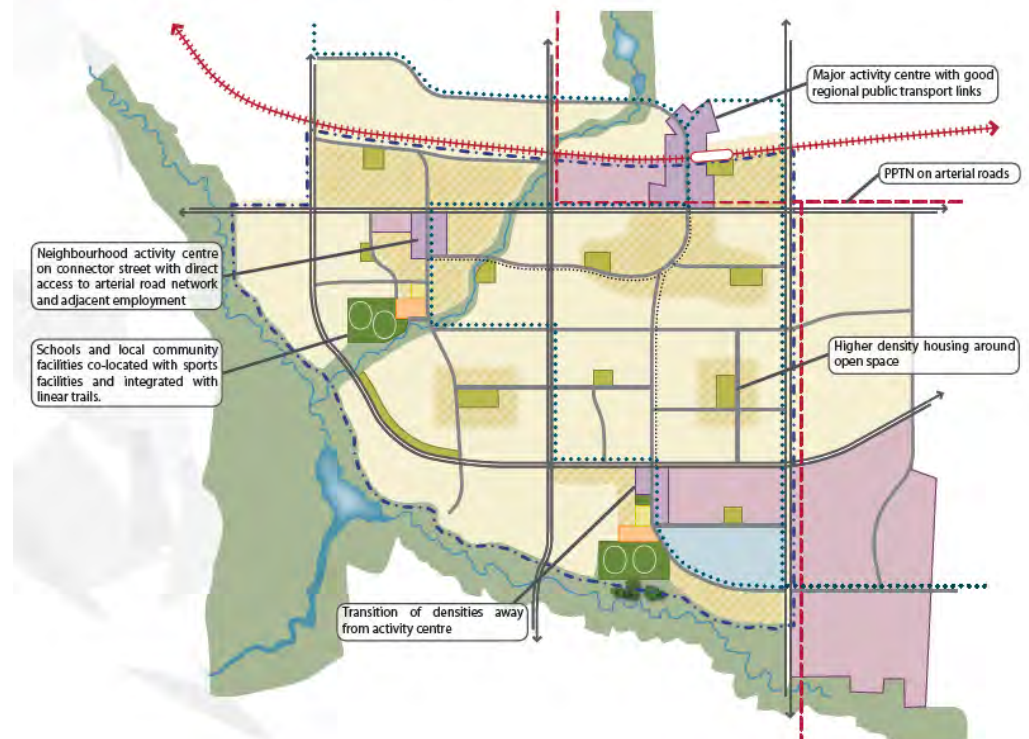
Prospect of DIVERSITY & Dynamism

Assurance of HEALTH & Well Being

Promise of SAFETY & Comfort

Security of LEGIBILITY & Order

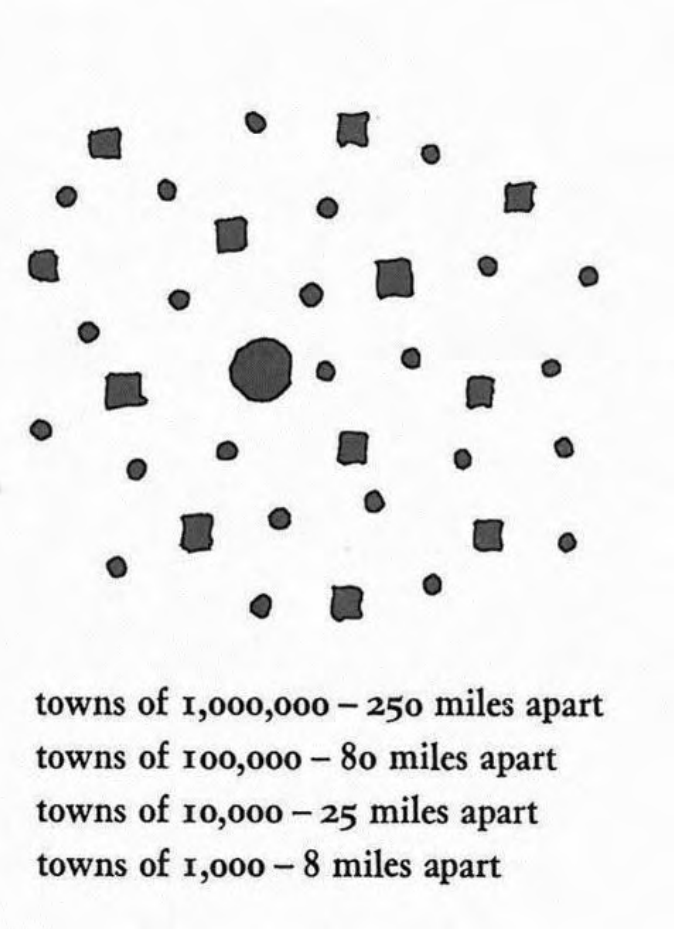
Figure 4: An example of a future urban structure plan



# Primal Needs of Urban Dwellers

## Sense of BELONGING & Intimacy

Taormina, Sicily



# Primal Needs of Urban Dwellers<sup>37</sup>

## Sense of BELONGING & Intimacy

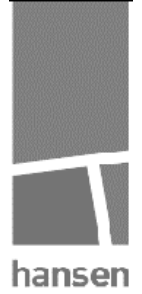
## Implications for you

- Define neighbourhoods of a smaller order
- Ensure quality public spaces for sharing
- Urge a tailoring of architecture to local setting



# Primal Needs of Urban Dwellers

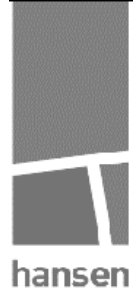
Affinity with NATURE & the Environment



Central Park, New York



# Primal Needs of Urban Dwellers



Affinity with NATURE & the Environment

Implications for you

- Grow Urban Forests
- Water Sensitive Urban Design (WSUD)
- Aspect to Landscape

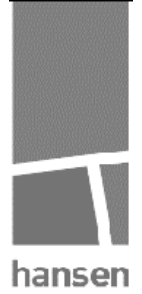


# Primal Needs of Urban Dwellers

35

Prospect of DIVERSITY & Dynamism

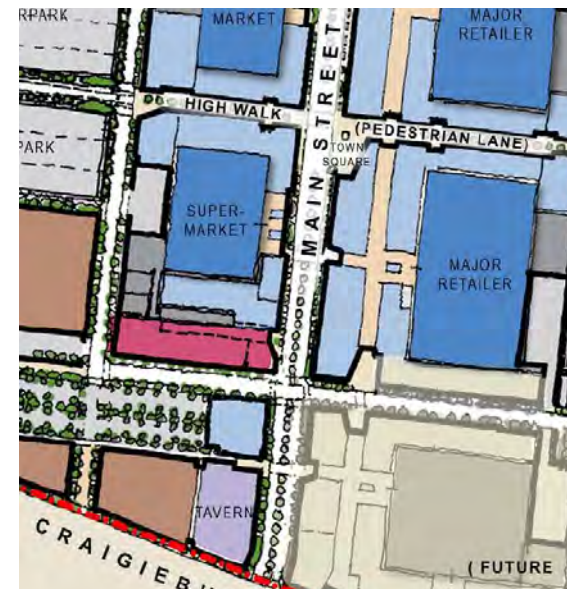
*Ho Chi Minh, Vietnam*



## Prospect of DIVERSITY & Dynamism

## Implications for you

- Compact Urban Form
- Vertical Mix of Uses
- Day & Night Time Activity
- 'Main Street' Retail Format

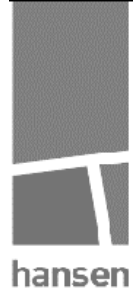




# Primal Needs of Urban Dwellers

Assurance of HEALTH & Well Being

*Antigua, Guatemala*



# Primal Needs of Urban Dwellers

## Assurance of HEALTH & Well Being

## Implications for you

- Food Safety: Productive Street Trees
- Cluster Housing for Extended
- Community Gardens
- Walking & Cycling Links
- Shade & Shelter



# Primal Needs of Urban Dwellers

## Promise of SAFETY & Comfort

Tokyo, Japan



# Primal Needs of Urban Dwellers

## Promise of SAFETY & Comfort

## Implications for you

- Modular adaptable housing
- Safe streets (home zones)
- Surveillance & Lighting



# Primal Needs of Urban Dwellers



## Security of LEGIBILITY & Order

Buenos Aires, Argentina



# Primal Needs of Urban Dwellers<sup>47</sup>

## Security of LEGIBILITY & Order

## Implications for you

- An Orderly Urban Structure
- A Hierarchy of Nodes
- Landmarks for Wayfinding
- Clearly Defined Edges



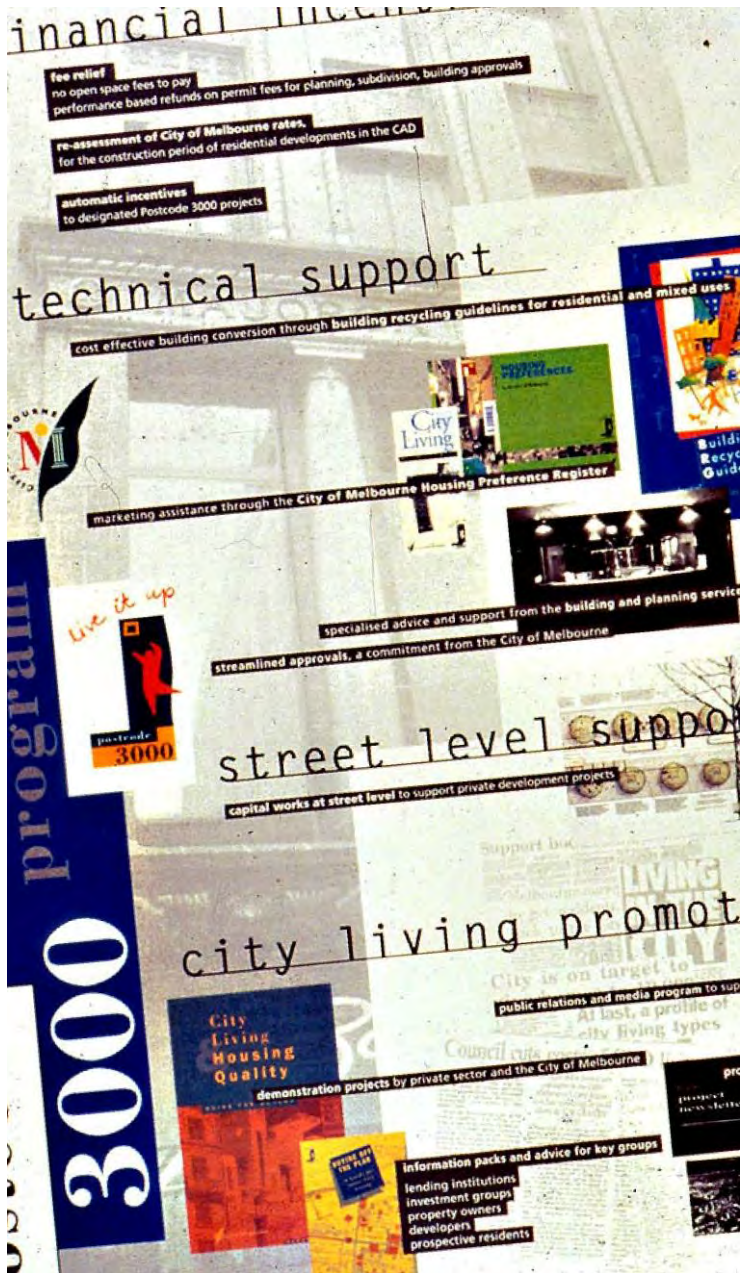
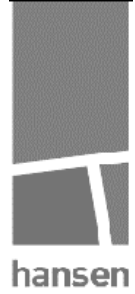
TEA BREAK

# Achieving Greatness Through <sup>44</sup> An 'Urban Management' Approach

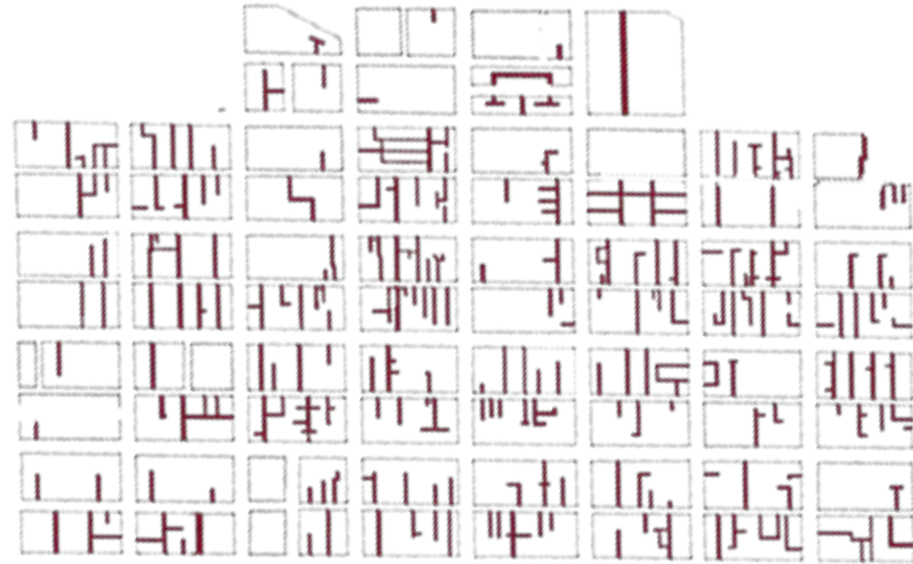




# Models of Urban Management & Commitment <sup>45</sup>



postcode 3000: 1992



Melbourne's laneway network

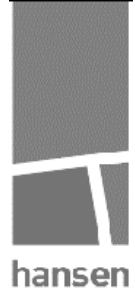


Melbourne Strategy, Grids & Greenery and Places for People



Degraeves Street: 1980s and now: an example of layered strategic directions

# Knox GOOD DESIGN Framework



## LEADERSHIP – COUNCILLORS & EXECUTIVE

GOOD URBAN DESIGN WORKSHOP

SHIFTING ATTITUDES

CULTURAL DESIGN MINDSET

URBAN MANAGEMENT



**GOOD  
DESIGN**  
AWARDS



# Knox GOOD DESIGN Framework



## MANAGEMENT – OFFICERS

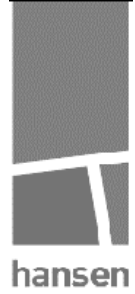
IN-HOUSE TRAINING

PRACTISE IN URBAN DESIGN ASSESSMENT

IN-HOUSE URBAN DESIGN ADVICE CAPACITY



# Knox GOOD DESIGN Framework



INDUSTRY – KEY STAKEHOLDERS, PLANNERS, DEVELOPERS, DESIGNERS & PROFESSIONALS

WORKSHOPS / FORUMS

DESIGN DIRECTIONS

DESIGN REVIEW PANEL

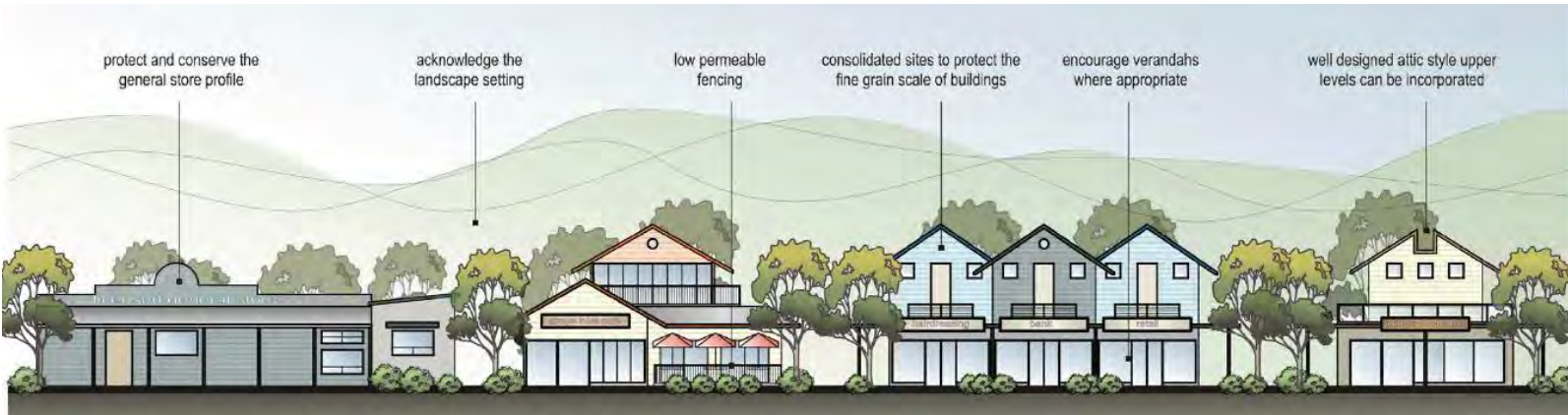


# Knox GOOD DESIGN Framework

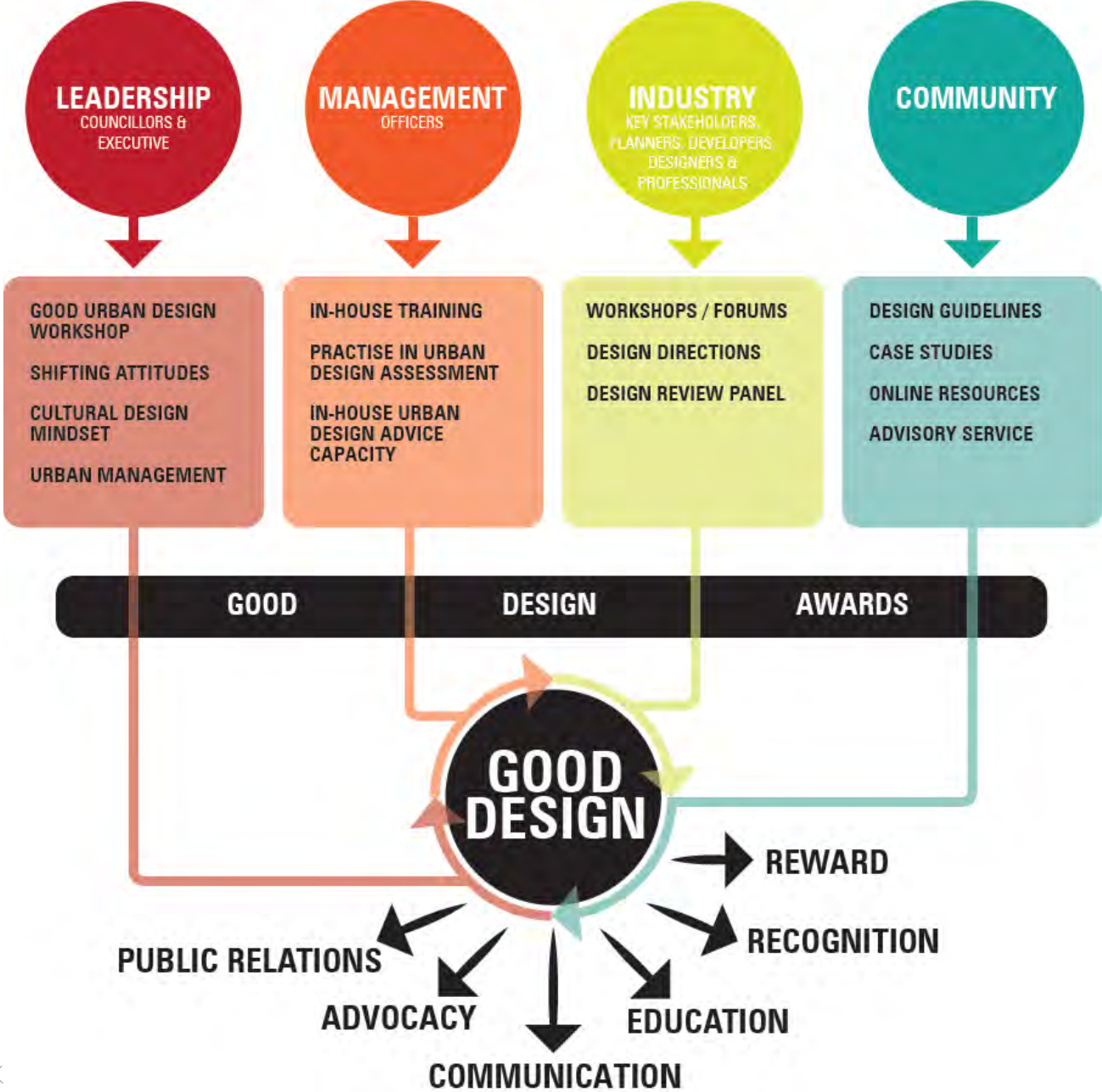


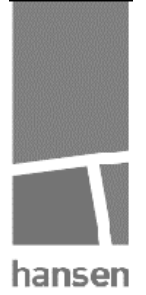
## COMMUNITY

- DESIGN GUIDELINES
- CASE STUDIES
- ONLINE RESOURCES
- ADVISORY SERVICE



# Knox GOOD DESIGN Framework





THANK YOU





## urban design memo

to:	Spiro Manolakis	date:	16/06/2017
company:	Knox City Council	from:	Hansen Urban Design
re:	<b>COUNCILLOR</b> GOOD <b>URBAN</b> DESIGN WORKSHOP 05.06.17		

This concise workshop summary documents the scope of the presentation, the Inspiring Place put forward by attendees, the importance of an Urban Management approach and potential actions and next steps in implementing a **GOOD DESIGN PROGRAM** for Council.

### SCOPE

To commence a conversation with Councillors about 'good design', being not just about architecture and materials but about the things that Council can do to bring a 'culture of better design' to the city. Good Design is not about subjective opinions of style or fashion, it is about the simple steps that bring design to the forefront of planning decision making.

Good Design is not about 'style'. It is about a careful agenda to seek 'quality, localness and **comfort**' to everything we do. Good Design is about the successful integration between people and place. Also, it is not just about buildings, but places as well.

So what are the ingredients of Good Places? The ingredients or primal needs of the urban dweller are categories under the following headings.

- Sense of BELONGING & Intimacy
- Affinity with NATURE & the Environment
- Prospect of DIVERSITY & Dynamism
- Assurance of HEALTH & Well Being
- Promise of SAFETY & Comfort
- Security of LEGIBILITY & Order

Great Places fall under multiple categories.

Achieving greatness through an '**Urban Management**' approach.

Consider the City of Melbourne as a leading example of urban management. It has had a clear and simple vision implemented by a few key people since the mid 1980s. This commitment to good places for people also took advantage of a maturity in the property market as well as a relaxation in liquor licencing and transformed the once dormant (after 6pm and on weekends) central city into a vibrant 24/7 hub of activity via a few key strategies.

Knox is at a key juncture in its maturity. The city is now experiencing larger and more complex development applications as the property market matures and land values increase. Therefore, now is the right time to 'raise the bar' on development expectations and Council's capacity to guide Good Design outcomes.

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### INSPIRING PLACES and WHY?

Interactive exercise for all attendees to contribute a global example of an inspiring place and then explain what qualities of that place that inspire them. This exercise was to explore some of the 'ingredients' of great places and reveal the fact that it doesn't require supreme architectural style, but simple 'qualities'.

Inspiring Places put forward were as follows:

- Melbourne Botanical Gardens
- Mendoza, Argentina
- Barangaroo, Sydney
- Ringwood Town Square, Melbourne
- Fremantle, Perth
- Champs Ellysees, Paris
- Yarra Valley, Victoria
- Central Park, New York
- Parvis de'ville, Paris
- Covent Garden, London or Jells Park, Melbourne
- Cradle Mountain, Tasmania
- Southbank Brisbane
- Machu Picchu, Peru
- Vukova, Danube River Serbia/Croatia



Photo of whiteboard at end of interactive session.

## Urban Management and Commitment

The following documents the various suggestions put forward by attendees which could be actioned by Council as part of a GOOD DESIGN Program.

### LEADERSHIP – Potential actions

- Implement a Knox GOOD DESIGN AWARDS program on a biannual basis – need to determine award categories, criteria and judging process, etc.;
- Support the development of **clear** visual concepts – design guidelines to clearly demonstrate development typologies and desired quality;
- Advocate for more provision of **on-site car parking** given community reliance of cars and on street parking concerns;
- Advocate for better public transport provision across Knox;
- Implement a '**culture**' of **GOOD DESIGN** and raise development expectations;
- Engage with **local development industry** to better understand their requirements, road test preferred typologies and raise the bar; and
- Implement a series of internal GOOD DESIGN workshops to 'drill down' and determine preferred typologies, design guidelines, etc.

### MANAGEMENT – Potential actions

- Undertake demographic research to better know the types of housing Council should be encouraging – aging population;
- Explore alternative residential typologies such as the communal backyard concept;
- Encourage greater (genuine) diversity of housing;
- Explore planning provisions to encourage **lot consolidation** to enable more efficient site design arrangements and dwelling layouts;
- Encourage **better functionality of dwellings**, as this is critical and internal arrangements are too often overlooked and poorly resolved;
- Compile a **series of case studies** to showcase good design outcomes or a pattern book;
- Consider implementing a **Design Review Panel** – similar to Mornington Council where applicants present to a Panel consisting of internal officers and appointed external experts; and
- Update the **Residential Design Guidelines** (Knox Housing Strategy).

### INDUSTRY – Potential actions

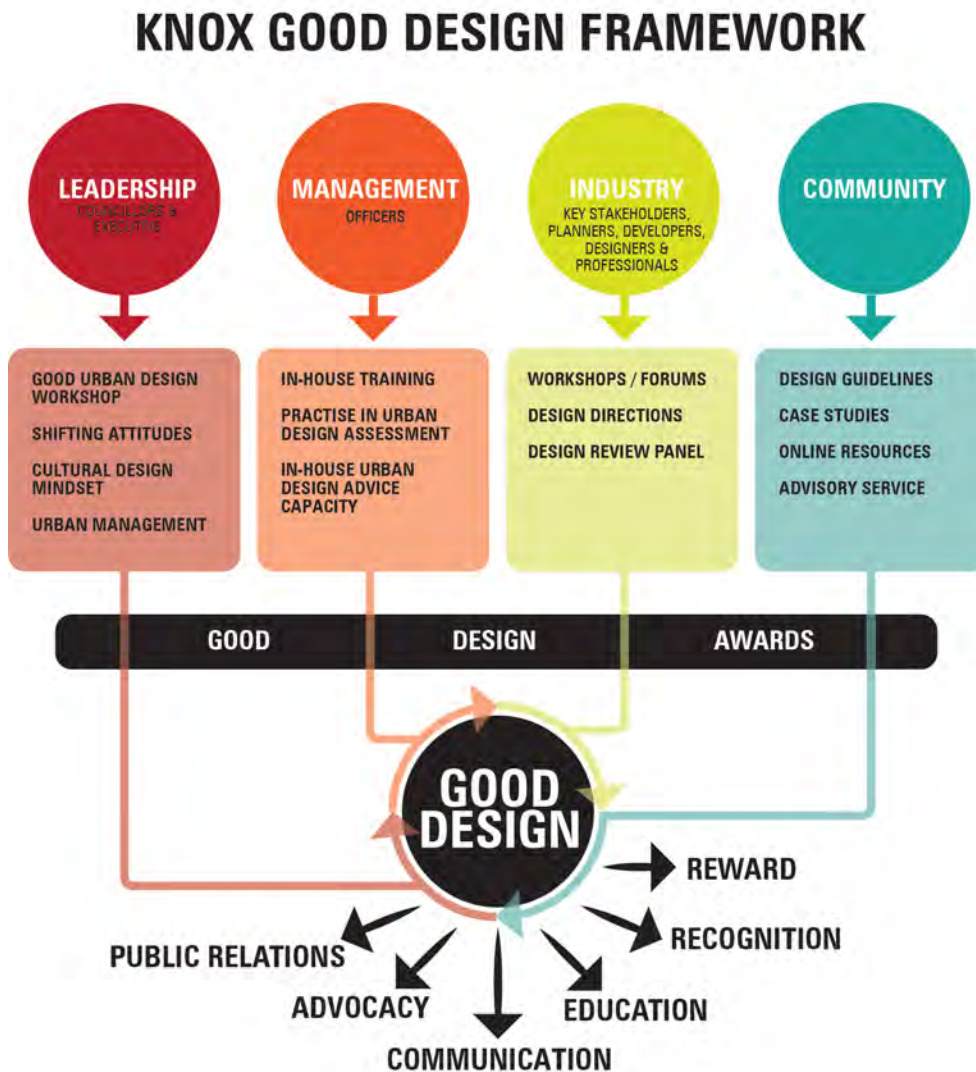
- Forge **stronger links or partnerships** with local architects and developers to better understand their challenges; and
- Work with the development industry to investigate options for **efficiencies in the planning permit application preparation and assessment processes**; and
- Establish a **local development industry forum** for Council to receive feedback.

### COMMUNITY- Potential actions

- Generation and provision of **clear design requirements** available on the Council website.

Draft **KNOX GOOD DESIGN FRAMEWORK**

The follow diagram represents the draft KNOX GOOD DESIGN FRAMEWORK. Based on the above noted suggestions additional actions may be incorporated under each management category.



We look forward to assisting Council further in refining and implementing the KNOX GOOD DESIGN FRAMEWORK.

hansen urban design team  
16/06/2017

## ALL WARDS

**6.3 COUNCIL SUBMISSION TO STATE GOVERNMENT PLANNING FOR GOLF IN VICTORIA DISCUSSION PAPER**

*SUMMARY: Coordinator City Strategy and Planning (Nicole Vickridge)*

*This report provides an overview of the State Government discussion paper on 'Planning for Golf in Victoria' and its relevance to the City of Knox, in relation to the Waverley Golf Course. This report recommends that Council endorse section 2.4 for this report as Council's submission to this discussion paper. This includes support for investigation into the rezoning and inclusion of the Waverley Golf (and surrounding properties) within the Urban Growth Boundary.*

**RECOMMENDATION**

That Council endorse section 2.4 of this report as the basis for Council's submission to the discussion paper on 'Planning for Golf in Victoria' and forward this response to the Department of Environment, Land, Water and Planning for consideration.

**1. INTRODUCTION**

On 23 June 2017, the Department of Environment, Land, Water and Planning (DELWP) released a discussion paper on Planning for Golf in Victoria. A copy of the discussion paper is included in Appendix A. The discussion paper identifies the challenges and opportunities for golf, sets out ideas and options to respond to them, and seeks opinions and suggestions from others.

The discussion paper is based on five key challenges – participation, membership, supply and demand, land use, and governance. This report recommends that Council's response focus on the challenge of land use, specifically with regards to the Waverley Golf Club.

**2. DISCUSSION****2.1 Development of a State-wide Golf Courses Strategy**

Plan Melbourne 2017-2050, metropolitan planning strategy, was released on 11 March 2017 and for the first time Victoria has an implementation plan that includes an action to develop a State-wide Golf Courses Strategy. Submissions on the DELWP discussion paper on Planning for Golf in Victoria will inform the development of this strategy.

Close to 300ha of golf course land in metropolitan Melbourne has been sold to developers in recent years. There are eight former golf courses currently being redeveloped – this includes the Kingston Links golf course in Rowville.

### 6.3 Council Submission to State Government Planning for Golf in Victoria Discussion Paper (cont'd)

The DELWP discussion paper notes that:

*“Metropolitan Melbourne is under constant pressure from urban development and competing land use demands. Demand for housing and pressure on local parks and sports reserves, education and health facilities and transport networks is projected to continue, with the Victorian population projected to almost double from 4.5 million in 2015 to 7.9 million in 2050 (Victoria in Future, Victorian Government, 2016).*

*Developers are now directing their interest to golf course land across metropolitan Melbourne, on its urban fringes and in regional cities. In some regions, golf courses are in oversupply or are in financial difficulty. This presents an opportunity for developers to consider the development of large amounts of land within urban areas to meet continuing high demand for housing.”*

Eighty-two submissions were received to the Plan Melbourne Refresh Discussion Paper about the State Government’s commitment to lock down the Urban Growth Boundary and the impact on golf courses.

#### 2.2 Alternative land uses

Plan Melbourne 2017-2050 identifies golf courses as being important to the open space network of communities and to biodiversity, environmental and heritage values. Many golf courses contribute to the network of parks, bushland and waterways across Melbourne that ‘act as the lungs to our city and public amenity value to a region’.

The DELWP discussion paper states: *“When considering the future of golf course land, an assessment of all land use values and alternative uses is important.”*

In this context the discussion paper specifically mentions the development of a State Sporting Facilities Strategy and a new Melbourne Open Space Strategy.

The Victorian Government is developing a State Sporting Facilities Strategy to identify what state-level facilities will be needed in the future. Some of these facilities could be delivered on land currently being used as a golf course. There are 23 golf courses abutting and outside the Urban Growth Boundary (including Waverley). This project will consider these issues and propose a land use and sport facility plan for the future.

In addition the Victorian Planning Authority recently mapped and categorised open space across metropolitan Melbourne, this work identified 54 golf courses in metropolitan Melbourne within areas deficient in public open space. This work will support the development of a new Melbourne Open Space Strategy (a recommendation of Plan Melbourne). This strategy will consider how Melbourne’s growing population will enjoy access to diverse and quality open spaces.

## **6.3 Council Submission to State Government Planning for Golf in Victoria Discussion Paper (cont'd)**

### **2.3 Golf Courses in Knox**

There are four golf courses in Knox: Tirhatuan Lakes, Waterford Valley, Kingston Links and Waverley Golf.

Two of these sites (Kingston Links and Waverley Golf) are designated in Council's 2015 Housing Strategy as 'Strategic Investigation Sites' for residential development.

On 26 June 2017, Council resolved to commence the process to rezone the Kingston Links Golf Course.

In 2011 the former State Government initiated a review of Melbourne's Urban Growth Boundary (UGB) outside of the Growth Areas. Knox City Council did not participate in this process (due to the State Government denying a request for an extension of time to this process to allow for adequate engagement with the community). However, through this process Council resolved to support investigation into the inclusion of the Waverley Golf (and surrounding properties) within the UGB, consistent with Council's long held position (since 2002) that Waverley Golf (and adjoining sites along Stud Road) should be included within the UGB.

Should investigations commence into the inclusion of Waverley Golf inside the UGB a rezoning will be required that includes a comprehensive consultation process, including community engagement.

### **2.4 Response to the Discussion Paper**

The Discussion Paper frames three ideas that it is seeking feedback on, and asks for submitters to state whether they agree or disagree with these three ideas. The following discussion will form the basis of Council's submission to the Discussion Paper

#### ***Idea 1 Establish a framework for golf course land development proposals to be considered.***

Council supports investigation into the rezoning and inclusion of the Waverley Golf (and surrounding properties) within the UGB. However rezoning land outside of the UGB involves an authorisation process requiring approval by the Minister and ratification by both Houses of Parliament in accordance with the *Planning and Environment Act 1987*. The Victorian Government made an election commitment to maintain the Urban Growth Boundary which was reflected in Plan Melbourne 2017-2050.

### **6.3 Council Submission to State Government Planning for Golf in Victoria Discussion Paper (cont'd)**

The planning decision framework for golf course land development proposals proposed in the Discussion Paper would capture the following key planning steps:

- *Any future development proposals must have a net community benefit and achieve a high level of sustainability.*
- *Consideration is given to the history of how the land was originally provided for a golf course.*
- *A response is developed to the Planning and Environment Act 1987 and other relevant Victorian and Commonwealth legislation and regulations including the Environmental Protection Biodiversity and Conservation Act (EPBC) 1999, Environmental Effects Act 1978, and Aboriginal Heritage Act 2006.*
- *A voluntary Cultural Heritage Management Plan is recommended for golf course land.*
- *A recreation and open space assessment is completed. The assessment should consider: local and regional sport and open space planning strategies; the VPA Metropolitan Open Space Portal to see whether the golf course is within an area short of open space; and the demand for sport and recreation facilities identified in the Community Sport and Recreation Futures Paper.*
- *An assessment is conducted against relevant Plan Melbourne 2017-50 or regional growth and land use plan actions including for community, education, health and legal services.*
- *A place-making approach applying the Creating Places for People (Creating Places for People, Australian Sustainable Built Environment Council, 2011) and Healthy by Design Guidelines (Healthy by Design Guidelines, National Heart Foundation, 2012) to design future development proposals.*

According to the Discussion Paper net community benefit could be defined by providing:

- *Open space that is substantially greater to that which has been lost and provides open access to public benefit.*
- *The value of public open space contribution for the golf course land lost is directed to improve or develop regional and local sport and open space as per regional or municipal open space strategies.*
- *A substantially higher public open space provision in new housing development on golf course land due to its proximity and landscape amenity value to existing residential and environs.*



### 6.3 Council Submission to State Government Planning for Golf in Victoria Discussion Paper (cont'd)

- *New golf course developments support other / alternative state, regional or local public policy objectives. For example, social housing, crisis accommodation, libraries, education precincts, health or legal services.*

Response: This report recommends that Council's submission agree with and support 'Idea 1'.

The emphasis on net community benefit and sustainability has been central to Council's approach to negotiating with the developer of the Kingston Links proposed rezoning. The proposed development includes approximately 800 new dwellings, new parks and public open spaces, new wetlands and other flood mitigation works, new multi-purpose community facilities and rehabilitation of ecological corridors along the Corhanwarrabul Creek.

Council officers took a collaborative approach to the review of the application, combining input across Council and State Government agencies with extensive discussions with the developer. An important goal of this process included agreement in principle on a package of community infrastructure contributions. These include: new sporting fields and associated pavilion, a contribution to support the delivery of social housing, contribution towards a new Men's Shed and a new pedestrian crossing of the Corhanwarrabul Creek.

#### ***Idea 2 Rationalise golf courses with overlapping membership catchments; and assess alternative use for surplus golf course land.***

The Victorian Government partner with Golf Victoria and local councils in regional conversations where rationalisation of golf courses is likely. Discussions would focus on club mergers, planning processes and local community engagement on development proposals.

Response: This report recommends that Council's submission agree with and support 'Idea 2'.

As outlined above Council supports investigation into the rezoning and inclusion of the Waverley Golf (and surrounding properties) within the UGB.

This report recommends that Council support 'Idea 2', with an emphasis on the assessment of alternative land uses prioritising sport, recreation and open space needs for a regional catchment as a priority – as outlined in the Discussion Paper. This report also recommends support for a review of alternative land uses to address housing affordability, as part of the consideration of alternative land uses.

### **6.3 Council Submission to State Government Planning for Golf in Victoria Discussion Paper (cont'd)**

***Idea 3 Adopt the Society of Australian Golf Course Architects Sustainable Golf Course Design resource as Practice Guidelines for golf course design and management.***

Response: This report recommends that Council's submission agree with and support 'Idea 3'. The guidelines would support the enhancement of environmental, biodiversity or landscape attributes on courses located in or adjacent to other open spaces and bushlands or golf courses with a waterway.

#### **2.5 Next Steps**

The expert Task Force (comprised of two independent members, DELWP, Department of Health and Human Services and Golf Victoria) will continue to provide strategic direction and input into the project. Following consultation (which closes on 14 August 2017) current timeframes are for a final recommendation and framework report to be delivered to government in the fourth quarter of 2017, and a response from State Government before the end of the year.

### **3. CONSULTATION**

Council's Youth, Leisure & Cultural Services Department is supportive of the submission and acknowledge both the decline in golf participation and initiatives by the golf governing bodies to reverse the trend. Golf makes a significant contribution to Victoria and its economy. The golf industry is a substantial employer throughout Victoria with the majority of golf clubs employing sizeable workforces to meet their needs in course maintenance and clubhouse operations including food, beverage and repairs. Furthermore, golf is one of Australia's popular participation sports and has been identified as having the sixth highest participation rate in Knox (2010 Exercise Recreation and Sport Survey (ERASS) Report). However, the continued decline in membership numbers has forced golfs governing bodies into modernising the game and making it more relevant to the community (eg. a shift away from membership to more social and casual playing).

Council own one externally managed golf course, Waterford Valley Golf Course, which has been managed under a lease by Southern Pacific Leisure Corporation (Knox) since 2008. The course is a par 72 international standard golf course, which provides a range of golfing challenges. Waterford Valley, like other golf courses in Victoria, is experiencing micro and macro changes including participation decline and shifts in consumer preferences relating to flexibility on playing and paying arrangements. The golf course also has a diverse range of products including an operational centre for secondary spend, a function area for celebrations, corporate training and conferences and a club lounge bar.

### **6.3 Council Submission to State Government Planning for Golf in Victoria Discussion Paper (cont'd)**

The Lessee has advised officers that it remains viable and successful in meeting the changing competitive market. The longer-term leases are typically in place to offer strong incentive to the operator to invest in the site for a long-term return.

Should investigations commence into the inclusion of Waverley Golf inside the UGB a rezoning will be required that includes a comprehensive consultation process, including community engagement.

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

There are no environmental or amenity issues associated with this report.

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

There are no financial or economic considerations associated with this report.

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

There are no social issues associated with this report.

#### **7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021**

This report supports the following Knox Community Plan Goal:

*Goal 8 – We have confidence in decision making*

Specifically strategy 8.1 (Build, strengthen and promote good governance practise across government and community organisations), as this report ensures that Council submission to the Discussion Paper is on public record.

#### **8. CONCLUSION**

This report provides an overview of the State Government discussion paper on 'Planning for Golf in Victoria' and its relevance to the City of Knox, in relation to the Waverley Golf Course. The Discussion Paper: identifies the challenges and opportunities for golf; sets out ideas and options to respond to them; and seeks opinions and suggestions from others.

This report recommends that Council's response focus on the challenge of land use, specifically relating to the Waverley Golf Club (located outside the Urban Growth Boundary). This includes support for investigation into the rezoning and inclusion of the Waverley Golf (and surrounding properties) within the UGB.

This report recommends that Council endorse section 2.4 as Council's submission to this Discussion Paper.

**6.3 Council Submission to State Government Planning for Golf in Victoria Discussion Paper (cont'd)****9. CONFIDENTIALITY**

There are no issues associated with confidentiality.

***Report Prepared By: Coordinator – City Strategy and Planning  
(Nicole Vickridge)***

***Report Authorised By: Director – City Development  
(Angelo Kourambas)***

# Planning for golf in Victoria

Discussion paper



JUNE 2017

## Acknowledgements

Planning for Golf in Victoria Task Force  
 Department of Environment, Land, Water and Planning  
 Department of Health and Human Services  
 Golf Victoria  
 Golf Australia

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## Photo credits

Visit Victoria

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## Planning Victoria's golf future

Golf generates multiple social, economic and environmental benefits for Victorians.

This Discussion Paper identifies the key challenges and opportunities for golf in Victoria, short and long term.

It seeks feedback and input to help develop a long term plan for golf in Victoria that supports local clubs, communities and the golf industry and delivers benefits and value to Victorians.

### Background

Many golf clubs across Victoria are experiencing financial difficulties and some have merged, closed or relocated in recent years. Others are considering their long-term futures. There are others like the Sandbelt private golf courses in a strong financial position and healthy club memberships.

Golf courses are a major land use and important to Melbourne's culture. They are recognised as part of what makes Melbourne a distinctive and liveable city in the metropolitan planning strategy, *Plan Melbourne 2017-2050*, which sets the Victorian Government's priorities and goals to guide the city's long-term growth.

A refreshed *Plan Melbourne 2017-2050* was released in March 2017 following extensive public consultation. *Plan Melbourne 2017-2050* includes an Implementation Plan with short, medium and long-term actions so that Melbourne maintains its productivity, sustainability and liveability as the population grows.

Action 67 of the Implementation Plan is:

***Golf state-wide facilities plan:*** *Work with the golf industry and local government to develop a strategic metropolitan-wide facilities plan that will meet the future needs of the sport, given the increasing pressures for some golf courses to be rezoned for residential use.*

### This Discussion Paper

This Discussion Paper is the first step in developing a state-wide golf facilities plan.

The Discussion Paper was developed by the Department of Environment, Water, Land and Planning (DELWP) together with the Department of Health and Human Services and Golf Victoria. It follows extensive research and consultation with the golf industry, and with guidance from the Planning for golf in Victoria Task Force.

See Appendix A for more details on the methodology for this Discussion Paper and for members of the Task Force.

This Discussion Paper is not a statement of the views of the Task Force nor any other parties. It identifies the challenges and opportunities for golf, sets out ideas and options to respond to them, and seeks opinions and suggestions from others.

## Have your say

Community groups and golf clubs and organisations, local governments, businesses and interested individuals are encouraged to make submissions on this Discussion Paper. They can respond to all, some or just one of the questions it asks.

Submissions must be made in writing and can be submitted via the Engage Victoria webpage or posted to:

Planning for Golf in Victoria,  
L14, 8 Nicholson Street,  
East Melbourne, Victoria, 3002

Submissions are sought by **14 August 2017**.

## Next steps

The Planning for golf in Victoria Task Force will consider submissions to this Discussion Paper.

A subsequent Stage 2 Engagement Findings Report will be developed reporting on land use and development issues and opportunities relating to golf. It will propose strategic directions for the future work of the Task Force. The Engagement Findings Report will be delivered in September 2017.

Stage 3 is the preparation of a Recommendations Report by November 2017 and submitted to the Minister for Planning.

The Recommendation Report will identify ways to support the long-term growth and sustainability of golf in Victoria while maximising public value.





Golf clubs are being challenged by changing demographics, participation trends and land pressures.

## The changing golf landscape

### Golf in Victoria

Golf is one of Victoria's most popular organised sports with over 300,000 participants with a wide spread of age groups.

It generates health and wellbeing benefits and supports regular and enduring social interactions across different age groups.

Golf also makes an important economic contribution to Victoria. A 2016 study commissioned by Golf Victoria<sup>1</sup> found that golf contributes \$883.6 million in economic and health benefits for the state each year. It generates \$849.7 million in economic activity, supports 6,900 full-time jobs and generates \$33.8 million of health contributions.

Victoria's golf clubs generate \$152 million through golf tourism each year, attracting domestic and international visitors. Melbourne's famous sandbelt courses are highly regarded internationally, with four courses appearing on the list of the 'World's 100 Greatest Golf Courses' compiled by Golf Digest Magazine. Regional Victoria and Metropolitan interface municipalities also offers quality golfing destinations, from the Mornington Peninsula and Bellarine Peninsula, to the new Yarra Valley and to Australia's most visited golf destination, the Murray River region. As Australia's events capital, Melbourne has also hosted world-class golf events including the Presidents Cup, The Australian Masters and the Women's Australian Open.

Golf supports local businesses and jobs. It also provides opportunities to preserve green spaces and contribute to biodiversity values.

### The changing landscape

Victoria's golf courses have historically developed on opportunity rather than demand.

Melbourne's first golf courses were carved from vacant paddocks and scrubland in the 1890s. Many new courses opened in the 1920s and again during the post World War II years. Land for these courses was mostly gifted by local councils and their construction was supported by community volunteers.

The Murray River golf destination was established in the 1970s and features various resorts based around distinctive golf courses. Most of these courses are located on the NSW border of the Murray River.

<sup>1</sup> 2015 Australian Golf Landscape Research, Australian Golf Industry Council, 2015

Since 2000 around over 10 new golf courses have been established as the centrepiece of high-end residential developments in Victoria.

This trend appears to be short lived. As an industry, golf clubs are currently experiencing a lengthy period of transition. Social golf participation remains popular but club memberships are declining and local clubs must manage multiple challenges. Casual players and tourism has become more important. These include changing leisure patterns, an ageing player demographic and increasing costs including higher rates, operating and infrastructure costs.

Many Victorian public and second tier private golf clubs are in financial difficulty. In 2012, Golf Victoria reported that almost half of metropolitan Melbourne clubs were experiencing financial stress<sup>2</sup>. A number have needed to merge and some have closed. Unless declining membership is addressed, this is likely to continue. Clubs are now seeking new ways to attract participants and to increase their long term sustainability.

Today's golfer is increasingly a social player without a membership who prefers to participate in an unstructured way. They have budget constraints and limits on their time. Clubs must balance delivering the entitlements that club members pay for with the demands of social players. Low levels of innovation and the exclusive nature of many clubs in the past has exacerbated membership decline. Golf's traditional slower-paced game and strict conservative dress codes and course rules are barriers for younger people to play golf or join a club.

### **There are many opportunities for golf**

A 2015 national research report commissioned by the Australian Golf Industry Council<sup>3</sup> found that 6.91 million Australians said they had never played golf but were interested to (see Figure 1). When compared with the 1.15 million people who actually played a round of golf in Australia that year, this represents substantial opportunity to grow participation in the sport.

The 2015 report also identified that club members and social players were attracted to golf for its fun and enjoyment, the opportunity to connect with the outdoors, and to socialise.

<sup>2</sup> 2012 Golf Victoria Governance and Structural Review, Golf Victoria  
<sup>3</sup> 2015 National Golf Industry Report



Figure 1: Australian golf landscape key highlights (Source: 2015 Australian Golf Landscape Research, Australian Golf Industry Council).

## Land pressures

Residential developers have been attracted to golf clubs, which are often located in scenic, high-value areas. Many clubs experiencing financial difficulties have merged or closed, creating a surplus of land and golf facilities.

Several Melbourne golf courses have also merged or relocated to outside the Urban Growth Boundary into green wedge areas to create better courses and facilities. Green wedge areas are low-density non urban areas which form a ring around the city and feature development controls to protect important biodiversity, agricultural and other values (see Figure 2).

The number of golf courses inside the Urban Growth Boundary in Melbourne's south east exceeds demand. A number may be suited to repurposing for other sports, community facilities or open space serving active recreation. Some clubs are keen to be rezoned for residential development but constraints on the land, unsuitable location and other considerations may limit how much land is suitable for rezoning.

Some areas to the north and west of metropolitan Melbourne have fewer golf courses than may be justified by projected future population.

Some privately-owned golf courses outside the Urban Growth Boundary are campaigning for their land to be rezoned to allow greater development that enables them to build a sustainable club and business with innovative programs and commercial strategies like providing hospitality for conferencing and events.

This may not be a good planning outcome or be consistent *with Plan Melbourne 2017-2050*.

Open spaces such as golf courses add value to residential areas, particularly for properties that can take advantage of the green space and aesthetic appeal that courses offer.



Figure 2: Melbourne's green wedge areas.

## Alternative land uses

Melbourne's population is projected to almost double over the next few decades, from 4.5 million in 2015 to 7.9 million by 2051 (see Figure 3). Greater housing density has added pressure on community infrastructure and services. These include parks, trails and sports facilities, schools and child care centres, hospitals and aged care facilities, social housing and transport links.

*Plan Melbourne 2017-2050* prioritises where this growth should occur. It identifies golf courses as being important to the open space network of communities and to biodiversity, environmental and heritage values. They contribute to the network of parks, bushland and waterways that act as the lungs to our city and public amenity value to a region.

Whilst construction of new golf courses in Melbourne's green wedges on the urban fringe may have reduced the availability of high-quality agricultural land, it may also have regenerated green wedge land and strengthened biodiversity values. The use of fertilisers needs to be managed to minimise impacts on the ecosystems of nearby streams.

When considering the future of golf course land, an assessment of all land use values and alternative uses is important.

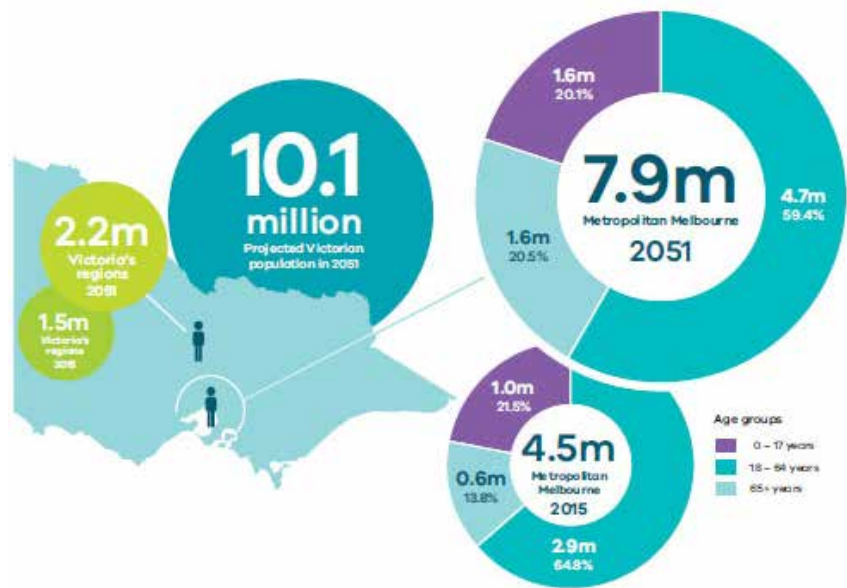


Figure 3: Victoria's projected population growth. Source: *Victoria in Future 2016*



Some golf courses provide scenic views of Melbourne and Port Phillip Bay.



Some golf courses in green wedge areas support significant wildlife populations.

## How do we navigate these hazards?

### PARTICIPATION HAZARD

- 300,000 Victorians play golf.
- Social golf is on the rise.
- New participation programs and golf business products aim to broaden the audience of golf.
- Golf contributes \$859 million in social and economic contributions to Victoria.
- Social reasons are the main reason for participation.
- Golf participation is extended through people watching on television, however this sometimes doesn't translate into playing

### MEMBERSHIP HAZARD

- 110,000 registered club members in Victoria.
- Club membership declined by 1.3% in Victoria.
- Only 3% of total club memberships are juniors and 20% females.
- Time and cost pressures are major barriers to being an active member.

### DEMAND & SUPPLY HAZARD

- Victoria has the highest ratio of golf courses per capita in Australia.
- Locational misalignment between supply and demand.
- Most golf courses are the same. 70% of golf courses are 18 holes.
- Golf courses vary in quality but most considered in poor to fair condition and with club memberships of less than 100.

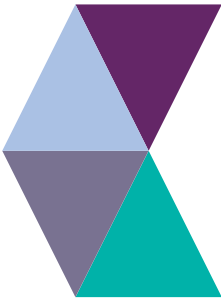
### GOVERNANCE HAZARD

- Nearly half of golf clubs are experiencing financial stress.
- Societal issues are impacting attendance at events and recruitment of volunteers.
- Clubs are struggling to balance access to current members and providing social access.
- Attracting new participation groups, diversifying membership and becoming family friendly environments are key to future club success.

### LAND USE HAZARD

- Metropolitan Melbourne is under constant pressure from urban development and competing land use demands.
- 290 ha of golf land has been sold to developers in recent years.
- Golf courses provide social, environmental and cultural heritage values. 139 golf courses located adjacent parks and 69 with waterways.
- 52 golf courses are within an area short of public open space.
- Government policy informs regional demand for sport and recreation facilities and land use objectives.





## Participation challenge

People have more choices for active pursuits than ever before.

How will golf adapt and attract new participants?

### The current state of play

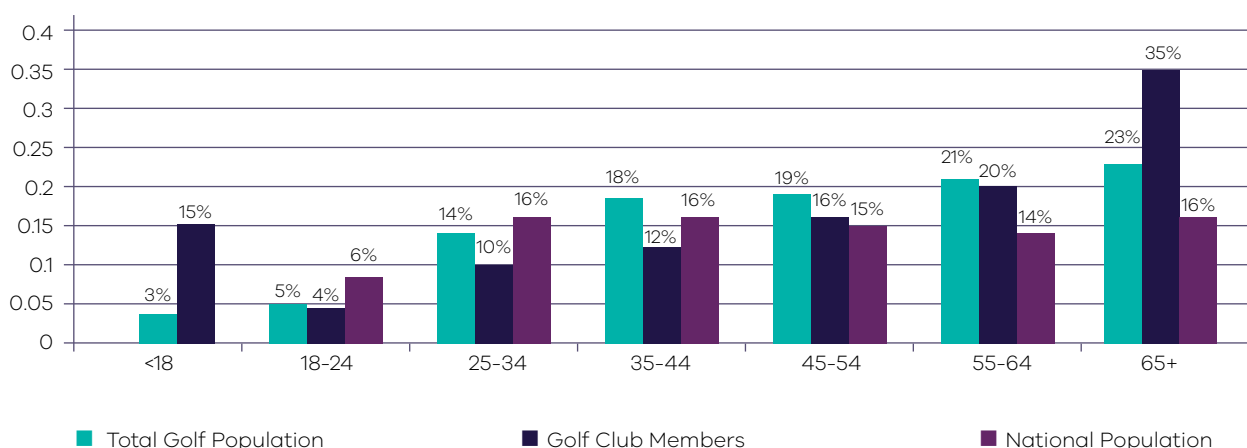
There is great potential to grow the number of golf participants in Victoria and the proportion who hold club memberships.

Of the 300,000 people who play at Victoria's 374 golf courses each year, only about a third (110,000) are registered club members.

A 2015 Australian Golf Industry Council report<sup>4</sup> identified potential to almost double the national golf market from 1.15 million to 2.1 million participants.

The report recommended making golf more accessible to a broader audience and attracting people currently participating socially into a club environment.

Population and demographic trends can support greater golf participation. Golf clubs can target specific population groups by tailoring programs that motivate people to 'have a go', and transfer this participation into memberships. For example, there is potential to encourage and grow the low proportion of young people who play golf (see Figure 4).



Source: ASC, Golf Australia Database, Golflink, ABS Cat. 32350

Figure 4: Golf participation by age, Australia.

Industry research highlights that social reasons are the main driver for playing golf, so this should underpin new program development.

Peak golf sporting bodies (Golf Victoria and Golf Australia) and the golf industry have heavily researched participation and trends to inform current strategic plans for increasing participation and creating sustainable golf clubs.

In 2013, The Australian Sports Commission commissioned the CSIRO to research future sports trends, including the impact of megatrends – patterns of social, economic or environmental changes that influence sports participation<sup>5</sup>. The research found while golf participation rates per capita have declined in recent years, golf remains one of Australia's top 10 sport and recreational activities.

The key megatrends profiling the types of participant identified in the Australian Sports Commission's *The Future of Australian Sport* report that can support greater participation in golf included:

- A perfect fit – personalised sport for health and fitness
- More than a sport – achieving health, community and overseas aid objectives via sport
- Everybody's game – sports that respond to demographic, generational and cultural change.

The 2015 *The Australian Golf Landscape Research* report<sup>6</sup> established segments for existing and potential golf markets:

- Golf traditionalists (current) – Dedicated to the pure form of golf. Represent 40 per cent of the total playing group and 40 per cent of industry spending.
- Variety seekers (current) – Frequent golfers but like to experience other golf formats. Represents 20 per cent of the total playing group and 39 per cent of industry spend.
- Incidental and infrequent (current) – Represents 24 per cent of total playing group and 16 per cent of industry spending.
- Alternatives (current) – Prefer other forms like mini golf with little interest in the pure form of golf. Represents 11 per cent of total playing group and 5 per cent of industry spending.
- Get me started (potential) – Have a strong interest in golf but don't know where to begin. Represents 66 per cent of the potential market.
- Health and fitness (potential) – Focus on general health and wellbeing activities. Represents 34 per cent of the potential market.

<sup>5</sup> *Future of Australian Sport: Megatrends shaping the sports sector over the coming decades*, Australian Sports Commission, 2013

<sup>6</sup> *2015 Australian Golf Landscape Research*, Australian Golf Industry Council, 2015

New programs such as Golf Australia's PlayGolf, My Golf and Swing Fit respond to these market trends and segments. Their targets include juniors and schools, females, people interested in health and fitness and beginners.

In addition, new golf business and products are being developed to respond to mega trends and segments. Examples include Big Hole Golf, which features bigger holes and simplified games for faster rounds and less putts, and Top Golf, which has the world's largest golfing online community and provides golf facilities aimed at attracting all ages and abilities for fun and entertainment.

Major global trends shaping golf participation today are:

- Golf's popularity in Asia is growing rapidly. There is a boom in children playing in China and India, and Asia is already recognised as the centre of the women's professional game.
- Females represent much of the growth in golf participation. This is changing expectations of facilities for members and participants and platforms for golf as a family game.
- Golf apps are increasingly providing caddy advice, with software that help golfers make better choices.

Golf Victoria's *Community Impact of Golf Report (2016)* found that in Victoria, golf contributes \$859 million in economic contribution, \$33 million in health benefits and employs 6,900 people.

A recent *Golf Tourism in Australia Report* found that golf generates significant travel in and out of Australia with 29 per cent of people travelling interstate and 12 per cent of people heading overseas to play. It is a popular lifestyle sport and harnessing this interest into Victorian golf courses (both public and private) will strengthen Melbourne's status as the most liveable city.

Victoria's golf regions are: Murray River, Mornington Peninsula, Melbourne Sandbelt, Bellarine Peninsula and the emerging Yarra Valley.



*Golf Australia participation programs.*

## What do we want in the future?

**Golf participation in Victoria will be broader, more flexible, accessible and engaging, driving sustainable golf participation growth.**

### How can we get there?

#### Idea 1 Train local clubs to deliver participation and inclusion programs

Roll out a training program to skill local clubs in delivering programs that increase participation and make golf courses more inclusive to everyone.

Set a target of 100 per cent increase in the number of participants in Golf Victoria's *MyGolf*, *SwingFit* and *PlayGolf* programs across rural, regional Victoria and metropolitan Melbourne by 2020.

#### Idea 2 Partner new initiatives and embrace new technology in local golf courses

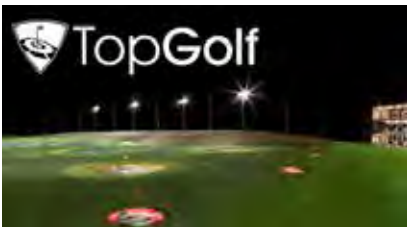
Develop a *Big Hole Golf* and *Par 3* competition and new venues to play across Victoria.

Promote the use of on-course technology and encourage interactivity with venue and online forums.

#### Idea 3 Support new golf business on golf course land

Attract TopGolf and similar golf business ventures aimed at attracting new participation to Melbourne and regional centres.

- Do you agree or disagree with the ideas?
- How can we attract golf participation for all?



*New golf businesses and products.*



## Membership challenge

Club membership is declining and operational costs are rising. How will golf reverse this trend?

### The current state of play

A key to a golf clubs future success will be to offer broader and more flexible, accessible, diverse and engaging family environments and participation opportunities.

Total golf club memberships in Victoria declined 1.3 per cent in Victoria from 2013 to 2014<sup>7</sup>. Figure 5 shows membership changes in different regions.

Of Victoria's 374 golf courses, 188 clubs in 2013-14 were operating with less than 200 members and 145 had less than 100 members. Only 21 clubs had more than 1,000 members and they made up 25 per cent of Victoria's total members. The median membership in Victoria today is 117.

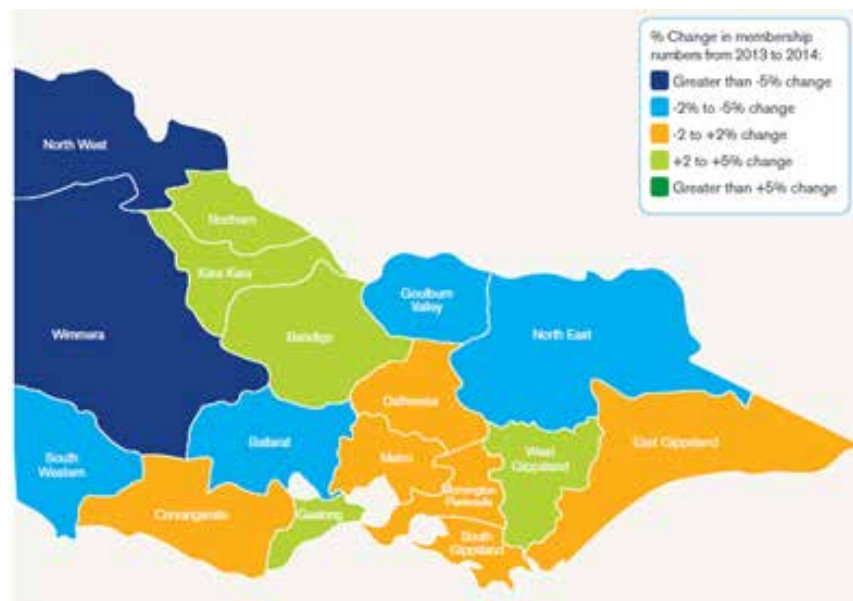


Figure 5: Percentage change in golf membership across Victoria (Source: 2014 National Golf Participation report, Golf Australia)

This declining trend is of great concern for a club's sustainability as membership funds are their main revenue source, and operational and maintenance costs of golf courses are increasing. Council rates are also increasing as land prices escalate.

7

2014 National Golf Participation Report, Golf Australia

## How do we reverse this trend?

Golf clubs are well positioned to grow participation and memberships. The golf age profiles the Victorian population and demographic trends of an ageing population. The 2015 The Australian Golf Landscape Research report states that 2.1 million people picked up a golf club or said they were interested in playing<sup>8</sup>. Golf clubs must do better to attract the social club and non-traditional members.

In Victoria, only 3.5 per cent of total club members are junior-aged players (under 18 years). Only 20 per cent are females. Attracting more junior and women players to golf will be key to strengthening future participation in golf<sup>9</sup>.

## Why are they not joining a golf club?

According to a 2015 report in *The Economist*<sup>10</sup>, there are three main reasons for declining golf club membership in America, which can be applied to Australia:

- Time – players can no longer afford to set aside 4 hours to play a full round of 18 holes and the game is not ‘compatible’ with modern family obligations.
- Cost – membership fees are no longer affordable to most people, particularly low to middle income earners who face additional pressures of increasing costs of housing, education, technology and transport.
- Difficulty – golf courses have been designed to be harder, longer and tougher since the 1990s to challenge players and equipment. Rules are also difficult to understand for many golfers.

Golf administrators are tackling these issues. For example, the R&A and the USGA (governing bodies for rules) have recently proposed more than 50 new or modified rules to simplify and speed up play. Proposals include players being able to putt on greens with the flag still in the cup; golfers not being penalised for accidentally moving their ball; the time allowed to find a lost ball reduced from 5 to 3 minutes; ball drops from one (1) inch above ground rather than from hip height; prompt play and ‘ready golf’ (playing golf out of turn) is encouraged.

Golf Victoria programs are designed to attract a broader range of participants. The success of these programs may rest on delivering to golf clubs across Victoria.

The success of golf clubs could very well rely on successful delivery of these new programs, and also embracing new forms of golf, technology and making clubs more accessible and family friendly.

8 Australian Golf Landscape Research, Australian Golf Industry Council 2015  
9 Australian Golf Landscape Research, Australian Golf Industry Council 2015  
10 Why golf is in decline in America, The Economist, 2015

## What do we want in the future?

**A sustainable and accessible network of golf courses across Victoria that each attract 200+ members, social golfers and public use.**

### How can we get there?

#### Idea 1 Adopt a regional approach to providing golf membership and programs

The regional approach would involve a Regional Development Officers working with clubs in the region. They would focus on regional membership models (that go beyond reciprocal rights) and building club capacity to deliver Golf Victoria programs.

Set a target of 80 per cent of all golf clubs in Victoria to partner regionally to deliver the Golf Victoria programs *MyGolf*, *SwingFit* and *PlayGolf*.

#### Idea 2 Improve usage data on golf courses

Support Public Golf Courses Australia in the collection of data to establish benchmarks on use (membership and casual).

Set a target of 80 per cent of all golf clubs in Victoria completing the club health check, with Golf Victoria monitoring and analysing trends to inform decisions on club support.

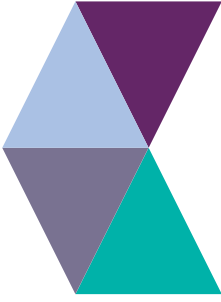
#### Idea 3 Open up golf courses to everyone

Fund initiatives aimed at providing family friendly environments and making a golf club more accessible, including by embracing technology.

Open up golf courses to make them more accessible to the public for active recreation and enjoyment of the golf course environs and landscapes.

Support the implementation of R&A rule changes aimed at making rounds faster and easier to complete to make golf more accessible and friendly to all types of golfers through a club leader education program.

- Do you agree or disagree with the ideas?
- How can we increase club membership?



## Demand and supply challenge

Victoria has more golf courses per capita than the rest of Australia. How do we best provide for golf courses in the future?

### The current state of play

Victoria has one golf course to 13,200 residents, with golf courses in metropolitan Melbourne (1 course to 38,000 residents) and rural Victoria (1 course to 4,900 residents) recording a lower than national average ratio<sup>11</sup>.

Of the 35 new courses that opened between 1998 and 2004 in Australia, 13 (40 per cent) were in Victoria. With more new courses underway or planned, Victoria will remain the most densely populated state in Australia in terms of golf courses per capita.

Golf courses have not traditionally been developed on a demand basis. Most have been developed on land gifted by local councils or more recently, as the centrepiece of high-end residential estates. This has created an environment where courses are not necessarily located where demand exists and there are multiple clubs in a region competing for memberships.

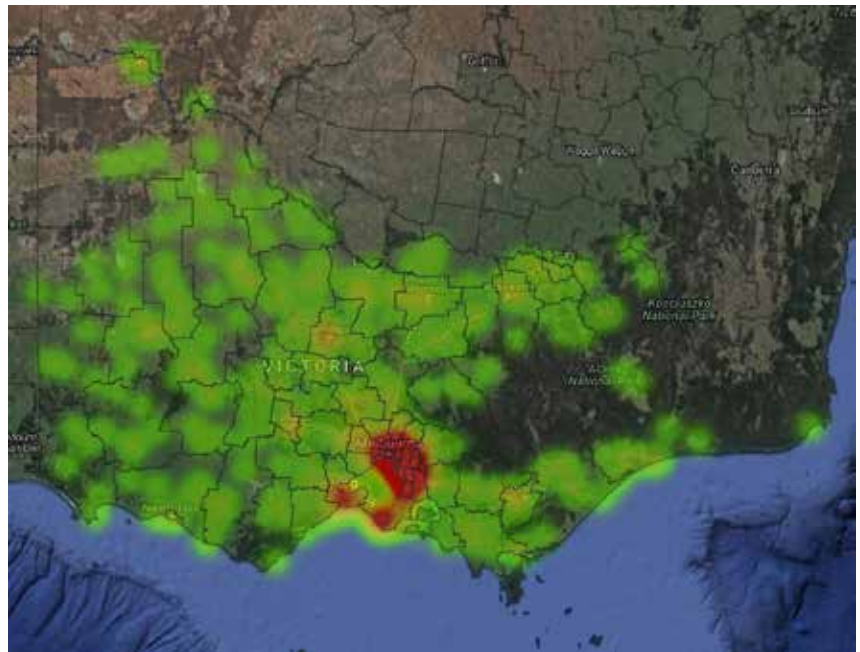


Figure 10: Heat map of golf facilities in Victoria

<sup>11</sup> Issues and Challenges for Golf Clubs in Victoria, Ernst and Young, 2004



In metropolitan Melbourne, there is an oversupply of golf courses in the southern and eastern regions and an undersupply in the northern and western regions.

The locational misalignment between supply and demand is further exacerbated in Melbourne's northern and western growth areas. This issue is set to continue if not addressed, with a further 17 new suburbs planned for metropolitan Melbourne to support the demand for housing as our population continues to grow.

In general, there is an oversupply of golf courses in regional and rural Victoria. Regional cities have more than three golf courses servicing populations of 150,000 and many of Victoria's rural towns have a golf course. These golf courses and facilities vary in quality with most considered in poor to fair condition and with memberships less than 100 people.

There are 374 golf courses and 35 driving ranges in Victoria. Of the golf courses, 268 (72 per cent) are 18 hole courses. Most public courses and facilities are managed by the club (volunteers) or local council and are ageing and generally in average condition. Meeting this infrastructure challenge must be guided by contemporary design standards for golf courses, universal design principles and female-friendly guidelines.

In regional Victoria, similar golf facilities are offering the same membership models and are often located in the same catchment area. This is spreading the 'sport loyalists' thin and clubs are not offering programs and facilities attractive to a broader audience.

A major global trend shaping demand and supply is increasing time pressures and space shortages in cities. This demands a shorter format golf game that can be played more quickly. Courses are being designed with options to play 3 and 6 holes – France's winning Ryder Cup 2018 bid committed to building hundreds of short urban courses. Improved simulator technology will also increase opportunities for virtual games in the heart of cities. It is predicted that broadcasters will create a high-profile, short form professional competition like Twenty20 cricket.



### **National Home of Golf Case Study**

The Victorian Government has provided \$10 million in the 2017/18 Budget towards building the National 'Home of Golf' and Centre of Excellence. This facility will serve the entire industry and support all players, from beginners to elite. It will provide a home for Golf Victoria and world class research, training and educational facilities for national and local organisations including a driving range and short course facility. The project represents a renewed and collective focus across the Australian golf industry on growing participation and giving Australia's golfing talent the best chance to succeed in the future.

## What do we want in the future?

**A network of sustainable golf courses that supports future demand for golf in Victoria.**

### How can we get there?

#### Idea 1 Adopt a regional, strategic and partnership approach to providing golf facilities

The regional approach would focus on understanding the capacity of golf courses, diversifying facilities and regional membership models and building club capacity to deliver Golf Victoria programs.

A regional golf facilities strategy would be developed, similar to those currently being developed for AFL Victoria.

#### Idea 2 Golf Victoria lead a regional approach with local clubs and local councils to offer varied golf course types

Golf Victoria would host conversations with regional local clubs with support from the Victorian Government and local councils. The conversation would discuss club issues and opportunities for golf, with a focus on different types of golf facilities that may be required to drive participation and club membership.

A focus on public golf courses and the transformation of these facilities into shorter forms and different types of golf facilities including 3 and 6-hole circuits, Big Hole and Footgolf courses, driving range, mini golf and virtual golf and a mix of hospitality and social family and fun play environments.

#### Idea 3 Develop Facility Design Guidelines to inform development and management of golf courses

A new Facility Design Guidelines may support the development of a diverse mix of golf facilities within a regional catchment to support participation programs and targets of Golf Victoria to help achieve club sustainability.

The guidelines would identify levels of service in terms of facility distribution, type, quality and maintenance demands.

The guidelines could also support the development of golf courses in new growth areas.

- Do you agree or disagree with the ideas?
- Would you like to see more short form golf facilities?



## Land use challenge

Victoria is faced with a range of land use challenges. Golf course land presents one way to help meet these challenges.

### The current state of play

Victoria's 374 golf courses occupy over 18,750 hectares of land.

These golf courses hold a range of community and environmental values. They are an important part of metropolitan Melbourne's green wedges and open spaces that act as the lungs to the city. Research shows that an area of 180m<sup>2</sup> of turf grasses, grasslands and trees produce oxygen to support one person per year<sup>12</sup>. This means that Victorian golf courses provide oxygen for approximately 1.42 million people per year.

Research into the economic social and health benefits generated by golf commissioned by Golf Victoria (2016) reported<sup>13</sup> that golf contributes \$33.8 million in health benefits to the state. Golf has unique physical, mental and social strengths including: a lifelong reduction on the healthcare burden; the growth and maintenance of strong social capital (personal networks); regular and enduring social interaction; a culture based on respect, etiquette and self discipline; and a sanctuary (both physically and mentally) from the hustle of modern life.

Golf courses offer a buffer from the urban areas and often support remnant Indigenous vegetation. Sixty-five per cent of most golf courses provide a rich ecology and diverse habitat for native birdlife and animals, mostly in the rough, natural grasses, trees and non playable areas.

Thirty-five per cent (130) of Victoria's golf courses were established over 75 years ago and feature sites of Aboriginal and European cultural heritage significance. Almost a quarter of Victoria's courses (99) are located within 200 metres of a waterway or have a heritage site protected in the planning scheme. Many golf courses abut watercourses and are, at least in part, subject to inundation.

Metropolitan Melbourne is under constant pressure from urban development and competing land use demands. Demand for housing and pressure on local parks and sports reserves, education and health facilities and transport networks is projected to continue, with the Victorian population projected to almost double from 4.5 million in 2015 to 7.9 million in 2050<sup>14</sup>.

<sup>12</sup> Sustainable Golf Course Design, Society of Australian Golf Course Architects 2016

<sup>13</sup> The Community Impact of Golf in Victoria Report, Golf Victoria 2016

<sup>14</sup> Victoria in Future, Victorian Government, 2016

Developers are now directing their interest to golf course land across metropolitan Melbourne, on its urban fringes and in regional cities. In some regions, golf courses are in oversupply or are in financial difficulty. This presents an opportunity for developers to consider the development of large amounts of land within urban areas to meet continuing high demand for housing.

A 2016 article<sup>15</sup> reported that more than 290 hectares of golf course land in metropolitan Melbourne has been sold to developers in recent years for houses, offices and shops. Eight former golf courses in metropolitan Melbourne are presently being redeveloped. These include Kingston Links golf course, Kingswood golf course and Keysborough golf course.

The Victorian Government made an election commitment to protect the city's green wedges by maintaining the existing Urban Growth Boundary. There are 23 golf courses abutting and outside the Urban Growth Boundary. Some submissions to the government's 2016 refresh of the metropolitan planning strategy, *Plan Melbourne 2017-2050*, related to golf courses on the urban fringe, seeking to have that land included inside the Urban Growth Boundary to enable residential development. This would allow clubs to sell their land and reinvest in less expensive land outside the Urban Growth Boundary to provide a more diverse golf and hospitality experience on a larger site.

Victoria's policy makers also highlight alternative land use objectives for surplus golf course land such as sport, community facilities and open space.

The Victorian Planning Authority (VPA) recently consulted across the Victorian Government and with local governments, and consolidated data and categorised open space in metropolitan Melbourne. The VPA has also launched the Metropolitan Open Space Portal that includes walkable catchment maps. There are 54 golf courses in metropolitan Melbourne identified within an area short of public open space.

<sup>15</sup> *From Fairways into Laneways: Developers Gobbling up Melbourne's Golf Courses*, <https://www.commercialrealestate.com.au/news/from-fairways-into-laneways-developers-gobbling-up-melbournes-golf-courses/>

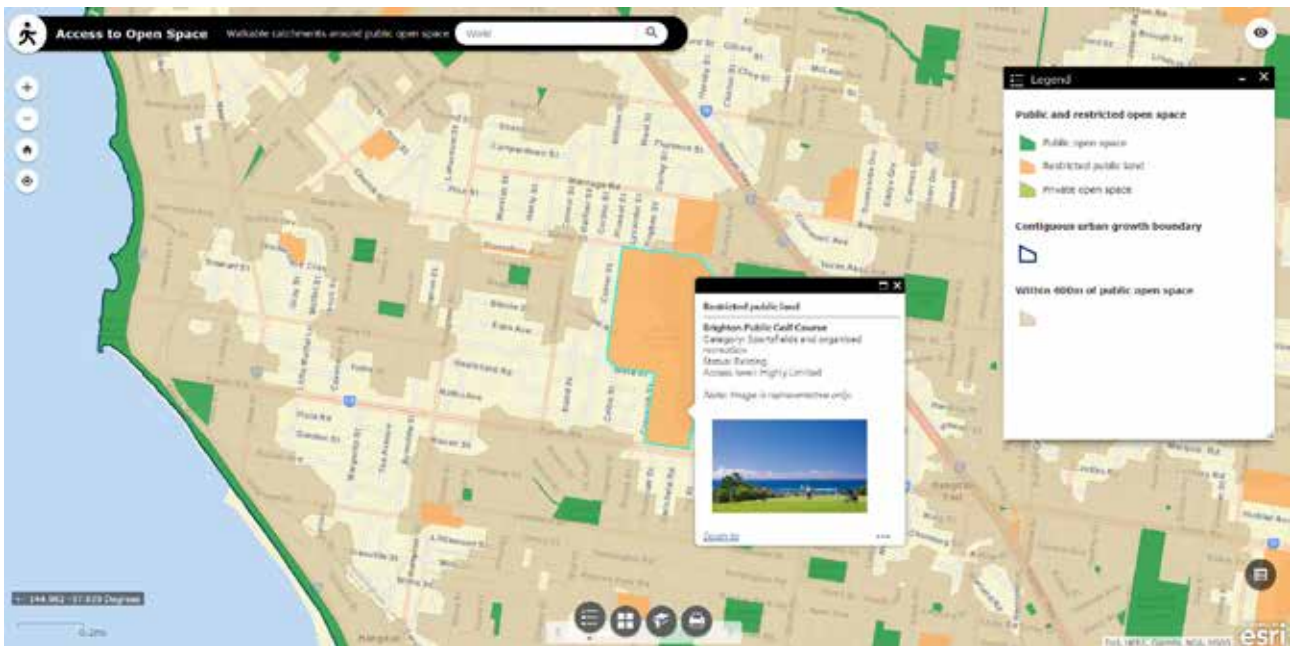


Figure 11: Brighton area map showing golf course within an area outside a 400-metre walkable distance from public open space (Source: Melbourne Open Space Portal, VPA, 2016).

The Victorian Government's research into future demand for community sport and recreation facilities shows that unprecedented population growth in the inner and middle suburbs and Melbourne's growth areas and the explosion of women's sport participation is placing pressure on our sports grounds, indoor and outdoor sports courts and aquatic facilities and leisure centres across Victoria. Whilst in rural Victoria, improving the quality and maintenance of existing sport and recreation facilities was of high need.

The following examples capture the demand for sport and recreation facilities today:

- Victoria has over 300 new girls and women's football teams and 150 new girls and women's cricket teams in 2016/2017. Demand for sports grounds to accommodate this growth exceed supply in inner city and middle suburbs, Melbourne's growth areas and Victoria's ten (10) regional cities
- In 2016, it was calculated that an investment of over \$450 million would be required to meet demand for community multi-sport indoor courts for high ball sports like basketball, netball and volleyball and other indoor social sport programs like futsal (indoor soccer) over the next four (4) years<sup>16</sup>
- Extending the demand for new sport and recreation facilities is a plan to create 17 new suburbs and the urban renewal of Fisherman Bend in metropolitan Melbourne. New sport and recreation facilities will be required in these locations to provide for the projected 5.5 million new people in metropolitan Melbourne by 2051. Eight (8) hectares of land is required to provide for a multi-sport infrastructure.

The Victorian Government is also currently developing a State Sporting Facilities Strategy to identify what state-level facilities we may need in the future.

Local government and land managers recreation and open space strategies and management plans that support these state-wide reviews into sport and open space. These plans consider the future recreation facility and open space demand of a local (and regional) population area.

The refreshed *Plan Melbourne 2017-2050* has been included in the *Victoria Planning Provisions* and all planning schemes through the approval of Amendment VC134.

A new Melbourne Open Space Strategy is a recommendation of *Plan Melbourne 2017-2050*. The strategy will consider how Melbourne's growing population will enjoy access to diverse and quality open spaces. Also, there are 76 golf courses that are within an area relating to an action such as improving significant tourism destination and creating the Great Yarra River Parkland. Golf course land development proposals will need to consider these recommendations.

Regional growth and land use plans for Geelong, Bendigo and Ballarat also identify land use planning strategies that potentially impact golf.

Planning zones applied to golf courses support the existing golf course use. When planning zones were applied to golf courses, the purpose of the zones on adjoining land zoning was considered and if it supports golf course use, the same zone was generally applied. A Special Use Zone was applied to golf courses where the purposes of the adjoining land zones, overlays and local policies cannot support golf course use or the site adjoins more than one zone and the strategic intent of the site is not known.

Planning overlays are well applied to provide good coverage of protection of environmental, landscape and other site values. The most common planning zones and overlays that govern the use and development and protect the values of golf course land are:

- Public Park and Recreation Zone – 122 golf courses
- Special Use Zone – 77 golf courses
- Farming Zone – 74 golf courses
- Environmental Significance Overlay / Significant Landscape Overlay and Vegetation Protection Overlay – 157 golf courses
- Flood Overlay / Land Subject to Inundation – 87 golf courses.

A Comprehensive Development Zone (CDZ) has been applied to new golf courses with other uses like resort golf courses, residential golf course estates and golf courses with hospitality and conference venues. The CDZ is designed to allow more complex developments in accordance with a comprehensive development plan incorporated in the planning scheme. A description of these planning zones and overlays are referenced in Appendix B. The planning scheme controls are supported by Victorian and Commonwealth legislation. Legislation relevant to golf courses include:

- *Planning and Environment Act 1987 (Vic)*
- *Environmental Protection Biodiversity and Conservation Act 1999 (Cwth)*
- *Environmental Effects Act 1978 (Vic)*
- *Environmental Protections Act 1970 (Vic)*
- *Aboriginal Heritage Act 2006 (Vic)*
- *Crown Land Reserves Act 1978 (Vic)*
- *Cultural and Recreation Lands Act 1963 (Vic)*
- *State Environment Protection Policies.*

There is a good level of coverage of legislation, regulation and supporting assessment tools to govern and support sustainable development of golf course land.

Relevant planning panel reports concerning rezoning golf course land or golf course development identify these tools and a set of principles relevant to a planning decision framework for golf course land development proposals. These are:

- The planning scheme amendments should be assessed having regard to net community benefit, the planning issues relevant to the site and principles of environmental and sustainable development.
- Environmental Management Plan, Landscape Management Plan, Cultural Heritage Management Plan and Comprehensive Development Plan should support a planning application.
- Planning for urban growth should consider: opportunities for consolidation, redevelopment and intensification of existing urban areas; neighbourhood character and landscape considerations; the limits of land capability and natural hazards and environmental quality; service limitations and the costs of providing infrastructure.

The Society of Australian Golf Course Architects released a resource promoting environmentally responsible and sustainable golf course design principles. The resource is considered best practice for golf course design and highlights the value of well designed golf courses to the community and environment. A 'total environment' approach to golf course management is taken. A set of design principles shows how golf course designers and land managers can conserve and manage the natural resources and meet the increasing operational demands resulting from environmental pressures.

The principles identified are:

- Provide a recreational resource promoting physical and mental wellbeing
- Promote indigenous flora and fauna and the Australian landscape experience
- Provide wildlife sanctuaries
- Preserve open space and remnant vegetation within urban environments
- Minimise and treat water resources such as sewage and urban runoff
- Protect valuable water resources
- Rehabilitate degraded landscapes
- Improve air quality and reduce heat
- Protect topsoil from degradation.
- Beautify the environment and aid community education on environmental issues.



### Olinda Golf Course Repurposing Case Study

The Victorian Government is funding the transformation of the old Olinda Golf Course site to a community sport and recreation facility. Parks Victoria and Yarra Ranges Shire Council adopted a place making approach and invited the community to develop a precinct plan for the future of the golf course site. The new park features an Olinda green, a space for community events and gatherings and a nature-based playspace. A new informal playing field will be an overflow sports field for training and a designated area provided for off-lead dog walking. Improved trails throughout the park and connecting with other Olinda community places and the township will encourage walking, running and riding. A new, more visible entrance for the National Rhododendron Gardens will support the many visitors each year.



## What do we want in the future?

**Sustainable development of golf course land that supports the land use and infrastructure objectives for Victoria and its local areas.**

**Design and maintain environmentally responsible and sustainable golf courses that enhance the open space, environmental and landscape values.**

## How can we get there?

### Idea 1 Establish a framework for golf course land development proposals to be considered

Golf course land within the Urban Growth Boundary can be considered for rezoning, subject to all the overlays and issues being investigated and resolved.

Rezoning land outside of the Urban Growth Boundary involves an authorisation process requiring approval by the Minister and ratification by both Houses of Parliament in accordance with the *Planning and Environment Act 1987*. The Victorian Government made an election commitment to maintain the Urban Growth Boundary which was reflected in *Plan Melbourne 2017-2050*.

The planning decision framework for golf course land development proposals would capture the following key planning steps:

- Any future development proposals must have a net community benefit and achieve a high level of sustainability.
- Consideration is given to the history of how the land was originally provided for a golf course.
- A response is developed to the *Planning and Environment Act 1987* and other relevant Victorian and Commonwealth legislation and regulations including the *Environmental Protection Biodiversity and Conservation Act (EPBC) 1999*, *Environmental Effects Act 1978*, and *Aboriginal Heritage Act 2006*.
- A voluntary Cultural Heritage Management Plan is recommended for golf course land.
- A recreation and open space assessment is completed. The assessment should consider: local and regional sport and open space planning strategies; the VPA Metropolitan Open Space Portal to see whether the golf course is within an area short of open space; and the demand for sport and recreation facilities identified in the Community Sport and Recreation Futures Paper<sup>17</sup>.

<sup>17</sup>

*Community Sport and Recreation Futures Paper*, Sport and Recreation Victoria, 2014

- An assessment is conducted against relevant *Plan Melbourne 2017-50* or regional growth and land use plan actions including for community, education, health and legal services.
- A place-making approach applying the *Creating Places for People*<sup>18</sup> and *Healthy by Design Guidelines*<sup>19</sup> to design future development proposals.

Net community benefit could be defined by providing:

- Open space that is substantially greater to that which has been lost and provides open access to public benefit
- The value of public open space contribution for the golf course land lost is directed to improve or develop regional and local sport and open space as per regional or municipal open space strategies
- A substantially higher public open space provision in new housing development on golf course land due to its proximity and landscape amenity value to existing residential and environs
- New golf course developments support other / alternative state, regional or local public policy objectives. For example, social housing, crisis accommodation, libraries, education precincts, health or legal services.

## Idea 2 Rationalise golf courses with overlapping membership catchments; and assess alternative use for surplus golf course land

Golf courses deemed surplus to a regional catchment would be identified and an assessment on future use conducted. The assessment would prioritise sport, recreation and open space needs for a regional catchment as a priority. A review of alternative land uses in line with *Plan Melbourne 2017-2050*, regional growth and land use plans and local policy objectives including to address housing affordability, access to education, health, legal or community services would also be considered.

The Victorian Government partner with Golf Victoria and local councils in regional conversations where rationalisation of golf courses is likely. Discussions would focus on club mergers, planning processes and local community engagement on development proposals.

<sup>18</sup> *Creating Places for People*, Australian Sustainable Built Environment Council, 2011  
<sup>19</sup> *Healthy by Design Guidelines*, National Heart Foundation, 2012

### **Idea 3 Adopt the SAGCA Sustainable Golf Course Design resource as Practice Guidelines for golf course design and management**

The Practice Guidelines are the overarching guidelines for golf courses, supporting environmentally responsible and sustainable design and management practices.

The guidelines would support the enhancement of environmental, biodiversity or landscape attributes to those 139 Victorian golf courses located in or adjacent to other open spaces and bushlands and the 69 golf courses with a waterway.

- **Do you agree or disagree with the ideas?**
- **How can we create a sustainable network of golf courses in Victoria?**



## Governance challenge

Golf club administrators must address multiple challenges and increasing responsibilities as office bearers.

### The current state of play

Of Australia's 1,600 affiliated golf clubs, approximately 430 employ managers and approximately 600 clubs are serviced by a PGA member. Over 1,000 clubs are managed by volunteers with no professional support. It is also noted that golf relies heavily on volunteers to service the game<sup>20</sup>.

Golf Victoria commissioned a Governance and Structure Review in 2012 which informed subsequent changes to its operations and included an overall health check survey of its 31 country districts and 44 of its 48 member clubs. The findings of the report were telling. They showed:

- Demographic changes, busier lives and rising living costs are influencing the overall number of people playing golf and when and where they play.
- Less players are participating in golf club events and there is a view there are too many clubs and events.
- Many clubs share overlapping catchments which means they compete for members. Reducing membership prices is their major competitive strategy. This raises concerns about their long-term sustainability. Many districts suggested two to three clubs were merging or closing.
- Nearly half (42%) of Victorian golf clubs were experiencing some level of financial stress (2012).
- Small clubs are relying heavily on volunteers to remain open and keep their course playable.
- Recruiting new volunteers is a challenge and succession planning is a major concern.
- Clubs are struggling to balance the entitlements of members with increasing numbers of social players.
- Golf doesn't generally appeal to youth and traditional membership offers.
- The administration burden for clubs is increasing, with a greater need for club support and more knowledge sharing.

<sup>20</sup> Golf Club Participation Report, Golf Australia, 2015

A presentation by a recognised golf business consultancy at the 2016 Parks and Leisure National Conference identified the following key areas that golf clubs should focus on:

- Respond to mega trends and be market-focused to stay relevant
- Attract new groups, add diversity to membership and become a family-friendly place
- Be flexible and embrace short game formats and social play to make golf more entertaining
- Explore all new golf business models and programs to increase visitation and revenue
- Actively engage and be customer focused
- Market the golf club and invest in telling people what it offers.

Golf Victoria and Golf Australia support this view and are slowly working to change the mindset of golf clubs.

A National Participation Advisory Group and National Club Development Advisory Group are being established by Golf Australia. A Workplace Development Plan is to be developed to build the capacity of the golf workforce and a focus on support of volunteer managed clubs.

A national regional structure has been developed for golf by Golf Australia to guide future resource allocation and planning. The regional structure also enables golf trends to be compared with the resident population and performance. There are 17 regions in Victoria and six regional officers coordinating Golf Victoria programs and events.

There are now providers of club development training and support in the sport sector. Partnering with these providers that have the resources, skills and online platforms represent an opportunity for Golf Victoria and local governments to support clubs and volunteers.



### **Curlewis Golf Club Case Study**

Curlewis Golf Club on Victoria's Bellarine Peninsula has recently recorded the fastest membership growth in Australia. This has been achieved with quality management and a contemporary marketing campaign appealing particularly to younger people. The club is trialling new initiatives to speed up play such as golf boards and golf formats. To continue to broaden the participation base and connect with non golfers, the golf course is planning a new café and function centre to accommodate 300 patrons. It also plans to create the peninsula's first large-scale 18 bay driving range and provide a new pedestrian and cyclist access connecting it to the rail trail so users of the rail trail can stop for refreshment.

## What do we want in the future?

**A skilled golf workforce that works collaboratively and in partnership to achieve regional success.**

### How can we get there?

#### Idea 1 Deliver a state-wide training and club support program for golf clubs

Golf Victoria would partner with a training and club support provider and offer an annual program across the 17 golf regions. The program would skill existing and future office bearers and administrators of clubs to support succession planning.

The service would provide year-round support of clubs through online resources and a call for advice service.

#### Idea 2 Regional golf forums between Golf Victoria districts, clubs and local government

A regional forum would offer a platform for golf's stakeholders including local governments to come together and discuss issues and strategy to improve golf course sustainability and share knowledge on issues faced by golf courses.

The forum combined with a regional strategic plan would facilitate regional partnerships and open up communication channels between golf and government at a local, regional and state level.

A local government reference group may also strengthen the partnership and relationship between golf and local government in tackling local and regional golf course issues.

#### Idea 3 Develop the national home of golf and centre of excellence

Provide a 'one golf' model for growing participation and supporting club development.

- Do you agree or disagree with the ideas?
- How can we support the golf workforce?



# Appendix A

## Methodology and Golf Task Force

### Methodology

DEWLP has developed this Discussion Paper with desktop research and consultation with local governments, Golf Victoria, Sport and Recreation Victoria, clubs and others. This has involved:

- A review of the strategic directions of Golf Australia and Golf Victoria and other relevant golf bodies in terms of the future direction of the sport and facility needs.
- A review of Australian local and state government policies and strategies related to golf.
- Analysis of current and predicted participation rates in golf across Victoria, with a focus on the changing demographics and the way that people now want to participate in golf. Consider how golf can become more accessible to more diverse participants at an affordable rate.
- An audit and spatial GIS analysis of current and proposed golf facilities across Victoria, including location, facility type, condition, ownership, membership and land use zone and applicable overlays.

### Golf Task Force

The Minister for Planning has appointed a Task Force to provide expert advice into decisions and to monitor and report on the project.

The Task Force consists of:

- Richard Allen – Independent Member and Chair
- Kate Roffey – Independent Member
- Fiona Telford – Golf Victoria
- Fiona dePreu – Planning Implementation, Department of Environment, Land, Water and Planning
- Justin Burney – Sport and Recreation Victoria, Department of Health and Human Services
- Ben Bainbridge – Project Manager, Department of Environment, Land, Water and Planning.



## Appendix B

# Planning provisions glossary

### Planning scheme zones and overlays applied to Victorian golf courses

Please refer to the Planning Schemes Online webpage for an understanding of the *Victoria Planning Provisions* relevant to your local golf course.

The most common planning zones and overlays that govern the use and development and protect the values of golf course land are:

- Public Park and Recreation Zone – This is the main zone recognising public recreation and open space areas
- Special Use Zone – This zone provides for the use of land for specific purposes. The purpose and the land use requirements are specified in a schedule to the zone
- Farming Zone – This is the main zone for the use of land for agricultural purpose
- Environmental Significance Overlay – Environmental significance is intended to be interpreted widely and may include issues such as noise effects or industrial buffer areas in addition to issues related to the natural environment. This overlay identifies areas where the development of land may be affected by environmental constraints
- Floodway Overlay / Land Subject to Inundation – These overlays are applied to land in either rural or urban areas which is subject to flood inundation. Floodway overlays form part of the active floodway of an area.

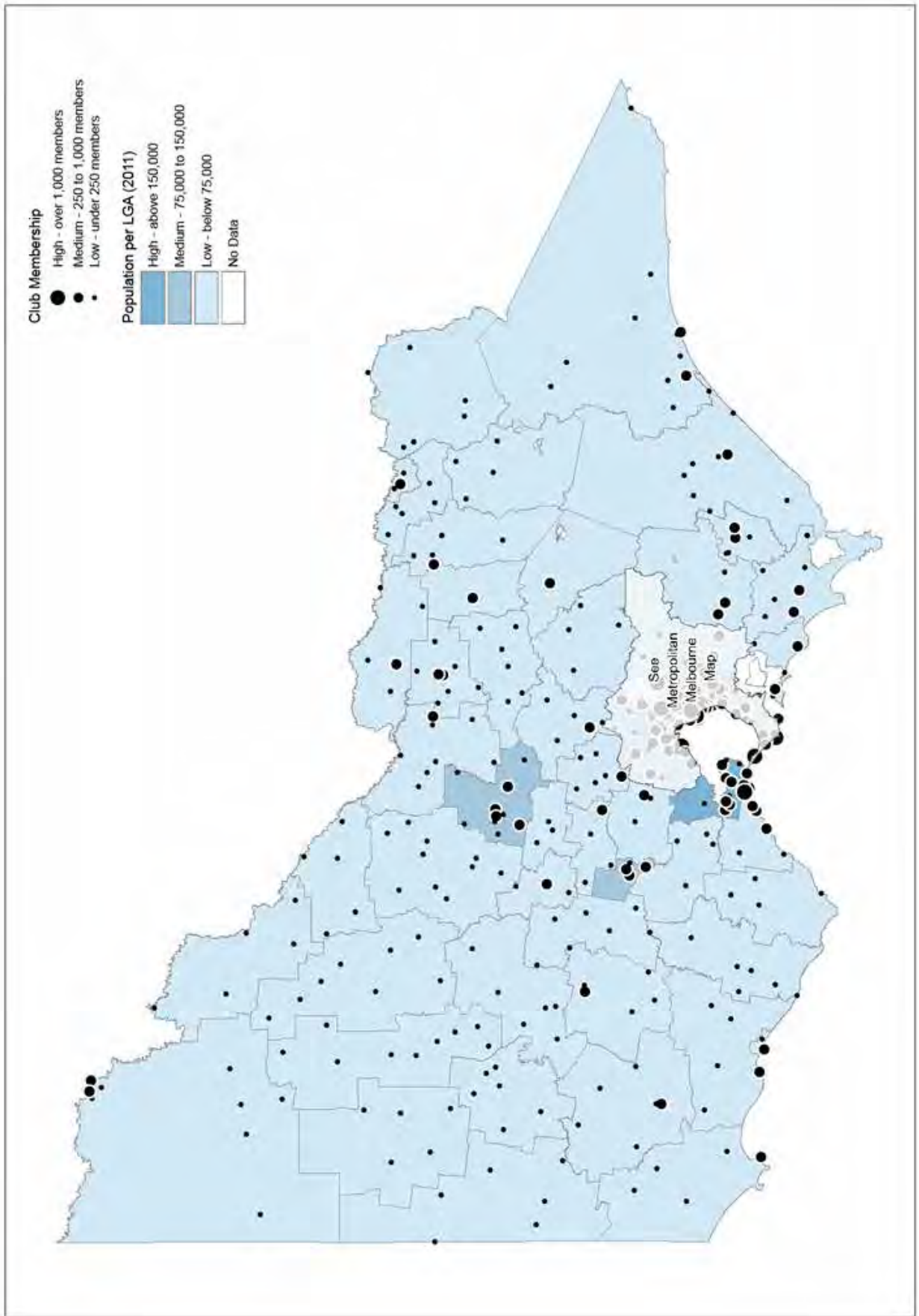




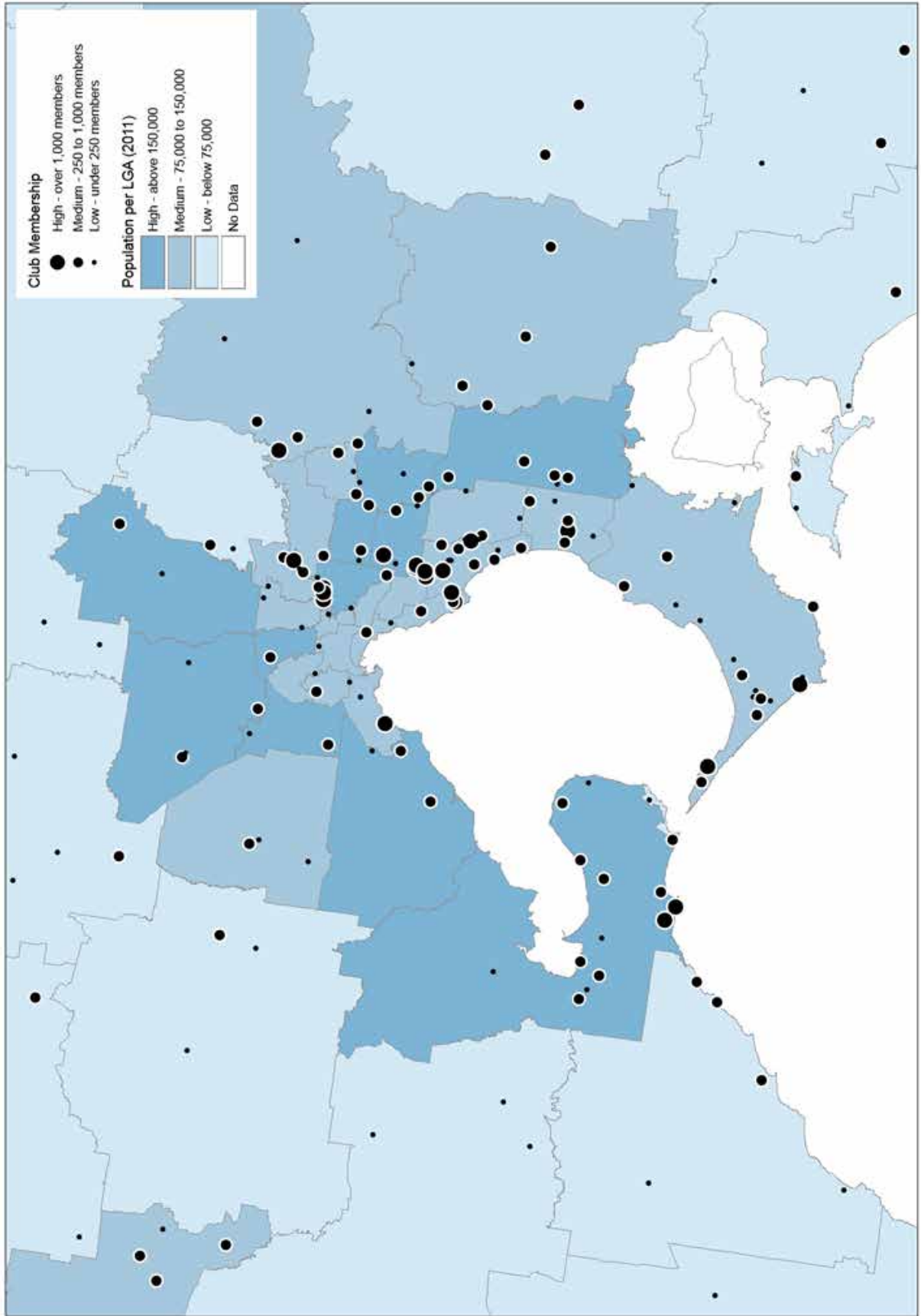
## Appendix C

# Maps

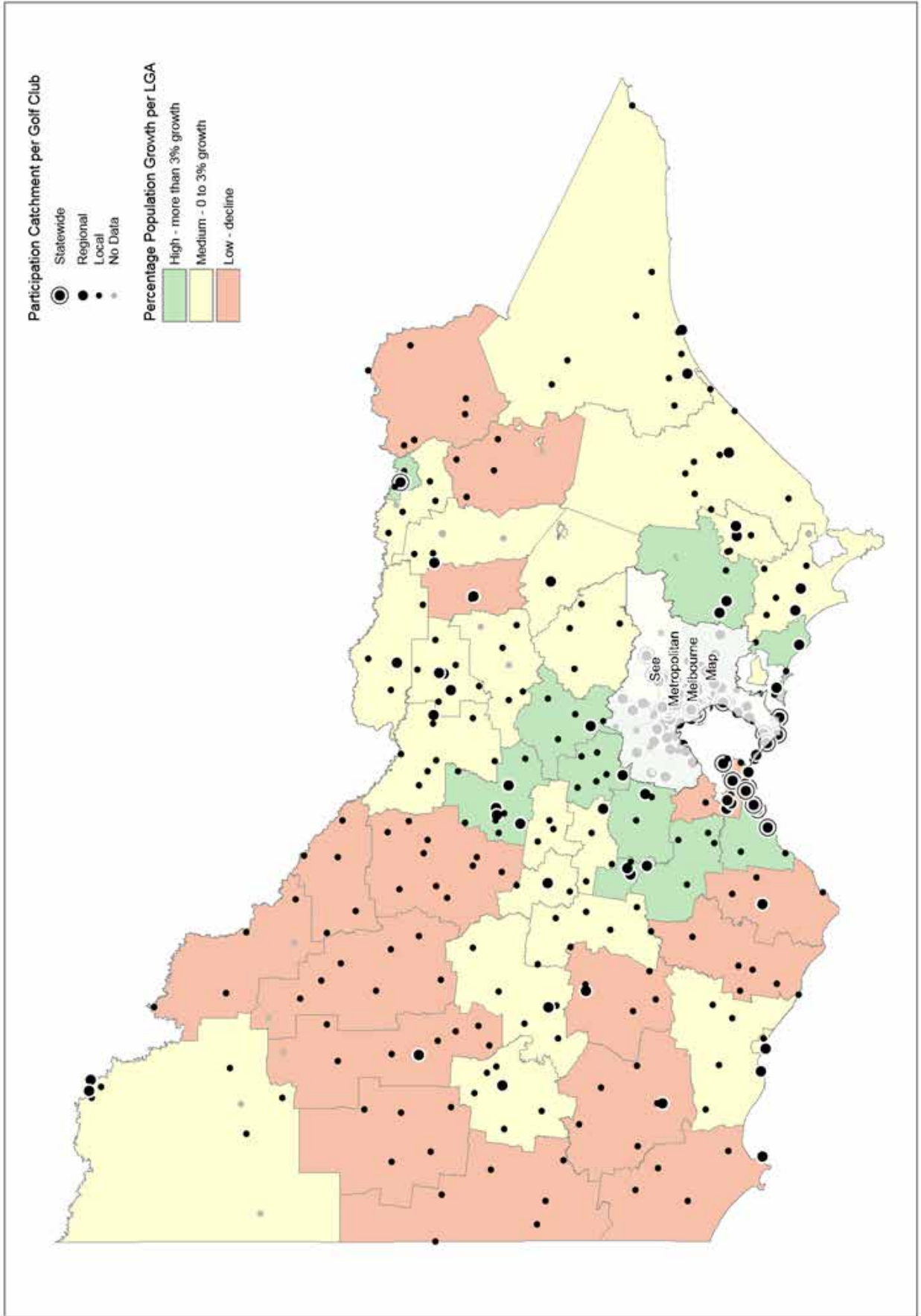
Map 1: Statewide golf club membership compared with population by municipal boundaries



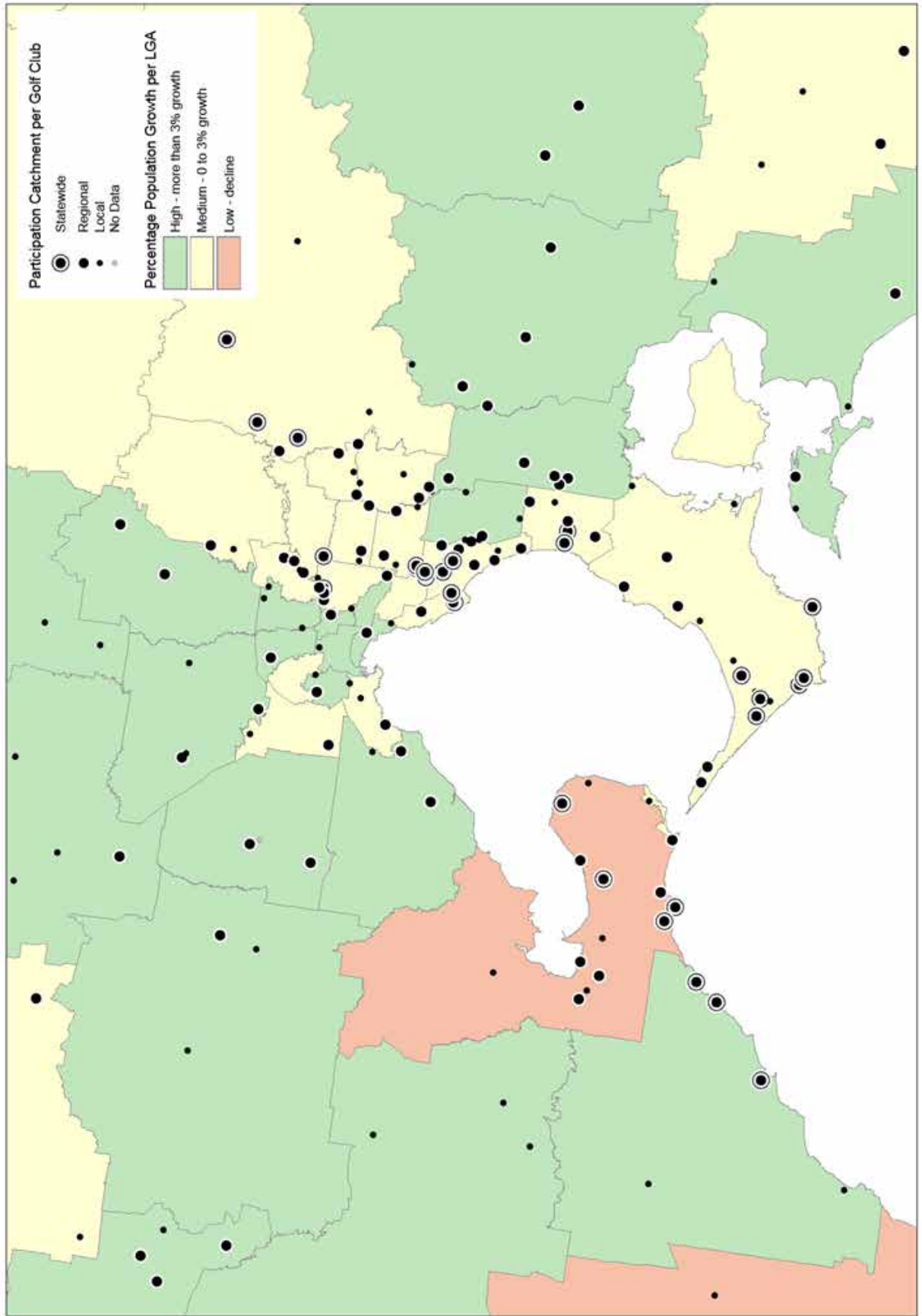
Map 2: Metropolitan Melbourne golf club membership compared with population by municipal boundaries



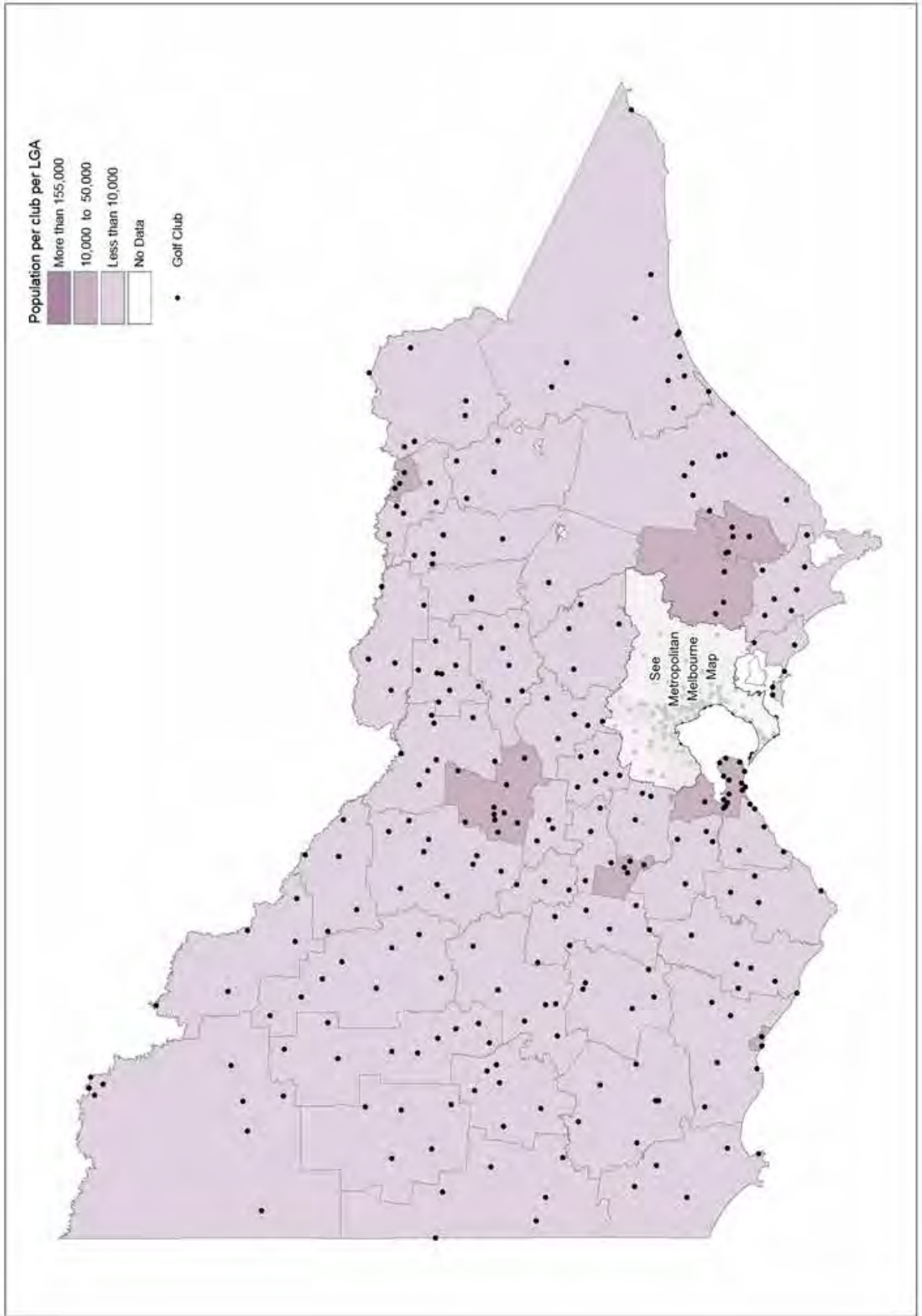
Map 3: Statewide golf club catchment compared with population growth or decline by municipal boundaries



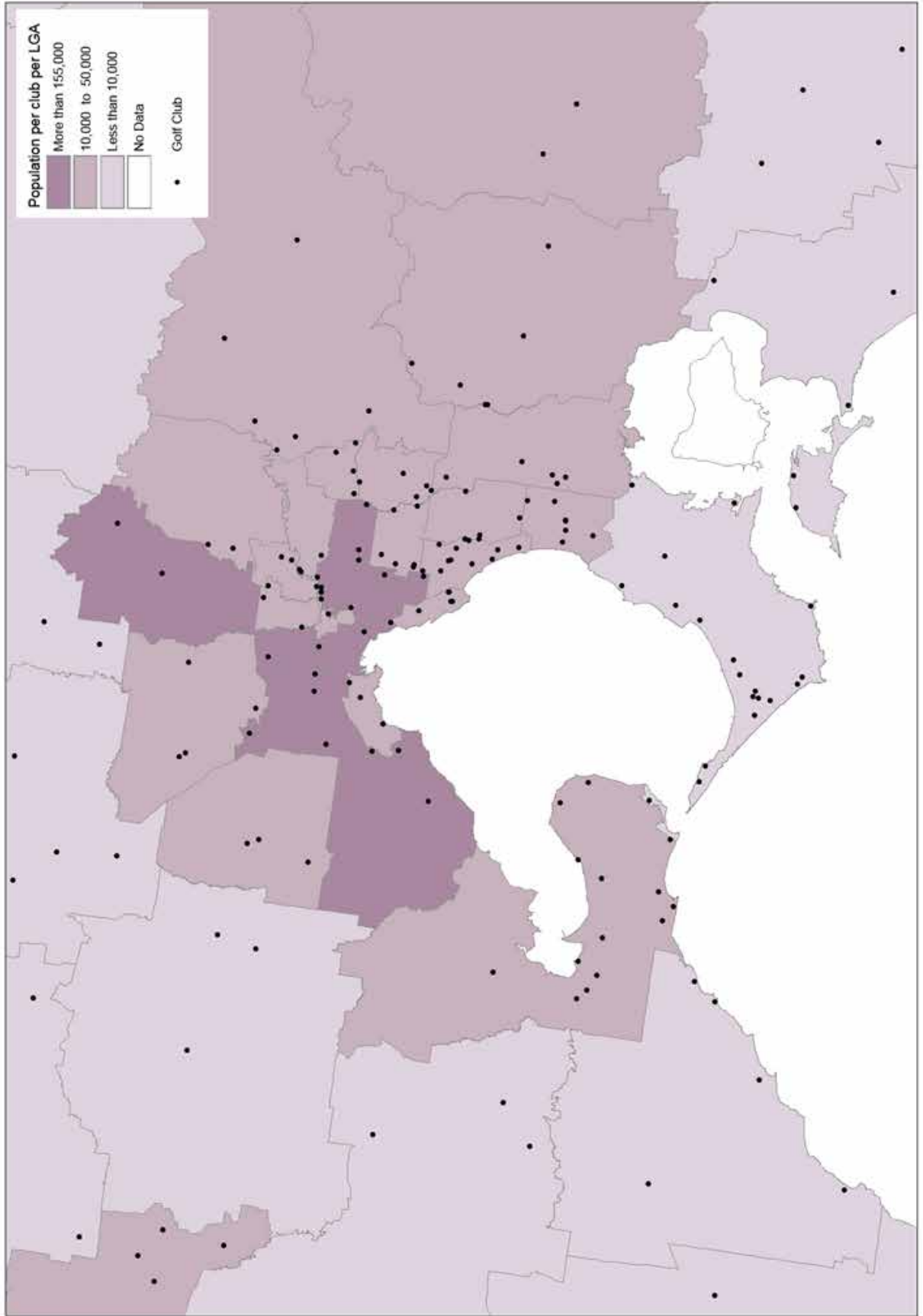
Map 4: Metropolitan Melbourne golf course catchment compared with population growth or decline by municipal boundaries



Map 5: Statewide golf courses per head of population



Map 6: Metropolitan Melbourne golf courses per head of population







**7. PUBLIC QUESTION TIME**

Following the completion of business relating to Item 6, City Development, the business before the Council Meeting will now be deferred to consider questions submitted by the public.

**ALL WARDS****8.1 KNOX PARKING POLICY**

**SUMMARY:** *Co-ordinator Traffic & Transport (Ron Crawford)*

*A draft parking policy for the Knox municipality has been developed with the intent on improving the process for managing the growing and competing demands for parking. The draft policy is presented for Council's consideration and endorsement in order to enable public feedback to be sought.*

**RECOMMENDATION**

That Council

1. Endorse the draft Knox Parking Policy as presented in Appendix A;
2. Seek public feedback over a period of four (4) weeks on the draft Knox Parking Policy; and
3. Receive a further report in September 2017 summarising feedback received and to seek approval of the Policy.

**1. INTRODUCTION**

The demand for parking is increasing throughout the municipality, particularly in association with activity centres. Knox does not currently have a policy to ensure that a transparent and consistent approach is applied to parking management.

A draft parking policy has been developed and is now presented for Council's consideration and endorsement (Appendix A) in order that public feedback may be sought. It is the intent that the public feedback will be assessed, with the policy amended as applicable and then presented to Council for consideration and endorsement.

**2. DISCUSSION****2.1 Background**

The demand for parking in Knox is steadily increasing as the municipality continues to develop. Higher density residential developments and the significant expansion of major commercial/industrial/health precincts are creating a growing demand for on street parking. Additionally, a greater use of public transport has seen a significant increase in the number of commuters parking in residential and commercial/retail streets around railway stations.

As growth and change continues, the municipality is moving towards a future where parking may not always be available when and where it is wanted.

## 8.2 Knox Parking Policy (cont'd)

Further, traffic and parking are frequently raised as issues of concern when addressing structure plans, open space master plans, residential developments or general enquiries.

Current practice has often been reactive in nature with limited consideration given to the precinct wide implications. For example, providing parking restrictions in one street may often simply transfer the problem to another area. A consistent approach is therefore required for the management of parking within the municipality to ensure fair and equitable access to parking resources.

As such, there is a recognised need to develop a policy that can prioritise the available parking in line with key functional requirements.

The Knox Integrated Transport Plan 2015-2025 identifies the need to 'Develop a Parking Policy that considers parking at activity centres, shopping precincts and other major attractors'.

The Transport and Traffic Service Plan is also considering how parking within the municipality can be best managed. This Service Plan is currently in the analysis phase, with the research showing that many other Councils are using parking policy and plans to manage parking more transparently, efficiently and effectively.

### 2.2 Development of the parking policy

In preparing the draft policy, parking policies and management plans from other Councils including Moreland, Boroondara, Banyule and Port Phillip were reviewed.

Input was also provided from a number of departments within Council who have various responsibilities in relation to parking management and would therefore need to use and apply the policy.

An independent review of the draft Parking Policy was also undertaken by a traffic engineering consultant to identify possible gaps or improvements.

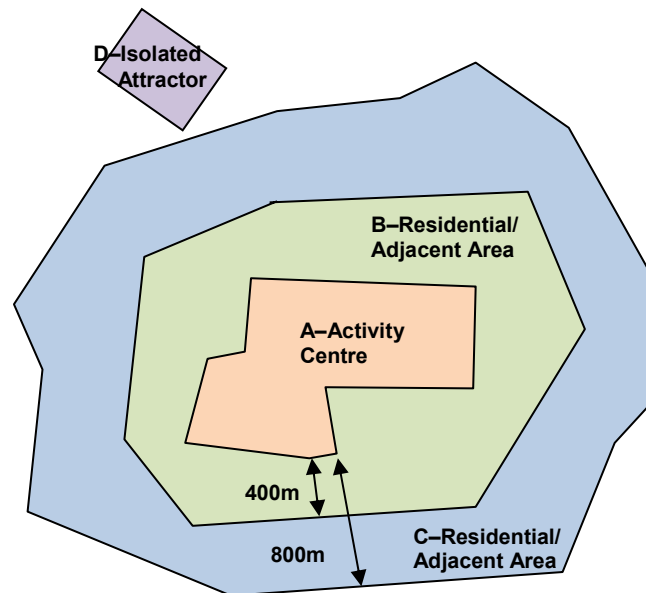
### 2.3 Draft Parking Policy

The draft policy provides a decision making framework that assesses parking for a precinct based on two main criteria:

- Parking Zones around activity centres based on the proximity to the centre itself and how far people will travel for parking (refer to Diagram 1). Zone A represents the designated activity centre (with a mix of retail, commercial and residential user groups) while zones B and C are predominantly residential areas surrounding the activity centre up to 400 metres and 800 metres from the activity centre. Zone D represents an area around an isolated parking attractor such as a school, hospital or sporting facility.

## 8.2 Knox Parking Policy (cont'd)

Diagram 1 – showing parking zones



- A Parking Hierarchy which assigns priority to parking based on safety, access and functional needs. For example, areas where it is unsafe to park or with regulatory requirements have the highest priority, followed by parking for people with disabilities. Access for public transport is a higher priority than business needs, customer parking, and residential parking while commuter and all day parking has the lowest priority.

Following adoption of the parking policy by Council, it is the intent that specific activity centre parking management plans will be progressively prepared. These management plans will map the current and proposed parking for each area.

It is the intent that when in place, the policy and parking management plans will assist Council in managing parking where there is an increase in demand, and encourage access for competing users to an appropriate number of car parks.

Importantly, the parking policy, along with the proposed parking management plans will ensure a consistent approach when managing parking issues.

### 2.4 Public Feedback

It is proposed that a number of communications tools will be developed to assist in obtaining public feedback on the draft parking policy. This will ensure that residents and business owners have the opportunity to comment on any specific issues or requirements.

## **8.2 Knox Parking Policy (cont'd)**

Communication tools proposed include:

- a media release and use of social media;
- letter drops within the activity centres and the immediate surrounding area; and
- pop-up information stalls at key locations.

Public feedback, once received, will be reviewed with the policy, refined as applicable, before referring back to Council for consideration and adoption.

### **2.5 Parking Management Plans**

The parking policy, once adopted, will then be used to create parking management plans for each activity centre and the surrounding residential areas. A further public consultation process will occur for each parking management plan as it is developed to provide local residents and business owners with the opportunity to comment on specific parking needs.

After the approval of the parking policy, the first group of parking management plans for Upper Ferntree Gully, Ferntree Gully and Boronia Activity Centres, and Wantirna Health Precinct will be prepared.

These parking management plans are not meant to be overly specific or prescriptive. Rather, the parking management plans are a strategic assessment as to the mix of restrictions which may be considered surrounding an activity centre. A draft plan for Ferntree Gully has been included as an example. Refer Appendix B.

Once a parking management plan has been developed in consultation with the community and stakeholders and approved by Council, it is proposed that the implementation of parking restrictions will initially occur within the activity centre. Parking restrictions within streets outside this area, as supported in the parking management plan, will only occur after a request for parking restrictions is received and supported by more than 50% of residents or businesses surveyed within the affected area.

This process is intended to enable all stakeholders to provide feedback on the type of parking restrictions to be considered and for parking to be managed in an equitable manner.

## **3. CONSULTATION**

The development of the draft parking policy was undertaken in consultation with Traffic and Transport and Community Laws service teams with feedback from coordinators, managers and the Executive Management Team.

An independent review of the policy by an established traffic consultant was also sought.

## **8.2 Knox Parking Policy (cont'd)**

The draft Policy was also presented to Council as a part of 5 June 2017 Issues Briefing for purposes of information and comment.

Upon endorsement of the draft parking policy, public feedback will be sought from residents, businesses and other interested stakeholders.

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

Parking availability affects the quality of life of residents and the operation of businesses. It is therefore important that all parking needs are considered in a fair and equitable manner. This is particularly important given the growing demand for on-street parking within the municipality.

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

Consultation on the parking policy and individual parking management plans and any changes to line marking and signage can be accommodated within existing budgets.

## **6. SOCIAL IMPLICATIONS**

Providing a parking environment encourages safe and equitable access between various cohorts of users.

## **7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021**

Under Goal 3 'We can move around easily', the parking policy will support Strategy 3.1 'enable improved transport choices supported by integrated and sustainable transport systems and infrastructure'.

The Traffic and Transport service team provides local traffic and parking management advice ensuring the community expectations for road safety and access is met through continuous improvements to the local road network.

## **8. CONCLUSION**

The Knox parking policy will ensure the equitable use of available parking spaces across the municipality and inform the development of parking management plans for activity centres.

## **9. CONFIDENTIALITY**

There are no issues of confidentiality associated with this report.

**Report Prepared By:** *Coordinator Traffic & Transport (Ron Crawford)*

**Report Authorised By:** *Director – Engineering & Infrastructure (Ian Bell)*

## KNOX POLICY



### KNOX PARKING POLICY

<b>Policy Number:</b>		<b>Directorate:</b>	Engineering & Infrastructure
<b>Approval by:</b>		<b>Responsible Officer:</b>	Manager – Sustainable Infrastructure
<b>Approval Date:</b>		<b>Version Number:</b>	1
<b>Review Date:</b>	3 Years from 24/7/17		

#### 1. PURPOSE

The purpose of this policy is to:

- Establish a framework that Council will follow in order to apply parking restrictions, permits and other parking measures.
- Ensure the equitable use of available parking spaces across the municipality.
- Provide safe and accessible parking for residents, employees and visitors to the municipality.
- To inform and support the development of parking management plans.

#### 2. CONTEXT

The look and feel of cities is changing faster today than ever before. Improvements in technology, better use of land, the growth of new communities with new interests and pursuits, changing family structures, and the emergence of new types of businesses have all helped to make cities highly desirable places to live.

As Melbourne continues to grow and change, Knox is being absorbed into this city environment presenting new challenges and opportunities. The changes in demographic trends and housing growth means that more pressure is placed on our infrastructure networks to transform the transport system and support a more productive central city.

Council is receiving increasing numbers of requests for parking restrictions to manage parking demand within the municipality. This is due to the increase in the number of multi-unit developments, industrial and business developments, together with an increase in commuter parking demand around railway stations. A consistent approach is required for managing parking within the municipality to ensure a fair and equitable use of parking resources.

This policy has been developed to facilitate the provision of on-street parking and parking in Council owned/controlled car parks using signage, line marking and parking permits. It aims to prioritise the differing needs of parking user groups while improving parking management within activity centres and the surrounding residential areas.

A consistent approach to parking management in Knox will also encourage compliance with parking restrictions throughout the municipality and assist with parking enforcement as part of Council's Community Laws service.

The policy will complement the 'Retrofitting of Additional On-street Parking Infrastructure on Narrow Residential Streets' Policy.

### 3. SCOPE

This policy should be referred to by Council when considering requests from residents or business owners to introduce or modify parking restrictions, including parking permits, on streets and Council managed carparks within Knox.

This policy only refers to Council managed streets and carparks.

### 4. REFERENCES

#### 4.1 Council Plan

- Healthy and Connected Communities – Community Laws
- Vibrant and Sustainable Built and Natural Environments- Traffic and Transport

#### 4.2 Relevant Legislation

- Road Safety Act 1986
- Road Safety Road Rules 2009 (Victorian Road Rules)
- Local Government Act 1989
- Knox Planning Scheme
- Disability Discrimination Act 1992

#### 4.3 Charter of Human Rights

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

#### 4.4 Related Council Policies

- Retrofitting of additional on-street parking infrastructure on narrow residential streets policy

#### 4.5 Related Council Procedures

- Traffic Engineering Guidelines
- Civil Works Guidelines
- Standard Drawing for Construction of Parking Indents.

#### 4.6 Related Council Plans

- Integrated Transport Plan 2015
- Carpark Asset Management Plan 2013
- Road Management Plan 2015
- Liveable Streets Plan 2012-2022



#### 4.7 **Structure Plans**

- A new Plan for Rowville
- Alchester Village Place Program
- Bayswater 2020: Bayswater Activity Centre Structure Plan
- Boronia Structure Plan
- Ferntree Gully Village Place Program
- Knox Central Urban Design Framework
- Mountain Gate Place Program
- The Upper Ferntree Gully Plan

#### 4.8 **Standards and Guidelines**

- Australian Standards AS/NZ 2890 Parking Facilities
- Australian Standards AS/NZ 1742.11 Manual of uniform traffic control devices – parking controls
- Austroads – Guide to Traffic Management Part 11: Parking

## 5. **DEFINITIONS**

<b>Council</b>	Knox City Council.
<b>Accessible Parking</b>	A car parking space that is accessible for people with a disability who are eligible for a permit. Users of these parking spaces must display a valid parking permit in their vehicle (obtainable as part of Council's Local Laws service).
<b>Bicycle Parking</b>	An area dedicated to safe parking for bicycles at a bike rail or enclosure.
<b>Bus Zone</b>	An area set aside for buses to safely stop at a flagged bus stop or designated rest area.
<b>Taxi Zone</b>	An area designated for taxis to wait for passengers.
<b>Carpooling</b>	Two or more people using the one vehicle to access and park in an area.
<b>Clearway</b>	An area of no stopping along a main traffic route which enables a constant traffic flow at peak times.
<b>Mail Zone</b>	An area set aside for an authorised mail van for the collection or delivery of mail. The road rules do not allow parking within 3 metres of a mail box unless otherwise signed.
<b>Commuter Parking</b>	Parking attributable to anyone who parks their car and then transfers to public transport for their trip. This is often (but not exclusively) associated with train travel.
<b>Flexi-car parking</b>	A car parking space dedicated to a car sharing service designed to reduce car ownership.
<b>'Hockey Stick' line marking</b>	'L' shaped line marking at the beginning and end of an area where parallel parking is permitted

<b>Loading Zone</b>	An area designated for the loading and unloading of goods for the servicing of businesses using a registered truck or courier vehicle.
<b>Long term parking</b>	Areas where parking is 5 hours or longer including areas where no restrictions apply.
<b>Medium stay parking</b>	Areas where 3 to 4 hour parking restrictions apply.
<b>No Parking restrictions</b>	A driver of a vehicle is only permitted to stop for up to 2 minutes (to drop off or pick up passengers or goods) and the vehicle cannot be left unattended.
<b>No Stopping restrictions</b>	A driver of a vehicle must not stop on a length of road to which the restriction applies other than to avoid an obstruction or to change direction to reverse into a parking space or driveway (Exemptions apply to authorised vehicles).
<b>Parking Hierarchy</b>	A structure for determining assignment and priority across composite parking needs based on safety, access and functional need.
<b>Parking Management Plan</b>	Development of a precinct based approach to parking within key activity areas, which proposes area wide parking controls to meet and balance key user needs. The Parking Management Plan guides decision making on parking matters.
<b>Parking Zones</b>	Designated precincts within an activity centre, based on proximity to the centre itself which inform the provision of parking solutions.
<b>Permit Holder</b>	A person who holds a parking permit that entitles them to park in a location as specified on their permit (an area, street or accessible parking bay).
<b>Permit Parking</b>	Parking that is restricted to businesses or residents holding a valid parking permit for a given parking area or street. The area or street is designated by signage with the wording 'Permit Holders Excepted'.
<b>Short Stay parking</b>	Areas where parking restrictions are 2 hours or less.
<b>Travel/trip attractor</b>	An activity or place which attracts large numbers of people and car parking such as a shopping centre, hospital, school or train station.
<b>Work Zone</b>	A temporary parking area for construction vehicles to allow for deliveries to construction sites.

## 6. COUNCIL POLICY

### 6.1 Introduction

Council will consider changes to parking restrictions in line with the following guidelines while aiming to provide a balance between the competing user needs within a local street or area.

Parking provision within an area will primarily be assessed utilising a decision making framework that is based on two key criteria:

- **Parking zones** - designated precincts within an activity centre, based on proximity to the centre itself which will inform the provision of parking solutions; and
- **Parking hierarchy** - a structure for determining assignment and priority across composite parking needs based on safety, access and functional need.

Having regard to the above two criteria, Council will be in a position to develop Parking Management Plans around activity centres. These Parking Management Plans will provide the basis for decision making by Council relating to future parking restrictions.

### 6.2 Parking Decisions

#### 6.2.1 Parking Zones

The majority of parking concerns within Knox are focused around a combination of:

- **Activity centres** - where mixed use development demands a balancing of parking needs across key user groups, including retail, commercial, residential, (comprising multiple housing types) visitor and community use; and
- **Trip attractors** - such as schools/health facilities, where peak parking demand generates high demand for parking in areas which typically have limited capacity to support such demands.

In effect, both activity centres and trip attractors each require a balanced approach to meeting user needs.

The designation of parking zones allows Council to prioritise and balance parking provision across key user groups, having regard to the immediate function of the area. Each area around an activity centre or trip attractor will be divided into parking zones:

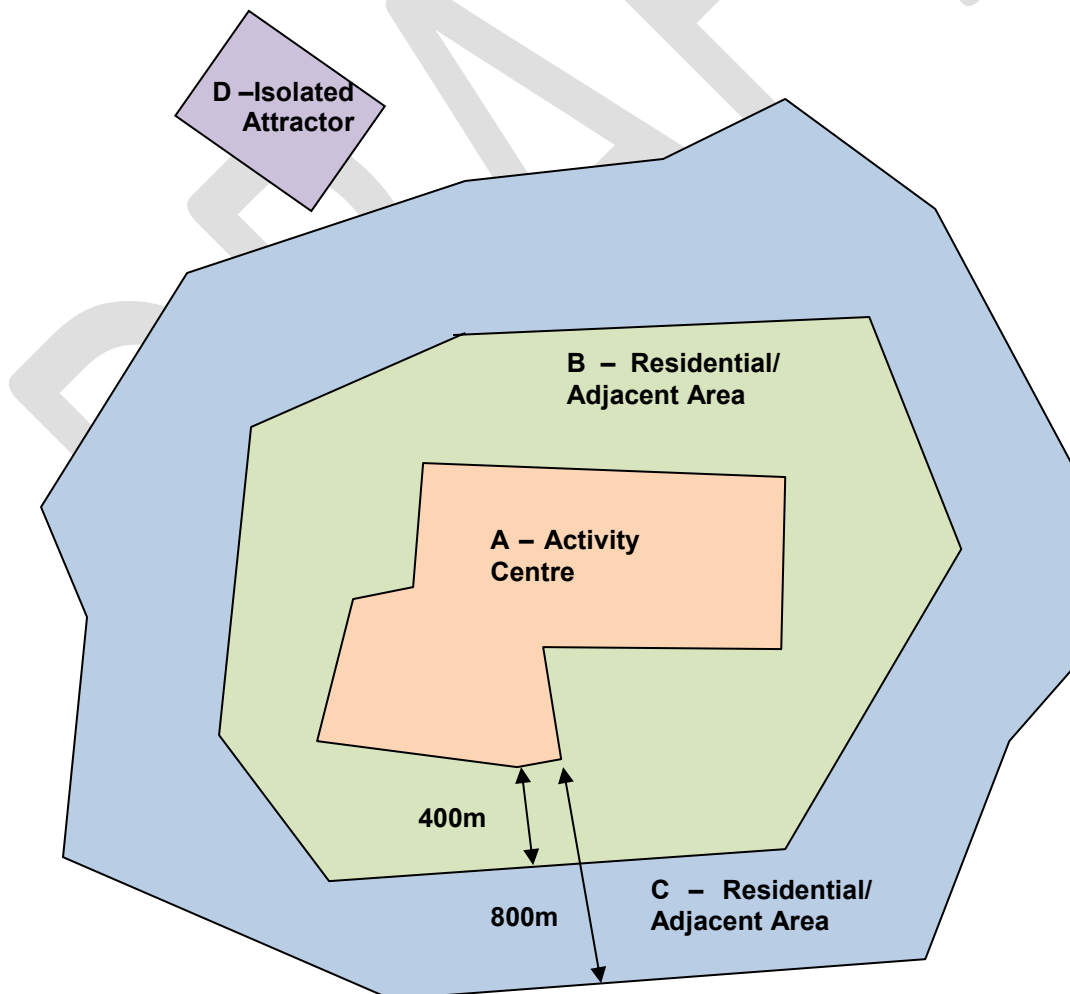
- Zone A represents the area encompassing the activity centre within easy walking distance of parking attractors. The key activity centres within Knox are identified in Section 6.2.3.
- Zones B (typically up to 400m from the activity centre) and Zone C (typically 400m to 800m from the activity centre) represent residential/adjacent areas where parking may be impacted upon by the activity centre and the parking needs of these areas.

- Zone D is an area around an isolated attractor such as a school, sports facility or hospital affected by a high demand for parking.

A combination of parking restrictions will be considered for each zone taking into account:

- parking hierarchy;
- proximity of the street to an activity centre;
- demand for parking;
- street width;
- street function;
- traffic volume;
- capacity; and
- topography.

**Diagram 1 – Parking Zones**



### **6.2.1.1 Zone A – Activity Centre**

Zone A encompasses an Activity Centre where there is a high demand for parking associated with travel both to and within the area. Parking priority will be in accordance with the Parking Hierarchy shown in Table 1.

In general within Zone A:

- Preference will be given to short stay parking in the immediate vicinity of businesses and services to ensure sufficient parking turnover;
- Access for specialised services such as accessible parking, loading, bus, mail and taxi zones will be provided where appropriate;
- Provision for staff will be considered in Council carparks constructed for the service of the shopping centre if capacity is available;
- Unrestricted parking for staff in off-street Council car parks furthest away from the parking attractor may be provided;
- Businesses will be encouraged to fully utilise their private parking spaces for staff before consideration of any additional staff spaces in public carparks; and
- Residents' vehicles shall predominantly be parked off-street within their properties. On-street parking for exclusive personal use are not supported.

### **6.2.1.2 Zones B & C – Residential/Adjacent Areas**

Zones B and C are residential/adjacent areas, approximately 400 metres and 800 metres away from an activity centre (Zone A) where the demand for parking is generally lower than within the activity centre itself. Consequently, longer parking times are allowed in these zones.

In general within Zone B and C:

- Residents' vehicles shall predominantly be parked off-street within their properties. On-street parking for exclusive personal use is not supported (ie the preference is for time based restrictions with permits for residents rather than permits only). Parking will be a mixture of medium to long term parking; and
- Parking restrictions will be considered on a case by case basis only, depending on street conditions, an assessment of competing parking user groups (e.g. business staff vs. residential) and more than 51% support from abutting property owners.

### **6.2.1.3 Zone D – Travel attractors outside activity centres**

Parking around schools, hospitals, sporting facilities or other large travel attractors outside activity centres require short stay parking restrictions during operating hours to manage congestion and allow drop-off/pick-up of visitors.

In general within Zone D:

- Parking restrictions will be in place at school crossings, in line with the Victorian Road Rules. These restrictions are in place to ensure good sight lines when school crossings are operational.
- Parking restrictions during school start and finish times may be considered to support access to nearby residential properties and to reduce congestion around schools.
- Schools will be encouraged to provide accessible parking bays for school/parent use within the school carpark. If this is not feasible, on-street bays may be considered where the Australian Standards can be met and funding is available.
- Staff parking for schools should predominantly be provided within the school grounds. Any additional on-street staff parking requirements should have minimal impact on residents.
- Hospitals, child care facilities and other similar travel attractors are encouraged to provide staff and customer parking needs within their site and minimise on-street parking. Parking restrictions may be considered around these travel attractors to reduce the impact of customer, visitor and staff parking on residential areas and to ensure parking is still available for residents.
- Sports facilities may require temporary parking restrictions in local streets during sports finals to manage congestion and facilitate traffic flows.

### 6.2.2 Parking Hierarchy

The management and prioritisation of all new and reviewed parking restrictions and changes will be considered in line with the following parking hierarchy (Table 1). Although the types of parking have been prioritised, there may be some situations where a parking user has a higher priority.

**Table 1 – Parking Hierarchy**

Priority	Type of Parking	Comments	Applicable Parking Zones
Highest 1	No Stopping/No Parking Areas or Clearways	These areas are a high priority to address safety issues, regulatory requirements or ensure access.	A,B,C,D
2	Accessible Parking <ul style="list-style-type: none"> <li>• Accessible Permits</li> </ul>	Accessible parking bays are required in carparks to provide access to facilities for people with disabilities.	A,D
3	Bicycle Parking	Safe bicycle parking is important in supporting and promoting active transport in the municipality.	A,D
4	Bus Zones	Stopping areas for buses and access to bus stops is important to support public transport in the municipality.	A,B,C,D
5	Taxi Zones	Access to taxi services near trip attractors supports residents with limited mobility, no access to a motor vehicle or who are unable to drive.	A,D
6	Mail Zones	Mail zones are used to reinforce parking restrictions near a mail box or permit general parking outside mail collection times.	A,D
7	Flexi-Car Parking	Car spaces are needed where motorists can easily find a booked share car.	A,B,C,D
8	Work Zones	Work zones are temporary parking areas used to ensure access to a work site for deliveries where parking is limited.	A,B,C,D
9	Loading Zones	Local businesses require parking for deliveries where no off-street loading facilities are available.	A,D
10	Short Stay Parking <ul style="list-style-type: none"> <li>• local school parking</li> <li>• visitor</li> <li>• customer</li> </ul>	Short stay parking is needed to create a high parking turnover: <ul style="list-style-type: none"> <li>• near schools for drop off areas</li> <li>• near facilities for visitors or shoppers</li> </ul>	A,B,D

Priority	Type of Parking	Comments	Applicable Parking Zones
11	Local Resident Parking <ul style="list-style-type: none"> <li>• Time based</li> <li>• Residential Permits</li> </ul>	Providing local residents and their visitors with parking within a reasonable distance of their homes.	B,C
12	Medium Stay Parking <ul style="list-style-type: none"> <li>• visitor</li> <li>• customer</li> </ul>	Medium stay parking for customers or visitors has a lower priority as parking for longer periods impedes parking turnover.	B,C
13	Car pooling	Staff carpooling within employee parking areas is encouraged over single occupant vehicles to reduce car use.	A,D
14	Long Stay Parking <ul style="list-style-type: none"> <li>• Staff</li> <li>• Business Permits</li> </ul>	Local employees have a lower priority as this impedes parking turnover for customers. Long stay parking may be provided further away from travel attractors.	A,B,C,D
15	Motorcycle Parking	Specific parking for motorcycles can be provided where small spaces are available within carparks.	A,D
Lowest 16	Unrestricted Parking <ul style="list-style-type: none"> <li>• Commuter</li> <li>• Other all day parking</li> </ul>	Unrestricted parking is provided in carparks (for businesses or commuters) or in streets where there is a lower parking impact and demand furthest away from travel attractors.	A,B,C,D

### 6.2.3 Parking Management Plans

A Parking Management Plan is a local precinct plan, which provides a strategic direction for Council in assigning parking within the area.

Activity centres have a high demand for parking and the provision of parking management plans for the area around them will reduce the impact of parking while balancing the needs of all users.

Parking Management Plans are not the same as a 'Parking Overlay', which is a tool available to include in the Planning Scheme.



### **6.2.3.1 Parking Management Plans for Activity Areas**

Council will progressively prepare parking management plans for areas around activity centres which will include consultation with local stakeholders. Priority is given to areas with the greatest level of change. A list of the activity centres in Knox and the draft program for undertaking the parking management plan in the next 5 years is shown in Appendix A.

### **6.2.3.2 Endorsement**

On an annual basis, Parking Management Plans will be presented to Council for consideration and endorsement.

### **6.2.3.3 Implementation of Parking Management Plans**

The implementation of Parking Management Plans will be undertaken as a staged process as parking demand increases in the various zones. Parking restrictions will be implemented as follows:

- Zone A – upon approval by Council of a Parking Management Plan;
- Zone B – within individual streets, shown to have a high parking demand and supported by more than 51% of affected residents; and
- Zone C – within individual streets, shown to have a high parking demand and supported by more than 51% of affected residents.

## **6.3 Specific Parking Requirements**

### **6.3.1 Parking Permit Schemes**

#### **6.3.1.1 Residential**

- Parking permit schemes will not be implemented to create exclusive parking for residents alone ie 'permit only' zones.
- Parking permit schemes may be implemented in combination with short/medium term parking restrictions where there is capacity in a street.
- Following implementation of a residential parking permit scheme in a street:
  - A maximum of 2 permits will be allocated for a single house within a property. A charge applies for a subsequent permit (as determined in the Council budget).
  - 1 permit per unit will be allocated up to a maximum of 4 units within a property. A charge applies for a subsequent permit (as determined in the Council budget).
  - No permits will be allocated for multi-unit developments over 5 units as on-site visitor parking is required as part of the Knox Planning Scheme.
  - Permit holders will not be guaranteed a parking space and use of these spaces will be on a first come first served basis.
  - Permits will be reviewed annually.

### **6.3.1.2 Business**

- After a review of the business properties, street and carpark conditions, an assessment of competing parking user groups (e.g. business staff vs. residential) permits may be allocated within a designated area if capacity allows.
- A charge applies to all business permits (as determined in the Council budget).
- Permit holders will not be guaranteed a parking space and use of these spaces will be on a first come first served basis.
- Parking agreements with Council will be considered in private carparks where signage complies with the Australian Standards and a formal agreement is signed in line with the requirements of Council's Community Laws service.
- Permits will be reviewed annually.

### **6.3.1.3 Accessible/Disabled**

- Where possible, existing on-street and off-street accessible parking bays will be progressively upgraded to be in accordance with DDA guidelines, Australian Standards and the building code.
- In circumstances where it can be demonstrated that existing accessible parking bays are consistently experiencing over 85% occupancy rates, a new bay will be considered in the vicinity if feasible.
- New accessible parking bays will be supported where warranted, provided they can be installed in accordance with the relevant Australian Standards. A business case may need to be prepared to seek Council funding.
- Accessible parking bays will not be provided for permanent exclusive or private use.

### **6.3.1.4 Developer Contribution Plans**

Developer contribution plans may be considered where parking is limited and additional parking is required. Any development contribution plan will depend on available land for parking and Council's determination of properties benefitting from the parking area.

### **6.3.1.5 Zone Restrictions**

#### **Work zones**

- Work zones may be considered along the length of the property frontage for deliveries by construction vehicles where time based parking restrictions would normally apply.
- Work zones will not be provided where there are 'no stopping' restrictions and traffic management would be more appropriate.

- Work zones will generally operate during the working hours of 7am-5pm and be available outside these hours for general parking.
- When a work zone permit application is approved by Council's Traffic and Transport and Asset Preservation teams, the installation and removal of work zone signage and the reinstatement of all previous signage will be paid for by the developer/contractor.

### **Bus zones**

- A Bus zone may be dedicated to buses at all times or during specified times. In the case of bus zones that are time based, other vehicles may use the area outside of the restricted time.
- Bus zones will only be marked with signs where other restrictions apply along a length of street in line with the road rules, 20 metres before and 10 metres after a bus stop flag, or to reinforce a bus stop in areas of high parking demand.

### **Loading zones**

- Loading zones are time restricted to 30 minutes per loading/unloading activity. A shorter 15 minute time period will be considered where demand for loading/unloading facilities and turnover is higher.
- On-street loading zones will depend on the type of businesses and the localised demand for loading/unloading. Loading zones will only be considered in locations where road safety is not adversely impacted for any road users including workers carrying out deliveries.
- At least one on-street loading zone per 2000m<sup>2</sup> of retail space within a shopping centre will be provided where no on-site loading spaces can be accommodated.
- Businesses will be encouraged to undertake loading/unloading activities at the rear of business premises.

### **Taxi zones**

Taxi zones may be provided in areas where there is a high demand for taxis and requests are received from residents and/or the Victorian Taxi Association.

### **Mail zones**

Mail zones may be installed, where there are existing mail boxes within a section of road, when requested by Australia Post.

### **Waste collection**

Council may impose parking restrictions on waste collection days on a case by case basis to allow for safe and accessible waste collection and through access for general traffic.

## **6.3.2 Fee-based Parking**

### **6.3.2.1 General**

Council may consider imposing fee-based parking where the parking demand is deemed to be unsustainable or to encourage higher turnover.

## **6.3.3 Road Space for Parking and Access**

### **6.3.3.1 Lane widths**

The minimum road width required for through traffic lanes and space for parking are as follows:

- Through lanes = 3 metres
- Space for parking = 2.1 metres

### **6.3.3.2 Road widths**

In order to allow for parking on streets, the following minimum road widths (between face of kerbs) are required to meet the number of through lanes and space for parking in a street (indented parking bays are not included):

- Through only < 5.1 metres
- 1 Through lane + parking on 1 side = 5.1 metres
- 1 Through lane + parking on both sides = 7.2 metres
- 2 Through lanes + parking on 1 side = 8.1 metres
- 2 Through lanes + parking on both sides = 10.2 metres

### **6.3.3.3 Road Hierarchy**

Each public road has been classified by the type of function the road performs and is listed as a road hierarchy classification in Council's Road Management Plan.

### **6.3.3.4 Parking Users**

Where there are competing parking demands, priority will generally be given to those higher on the parking hierarchy (Table 1).

### **6.3.3.5 Parking Restriction Combinations**

Parking restriction combinations within parking zones will depend on the local demand for parking, the proximity to an activity centre, parking users, road width and function of the street. The aim is to ensure a fair and equitable balance of parking between all competing user groups to ensure maximum utilisation of the available parking resource:

## **6.3.4 Signage**

Parking signage will be installed in accordance with the Australian Standards to ensure it is easily understood by all users and is consistent and enforceable.

### **6.3.5 Line marking**

Solid centrelines may be used to reinforce no-stopping restrictions or provide a guide to motorists as to where parking is not permitted.

Parking lanes may be used on roads with a width of 10.2 metres or wider to clearly define the on-street parking separate from the through traffic lanes.

'Hockey stick' line marking may be used in areas of high parking demand to define the clearance between parked vehicles and crossovers.

Parallel parking bays may be used where there is a need to formalise the on-street parking and/or define parking spaces clear of crossovers. Parking bays must be marked in accordance with the Australian Standards.

A yellow edge line may be used to restrict parking where signage is unsuitable.

### **6.3.6 Enforcement**

Enforcement of the Victorian Road Rules related to parking restrictions is undertaken by Council's Community Laws service or the Victorian Police.

Residents, business owners and other customers can phone Council to report issues of overstaying or illegal parking behaviour.

### **6.3.7 Technology**

Technology can improve the efficiency and processing of parking fines, assessment of parking occupancy rates and mass surveillance of parked vehicles. It may also be used to inform any future decisions around the introduction of fees or revised restrictions in a particular locality. New parking technology will meet increased business and community demand for improved access to parking availability, without the need for additional human resources.

Council may trial or implement technology, as appropriate, to meet business or community parking demand. This may include:

- Electronic parking payment transactions
- In-ground parking sensors
- Automatic Number Plate Recognition (with GPS tag)
- Dash Cam (in vehicle parking violation photography)
- Other parking technologies as available and appropriate in meeting parking needs within the municipality

## PARKING POLICY APPENDIX A

### Year 1

- Ferntree Gully Village Centre
- Wantirna Mall/ Wantirna Health Precinct
- Upper Ferntree Gully Neighbourhood Activity Centre/Angliss Hospital
- Boronia Major Activity Centre

### Year 2

- Bayswater Major Activity Centre
- Knox Central Principal Activity Centre

### Year 3

- Rowville (Stud Park) Major Activity Centre
- Mountain Gate Neighbourhood Activity Centre
- The Basin Neighbourhood Activity Centre

### Year 4











- Alchester Village Neighbourhood Activity Centre
- Studfield Neighbourhood Activity Centre
- Scoresby Village Neighbourhood Activity Centre

### Year 5

- Knoxfield Shopping Centre
- Wellington Village Shopping Centre
- Knox Gate Shopping Centre
- Gateway Shopping Village
- Rowville Lakes Shopping Centre

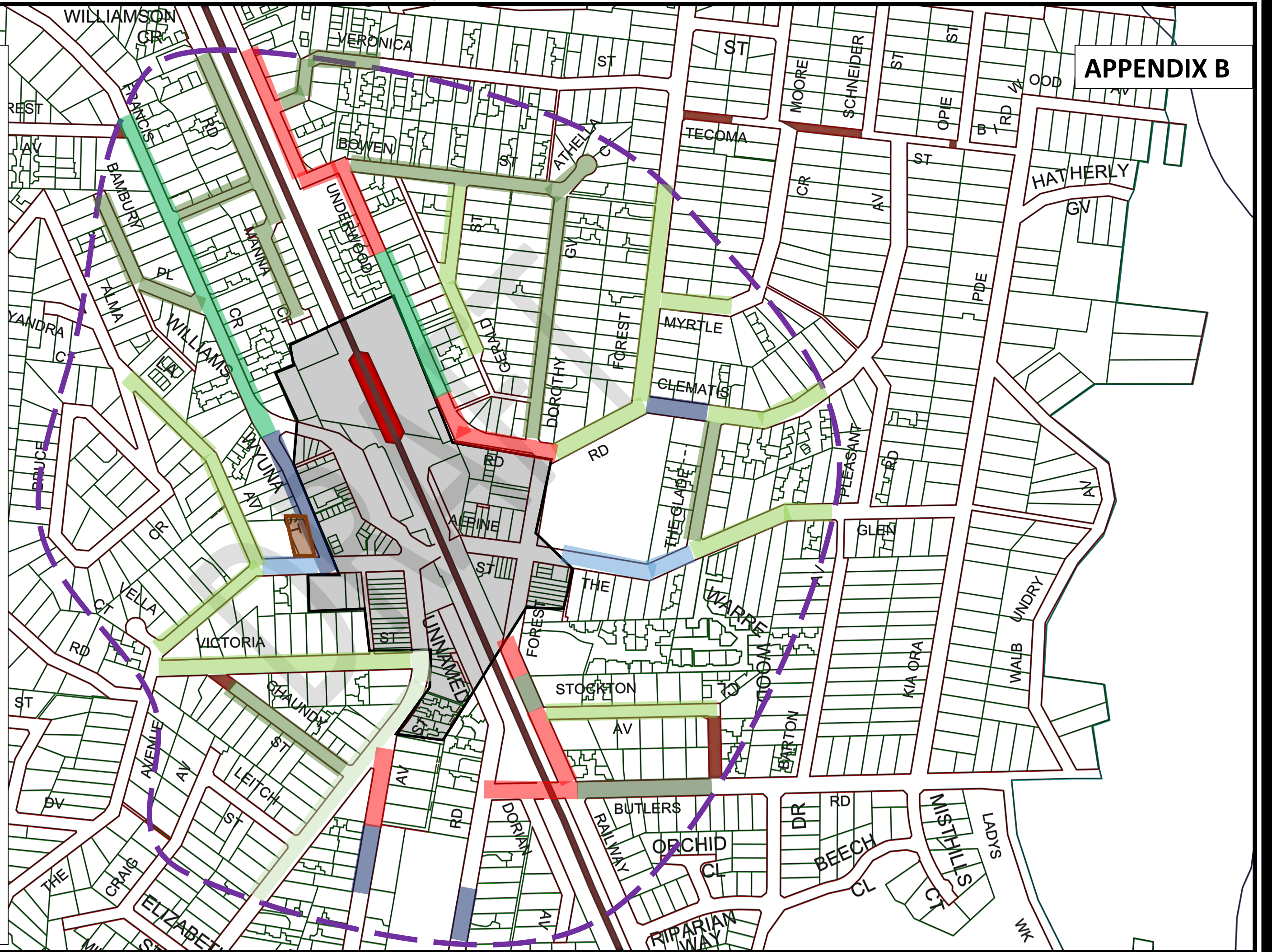
# Ferntree Gully Parking Management Plan

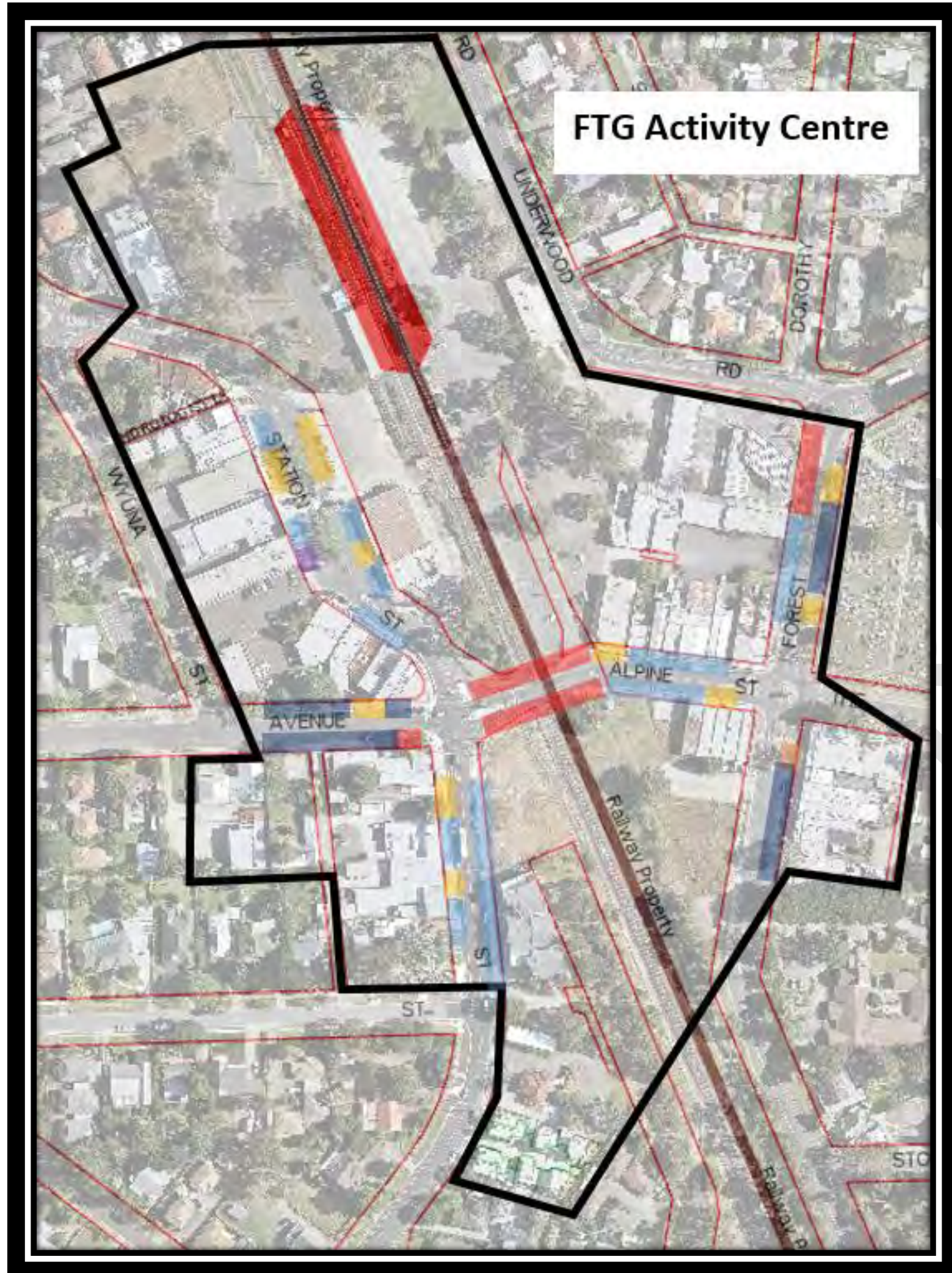
## LEGEND:

-  Council carpark – (37 spaces, 4P with business permit holders exempt)
-  Designated activity centre
-  400m from activity centre
-  Short term parking both sides
-  Short term parking one side, no stopping the other
-  Medium term parking both sides
-  Medium term parking one side, unrestricted the other
-  Medium term parking one side, no stopping the other
-  Medium term parking / unrestricted one side, no stopping the other
-  No stopping anytime

## Notes:

1. Extent of parking for illustrative purposes only
2. All restrictions time based (ie only in effect during the day) unless stated
3. Parking permit schemes may be implemented in combination with short/medium term parking restrictions where there is capacity available
4. Victorian Road Rules relating to parking still apply





**Ferntree Gully Activity Centre Parking Management Plan**

- Special zones (Bus, Loading, Accessible, Mail etc)
- ¼ P
- ½ P
- 1P
- 2P
- No stopping



**ALL WARDS****9.1 REVIEW OF COUNCIL'S MAJOR FESTIVALS AND EVENTS PROGRAM 2016-17**

**SUMMARY:** *Festival and Events Officer (Jeremy Angerson)*

*This report provides an overview of Council's 2016-17 major Festivals and Events program comprising the Stringybark Sustainability Festival, Carols by Candlelight and the Knox Festival. It also acknowledges the contribution to the program made by volunteers and community groups, and outlines the proposed dates for the 2017-18 Major Festival and Events program.*

**RECOMMENDATION**

**That Council:**

- 1. Notes this report of Council's major Festivals and Events program for 2016-17;**
- 2. Acknowledge the contribution made by the community and Council volunteers for the critical role they play in the delivery of Council's major Festivals and Events 2016-17;**
- 3. Notes the dates for the 2017-18 major Festivals and Events program including Stringybark Sustainability Festival on 14-15 October 2017, Knox Carols by Candlelight on 2 December 2017, and the Knox Festival to be held on 3-4 March 2018; and**
- 4. Notes the future considerations for the major Festivals and Events program.**

**1. INTRODUCTION**

The Knox Festivals and Events Program delivers three major events within the municipality, comprising Stringybark Sustainability Festival, Carols by Candlelight and Knox Festival. These keynote events provide a strong framework for connections across diverse communities, local collaborations between Council, business and community organisations, helps build a strong sense of place and celebrates our unique local identity. The program is a highly successful program of Council, evidenced in 2016-17 through the following deliverables:

- Reached over 50,000 people;
- Engaged 177 local community groups, schools and market stallholders;
- Included over 230 community and emergency service volunteers;
- Attracted \$66,000 Sponsorship revenue; and
- Brought together 23 Council teams and services

## **9.1 Review of Council’s Major Festivals and Events Program 2016-17 (cont’d)**

### **2. DISCUSSION**

#### **2.1 Program objectives**

Knox City Council’s Festivals and Events program aims to be a key point of connection between Council, Community groups, local organisations and businesses and the wider community, through the creation of opportunities to come together, share ideas, promote services and respond to the social, cultural and environmental interests of the Knox community.

During 2016-17, over 50,000 people attended Council’s major Festivals and Events, indicating a strong sense of local ownership and enthusiasm for Council’s three keynote events.

The community driven appetite for creativity and celebration has never been greater, evidenced through a rapid growth in local groups working collaboratively with Council to produce highly creative projects within the festival realm. For example, The Holding Zone, a project showcased at Stringybark 2016, brought together students from Swinburne University with a professional artist to explore ideas around race, identity and the experiences of new arrivals in Knox. The piece responded directly to local issues and community interests, culminating in interactive public art installation within the event programming.

For the past three years, this type of cultural development activity has become a strong feature within the festival programming, offering a unique platform for participation, whilst promoting Council as highly innovative and actively engaged with its community.

#### **2.2 Stakeholders**

The major Festivals and Events program engaged approximately 234 stakeholders, comprising Knox-based community and educational groups, performers and associated organisations and local businesses in 2016–17, detailed within Appendix A.

Table 1 (page 3) summarises the various categories and number of participants that contributed to a successful 2016-17 Festivals and Events program in partnership with Council, with all levels of audience and stakeholder engagement growing from previous years.

## 9.1 Review of Council’s Major Festivals and Events Program 2016-17 (cont’d)

**Table 1: Summary of community and commercial stakeholders engaged within the 2016-17 Festival and Events Program.**

<b>Category</b>	<b>Description</b>	<b>Number</b>
<b>Community Group</b>	Includes community groups, sporting clubs and special interest groups, not for profit organisations, churches and emergency services	82
<b>Local Market stallholders</b> (Artists, Crafts, Hobbyists)	This includes commercial stallholders selling or promoting goods and services and hobbyists and craftspeople selling or promoting goods	69
<b>School</b>	This includes Primary and Secondary Schools, Kindergarten and Early Learning Centres, Tertiary Institutions and other learning centres	26
<b>Commercial Food vendors</b>	This includes stallholders selling food made or prepared at the event, or to be consumed at the event	34
<b>Internal Departments</b>	This includes individual Council Units which contribute to the events with funds, resources, staff, advice, programming, compliance and approvals	23
	<b>Total Stakeholder Engagement</b>	<b>234</b>

A full breakdown of the organisations that participated in the Festivals and Events program is attached to this report at Appendix A.

## 2.3 Highlights of the Festival and Events Program 2016-17

### 2.3.1 Stringybark Sustainability Festival program highlights

On 15 - 16 October 2016 Knox City Council hosted the annual Stringybark Sustainability Festival, now in its 32<sup>nd</sup> year, held at Rowville Community Centre and surrounding reserve. The festival program aims to collaborate, inspire, celebrate, educate and action sustainable living.

The festival attracted over 15,000 patrons across the weekend, and continues to be one of Australia’s longest running sustainability event. This year saw the launch of a new marketing and programming motto, inspired by the very principles that underpin the festival: Make – Do – Play – Connect, which aimed to bring out the ‘makers’, ‘movers’ and ‘shakers’.

A significant number of major sustainability stakeholders in Victoria were engaged in the event, including Clean Energy Solar, Headspace, Mulgrave Farmers Market, Ranges Organic Growing Association, Sea Shepherd, Australian Electric Vehicle Association, Australian Marine Conservation Society, South East Water and Energy Australia, to name a few.

## 9.1 Review of Council's Major Festivals and Events Program 2016-17 (cont'd)

These stakeholders are market and industry leaders and help drive the sustainability messages through providing free activities, education and services within the festival program.

A number of key activities provided focus points for engagement and participation including:

- **The Holding Zone** engaged 17 local multicultural groups who together explored the questions: 'How do we share, celebrate and embrace all our differences'? Is Diversity embraced or feared in our community? The Holding Zone responded to these probes through a community and artist led journey exploring the shifting landscape of multiculturalism in Knox.
- **Put Your Rubbish to Work:** Devised and produced by the events team, in partnership with Sustainable Futures, this precinct aimed to educate the community about correct recycling, and offered insight into the "end products" that can be manufactured from recycled waste. The space called on visually compelling and interactive installations, artfully constructed to provide a fun and educational environment.
- **I.C.Robotics:** a heroic local story, this community group comprises local young, inspired, entrepreneurial robotics inventors who compete worldwide (and has podium placed) to create mechanical solutions for worldwide industry applications, focusing their attentions at Stringybark on aerial inventions.
- **The Artist as Family:** A creative project that invited the community to delve deeper into alternative living and lifestyles. They shared their lifelong exploits on sustainable living and the Art of Free Travel through storytelling, live presentations and interactive displays.
- **Young Inventors Hub:** For two full days, tiny hands were busy cutting, gluing, stapling, screwing, folding and felting inventions that might just change the world we live in for the better.
- **Backyard Buzz:** was a program designed by the events team for the Seniors Festival, seeking out local backyard makers/inventors/tinkerers and gently persuading them to put their goods and wares on show.
- **Performance stages:** Three live stages of music, dance, performance, education and entertainment.

### 2.3.2 Knox Festival

Last year's Knox Festival had over 20,000 people attending across two sun soaked days, setting an all-time record gate.

## 9.1 Review of Council's Major Festivals and Events Program 2016-17 (cont'd)

This year's event theme celebrated *Home Sweet Home*. A jam-packed site awaited revellers of all ages, offering up a vast array of programmed, interactive activities and performance spaces.

Feedback from the general public, community stakeholders, sponsors, participants and Council staff suggest that this year's Knox Festival may well have been the best in recent years.

Programming highlights:

- **Kitchen Culture** hosted 8 local guest chefs from 6 separate cultures, serving up 300 tastings over 14 hours of live cooking presentations
- **Kite Construction** 2000 kite making kits were made over the course of the weekend
- **Secondary Schools Art Making Competition**, where the competition winner, Willow Oakley from the Knox School amazed the judges with a daring and highly innovative hand woven, woolen jellyfish kite (signature item).
- **Primary Schools Banner competition** the final art presentations for the perennial Primary Schools Banner Competition were of an extraordinarily high standard again. Prizes were awarded to the following schools in the respective categories:
  - Most Original Banner - Mountain Gate Primary School
  - Best use of Materials - Boronia K12
  - Encouragement Award - Bayswater South
  - People's Choice Award - St John the Baptist
- **The Knox Gift** continues to grow, with over 400 people participating in some friendly competition. The results included:
  - Junior Girl's race, first, second and third were split by only 2/100th's of a second, with the eventual winner, 'Elysa' aged 10
  - First place in the Junior Boy's race was a more straightforward affair with 'Lochie' aged 8 the clear champion
  - The Open Age Women's Winner was Rebecca Carpenter and Open Age Men's Winner, Kevin Truong, both running impressive races.
- **The Knox Stage** – Artists and musicians across multiple genres, including some of Melbourne's finest emerging talent and indeed some of Australia's most acclaimed seasoned performers, delighted a captivated audience all weekend.

## 9.1 Review of Council's Major Festivals and Events Program 2016-17 (cont'd)

- **My Stop Motion Movie** - This was a place where 'you' became the film maker, casting agent, director, author and actor in your own crazy short film story
- **A Journey Through Time** – In a first for Knox, festival revelers were invited to step back in time when Vikings and Visigoths roamed the earth, where battle encampments, dark age apothecaries and even an 1870's Australian Gold Field all helped frame an illuminating snapshot into humanities collective past
- **BBQ zone** - In keeping with the Home Sweet Home theme and inspired by one of Australia's favorite past times. The activity created a unique BBQ zone featuring boutique recipes and flavors from around the globe
- **Knox active sports precinct** (shaping up more like a 'Knox Olympiad') kicked in with a huge sporting come 'n' try zone hosted by local sporting clubs and niche activity groups
- **The Oppy Bike Ride** had 168 participants this year. In 2017 the Oppy Bike Ride course offered up 3 routes: 14km, 25km and 36km
- **Dance Fusion** (a first for Knox Festival), which brought together 9 local dance academies showcasing a dazzling 45 minute set of contemporary, jazz and hip hop. Expect big things from this next year!
- **The Knox Factor** drew enormous crowds to its new look stage where a high quality field of performers, ranging in age from 7 to 18 years who put on a perfect show for close to 7,000 people. The results of this year's event were as follows:
  - Knox Factor Winner – Taylah Paull
  - Runner up – Dylan Richards
  - Third place - Summer Bush
  - People's Choice – Stacey Alexander

An expanded **Twilight Cinema** program included:

- Cinema favourite, ***Finding Dory*** mesmerized an enthralled audience
- **The Torchlight Parade** concluded a massive day one of festival. This year's Torchlight was witnessed by easily the largest gathering of people for any Twilight Cinema event. 30 crews, including well over 300 marchers and three piping bands stood side by side as the 'lone piper' played Amazing Grace to a clearly moved audience

## **9.1 Review of Council's Major Festivals and Events Program 2016-17 (cont'd)**

- Concluding the evenings proceeding with a splash of colour was Knox Festivals giant fireworks display.

### **2.3.3 Carols by Candlelight**

A combination of clear skies, remarkable talent and a record sized crowd (15,000 plus people), all contributed to a magical Carols atmosphere. This year's show was headlined by special guest stars, The Voice Australia winner Harrison Craig and local singing sensation Imogen Spendlove. They were supported by more than 120 performers and musicians, including The Australian Navy Band – Melbourne Detachment, Southern Voices Choir and Knox Factor winner (2016), Darcy Nimbs and runner up, Mitchell Hurrey, who together realised their dream of performing in front of their largest ever audience.

Other highlights included:

- Critically acclaimed comic trio, the Trash Test Dummies who lit up the pre-show entertainment with a spellbinding mix of circus arts, clowning, acrobatics and comedy;
- As a celebration of International Day for People with Disability (IDPWD - 3 December), Scope and Vision Australia in partnership with Knox City Council, held a 'Market Your Gifts' event at the Carols by Candlelight festival to recognise and celebrate the achievements and contributions of individuals experiencing disability.

The event showcased the themes of International Day of People with a Disability, with participants including Vision Australia, iDare you, guest speaker Andrew Harrison (dual Paralympic gold medallist), Emotion 21 (all down syndrome dance group), Illoura House and some of the amazing pre-show presenters. Council is committed to ensuring that events are accessible for all and cater for a wide range of needs. This includes the provision of accessible parking, toilets, Auslan Sign Interpreters and large text Carol's booklets.

Vision Australia staff provided sighted guides from 4pm at the venue for those experiencing low vision or blindness. This was a useful pilot and indicated that this type of event can be very well received by the public. These new and inspiring elements added a special touch of joy and intimacy to the event and successfully shared the skills and passions of people living with disabilities with a large crowd who warmly welcomed these new initiatives.

## **9.1 Review of Council's Major Festivals and Events Program 2016-17 (cont'd)**

### **2.4 Volunteers and Students**

Supporting the program were event management volunteers, consisting mainly of local community groups, Council staff and students from Holmesglen TAFE.

Volunteers present a significant benefit to Council and the community, providing both an opportunity for individuals to be involved in a positive community experience, and enabling Council to successfully deliver Council's Festival and Events. Volunteers participated within each of the three keynote events, and formed three distinct categories:

- Students from Holmesglen Event Management course, who enjoyed a mentoring relationship with key event professionals;
- Service Clubs, providing key tasks such as welcome and gate crews;
- Individual volunteers coming forward to enjoy helping out with various tasks such as arts and crafts and flyer distribution.
- Emergency Services: SES, CFA, St Johns, Victoria Police.

### **2.5 Future Considerations**

A number of recurring themes were identified in the debrief for the 2016-17 major events program, community feedback, the Knox post event survey, including:

- Increasing cost of infrastructure impacting on event budgets without additional resources;
- Sponsorship would operate more efficiently if provided via a centralised service model, where a more strategic approach and specialist skills would be harnessed;
- Consistent customer feedback on Facebook that Council events should be free to enter;
- A strong trend within the local government industry shows small-scale, neighbourhood (place-based) events are an emerging trend to achieve high levels of community engagement and space activation – a model not yet explored through this service;
- Marketing costs, using the recommended designers and printers have escalated from \$6,000 to \$18,000 with no increase of budget to accommodate this price increase; and
- A cost-benefit analysis may be required to establish the viability of a reduction or elimination of entry fees.

These future considerations may require further analysis, and where required, recommendations will be presented to Council as part of future service planning.



## **9.1 Review of Council’s Major Festivals and Events Program 2016-17 (cont’d)**

### **3. CONSULTATION**

The planning of each of operations of the three keynote events relies upon high levels of internal and external consultation with key Council and community stakeholders, such as Traffic and Transport, Vic Roads, Victoria Police, Metropolitan Fire Brigade, St Johns Ambulance, State Emergency Services and Councils Knox Arts and Culture Advisory Committee. These stakeholders work closely with event officers and lead event contractors to inform programming, site safety, emergency and traffic management.

At the conclusion of each event, an operational debrief process is undertaken with these stakeholders, to identify areas that worked well and opportunities for improvements. The table in Appendix B summarises the feedback provided by some of these stakeholders for all three major Festivals and Events held in the 2016 – 2017 year with the general consensus being that Council events are well organised, well attended and offer the community a broad range of entertainment.

A post Knox Festival 2017 Stallholder survey, detailed in Appendix C, indicates that the event offered an even representation of community and commercial stallholders, with the majority of these having the primary purpose of promotion at the event (rather than raising revenue). The majority of stallholders gave the festival a 4/5 star rating.

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

The major festivals and events program contributes directly and indirectly to improving Knox’s environment and amenity. All three events actively promote the amenity, safety and accessibility of outdoor and indoor public space through the staging of large scale events, which engage substantial numbers of the Knox community.

The Stringybark Sustainability Festival adopted best practice for sustainable event delivery with initiatives such as, Wash against Waste, interchangeable signage, recycling, Bin Ninjas and Waste Management activities.

Council’s Community Transport service operated a shuttle bus service for the Stringybark Sustainability and Knox Festivals. A total of 512 residents took advantage of this transport service.

Parking availability for Carols this year was supported through partnership with St Joseph’s College and the opening of their car parking facilities. Both Stringybark Sustainability and Knox Festival events promoted the use of Knox’s bike paths, walking and public transport, resulting in reduced parking and traffic congestion.

## 9.1 Review of Council’s Major Festivals and Events Program 2016-17 (cont’d)

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

The cost to deliver the logistics and infrastructure to support implementation of Council’s major Festivals and Events Program is principally met through Council’s operating budget. In 2016-17 Council provided a budget for the festivals and events set out in Table 2 on page 10.

Council has a very small events team delivering these large-scale events, which attract over 50,000 people. The events team comprises 1.0 EFT Festivals and Events Officer, and 1.0 EFT Events Administration Officer, with general support from the Coordinator Arts and Cultural Services, and is supplemented by contracted resources, such as the Site Management role and volunteers.

**Table 2: Festivals and Events Expenditure 2016-17**

<b>Event</b>	<b>Actual Net Cost 2016-17</b>	<b>Allocated Budget 2016-17</b>
Stringybark Sustainability	\$102,281	\$109,282
Carols by Candlelight	\$122,286	\$117,666
Knox Festival	\$148,962	\$161,556
<b>TOTAL</b>	<b>\$373,529</b>	<b>\$388,504</b>

### **5.1 Event Sponsorship**

The engagement of sponsors forms an integral aspect of event resourcing, and involves significant officer time to cultivate these relationships. A summary of total sponsorship revenue (cash) and in-kind contributions is captured in Table 3 below.

**Table 3: Sponsorship revenue plus in-kind support summary**

Sponsorship Revenue (cash)	\$66,000
Sponsorship (in-Kind)	\$55,854
<b>Total Event Sponsorship 2016-17</b>	<b>\$121,854</b>

## 9.1 Review of Council's Major Festivals and Events Program 2016-17 (cont'd)

### 5.1.1 Revenue (cash) sponsorship.

Table 4 outlines the sponsorship revenue (cash) totals received across the three major festivals for 2016-17.

**Table 4: Sponsorship Revenue (cash) Summary**

<b>Event</b>	<b>Total</b>
Stringybark Sustainability Festival	\$20,000
Carols	\$16,000
Knox Festival	\$30,000
<b>Total</b>	<b>\$66,000</b>

The following sponsors comprise the cash sponsorship agreements across the three major events in 2016/17, with most arrangements spanning across all three events:

• Ray White	\$12,000
• Westfield	\$7,000
• Wholefood Merchants	\$2,000
• Stocklands	\$7,000
• Smart Amusements	\$29,000
• TELSTRA Westfield	\$9,000
<b>Total</b>	<b>\$66,000</b>

### 5.1.2 In-Kind Sponsorship

A further \$55,854 was generated as 'in-kind' support from various organisations for services and supplies. Table 5 summarises the 'in-kind' contribution below.

## 9.1 Review of Council’s Major Festivals and Events Program 2016-17 (cont’d)

**Table 5: In-kind Contributions Summary**

<b>Event</b>	<b>\$ Amount</b>
<b><i>Stringybark Sustainability Festival</i></b>	
Hello World (Prize value)	\$6,500
The Leader (Advertising)	\$1,400
Holmesglen TAFE (event support)	\$17,773
Service Clubs (Gate meet and greet)	\$1,504
<b><i>Carols by Candlelight</i></b>	
Smart Amusements (Free fairground)	\$5,000
The Leader (Advertising)	\$1,400
<b><i>Knox Festival</i></b>	
Ray White (billboard contribution)	\$3,000
Holmesglen TAFE (event support)	\$17,773
Service Clubs (Gate meet and greet)	\$1,504
<b>TOTAL</b>	<b>\$55,854</b>

## **6. SOCIAL IMPLICATIONS**

Council’s major Festivals and Events attract participation from a wide cross section of the community, most notably schools, families, young people, and an increasing number of older people as evidenced through program partnerships like Backyard Buzz and the Woodworkers Makers Space Zone.

All events contribute to community participation and community connectivity. There are opportunities for fundraising for organisations, the promotion of volunteerism, the provision of staging facilities for local performers, equal access to people of all abilities, healthy catering choices and appropriate activities for people of all ages.

Members of the community actively participate through the work of such organisations as the Knox and District Woodworkers Club, the Mountain District Women’s Co-op and Knox Historical Society. Many local primary and secondary schools are also involved with festival programs. The program is also supported by many internal Council teams.

## **9.1 Review of Council’s Major Festivals and Events Program 2016-17 (cont’d)**

### **7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021**

The Knox Community and Council Plan 2017-2021 identifies a number of objectives within strategies as outlined below:

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

Strategy 7.2 Celebrate our diverse community

Strategy 7.3 Strengthen community connections.

The Knox Community and Council Plan provides a sound basis upon which to develop the Festivals and Events program as these can make a significant contribution to developing Knox as a vibrant place to live, work and visit.

Festivals and Events can make a significant contribution to the Community Plan vision and goals. The Festivals and Events program encourages expression of community values, enhancing and activating public spaces, contributing to local sense of place, increased feelings of safety, exploring local heritage and contemporary stories plus presenting artworks and a range of activities that are engaging and challenging.

### **8. CONCLUSION**

The growing high levels of attendance, participation and positive community and stallholder feedback indicates that Council’s Major Festivals and Events program continues to connect, empower and enrich the lives of Knox residents.

The future success of the program relies upon sustained resources, innovative programming, high levels of community engagement and strategic sponsorship partnerships.

Planning is underway for the 2017-2018 Festival and Events season commencing with Stringybark on 14 and 15 October 2017.

### **9. CONFIDENTIALITY**

There are no confidential matters arising from this report.

**Report Prepared By: Festival and Events Officer (Jeremy Angerson)**

**Report Authorised By: Acting Director – Community Services  
(Janine Brown)**

## APPENDIX A: Festival and Event Stakeholders

The following list of stakeholders has been involved with the planning and running of the Stringybark Festival 2015, Carols by Candlelight 2015 and Knox Festival 2016. The list includes contractors, performers, artists, service providers, sponsors, media partners, community and sporting groups, not for profit organisations, local primary and secondary schools and higher education institutes, commercial businesses and traders, emergency services and internal Council teams.

2nd 3rd Bayswater Scout Group	Crepe Expectations
360 Wellness	Cris' B.B.Q
4th Knox Scout Group	Curves
A Feathered Gypsy	Dance Xpress Academy
Action Events	D'nong Ranges Renewable Energy Assoc Inc
Aliki	Designer First Aid Solutions
All Environmental Concepts	Dippin Dots Ice Cream
Alphabits	DK MARTIAL ARTS
Angie Zhou	Donna Scott Catering
APRA	Dunnys r us
Arrow Fencing	Dynamic Sand Art
Arrow Hire	Dyson Bikes
ASG	EACH
Aust Breastfeeding Assoc.	Eastern Districts Polish Association
Australia Marine Conservation Society	Eastern Football League
Australian Electric Vehicle Association	Eastern Raptors Rugby League Club
Australian Red Cross	EMACH
AVS Organic Foods	Falun Dafa Association of Australia
Babou Juice	Ferntree Gully Arts Society Inc.
Bambino Woodfired Pizza	Ferntree Gully Bowls
Bayswater Primary School	Ferntree Gully News
Bayswater Secondary College	Ferntree Gully Uniting Church
Bayswater South Primary School	Fiesta Catering and Events
BeaDaring!	Football Federation Victoria
Bern Chandley Furniture	Four Islands Dreamer
Berries Direct	Four Seasons Gutter Protection
Big Donut, The	Franklin coffee
BirdLife Australia	Friends of Blind Creek Billabong
Body Shop At Home, The	Froth n Flames
Boronia and the Basin News	G & D Scott - Site Logistics and Design
Boronia Community Church of Christ	Gardening 4 Kids
Boronia K12 College	Genesis Wantirna
Boronia West Primary School	Gordon
Brent Owen	Harry Hoo
Brewers Feast	Headspace Knox
Bricks 4 Kidz - Knox	Heany Park Scout Group

Bring n Braai	Heavenly Inspirations
Bunnings Scoresby	helloworld Rowville
Butter Thief, The	Henna Art
Buzz Mobile Cafe, The	Henna Art (Raj and Savita)
Buzz Mobile Coffee, The	Hey Mikey Cafe
Carrington Primary School	Himalayan Sherpa
CFA	Hine Hire
Charisma Coffee Vans	Holmesglen
Chef Susie	Holmesglen TAFE
Chill Zone - Bean Bags	Holy Trinity
Chinese Association of Victoria	Holy Trinity Primary School
Christine Smith - Kitchen Culture	Imogen Spendlove
Communal Oven, The	Instant Marquees
Community Newspapers Knox	Jade Pavillion
Jamberry Nails Independent Consultant	KS Environmental
Jazara	Lachlan Wooden
Jeraff	Leader Community News
Jo Howell Photogrphay	Lennyz Soy Candles
Josh Salmon	Level 10 Lifestyle
Julian Clavijo	Life Interwoven Inc
Just In Time Packaging	Lily n King
KCC Access and Inclusion	Lilydale Bowmen
KCC Active Living	Lions Club of Ferntree Gully
KCC Active Open Space	Lions Club Rowville
KCC Building Services	Lions Club Wantirna
KCC Communications	Little Red Strawberry
KCC Community Safety and Development	Lizzy's Lip Sensations
KCC Construction Group	Lysterfield Primary School
KCC Cultural Services	Maddisons Magical Pop 'n' floss
KCC Customer Service	Made By Earth T/A Kingdom Of Crystals
KCC Economic Development	Magical Mirror Garden Art
KCC Emergency Management	Maya Savic
KCC eServices	Melbourne Paella Company
KCC Facilities	Melbourne Stars
KCC Governance	Miniature Guitars
KCC Health Services	Mobile Ice Creams
KCC Leisure Services	Mountain District Learning Centre
KCC Local Laws	Mountain District Women's Assoc.
KCC Passive Open Space	Mountain Gate Primary School
KCC Safety, Risk and Wellbeing	MVC Boxing Association
KCC Strategic Procurement	Mystical Fantasies
KCC Sustainable Futures	Naturally Goode
KCC Traffic and Transport	Nature Direct (shared with World Organics)
KCC Works Services	Oasis Tents
KCC Youth Services	Parks Victoria / DELWP joint stall

Kelra Enterprises P/L T/as Ice Indulgence	Partners in Crime Coffee Company
Kent Park Primary School	Paul Sadler
Kili Tingatinga Art	Paul Sadler Swimland Rowville
Kingswim Wantirna (YMCA)	People's Choice Credit Union - Knox City
Knox & District Woodworkers Club	Peter Grant
Knox Baptist Community Church	Pindari Lynne Designs
Knox Basketball	Pinnacle Health Club, Scoresby
Knox BMX Club Display	Pookie May
Knox City Football Club	Poppy Dreams
Knox Community Gardens Society Inc	Powa Productions
Knox District Softball Association	Premiers Active April
Knox Environment Society	Promptor Distribution
Knox Girl Guides	Public Safety Australia - Frank Martinuzzo
Knox Historical Society	Ranges Organic Growers Association
Knox Hockey Club	Raw Pantry
Knox Leisureworks	Raw wine and Beer
Knox Park Primary School	Ray White
Knox Photographic Society	Ready Steady Go Kids
Knox School	Reclaim and Renew
Knox U3A	Red Cross First Aid
Knox Women's Football Club	Red Hot Falafel
Kreationz Cheer and Dance	Reflections Of Light
Regency Park Primary School	The Church of Jesus Christ of Latter Day Saints
Renta 2 Way Radios	The Harbour Agency
Reptile Encounter	The Knox School
RJ Lever	Thermomix
Roadshow	Timboon Fine Ice Cream
Rotary Club of Fern Tree Gully	Timeless Toys
Rowville Engraving	Tupperware Independent Consultant
Rowville Knights Community Football Club	U3A Knox Inc.
Rowville Lysterfield Community Newspaper (RLCN)	Upper Ferntree Gully Primary School
Rowville Lysterfield Community News	Upper Gully Junior Football Club
Rowville Primary School	Upwey Ferntree Gully Baseball Club
Rowville Tennis Club	Van Go Food Truck
Ruccis	VARS Cleaning
Salvation Army Corps Ferntree Gully	VCAL Swinburne TAFE
Samson Hire	Vegilicious
SAND ART FUN	Vertigo Designs
Scoresby Auskick & Mappies Junior Football Club	Vic Police
Scoresby Primary School	Victorian Ferret Society Inc
Scoresby Secondary College	Viponds
Sea Shepherd Australia	Vision Australia Boronia
SES	Von's Vegan Bake House
SESTAA: Society for Empowerment	Wallgates



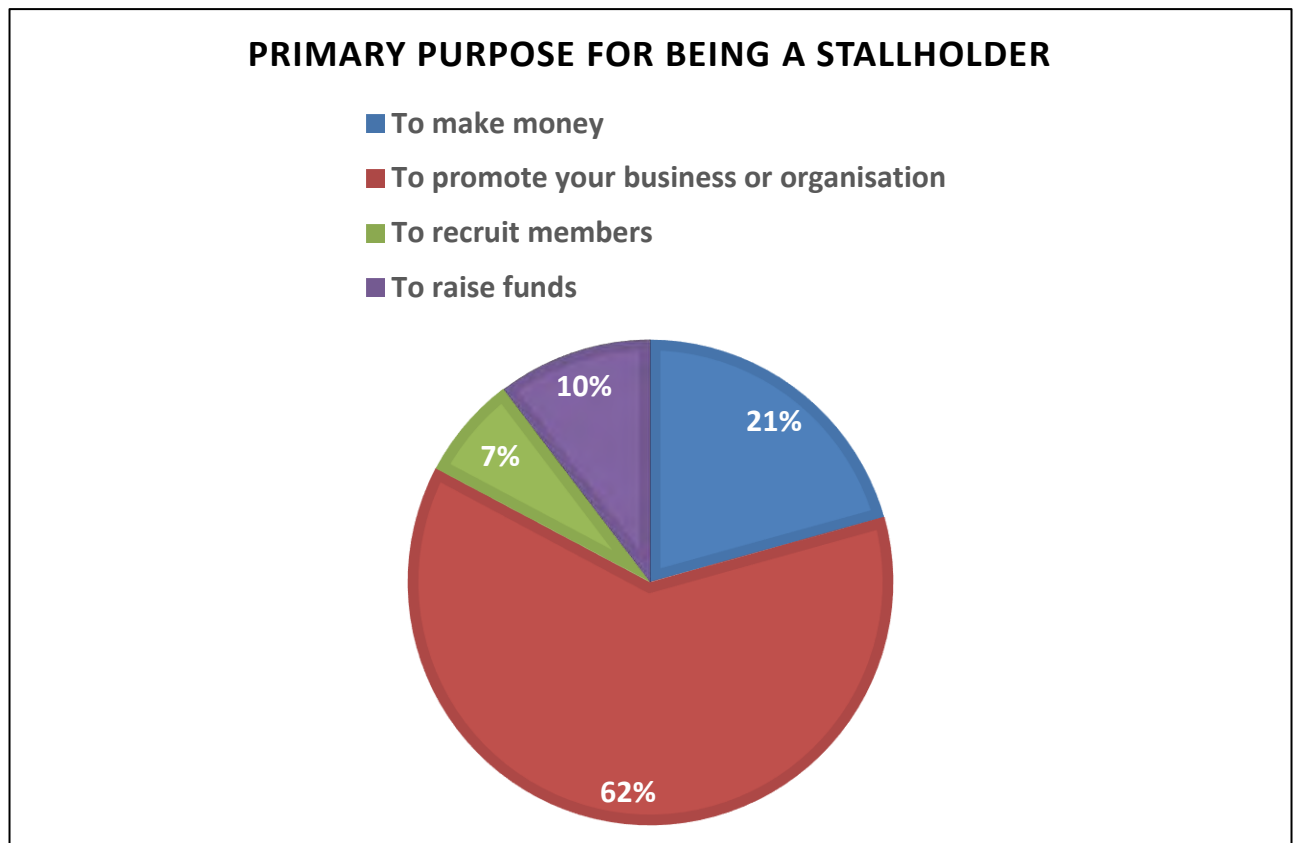
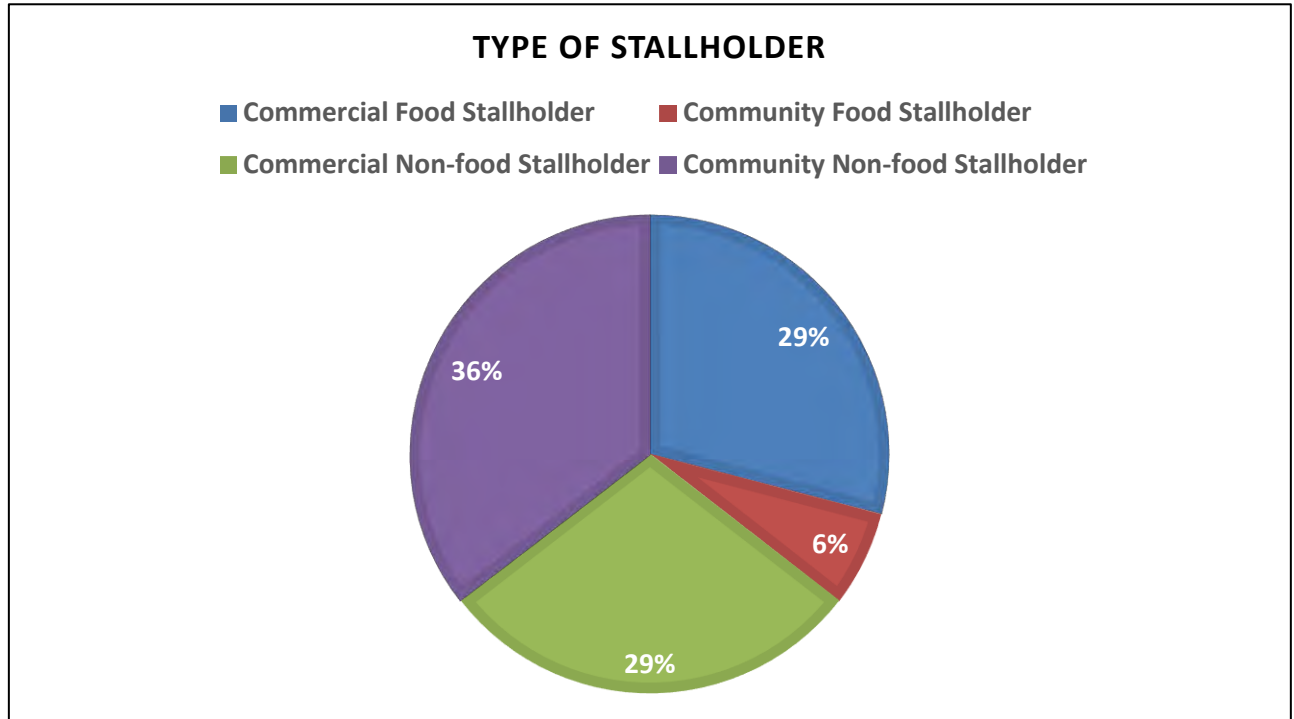
Sew Good Company	Wantirna South Primary School
Showtime Events	Waverley Golf Club
Simply Helping - Greater Eastern	Westfield
SLAMS Music Theatre Company Inc	Whole Life Chiropractic
Smart Amusements	Windermere Child and Family Services
Snappy Design	WIZID ID Pty Ltd
Soap Bakery, The	World Organics
Southern Cross Fireworks	Wurundjeri Council
Southern Cross Search Dogs Vic Inc	YEA High School
Southern Voices	Yes Optus Stud Park
SPC Ardmona	Yoofka
Spill The Beans Mobile Coffee Van	Your Brand Unleashed
Splashdown	Your Inspiration At Home
St Johns First Aid	Zest Printing
St Mary's College for the Deaf	Sublime Indulgences
St Simons Community Football Club	Sustainababy
St. John the Baptist Primary School	Sustainable Living Foundation
St. Simon the Apostle Parish	Sweet Stop
St. Simon's Primary School	Telstra
Stateguard Security	Tennis Victoria
Steph	The Basin Primary School
Street Feast	
Studfield Wantirna News	<b>Total Number: 298</b>

**APPENDIX B: Key Operational Stakeholder Feedback**

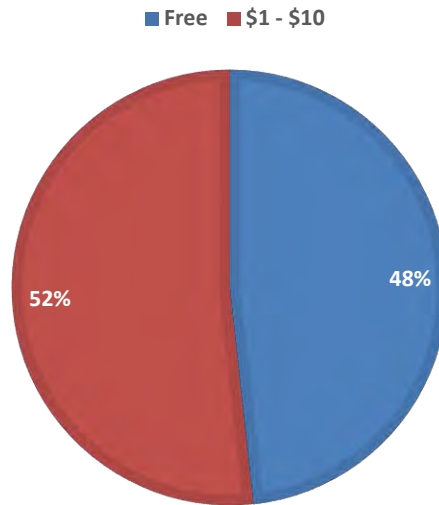
<b>Agency</b>	<b>Comment</b>
Victoria Police	Both Carols by Candlelight and Knox Festival was a very well organised event from a Victoria Police perspective. Crowd control strategies for Carols by Candlelight and Knox Festival were well implemented by Victoria Police and no incidents of antisocial behaviour were recorded by them. Council officers and Knox Police worked with local liquor outlets to bring to their attention the evening program of events for the Knox Festival and Carols by Candlelight and to seek their support to reduce violence and anti-social behaviour by minors. Victoria Police encouraged Council to maintain this practice.
Traffic and Transport	Early road closures assisted all emergency services organisations to clear traffic in an effective and timely manner. Families were encouraged to use the Family Drop Off Zone along Brenock Park Drive, to drop off and pick up children and family attending the event.
Contractors	The quality of O H & S legislation and risk management inductions on-line and on-site, to site holders and volunteers prior to each event was outstanding. These inductions were popular among stall-holders who in previous years had found it difficult to come to the evening inductions held at Council. Risk Management documentation prepared for the events are now being used as a template for other departments and community groups across Knox.
Knox Arts and Cultural Development Advisory Committee	The Committee provides suggestions on programming initiatives, stall holders and sponsorship. The Committee is a valuable source of advice that continues to improve each of Council's three major events.
Community and Stall Holder feedback	On site surveys and post event stall holder feedback surveys were conducted at both the Stringybark and Knox Festivals to assist with the operational development of the festivals. The results of this feedback is captured in Appendix C.

**APPENDIX C: Knox Festival Stallholder Feedback**

Knox Festival 2017 had approximately 90 stallholders made up of both commercial and community groups, offering both food and non-food products. Twenty-nine stallholders have provided feedback.



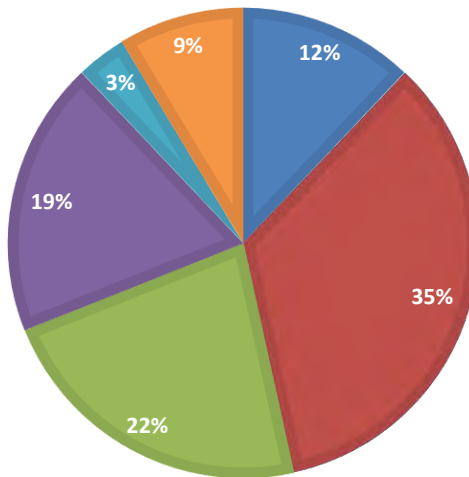
**WHAT IS A REASONABLE ENTRY FEE?**

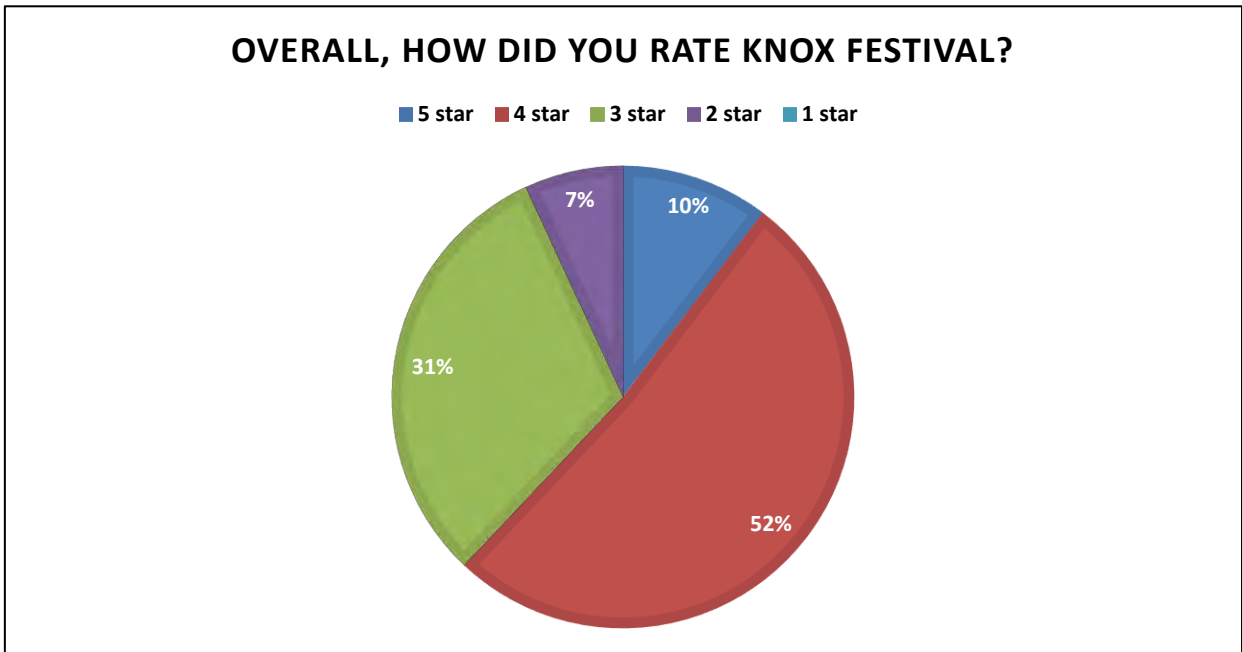
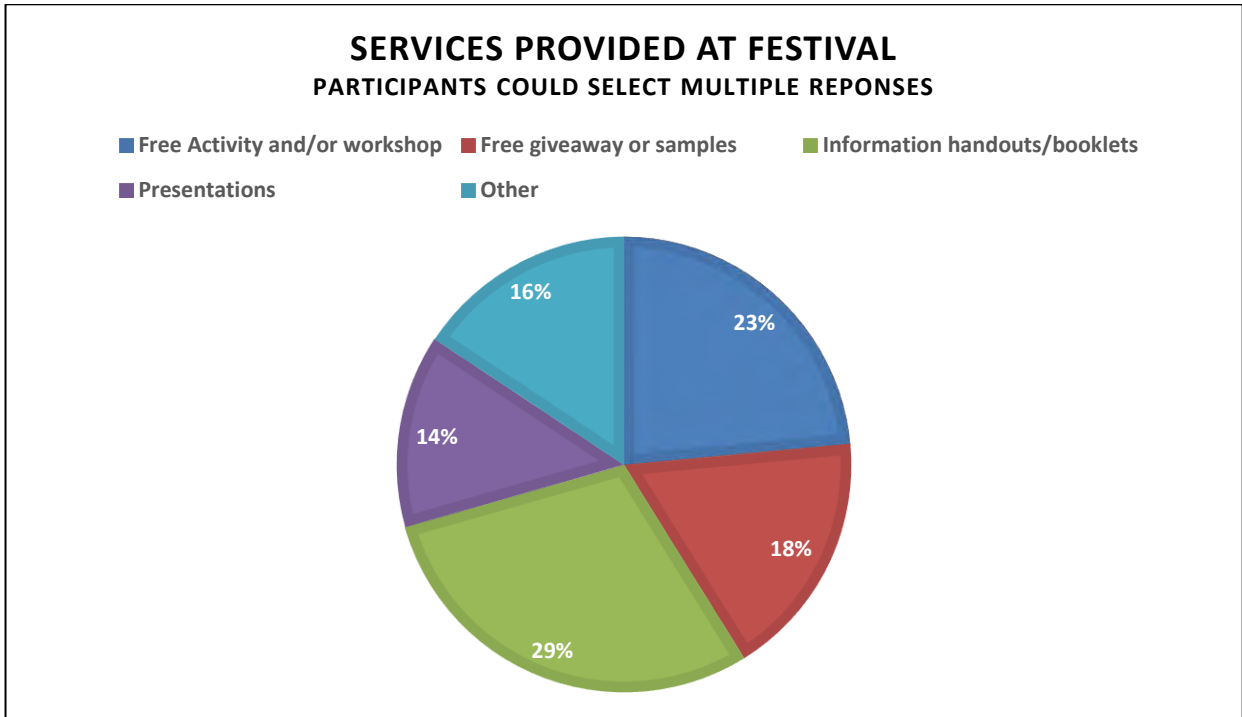


**WHAT WERE THE MOST EFFECTIVE COUNCIL MEDIA ACTIVITIES?**

**PARTICIPANTS COULD SELECT MULTIPLE REPOSSES**

- Council website
- Social Media
- Through family and friends
- Road side banners and boards
- Local newspapers
- Through schools, libraries and/or community centres





**ALL WARDS****9.2 2017-18 LEISURE MINOR CAPITAL WORKS SCHEME**

**SUMMARY:** *Leisure Services Coordinator (Marco D’Amico)*

*This report presents the recommendations of the Leisure Minor Capital Works Grant Scheme (LMCWGS) Committee for Council LMCWGS allocations to community sporting and leisure organisations to undertake facility improvements projects on Council’s sport and recreation reserves and buildings, which they tenant within Knox in the 2017-18 funding period.*

**RECOMMENDATION**

That Council

1. Approve a funding allocation of \$97,130 (including GST) from the 2017-18 Leisure Minor Capital Works Grants to the applicant clubs nominated in Appendix A.
2. Approve a funding allocation of \$83,883 (including GST) from the Open Space Reserve to the applicant clubs nominated in Appendix B (\$66,883) and an allocation to manage the additional grants (\$17,000).
3. Specify that conditions are imposed for the following organisations and projects identified in Appendix C of this report:
  - a) Athletics Knox Board of Management;
  - b) Football Federation Victoria;
  - c) FTG Footballers Cricket Club;
  - d) Knox City Tennis Club;
  - e) Upper Ferntree Gully Football Club; and
  - f) Wantirna South Cricket Club.

**1. INTRODUCTION**

The Leisure Minor Capital Works Grant Scheme (the Scheme) is an annually funded program that enables Council to financially assist community sporting and leisure organisations to undertake facility improvement projects on Council’s sport and recreation reserves, which they tenant.

The Leisure Minor Capital Works Grant Scheme Policy (the Policy) directs the type and level of financial contribution that Council will provide to community sporting and leisure organisations for improvements on Council’s reserves. The Policy also includes provision for financial assistance for defibrillator devices.

## 9.2 2017-18 Leisure Minor Capital Works Grant Scheme (cont'd)

The Policy nominates that organisations are able to apply for a contribution from Council of between 50% and 70% of the total project cost based on the project type (e.g. pavilion improvements 50%, risk mitigation 70%). The maximum grant that Council will award under the Policy is \$10,000. Grants for associated sporting infrastructure are capped at \$2,500 per item.

Applications submitted to the Scheme are assessed by the Leisure Minor Capital Works Grant Scheme Committee (the Committee). The Committee for 2017-18 consisted of Councillor Jackson Taylor and Councillor Jake Keogh and community representative Wayne Bennett, the nominee of the Recreation Leisure Liaison Group Committee. Following assessment by the Committee, projects recommended to receive a grant are presented to Council for consideration and approval.

### **2. DISCUSSION**

#### **2.1 Applications**

Requests for applications from the community for the 2017-18 Leisure Minor Capital Works Grant Scheme opened on 27 February 2017, with applications closing on 19 May 2017. All applicants were required to use the SmartyGrants online grant management system to submit their applications.

A total of 29 applications were received. Applications from three organisations, 432 Yoga, Polish Community Council of Victoria Incorporated and 1<sup>st</sup> Basin Scout Group were not eligible, as they either do not have an occupancy agreement to use Council land and/or buildings for leisure and sporting activities and programs.

The remaining 27 applications were assessed by the Committee for funding support and 25 of these are recommended.

#### **2.2 Assessment**

Assessment of the applications was undertaken by the Committee. The criteria applied to the application as described in the Policy comprises:

The application clearly demonstrates the need for the project and the level of benefit to the community.	50%
The application demonstrates alignment with Council's strategic priorities.	20%
The project addresses a risk or safety issue.	15%
The degree to which the applicant can demonstrate clear financial need and ability to deliver the project.	15%

Following the assessment process, the Committee recommends funding 25 of the applications. Funding is provided from the 2017-18 Leisure Minor Capital Works Grant Scheme budget and the Open Space Reserve budget. All 25 projects will meet the current Sporting Reserve and Facility Development Guidelines Policy.

## 9.2 2017-18 Leisure Minor Capital Works Grant Scheme (cont'd)

The project not recommended is Eildon Park Cricket Club's front verandah. The application from Eildon Park Cricket Club was not recommend as it ranked lowest of all applications and there was insufficient funding.

The projects recommended by Committee to receive a Leisure Minor Capital Works Grant in 2017-18 are detailed in Appendix A and B.

### 2.3 Conditions

The conditions set for 6 of the 25 applications in Appendix A and B of this report, clarify the project requirements that are above and beyond the conditions of funding as outlined within the Leisure Minor Capital Works Grant Scheme policy including appropriate building, planning and environmental health permits where applicable.

### 2.4 Application Demographics

The applications to the Scheme for 2017-18 are from organisations spread throughout the municipality. Applications were received from all wards with the exception of Tirhatuan ward. A breakdown of the number of applications received per ward is set out below.

Ward	Number
Baird	4
Chandler	3
Collier	6
Dinsdale	3
Dobson	3
Friberg	1
Scott	4
Taylor	5
Tirhatuan	0

A wide range of activities were represented in the applications for the 2017-18 Scheme. A breakdown of the types of activities represented within the submitted applications is set out below.

Activity	Number
Tennis	4
AFL	8
Bowls	1
Soccer	2
Athletics	2
Cricket	6
Gymnastics	1
Scouting	1
Fishing	1
Gardening	1



## 9.2 2017-18 Leisure Minor Capital Works Grant Scheme (cont'd)

An even spread were represented within applications of age ranges and sex participating in sport and leisure. Projects also supported different age cohorts in the community. It should be noted that many of the applicants cater for more than one group.

Group	Number
Senior	15
Junior	24
Female	20

### 2.5 Completion of the 2016-17 Leisure Minor Capital Works Grant Scheme

A total of 19 projects were funded through the 2016-17 Leisure Minor Capital Works Grant Scheme. Of these projects, 18 have been completed, with one final project at Exner Reserve to be completed early 2017-18.

A further two projects from the 2015-16 Leisure Minor Capital Works Grant Scheme granted an extension to finalise the project in 2016-17 have also been completed.

Unspent funds of \$4,136.23 remaining within the Leisure Minor Capital Works Grant Scheme budget were allocated in line with the Policy. The Leisure Minor Capital Works Grant Scheme policy requires any funds that cannot be allocated to a grant application be first used for contingency sums where required and then allocated to other upgrade projects at Council's reserves. The remaining funds were allocated to the projects set out in Table 1 below, as identified by Council officers. These projects were approved in line with the process set out in the Policy.

**Table 1**

Knox Garden Reserve – Stolen Flood Light Globe Replacement	\$1,490
Knox Regional Football Centre – Re-enforcement Poles to support fencing	\$2,610
<b>TOTAL</b>	<b>\$4,100</b>

Both of these projects have also now been completed.

### 2.6 Grant Scheme Evaluation

Grant recipients are required to provide an evaluation of the 2016-17 Scheme upon completion of the project. This evaluation outlines the level of importance and satisfaction rating by recipients of the Scheme. As shown in Table 2, 100% of clubs are extremely or very satisfied with the Scheme and believe the Scheme to be extremely important or very important.

## 9.2 2017-18 Leisure Minor Capital Works Grant Scheme (cont'd)

**Table 2**

Satisfaction Rating		Importance Rating	
Extremely satisfied	63%	Extremely important	68%
Very satisfied	26%	Very important	21%
Satisfied	0%	Important	0%
Opportunity for improvement	0%	Limited importance	0%
Not satisfied	0%	Not important	0%

Successful clubs also provided written feedback which showed that recipients highly value the support Council provides through these grants and that the Scheme is vital in assisting clubs to carry out improvements which may otherwise not have occurred.

### **3. CONSULTATION**

All leisure and sporting clubs and organisations within Knox were advised of the 2017-18 Scheme through an awareness campaign over the period of 27 February 2017 to 19 May 2017. This included direct emails to all sporting and recreation clubs on the Leisure Services database throughout the application period, inclusion in the ¼ Time newsletter and information on Council's website. Advertisements were also posted in the Knox Leader and the Knox News and the program was discussed at the Knox Community Grants Seminars run by the Community Wellbeing Department.

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

The provision of the Leisure Minor Capital Works grants allows local leisure and sporting clubs as tenants of Council's sporting reserves to apply for a grant/s to improve and/or address amenity issues at Council's reserve facilities.

These issues are varied and include lighting, storage facilities, spectator viewing areas, playing area surfaces, fencing, and minor pavilion upgrades.

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

The Committee is recommending that grants totalling \$149,102 (excluding GST) be awarded to local leisure and sporting clubs. This amount, along with a contingency provision of \$8,700 (excluding GST) is provided within Council's 2017-18 budget of \$88,300 (excluding GST) from the Leisure Minor Capital Works Scheme and \$60,802 (excluding GST) from the Open Space Reserve.

The recommended Leisure Minor Capital Works Grant Scheme projects will deliver sporting and leisure facility improvements for Council and the community totalling \$412,074 (including GST), comprising Council and club contributions of \$164,013 and \$248,061 (including GST) respectively.

The inclusion of an additional 12 projects funded through the Open Space Reserve will present an increased grants and project administration

**9.2 2017-18 Leisure Minor Capital Works Grant Scheme (cont'd)**

requirement. In order to manage these projects an additional 0.2 EFT will be required. The cost for this additional EFT is \$17,000, to be allocated from Open Space Reserve. The total Open Space Reserve funding allocation will total \$83,883.

**6. SOCIAL IMPLICATIONS**

The Leisure Minor Capital Works Grants Scheme assists the local community to develop and improve facilities to participate in leisure and sporting pursuits. This contributes to the development of the social environment and health and wellbeing within Knox by developing community connections and facilitating and promoting active lifestyles.

**7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021**

The Knox Community and Council Plan 2017-2021 identifies a number of objectives within strategies as outlined below:

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

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

The provision of grants through Council's Leisure Minor Capital Works Grant Scheme to sporting clubs contributes to these objectives.

**8. CONCLUSION**

The Leisure Minor Capital Works Grant Scheme is an important resource to assist Council's role in encouraging community participation in the development of leisure and sporting activities in partnership with Knox City Council.

The projects recommended for funding in 2017-18 represent a range of activities in Knox, and will support a diverse cross-section of the Knox community.

Successful applicants are required to sign project specific service agreements and will be committed to the provision of relevant project reporting and acquittal forms.

A function for the successful applicants of both the Community Development Fund and the Leisure Minor Capital Work Grant Scheme is proposed for late 2017.

**9.2 2017-18 Leisure Minor Capital Works Grant Scheme (cont'd)**

The recommended utilisation of uncommitted grants to Leisure activities is to award funding to an application from the current financial year that was not successful solely due to a lack of available budget during the initial assessment process. Where it is not possible to fund an unsuccessful project, funds are to be retained in the grant budget as a contingency sum. Grant recipients are able to apply for additional funding where costs have increased unexpectedly. If neither options are available, the funds are intended for proposed projects for the purpose of upgrading and improving leisure and sporting facilities for the Knox community.

**9. CONFIDENTIALITY**

There are no confidentiality issues associated with this report.

***Report Prepared By: Leisure Services Coordinator  
(Marco D'Amico)***

***Report Authorised By: Acting Director – Community Services  
(Janine Brown)***

## APPENDIX A

## Leisure Minor Capital Works Grant Scheme 2017-18 Funding

Organisation Name	Project Title	Facility Reserve Name	Total Project Cost	Total Club Contribution	Total Grant Requested	Total Recommended Council Contribution
Knox Environment Society	Nursery Facilities Redevelopment	Knox Environment Society Community Nursery	\$ 61,679	\$ 51,679	\$ 10,000	\$ 10,000
Knox Gymnastics	Storage Container	Knox Gymnastics	\$ 19,496	\$ 9,496	\$ 10,000	\$ 10,000
Knox Boat Fishing Club	Storage Container	Schultz Reserve	\$ 14,280	\$ 4,284	\$ 9,996	\$ 9,996
Sherbrooke Little Athletic Centre	Discus Enclosures Height	Kings Park Sherbrooke Little Athletics Centre	\$ 10,725	\$ 3,217	\$ 7,508	\$ 7,508
Knox City Tennis Club	Clubhouse Security System Upgrade	Knox City Tennis Club	\$ 7,183	\$ 2,155	\$ 5,028	\$ 5,028
Wantirna Tennis Club	Shade Sail Weather Shelter	Wantirna Reserve	\$ 9,885	\$ 4,943	\$ 4,942	\$ 4,942
Rowville Football Club	Enclosed Area	Seebeck Oval	\$ 45,476	\$ 35,476	\$ 10,000	\$ 10,000
Football Federation Victoria	Defibrillator	Knox Regional Football Centre	\$ 2,945	\$ 883	\$ 2,062	\$ 2,062
Bayswater Bowls Club	Maintenance / Storage Shed	Bayswater Bowls Club	\$ 41,194	\$ 31,194	\$ 10,000	\$ 10,000
Templeton Tennis Club	Gas Heater Replacement	Templeton Tennis Club	\$ 6,303	\$ 1,893	\$ 4,410	\$ 4,410
Wantirna South Junior Football Club	Outdoor Pavilion Blinds	Templeton Reserve	\$ 17,985	\$ 8,992	\$ 8,993	\$ 8,993
FTG Eagles Junior Football Club	Scoreboard Replacement	Pickett Reserve	\$ 15,675	\$ 13,175	\$ 2,500	\$ 2,500
Wantirna South Cricket Club	External Storage Shed	Walker Reserve	\$ 14,157	\$ 4,247	\$ 9,909	\$ 9,909
Guy Turner Reserve Tennis Club	Courtside Seating	Guy Turner Reserve Tennis Club	\$ 3,564	\$ 1,782	\$ 1,782	\$ 1,782
<b>TOTAL (GST Inc)</b>			\$ 270,546	\$ 173,416	\$ 97,130	\$ 97,130
<b>TOTAL (GST Exc)</b>			\$ 245,951	\$ 157,650	\$ 88,300	\$ 88,300

## APPENDIX B

## Open Space Reserve Funding

Organisation Name	Project Title	Facility Name	Reserve	Total Project Cost	Total Club Contribution	Total Grant Requested	Total Recommended Council Contribution
Fairpark Football Club	Goal Posts	Fairpark Reserve		\$ 10,164	\$ 7,664	\$ 2,500	\$ 2,500
Rowville Eagles Sporting & Cultural Association	Goal Posts	Parkridge Reserve		\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000
The Basin Football Club	Goal Posts	Batterham Reserve		\$ 4,532	\$ 2,266	\$ 2,266	\$ 2,266
FTG Footballers Cricket Club	Cricket Replacement	Pickett Reserve	Pitch	\$ 9,064	\$ 2,719	\$ 6,345	\$ 6,345
Wantirna Tennis Club	Shade Sail Shelter	Wantirna Reserve	Weather	\$ 9,885	\$ 4,943	\$ 4,942	\$ 4,942
Knox Junior / Senior Football Clubs	Goal Posts	Knox Garden Reserve		\$ 7,612	\$ 5,112	\$ 2,500	\$ 2,500
Templeton Cricket Club	Pitch replacement	Schultz Reserve		\$ 3,600	\$ 1,080	\$ 2,520	\$ 2,520
Athletics Knox Board of Management Inc.	Exercise Stations / Training Circuit	Knox Park Athletic Track		\$ 21,274	\$ 11,274	\$ 10,000	\$ 10,000
The Basin Cricket Club	Pitch Upgrade	Batterham Reserve Oval 1		\$ 18,360	\$ 9,180	\$ 9,180	\$ 9,180
Upper Ferntree Gully Football Club	Top Oval Shelter	Kings Park Oval 2		\$ 24,708	\$ 14,708	\$ 10,000	\$ 10,000
Knox City Football Club	Sun Safe Shelter	Egan Lee Reserve		\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000
Wantirna Cricket Club	New Synthetic Pitch	Wantirna Reserve		\$ 2,329	\$ 699	\$ 1,630	\$ 1,630
		<b>TOTAL (GST Inc)</b>		\$ 141,528	\$ 74,645	\$ 66,883	\$ 66,883
		<b>TOTAL (GST Exc)</b>		\$ 128,661	\$ 67,859	\$ 60,802	\$ 60,802

**APPENDIX C**

<b>Organisation Name</b>	<b>Project Title</b>	<b>Condition</b>
Athletics Knox Board of Management	Exercise Stations / Training Circuit	Ensure underground services survey is undertaken prior to any works and ensure sufficient drainage is provided. Infrastructure is to be sited outside any Tree Protection Zones (TPZ)
Football Federation	Defibrillator for Knox Regional Football Centre	Ensure installation is in a suitable location approved by Council
FTG Footballers Cricket Club	Cricket Pitch Replacement	Ensure reinforcement mesh is included in the concrete cricket pitch
Knox City Tennis Club	Clubhouse Security System Upgrade	Council Facilities department requires full access to site i.e. Alarm Codes. Ensure that CCTV policies and procedures are adhered to
Upper Ferntree Gully Football Club	Top Oval Shelter	Actual sitting of structure needs to be 5 metre from Tree Protection Zone (TPZ)
Wantirna South Cricket Club	External Storage Shed	Ensure that the storage structure is fenced as per drawings in application to alleviate concerns with climbing on the structure

## ALL WARDS

**10.1 REVIEW OF DELEGATIONS – ROAD MANAGEMENT RESPONSIBILITIES AND DOMESTIC ANIMALS, ENVIRONMENTAL PROTECTION AND FOOD**

**SUMMARY:** *Acting Coordinator, Governance – Kirstin Ritchie*

*This report presents a review of the Instrument of Delegation – Road Management Responsibilities and Instrument of Delegation - Domestic Animals, Environmental Protection and Food. This review is in accordance to section 98(6) of the Local Government Act 1989.*

**RECOMMENDATION**

In the exercise of the powers conferred by section 98(1) of the Local Government Act 1989 (the act) and the other legislation referred to in the attached Instrument of Delegation – Road Management Responsibilities (Appendix A) and Instrument of Delegation – Domestic Animals, Environmental Protection and Food (Appendix B), Knox City Council (Council) resolves that -

1. There be delegated to the members of Council staff holding, acting or performing the duties of the offices or positions referred to in the attached Instrument of Delegation – Road Management Responsibilities (Appendix A) and Instrument of Delegation – Domestic Animals, Environmental Protection and Food (Appendix B), the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that instrument;
2. The Instrument of Delegation – Road Management Responsibilities (Appendix A) and Instrument of Delegation – Domestic Animals, Environmental Protection and Food (Appendix B) comes into force immediately the common seal of Council is affixed to the instrument;
3. On coming into force of the instrument the previous Instrument of Delegation – Road Management Responsibilities and Instrument of Delegation – Domestic Animals, Environmental Protection and Food are revoked; and
4. The duties and functions set out in the Instrument of Delegation – Road Management Responsibilities (Appendix A) and Instrument of Delegation – Domestic Animals, Environmental Protection and Food (Appendix B) must be performed, and the powers set out in the instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.



## **10.1 Review of Delegations – Road Management Responsibilities and Domestic Animals, Environmental Protection and Food (cont'd)**

### **1. INTRODUCTION**

Section 98 of the *Local Government Act 1989* (the Act) empowers Council to delegate any of its powers, duties or functions with some strategic exemptions such as setting rates, borrowing funds and adopting a budget. It is widely accepted that delegations are necessary to facilitate effective functioning of Councils as they enable day to day decisions to be made in relation to routine administrative and operational matters.

Section 98(6) of the Act requires a Council to review, within the period of 12 months after a general election, all delegations which are in force and have been made by the Council under Section 98(1).

The existing Instrument of Delegation – Road Management Responsibilities has been in force since 24 September 2013.

The existing Instrument of Delegation – Domestic Animals, Environmental Protection and Food has been in force since 20 September 2016.

### **2. DISCUSSION**

The attached Instrument of Delegation – Road Management Responsibilities (Appendix A) and Instrument of Delegation – Domestic Animals, Environmental Protection and Food (Appendix B) are based on the template provided by Maddocks Lawyers and consistent with the previous Instruments considered by Council.

Both Instruments have been revised to reflect recent legislative changes, changes in role responsibilities and an organisational restructure of the Community Laws (previously Local Laws) team. All changes are minor in nature and have been highlighted using tracked changes in Appendix A and B.

### **3. CONSULTATION**

Council subscribes to the Maddocks Authorisations and Delegations Service, which provides advice regarding legislative amendments and template instruments, which are then tailored to organisational requirements. The draft Instruments have been prepared based on the advice provided by Maddocks Lawyers.

Consultation has occurred with relevant staff during the preparation of the revised Instruments to ensure that they reflect current business processes.

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

There are no environmental or amenity issues associated with this report.

## **10.1 Review of Delegations – Road Management Responsibilities and Domestic Animals, Environmental Protection and Food (cont'd)**

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

The costs to prepare and adopt the Instrument of Delegation – Road Management Responsibilities and Instrument of Delegation – Domestic Animals, Environmental Protection and Food are minimal and have been met within the current department budget.

### **6. SOCIAL IMPLICATIONS**

There are no social implications associated with this report.

### **7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021**

By adopting Instruments of Delegations, Council is able to streamline routine administrative matters whilst ensuring the highest level of accountability in the process.

This relates to Goal 8 of the Community and Council Plan 2017-2021; maintaining confidence in decision making. In particular, effective delegation facilitates Strategy 8.1 by building, strengthening and promoting good governance practices across Council.

### **8. CONCLUSION**

The form and content of the revised Instrument of Delegation – Road Management Responsibilities (Appendix A) and Instrument of Delegation – Domestic Animals, Environmental Protection and Food (Appendix B) is consistent with the Instruments adopted previously by Council and enables the effective functioning of Knox City Council.

It is therefore recommended that Council sign and seal the revised Instrument of Delegation – Road Management Responsibilities and Instrument of Delegation – Domestic Animals, Environmental Protection and Food as appended to this report.

### **9. CONFIDENTIALITY**

There are no issues of confidentiality associated with this report.

**Report Prepared By:** *Acting Coordinator - Governance  
(Kirstin Ritchie)*

**Report Authorised By:** *Acting Director – Corporate Development  
(Kim Rawlings)*

**10.1 Review of Delegations – Road Management Responsibilities and Domestic Animals, Environmental Protection and Food (cont'd)**

Appendix A – Instrument of Delegation – Council to Council Staff – Road Management Responsibilities;

and

Appendix B – Instrument of Delegation – Council to Council Staff – Domestic Animals, Environment Protection and Food Act

are circulated under separate cover.

**ALL WARDS****10.2 PROCUREMENT POLICY**

**SUMMARY:** *Manager – Governance and Innovation  
(Fleur Cousins)*

*In accordance with section 186A(1) of the Local Government Act 1989 Council must prepare and approve a Procurement Policy that establishes clear guidance on the principles, processes and procedures to apply for the procurement of all goods and services for Council. Furthermore, in accordance with section 186A(7), the Procurement Policy must be reviewed at least once in each financial year.*

*A review of Council's current Procurement Policy has been completed and a number of minor amendments to the Procurement Policy have been identified to reflect changes in procedures and update to the Strategic Procurement Framework. The Procurement Policy has been endorsed for Council's consideration by Council's Audit Committee at the Audit Committee's meeting held on 8 June 2017 and is now presented for Council's approval.*

**RECOMMENDATION**

**That Council approve the amended Procurement Policy as attached in Appendix A to this report.**

**1. INTRODUCTION**

The Procurement Policy (the Policy) establishes clear guidance on the principles, processes and procedures to apply for the procurement of all goods and services for Council in accordance with section 186A of the *Local Government Act 1989* and is required to be reviewed at least once in every financial year. At the Ordinary meeting of Council on 26 January 2016 the Policies Requiring Audit Committee Endorsement was adopted by Council. This policy requires the Procurement Policy to be endorsed by the Audit Committee prior to presentation to Council or being approved by the Chief Executive Officer where the policy is of an administrative nature.

A review of the current Policy has been completed and proposes a number of minor amendments to the Policy, as identified in Appendix B.

**2. DISCUSSION**

Council's Procurement Policy was last reviewed in June 2016 and the amended Policy was approved by the CEO in September 2016. Key amendments incorporated into the Policy were:

- Simplification of process required in spend thresholds below \$50,000;
- Increase of the initial spend threshold from \$2,000 to \$10,000;
- Inclusion of information regarding engaging contracted suppliers;
- Inclusion of Tender Process guidelines; and
- Inclusion of Mandatory Evaluation Criteria guidelines.

## **10.2 Procurement Policy (cont'd)**

Since the last review, Strategic Procurement Framework has been developed with the application of contemporary strategic procurement practices to guide and advise council staff on the procurement process for Council and has been made available on Council's intranet. This Framework has replaced Council's Contract Management Manual. Key features of the framework include:

- Guidance and templates on the four (4) threshold procurement processes to embed and ensure a consistent approach across Council is used in the procurement of goods and services.
- Inclusion of a 'Buying Guide' which allows access to contracts for council wide suppliers.
- Inclusion of increased information on alternative procurement options including the use of supplier panels.
- Use of a web based platform to allow for greater interaction and provision of specific information to staff related to their procurement needs and provides for easier enhancements and additions to guidelines as required.

The annual review of Council's Procurement Policy has been completed and a number of minor amendments to the Policy have been identified to reflect changes in procedures and updates referencing the Strategic Procurement Framework.

The key changes being proposed in the amended Policy are:

- Aligning the policy to the draft Community and Council Plan 2017-21;
- Reflecting the introduction of an e-Tender portal;
- Enabling any Councillor to request a tender, with a value within the CEO's delegation, to be approved by Council; and
- Minor updates to reference the Strategic Procurement Framework.

The Policy with proposed amendments via track changes can be found at Appendix B.

## **3. CONSULTATION**

Through consultation with Councillors in the review and preparation of the CEO delegation that was approved by Council at its Ordinary meeting held on 26 June 2017, a process to allow any Councillor to request a tender process within the CEOs delegation to be approved by Council has been implemented. This amendment is reflected in point 6.4.2.2 in the revised Procurement Policy.

## **10.2 Procurement Policy (cont'd)**

The Procurement Policy requires having Audit Committee endorsement prior to submission to Council in accordance with Council's Policies Requiring Audit Committee Endorsement Policy. This provides Council with an additional level of independent review and feedback. The Procurement Policy was presented to the Audit Committee on 8 June 2017 and the amended Policy was endorsed by the Audit Committee for consideration by Council. The review of the Policy has not included any community consultation, however a copy of Council's Procurement Policy is available to the public on Council's website.

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

There are no environmental or amenity impacts as a result of this report.

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

The Procurement Policy establishes clear guidance on the principles, processes and procedures to apply for the procurement of all goods and services for Council in accordance with section 186A of the Local Government Act 1989.

The introduction of the Strategic Procurement Framework enables Council to follow the Procurement Policy principles, processes and procedures through a clear and consistent approach across all expenditure levels. Each expenditure level process includes instruction and guidance in obtaining value for money for each expenditure, as well as clear instruction on endorsement and approval of expenditure to ensure risks are managed appropriately.

### **6. SOCIAL IMPLICATIONS**

There are no direct social implications arising from this report.

### **7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN 2017-2021**

Council's Procurement Policy supports the achievement of Strategy 8.1 – Build, strengthen and promote good governance practices across government and community organisations, by having clear parameters and processes for Council in the procurement of goods and services that is also aligned to legislative parameters and State Government guidelines.

### **8. CONCLUSION**

In accordance with section 186A(7) of the Local Government Act, Council's Procurement Policy has been reviewed and recommends a number of minor amendments to reflect recent changes to the procurement practices within Council including the implementation of a Strategic Procurement Framework.

This report recommends that Council approve the amended Procurement Policy attached as Appendix A, having been reviewed and endorsed by the Knox Audit Committee on the 8 June 2017.

**10.2 Procurement Policy (cont'd)****9. CONFIDENTIALITY**

Confidentiality is not an issue in this instance.

***Report Prepared By:     Manager – Governance and Innovation  
                                  (Fleur Cousins)***

***Report Authorised By:  Acting Director – Corporate Development  
                                  (Kim Rawlings)***

# KNOX POLICY



## PROCUREMENT POLICY

<b>Policy Number:</b>	2009/08	<b>Directorate:</b>	Corporate Development
<b>Approval by:</b>	CEO	<b>Responsible Officers:</b>	Manager Governance and Innovation
<b>Approval Date:</b>	24 July 2017	<b>Version Number:</b>	6
<b>Review Date:</b>	31 July 2018		

### 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 purchasing;
- demonstrate the application of elements of best practice in purchasing; and
- minimise risk when purchasing goods and services.

### 2. CONTEXT

Section 186A of the *Local Government Act* 1989 (the Act) requires that Council prepare and approve a Procurement Policy (Policy), which must 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:

- 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, 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, having a strong regional economy, local employment and learning opportunities, and 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 and Council Plan 2017-21*

- We have confidence in decision making

#### 4.2 *Relevant Legislation*

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

#### 4.3 *Charter of Human Rights*

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

#### 4.4 *Related Council Policies*

- 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 2012/06
- Records Management Policy 2012/01

#### 4.5 *Related Council Procedures*

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

#### 4.6 *Other Documents*

- Strategic Procurement Framework
- Authorisation Register
- Delegations Register
- Victorian Local Government Best Practice Procurement Guidelines
- Capital Works Program Authorisation Process

## 5. DEFINITIONS

In this Policy:

<b>Term</b>	<b>Definition</b>
<b>Act</b>	Local Government Act 1989.
<b>Commercial in Confidence</b>	Information that, if released, may prejudice the business dealings of a party e.g., prices, discounts, rebates, profits, methodologies and process information, etc.
<b>Consultant</b>	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.
<b>Contract Management</b>	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.
<b>Council Staff</b>	Includes full-time, part-time, and temporary employees.
<b>Contractor</b>	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.
<b>Probity</b>	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.
<b>Probity Advisor</b>	A professionally qualified 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.

Term	Definition
<b>Probity Auditor</b>	A professionally qualified 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.
<b>Procurement Plan</b>	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.
<b>Procurement Report</b>	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.
<b>Strategic Procurement</b>	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.
<b>Sustainability</b>	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
<b>Procurement</b>	Procurement is the whole process of acquisition of external goods, services, building and construction. This 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.
<b>Procurement Process</b>	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.
<b>Value for Money</b>	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"> <li>• contribution to the advancement of Council's priorities;</li> <li>• non-cost factors such as fitness for purpose, quality, service and support; and</li> <li>• 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.</li> </ul>

## **6. COUNCIL POLICY**

### **6.1 Ethics 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.

### **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 Practise 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 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.

Expression of Interest (EOI) may be appropriate where:

- the requirement is complex, difficult to define, unknown or unclear;
- the requirement is capable of several technical solutions;
- Council wishes to consider ahead of formal tender processes such issues as whether those tendering possess the necessary technical, managerial and financial resources to successfully complete the project;
- tendering costs are likely to be high and Council seeks to ensure that companies incapable of supplying the requirement don't incur unnecessary expense;
- it is necessary to pre-qualify suppliers and goods to meet defined standards; and
- the requirement is generally known but there is still considerable analysis, evaluation and clarification required (both of the objective and the solution).

Additionally, for highly complex projects Council may run sequential tenders, the first to solicit solutions, the second to compete to provide the solution selected by Council. Such sequential tenders may or may not be preceded by the registration of interest phase as required by the Council based on the actual needs of the project.

#### **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. In the case of the Chief Executive Officer, expenditure of this nature must be referred to the Director – Corporate Development for approval following endorsement by the Mayor;
- 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.

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

<b>BUILDING &amp; CONSTRUCTION WORKS</b>		
<b>General</b>		
<b>Value of Purchase</b>	<b>Procurement Compliance</b>	<b>Requirement</b>
\$0 - \$10,000 <b>(incl. GST)</b>	Simple Quotation Process	Minimum 1 quote
\$10,001 - \$50,000 <b>(incl. GST)</b>	Simple Written Quotation Process	Minimum 3 written quotes
\$50,001 - \$200,000 <b>(incl. GST)</b>	Detailed Written Quotation Process	Minimum 3 written detailed quotes
\$200,001+ <b>(incl. GST)</b>	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 and acceptance. Three (3) written quotes are required to be obtained. A Procurement Plan, including background, baseline, timelines and engagement strategy must be completed.

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 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.

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 Governance & Innovation or Director, Corporate Development 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**

Council staff may seek an exemption subject to approval from the relevant Director, where one or more of the following circumstances apply:

- the purchase is being made under an existing Council contract, or to an agency arrangement with Procurement Australia, MAV Procurement or through Government contracts;
- there is a sole supplier of a particular product or specialised service;

- there is a technical requirement to integrate with an existing operating environment;
- the purchase involves the sole source of, or access to, particular intellectual property;
- the product, service or work is an extension of previous work undertaken by the supplier and the Manager/Director is satisfied that the background knowledge, site knowledge or capability to match product justifies obtaining only one quotation. The Manager/Director must also be satisfied that the quotation is competitive; or
- the purchase is for a matter of urgent public health, security or safety.

An exemption must be applied for prior to raising a Purchase Order and must be approved in writing by a Director or Chief Executive Officer. Written exemption approvals must be attached to the Purchase Order in Council's Finance system and recorded in Council's electronic document management system. An exemption must be referenced in the Procurement Report.

#### **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 ten percent 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 necessary authorised approval level for the actual purchase. 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 necessary authorised approval level for the actual purchase. 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)



## 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	For a single transaction equal to or less than \$1,000,000 or in the case of a multi year contract, equal to or less than \$500,000 per annum for each year of the contract for a maximum of 5 years.
All Directors - Goods & Services	Up to \$150,000
Director 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 to Appendix A for this information.

### **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 & Innovation or Director, Corporate Development 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:

- 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);
- social impact (community and people issues);
- 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, the Council will not evaluate that tender response any further.

#### **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 Tender Evaluation Panel 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 Lead 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 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 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**

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, and environmental 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 Sustainability**

### **6.14.1 General**

Council is committed to reducing its environmental impacts and operating in a socially and environmentally sustainable manner.

### **6.14.2 Sustainable Procurement**

Council is committed to adopting an environmentally sensitive procurement approach by supporting the principles of sustainable procurement within the context of purchasing on a Value for Money basis.



Value for Money purchasing decisions made by the Council are made on the basis of whole-of-life cost and non-price factors including contribution to the Council's sustainability objectives.

Council prefers to purchase environmentally preferred products whenever they achieve the same function and Value for Money outcomes and will therefore consider the following environmental sustainability criteria:

- Reduce, Reuse, and Recycle

Council is committed to reduce resources, consumption and minimise waste during the procurement life cycle including:

- encourages use and purchase of Eco-friendly products which are more power efficient;
- selecting energy, fuel and water efficient products (ideally Energy and Water Star Ratings of 4 Star and above, and the highest environmentally sensitive vehicle guide star rating);
- preference to purchase from a source which is less polluting or uses clean technology; and
- procurement projects should automatically consider the provision of re-usable products and recycling as part of the project planning process, including the consideration of whole-life costs and disposal considerations.

- Buy Recycled

Council is committed to buy recycled/part recycled products to optimise consumption and stimulate demand for recycled products, promoting the collection and reprocessing of waste and working towards zero discharge to landfill.

- Environmentally sensitive Supply Chain

Council will encourage Council suppliers to adopt good environmental practices.

Council will actively promote green procurement throughout its supply chain and ensure selection which has minimum environmental impact.

## **6.15 Diversity**

Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

### **6.16 Support of Local Business**

Council is committed to buying from local business where such purchases may be justified on Value for Money grounds.

Whenever practicable, Council shall give preference to contracts for the purchase of goods manufactured or produced in Australia or New Zealand.

### **6.17 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.

### **6.18 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.

### **6.19 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.

**Appendix A****Schedule of Additional Authorisations Approved by the Chief Executive Officer (Exc. GST)**

<b>Employee Position Title</b>	<b>Policy Authorisation Level</b>	<b>Revised Authorisation Level</b>
Executive Engineer – Major Initiatives Unit	10,000.00	50,000.00
Coordinator – Construction Group	10,000.00	50,000.00
Coordinator – Active Open Space	10,000.00	50,000.00
Coordinator – Passive Open Space	10,000.00	50,000.00
Coordinator – Works Services	10,000.00	50,000.00
Coordinator – Facilities	10,000.00	50,000.00
Coordinator – Fleet Management	10,000.00	50,000.00
Coordinator – Business Support Community Services	10,000.00	50,000.00
Coordinator – Project Delivery	10,000.00	50,000.00
Team Leader – Project Delivery	2,000.00	10,000.00
Team Leader – Stormwater	2,000.00	10,000.00
Project Officer – Facilities	2,000.00	10,000.00
Supervisor – Works Services	2,000.00	10,000.00
Supervisor – Parks Services	2,000.00	10,000.00
Project Officer – Active Reserves	2,000.00	10,000.00
Project Officer – Passive Reserves	2,000.00	10,000.00
Project Officer – Reactive Maintenance	2,000.00	10,000.00
Project Officer – Tree Management	2,000.00	10,000.00
Administration Officer – Works Services	2,000.00	5,000.00
Administration Officer – Construction Group	2,000.00	5,000.00
Administration Officer – Facilities	2,000.00	5,000.00
Administration Officer – Parks Services	2,000.00	5,000.00

# KNOX POLICY



## PROCUREMENT POLICY

<b>Policy Number:</b>	2009/08	<b>Directorate:</b>	Corporate Development
<b>Approval by:</b>	CEO	<b>Responsible Officers:</b>	Manager Governance and Innovation
<b>Approval Date:</b>	<del>30 September 2016</del> <u>24 July 2017</u>	<b>Version Number:</b>	<del>65</del>
<b>Review Date:</b>	<del>30 September 2017</del> <u>31 July 2018</u>		

### 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 purchasing;
- demonstrate the application of elements of best practice in purchasing; and
- minimise risk when purchasing goods and services.

### 2. CONTEXT

Section 186A of the *Local Government Act* 1989 (the Act) requires that Council prepare and approve a Procurement Policy (Policy), which must 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:

- 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, 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, having a strong regional economy, local employment and learning opportunities, and having confidence in Council's decision making. vibrant and sustainable built and natural environments, advancing and strengthening local economies and sound stewardship of the community's finances and assets;
  - 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 [City Plan \(incorporating the Council Plan\) Community and Council Plan 2013-17 2017-21](#)

- [Democratic & Engaged Communities We have confidence in decision making](#)

#### 4.2 **Relevant Legislation**

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

#### 4.3 **Charter of Human Rights**

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

#### 4.4 **Related Council Policies**

- Corporate Purchasing Card Policy 2004/18
- ~~[Financial Governance Policy 2004/31](#)~~
- 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 2012/06
- Records Management Policy 2012/01

#### 4.5 **Related Council Procedures**

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

#### 4.6 **Other Documents**

- [Strategic Procurement Framework](#)
- Authorisation Register
- [Contract Management Manual](#)
- Delegations Register
- Victorian Local Government Best Practice Procurement Guidelines
- Capital Works Program Authorisation Process

## 5. **DEFINITIONS**

In this Policy:

<b>Term</b>	<b>Definition</b>
<b>Act</b>	Local Government Act 1989.
<b>Commercial in Confidence</b>	Information that, if released, may prejudice the business dealings of a party e.g., prices, discounts, rebates, profits, methodologies and process information, etc.
<b>Consultant</b>	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.
<b>Contract Management</b>	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.
<b>Council Staff</b>	Includes full-time, part-time, and temporary employees.
<b>Contractor</b>	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.

<b>Probity</b>	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.
<b>Probity Advisor</b>	A professionally qualified 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.
<b>Probity Auditor</b>	A professionally qualified 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.
<b>Procurement Plan</b>	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.
<b>Procurement Report</b>	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.
<b>Strategic Procurement</b>	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.
<b>Sustainability</b>	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
<b>Procurement</b>	Procurement is the whole process of acquisition of external goods, services, building and construction. This 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.
<b>Procurement Process</b>	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.



<b>Value for Money</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• contribution to the advancement of Council's priorities;</li> <li>• non-cost factors such as fitness for purpose, quality, service and support; and</li> <li>• 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.</li> </ul>
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## 6. COUNCIL POLICY

### 6.1 Ethics 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.

### **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;
- [Contract Management Manual](#);
- [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 Practise 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 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.

Expression of Interest (EOI) may be appropriate where:

- the requirement is complex, difficult to define, unknown or unclear;
- the requirement is capable of several technical solutions;
- Council wishes to consider ahead of formal tender processes such issues as whether those tendering possess the necessary technical, managerial and financial resources to successfully complete the project;
- tendering costs are likely to be high and Council seeks to ensure that companies incapable of supplying the requirement don't incur unnecessary expense;
- it is necessary to pre-qualify suppliers and goods to meet defined standards; and
- the requirement is generally known but there is still considerable analysis, evaluation and clarification required (both of the objective and the solution).

Additionally, for highly complex projects Council may run sequential tenders, the first to solicit solutions, the second to compete to provide the solution selected by Council. Such sequential tenders may or may not be preceded by the registration of interest phase as required by the Council based on the actual needs of the project.

#### **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. In the case of the Chief Executive Officer, expenditure of this nature must be referred to the Director – Corporate Development for approval following endorsement by the Mayor;
- 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.
- 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.

<b>GOODS &amp; SERVICES</b>		
<b>General</b>		
Value of Purchase	Procurement compliance	Requirement
\$0 - \$10,000 <b>(incl. GST)</b>	Simple Quotation Process	Minimum 1 quote
\$10,001 - \$50,000 <b>(incl. GST)</b>	Simple Written Quotation Process	Minimum 3 written quotes
\$50,001 - \$150,000 <b>(incl. GST)</b>	Detailed Written Quotation Process	Minimum 3 written detailed quotes
\$150,001+ <b>(incl. GST)</b>	Tender Process	Public Tender

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

### 6.3.2.1 Quotations

#### 6.3.2.1.1 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 ~~report recommending recommendation of~~ the selected supplier(s) must be ~~produced approved by the relevant delegate~~ and saved to Council's electronic document management system. ~~Advertising is not required.~~

~~An exemption to this requirement can be documented and applied for when raising a Purchase Order and may be approved by the relevant Manager or Director and recorder in 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 ~~uses~~ follows the steps and the templates provided ~~in the Strategic Procurement Framework~~ and follows a formal process of release and acceptance. Three (3) written quotes are required to be obtained. A Procurement Plan, including background, baseline, timelines and engagement strategy must be completed.

~~Requests for quotations may be released and accepted by email. Quotations returned by the nominated closing date must be evaluated and a written recommendation made in favour of the supplier offering the best Value for Money outcome.~~

~~The written evaluation and recommendation outlined in a Procurement Report must include details of all 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 Procurement Report, including evaluation and recommendation plus the original suppliers' quotations and the evidence of formal approval and sign off by the relevant Director must be maintained in Council's electronic document management system.~~

~~Advertising is not required.~~

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 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.

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

~~An exemption to this requirement can be documented and applied for prior to raising a Purchase Order and must be approved in writing by a Director or Chief Executive Officer. Written approvals must be attached to the Purchase Order in Council's Finance system and recorded 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 ~~(refer to 6.7.3 Tender Process and Documentation).~~

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 Governance & Innovation or Director, Corporate Development 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

Council staff may seek an exemption, subject to approval from the relevant Director, ~~seek only one quote~~ where one or more of the following circumstances apply:

- the purchase is being made under an existing Council contract, or to an agency arrangement with Procurement Australia, MAV Procurement or through Government contracts;
- there is a sole supplier of a particular product or specialised service;
- there is a technical requirement to integrate with an existing operating environment;
- the purchase involves the sole source of, or access to, particular intellectual property;
- the product, service or work is an extension of previous work undertaken by the supplier and the Manager/Director is satisfied that the background knowledge, site knowledge or capability to match product justifies obtaining only one quotation. The Manager/Director must also be satisfied that the quotation is competitive; or
- the purchase is for a matter of urgent public health, security or safety.

An exemption to this requirement can be documented and must be applied for prior to raising a Purchase Order and must be approved in writing by a Director or Chief Executive Officer. Written exemption approvals must be attached to the Purchase Order in Council's Finance system and recorded in Council's electronic document management system. An exemption must be referenced in the Procurement Report.

### 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 ten percent in total should be considered as a new procurement process.

A variation in a Capital Works project should ~~also-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 ~~operational-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 necessary authorised approval level for the actual purchase. 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 6.3.2.1-4 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 necessary authorised approval level for the actual purchase. 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 processes identified in this document 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. A purchase order must be raised and approved if using a Purchase Order for the purchase of all 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; and
- Goods/services purchased on a corporate purchasing card (in accordance with Council's Corporate Purchasing Card Policy)

## **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 [cContract](#) [mM](#) 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 (~~Exc.Inc~~-GST )

COUNCIL POSITION	PURCHASING APPROVAL LIMITS
Council	No limit
Chief Executive Officer	For a single transaction equal to or less than \$1,000,000 or in the case of a multi year contract, equal to or less than \$500,000 per annum for each year of the contract <a href="#">for a maximum of 5 years.</a>
All Directors - Goods & Services	<del>Less than</del> <a href="#">Up to</a> \$150,000
Director Engineering and Infrastructure – <a href="#">Building and Construction works</a>	<del>Less than</del> <a href="#">Up to</a> \$200,000
All Managers	<del>Less than</del> <a href="#">Up to</a> \$50,000
Coordinators	<del>Less than</del> <a href="#">Up to</a> \$10,000
Nominated Officers – <del>Level-2</del>	<del>Less than</del> <a href="#">Up to</a> \$5,000
<del>Nominated Officers –Level-1</del>	<del>Less than</del> <a href="#">\$2,000</a>
Requisitioners	\$0

The Chief Executive Officer may approve additional delegation to individual Council staff where operational circumstances require this authority-

[Refer to Appendix A for this information.](#)

**Schedule of Additional Authorisations Approved by the Chief Executive Officer (Exc. GST)**

Employee-Position-Title	Policy-Authorisation Level	Revised-Authorisation Level
Executive Engineer — Major Initiatives Unit	10,000.00	50,000.00
Coordinator — Construction Group	10,000.00	50,000.00
Coordinator — Active Open Space	10,000.00	50,000.00
Coordinator — Passive Open Space	10,000.00	50,000.00
Coordinator — Works Services	10,000.00	50,000.00
Coordinator — Facilities	10,000.00	50,000.00
Coordinator — Fleet Management	10,000.00	50,000.00
Coordinator — Business Support Community Services	10,000.00	50,000.00
Coordinator — Project Delivery	10,000.00	50,000.00
Team Leader — Project Delivery	2,000.00	10,000.00
Team Leader — Stormwater	2,000.00	10,000.00
Project Officer — Facilities	2,000.00	10,000.00
Supervisor — Works Services	2,000.00	10,000.00
Supervisor — Parks Services	2,000.00	10,000.00
Project Officer — Active Reserves	2,000.00	10,000.00
Project Officer — Passive Reserves	2,000.00	10,000.00
Project Officer — Reactive Maintenance	2,000.00	10,000.00
Project Officer — Tree Management	2,000.00	10,000.00
Administration Officer — Works Services	2,000.00	5,000.00
Administration Officer — Construction Group	2,000.00	5,000.00
Administration Officer — Facilities	2,000.00	5,000.00
Administration Officer — Parks Services	2,000.00	5,000.00

**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 & Innovation or Director, Corporate Development 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:

- 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;
- ~~specifications (including Scope of Works); and~~
- 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;
- social impact (community and people issues);
- 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, the Council will not evaluate that tender response any further.

### **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;
- 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 Tender Evaluation Panel 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 Lead 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 Auditors

The Chief Executive Officer will, at his 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, equal to 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 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 this is 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 as relevant.

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**

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, and environmental 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 Sustainability**

### **6.14.1 General**

Council is committed to reducing its environmental impacts and operating in a socially and environmentally sustainable manner.

### **6.14.2 Sustainable Procurement**

Council is committed to adopting an environmentally sensitive procurement approach by supporting the principles of sustainable procurement within the context of purchasing on a Value for Money basis.

Value for Money purchasing decisions made by the Council are made on the basis of whole-of-life cost and non-price factors including contribution to the Council's sustainability objectives.

Council prefers to purchase environmentally preferred products whenever they achieve the same function and Value for Money outcomes and will therefore consider the following environmental sustainability criteria:

- Reduce, Reuse, and Recycle:

Council is committed to reduce resources, consumption and minimise waste during the procurement life cycle including:

- encourages use and purchase of Eco-friendly products which are more power efficient;
- selecting energy, fuel and water efficient products (ideally Energy and Water Star Ratings of 4 Star and above, and the highest environmentally sensitive vehicle guide star rating);
- preference to purchase from a source which is less polluting or uses clean technology; and
- procurement projects should automatically consider the provision of re-usable products and recycling as part of the project planning process, including the consideration of whole-

life costs and disposal considerations.

- Buy Recycled:

Council is committed to buy recycled/part recycled products to optimise consumption and stimulate demand for recycled products, promoting the collection and reprocessing of waste and working towards zero discharge to landfill.

- Environmentally sensitive Supply Chain:

Council will encourage Council suppliers to adopt good environmental practices.

Council will actively promote green procurement throughout its supply chain and ensure selection which has minimum environmental impact.

### **6.15 Diversity**

Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

### **6.16 Support of Local Business**

Council is committed to buying from local business where such purchases may be justified on Value for Money grounds.

Whenever practicable, Council shall give preference to contracts for the purchase of goods manufactured or produced in Australia or New Zealand.

### **6.17 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.



**6.18 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.

**6.19 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.

**Appendix A****Schedule of Additional Authorisations Approved by the Chief Executive Officer (Exc. GST)**

<u>Employee Position Title</u>	<u>Policy Authorisation Level</u>	<u>Revised Authorisation Level</u>
<u>Executive Engineer – Major Initiatives Unit</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Coordinator – Construction Group</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Coordinator – Active Open Space</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Coordinator – Passive Open Space</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Coordinator – Works Services</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Coordinator – Facilities</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Coordinator – Fleet Management</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Coordinator – Business Support Community Services</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Coordinator – Project Delivery</u>	<u>10,000.00</u>	<u>50,000.00</u>
<u>Team Leader – Project Delivery</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Team Leader – Stormwater</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Project Officer – Facilities</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Supervisor – Works Services</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Supervisor – Parks Services</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Project Officer – Active Reserves</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Project Officer – Passive Reserves</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Project Officer – Reactive Maintenance</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Project Officer – Tree Management</u>	<u>2,000.00</u>	<u>10,000.00</u>
<u>Administration Officer – Works Services</u>	<u>2,000.00</u>	<u>5,000.00</u>
<u>Administration Officer – Construction Group</u>	<u>2,000.00</u>	<u>5,000.00</u>
<u>Administration Officer – Facilities</u>	<u>2,000.00</u>	<u>5,000.00</u>
<u>Administration Officer – Parks Services</u>	<u>2,000.00</u>	<u>5,000.00</u>

**ALL WARDS****10.3 INCIDENTAL COMMUNITY GRANTS PROGRAM APPLICATIONS**

**SUMMARY:** *Governance Officer - (Kirstin Ritchie)*

*This report summarises the recommended grants from the Incidental Community Grants Program.*

*All applications have been assessed against the criteria as set out in the Incidental Community Grant Program Policy.*

*At the July Strategic Planning Committee meeting the Committee endorsed the Minor Grants Program Policy. Consequently, this will be the final report considering grant applications against the requirements of the Incidental Community Grant Program Policy.*

**RECOMMENDATION**

That Council approve the four recommended Incidental Community Grant applications for a total value of \$3,939, and note the one application approved under delegated authority for a total value of \$500, as detailed in Appendix A.

**1. INTRODUCTION**

At the Strategic Planning Committee meeting held on 10 July 2017, the Committee endorsed the Minor Grants Program Policy. The Committee further resolved to assess and consider all grant applications received prior to the July Ordinary Meeting of Council against the former Incidental Community Grants Program Policy.

All grant applications considered after the July Ordinary Meeting of Council must comply with the requirements of the Minor Grants Program Policy.

Under the Incidental Community Grants Policy the following criteria are used to determine the eligibility of applications for Incidental Community Grants:

- All requests for funding must be in writing and on the relevant funding application form; and
- Applications must be from individuals who reside in Knox or community groups that provide services to the Knox community; and
- All applications for funding must provide a demonstrated benefit to the Knox community and be in keeping with the objectives and directions of the City Plan; and
- Applications for financial donations and general fundraising activities will not be supported through the Incidental Community Grants Program; and
- The maximum grant limit is \$1,000.

### **10.3 Incidental Community Grants Program Applications (cont'd)**

This report presents to Council recommended grant allocations in accordance with the Incidental Community Grants Policy.

#### **2. DISCUSSION**

Council established the Incidental Community Grants program to ensure that funding may be provided to individuals and community groups who request ad hoc, incidental, community based, one-off grants.

The Incidental Community Grants 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 1989.

In accordance with the Incidental Community Grants Policy guidelines, applications for funding up to \$500 are assessed and determined under delegation. Applications for funding between \$501 and \$1,000 have been assessed by the Chief Executive Officer, or delegate, for Council's approval.

This report outlines the grant applications received since the 26 June 2017 Ordinary Council meeting, and recommends four grants for Council's approval.

This will be the final report considering applications against the requirements of the Incidental Community Grants Policy.

#### **3. CONSULTATION**

No consultation has been undertaken in relation to the grant applications detailed in this report as the policy specifies assessment can occur by the CEO, or delegate, for Council's determination.

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

There are no environmental or amenity issues associated with this report.

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

The approval of incidental community grants is managed within Council's adopted budget.

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

The Incidental Community Grants program allows Council the flexibility to respond to requests from individual's and/or community groups within Knox at a municipal level. These grants provide applicants the opportunity to participate and support a variety of community based programs.

**10.3 Incidental Community Grants Program Applications (cont'd)****7. RELEVANCE TO KNOX COMMUNITY AND COUNCIL PLAN  
2017-2021**

Provision of the Incidental Community Grants program assists Council in meeting the following objectives under the Knox Community and Council Plan.

## Goal 6

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

## Goal 7

- Strategy 7.3 - Strengthen community connections

**8. CONCLUSION**

This report contains the recommendation for funding though the Incidental Community Grants program.

**9. CONFIDENTIALITY**

Confidential Appendix B contains each of the individual grant applications for Council's consideration.

**Report Prepared By:**      **Governance Officer – (Kirstin Ritchie)**

**Report Authorised By:**   **Acting Director – Corporate Development  
(Kim Rawlings)**

**10.3 Incidental Community Grants Program Applications (cont'd)****APPENDIX A – Incidental Community Grants Applications**

<b>Applicant Name</b>	<b>Project Title</b>	<b>Amount Requested</b>	<b>Amount Recommended</b>
The Basin Fire Brigade	90th Anniversary luncheon to recognise previous members' service	\$1,000	\$1,000
Bridges Connecting Communities	Purchase of replacement saw for Men's Woodwork group	\$989	\$989
Southern Bears Basketball Club	Purchase uniforms for club use	\$990	\$990
Templeton Tennis Club Incorporated	To assist with the purchase of tennis balls for 16 junior teams, 8 senior teams, 3 midweek ladies teams and 14 night tennis teams.	\$960.00	\$960.00
		<b>Total</b>	<b>\$3,939.00</b>

<b>Applicant Name</b>	<b>Project Title</b>	<b>Amount Requested</b>	<b>Amount Approved under Delegation</b>
Eildon Park Auskick Centre	Purchase of participation trophy's for 135 children who participated in the Auskick Clinic.	\$500.00	\$500.00
		<b>Total</b>	<b>\$500</b>

**10.3 Incidental Community Grants Program Applications (cont'd)**

Confidential Appendix B is circulated under separate cover.

**ALL WARDS****11.1 WORKS REPORT AS AT 6 JULY 2017**

**SUMMARY:** *Coordinator – Capital Works (Gene Chiron)*

*The Works Report shows projects on Council's Capital Works Program and indicates the status of each project as at 6 July 2017.*

**RECOMMENDATION**

**That Council receive and note the Works Report as at 6 July 2017**

**1. INTRODUCTION**

This report summarises Council's Capital Works Program for the 2016/2017 financial year. The aim of this report is to provide a regular and succinct status summary of each project over the last month. The Capital Works Report, as of 6 July 2017, is attached as Appendix A.

**Report Prepared By:** *Coordinator – Capital Works (Gene Chiron)*

**Report Authorised By:** *Director – Engineering and Infrastructure  
(Ian Bell)*



## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>1</b>	<b>Bridges Renewal Program</b> Renewal of Forest Road Pedestrian Overpass is currently in progress, works will carry into the next financial year. For completion by early August.	<b>\$350,000</b>
<b>4</b>	<b>High Risk Road Failures</b> Program completed.	<b>\$500,000</b>
<b>7</b>	<b>Road Surface Renewal Program</b> Program completed.	<b>\$3,640,000</b>
<b>8</b>	<b>Drainage Pit and Pipe Renewal Program</b> Program will be completed by the end of financial year. Works currently underway in Otira Road, Tormore Reserve and Albert St.	<b>\$1,760,000</b>
<b>9</b>	<b>Footpath Renewal Program</b> Program has now been completed. Currently waiting on final invoices for budget reconciliation.	<b>\$1,600,000</b>
<b>10</b>	<b>Bicycle / Shared Path Renewal Program</b> Program has now been completed. Currently waiting on final invoices for budget reconciliation.	<b>\$500,000</b>
<b>16</b>	<b>Building Renewal Program</b> Funds committed to complete the following renewal projects by September: Carrington Leisure Centre – Structural Rectification; Leisureworks – Change rooms x 4; Rowville Community Centre – Sports Floor Replacement and Civic Centre – Planning Refit works.	<b>\$4,300,000</b>
<b>17</b>	<b>Playground Renewal Program</b> Carry forward remaining budget required. Tender submissions currently being reviewed. Contract to be awarded by mid July for completion by November.	<b>\$1,412,146</b>
<b>22</b>	<b>Fire Hydrant Replacement Program</b> Payments to South East Water due by mid July.	<b>\$123,000</b>
<b>24</b>	<b>Carpark Renewal</b> Program will be 100% expended by the end of the financial year.	<b>\$640,931</b>
<b>25</b>	<b>Plant &amp; Machinery Replacement Program</b> Fleet Renewal Program 67% of funding committed. Carry forward of \$450,000 for capital purchase to be delivered in new financial year.	<b>\$2,787,000</b>
<b>26</b>	<b>Street Tree Replacement Program</b> Planting works continuing.	<b>\$585,454</b>
<b>31</b>	<b>Stamford Park Redevelopment</b> Concept design for new restaurant kitchen received. Awaiting feedback. New sewer design nearly completed.	<b>\$4,440,820</b>

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>43</b>	<b>Shade Sails &amp; Play Structure Maintenance</b> Tracking well - awaiting quotes for remainder of funds to be expended by early August.	<b>\$38,500</b>
<b>104</b>	<b>Roadside Furniture Renewal Program</b> Program completed.	<b>\$60,000</b>
<b>147</b>	<b>Energy &amp; Greenhouse Program for Council Facilities</b> Program completed.	<b>\$60,000</b>
<b>229</b>	<b>Building Code Australia Compliance</b> Program 62% committed/expended with balance of works to be committed over June. Anticipated \$20K savings.	<b>\$100,000</b>
<b>289</b>	<b>CSR Quarry Reserve - Implementation Stage 4</b> Project completed.	<b>\$500,937</b>
<b>345</b>	<b>Asbestos Removal</b> Program 82% committed with a balance of works to be committed/expended by end of June.	<b>\$100,000</b>
<b>347</b>	<b>Miscellaneous Industrial Roads - Pavement Rehabilitation</b> Program completed.	<b>\$250,000</b>
<b>409</b>	<b>Parks Furniture Renewal</b> Program completed.	<b>\$67,000</b>
<b>410</b>	<b>Parks Signage Renewal</b> Program completed.	<b>\$20,000</b>
<b>412</b>	<b>Water Sensitive Urban Design Renewal</b> Colchester Reserve Wetlands: contract works progressing. Balance of program to be carried forward to complete the Colchester Reserve, Wetlands by end of July and the Waterford Valley. Golf Course drainage design is being completed for remedial works by the end of 2017.	<b>\$332,613</b>
<b>441</b>	<b>Tim Neville Arboretum Renewal</b> Project complete.	<b>\$534,108</b>
<b>443</b>	<b>Reserves Paths Renewal</b> Program completed.	<b>\$50,000</b>

## Knox City Council Project Status Report

Project Number		Total Approved
<b>455</b>	<b>Parks Crescent, Cypress Avenue, Boronia - Drainage Upgrade</b>	<b>\$189,738</b>
	Project construction has been put on hold subject to long term resolution of facilities and associated drainage strategy for the park site. This project is linked with Project No.763 Boronia Overland Flow Path. No construction to occur in 2016-17. Catchment analyses, detailed survey and functional concept designs have been completed for future consideration of works associated with this site.	
<b>459</b>	<b>Dobson Street Reserve Retarding Basin</b>	<b>\$621,628</b>
	Contractor appointed with commencement of works on site delayed due to significant alteration to design. Negotiations with contractor to reflect altered design completed with Revised Priced Bill of Quantities submitted and approved. Works now anticipated to commence in late June/early July 2017.	
<b>492</b>	<b>Food Act Compliance - Kitchen Retrofitting</b>	<b>\$25,000</b>
	Kitchen refits to meet Food Act requirements will be undertaken at Kings Park Baseball Pavilion and Templeton Pavilion.	
<b>494</b>	<b>Cathies Lane - Landfill Rehabilitation Works</b>	<b>\$175,000</b>
	Tonkin & Taylor prepared landfill gas monitoring. Landfill Rehabilitation Plan, Aftercare Management Plan and Hydrogeological Assessment submitted to EPA on 1 October 2015 to address PAN requirements. Capping rehabilitation works completed in April 2016. Drainage improvement works completed in February 2017. Recommendation from consultant's investigations is that there is no current requirement to lower leachate at the site. Work undertaken to improve efficiency of existing gas extraction system through clean out of selected wells. Did not result in any improvements so not continuing this process. Additional wells installed in November 2016 to assist with landfill gas monitoring as some wells have been deemed to be too close to the waste mass. Investigations underway on stability of edge of landfill near leachate pond. Investigations of high methane levels recorded at the southern area of the site and on the adjacent Boral site have determined that the source is most likely not from the landfill. No further investigation is warranted unless there is development within 250 metres of the southern boundary of the landfill. Investigation underway to determine if high carbon dioxide levels in landfill gas monitoring bores are from the landfill or other sources. EPA have issued a draft Post Closure Pollution Abatement Notice which will govern the management of the site.	
<b>495</b>	<b>Fencing Replacement in Early Years Facilities - Scope and Implementation</b>	<b>\$24,000</b>
	Project complete.	
<b>497</b>	<b>Coonara Stone Cottage - Structural Failure Rectification</b>	<b>\$31,788</b>
	Project completed.	
<b>516</b>	<b>Rumann and Benedikt Reserves - Open Space Upgrade</b>	<b>\$200,000</b>
	Consultant proposed changes to sub-base treatment based on Geotech/Engineering recommendations. Discussed consultant's response to Council's recommendation and awaiting finalisation of plans. Tender phase will commence once final landscape plans are submitted.	

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>529</b>	<b>Dobson Park - Water Harvesting System</b> Project completed.	<b>\$51,678</b>
<b>532</b>	<b>Sheffield and Basin Olinda Roads, The Basin - Water Sensitive Urban Design</b> Project completed.	
<b>536</b>	<b>Parkland Asset Renewal</b> Program completed.	<b>\$60,000</b>
<b>537</b>	<b>Bush Boulevard Renewal</b> Program completed.	<b>\$30,000</b>
<b>543</b>	<b>Llewellyn Park - Landfill Rehabilitation Works</b> Tonkin & Taylor undertaking landfill gas monitoring. Completed Landfill Rehabilitation Plan, Aftercare Management Plan and Hydrogeological Assessment submitted to EPA on 31 August 2015 to meet PAN requirements. Capping rehabilitation works commenced May 2016 and completed in February 2017, after being hampered by wet weather. Drainage improvements on the site commenced in February.  Investigation is being undertaken to determine if a landfill gas extraction system is required. Requires replacement monitoring bores be installed further away from the landfill, which were installed in November 2016 and are now being monitored.  This has shown the level of methane in the replacement bores is within acceptable limits but carbon dioxide levels exceed acceptable limits. Now investigating whether the carbon dioxide is coming from the landfill or other sources. Post Closure Pollution Abatement Notice issued in June 2016. Work to remove exposed waste and vegetate bare areas on the site proposed for late 2017.	<b>\$175,000</b>
<b>566</b>	<b>Artwork Renewal</b> Ongoing restoration works committed into 2017/18.	<b>\$20,000</b>
<b>576</b>	<b>Early Years Facility Emergency Warning System</b> Program of works 98% committed/expended. Remainder of works scheduled for late June installation.	<b>\$50,000</b>
<b>584</b>	<b>Tormore Reserve - Masterplan Development</b> Project complete.	<b>\$200,000</b>
<b>587</b>	<b>Upper Ferntree Gully Neighbourhood Activity Centre - Design</b> Project on hold at Council request. Funds to be carried into new financial year program.	<b>\$473,153</b>
<b>589</b>	<b>Knox Early Years (KEYs) Online</b> Group Allocation system delivered 12 May. 2018 child registrations and group allocations On Track.	<b>\$27,411</b>

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>593</b>	<b>Marie Wallace Park - Masterplan Development</b> (1) Access road car park - Commitment for contribution for pavement reinstatement works received from VicRoads with road reinstatement works built into scope of project. Contractor appointed and anticipate construction commencement late June/early July 2017. (2) Pedestrian Bridge - survey completed with detailed design still to commence.	<b>\$914,102</b>
<b>607</b>	<b>Ashton Road, FTG - Reconstruction</b> Project completed.	<b>\$452,285</b>
<b>608</b>	<b>Kingston Street, FTG - Reconstruction</b> Project completed.	<b>\$393,301</b>
<b>609</b>	<b>Mountain Gate Drive, FTG - Reconstruction</b> Project completed.	<b>\$526,116</b>
<b>610</b>	<b>Elm Street, Bayswater - Reconstruction</b> Project completed.	<b>\$447,079</b>
<b>611</b>	<b>Orange Grove, Bayswater- Reconstruction</b> Project completed.	<b>\$397,031</b>
<b>612</b>	<b>Maple Street, Bayswater - Reconstruction</b> Project completed.	<b>\$263,583</b>
<b>618</b>	<b>Rubber Rock Removal in Child Care Centres</b> Program completed.	<b>\$60,000</b>
<b>622</b>	<b>Walker Reserve - Stage 2, Wantirna South</b> Project completed.	<b>\$320,000</b>
<b>628</b>	<b>Boronia Library - Scope and Concept</b> Project on hold, subject to wider precinct investigations.	<b>\$71,782</b>
<b>630</b>	<b>Early Years Hubs - Bayswater</b> Tender for detailed design closed June 20. Revised landscape plan completed.	<b>\$650,000</b>
<b>638</b>	<b>Karoo Road, Rowville - Construction</b> Project completed.	<b>\$800,000</b>
<b>648</b>	<b>Row Reserve, Rowville - Implement Masterplan</b> Project complete.	<b>\$100,000</b>
<b>649</b>	<b>Scoresby (Exner) Reserve - Masterplan</b> Carpark construction completion imminent. Design for tennis court relocation for Masterplan works underway.	<b>\$250,000</b>

Project Number		Total Approved
<b>655</b>	<b>Entry Signage - Scope and Concept</b> Project completed.	<b>\$3,500</b>
<b>660</b>	<b>Mountain Highway (No. 598), Bayswater Drainage - Design</b> Council officers provided final comments to detailed design. Consultants making final edits and will submit completed design in June.	<b>\$23,967</b>
<b>664</b>	<b>Storm Water Harvesting - Concept Designs</b> It is proposed to carry forward remaining funds as a basis for program development and implementation.	<b>\$62,961</b>
<b>667</b>	<b>Dobson Creek Catchment - Streetscape Water Sensitive Urban Design</b> Pre-construction meeting finalised. Contractor to commence July 2017.	<b>\$203,402</b>
<b>668</b>	<b>Knox Active Aging Management System (KAAMS)</b> Department of Human Service Minimum Data Set (MDS) completed. Commonwealth Home Support Program (CHSP) completed. Client Account Balance Integration completed. Mobile Fleet rollout in progress. Activation of Carelink Smartphone application On Track to commence 12/07	<b>\$212,595</b>
<b>675</b>	<b>Public Art Project</b> The Public Art Plan (previously called the Public Art Strategy and Blueprint) is still in draft form and is being reviewed. The plan is to be considered by Council in July prior to going on public exhibition in August and then back to Council for final endorsement later in the year. No money is being expended from the public art funds budget until this process is finalised. It is planned that the allocated capital works accrued amount be rolled over into the 2017/18 financial year.	<b>\$119,658</b>
<b>689</b>	<b>Lewis Park Oval 1 Renewal</b> Plans have been received and reviewed. Work will continue into 2017/18.	<b>\$20,000</b>
<b>699</b>	<b>Miller Road/Dorrigo Drive Traffic Treatment</b> Project completed.	<b>\$4,964</b>
<b>704</b>	<b>Mountain Highway footpath connection 4</b> Preliminary discussions have been held with the developers of 1268 Mountain Highway about the proposed footpath. To avoid foreseeable damage to the footpath, works will not be undertaken until construction works at the front of the property have been completed.	<b>\$80,000</b>
<b>707</b>	<b>Practice wickets / sports reserve assets / tennis courts / netball courts</b> Project is running late due to weather. Concrete contractors have to wait for dry weather before pouring the slab.	<b>\$225,000</b>
<b>708</b>	<b>Cricket run ups and goal squares</b> Program completed.	<b>\$20,000</b>

Project Number		Total Approved
<b>710</b>	<b>Colchester Reserve Rugby Pitches</b>	<b>\$457,230</b>
	Contract works completed and Practical Completion for oval works achieved with reinstatement of asphalt pathway underway and minor defects to be addressed around September 2017. Handover to club occurred end May.	
<b>712</b>	<b>Tennis Court Renewals</b>	<b>\$235,065</b>
	Project completed.	
<b>713</b>	<b>Sports Facility Lighting Renewal</b>	<b>\$36,500</b>
	Project completed.	
<b>714</b>	<b>Family and Children Services Softfall Program</b>	<b>\$25,000</b>
	Program completed.	
<b>716</b>	<b>Early Years Hubs - Wantirna South</b>	<b>\$6,578,222</b>
	Awaiting issuance of Building Permits. Possession of site given to contractor.	
<b>717</b>	<b>Knox Central Package</b>	<b>\$11,585,000</b>
	Negotiations to acquire parcels for future road corridor and delivery of Knox Central Masterplan continue, with conclusion expected in the next financial year (2017/18). The Operations Centre land has settled with residual funding to remain allocated to the project should additional land be required.	
<b>718</b>	<b>Bulk Replacement of Street Lights with LED</b>	<b>\$6,071,446</b>
	All standard streetlights have been completed across the city. 300 decorative lights have been delivered for installation commencing 1st of July.	
<b>721</b>	<b>Eildon Park Reserve (Pavilion upgrade), Rowville</b>	<b>\$658,969</b>
	Currently progressing with internal fitout. Aiming for July completion.	
<b>724</b>	<b>Knox (Interim) Library</b>	<b>\$678,520</b>
	Westfield will be confirming their commitment/approval of the project, pending approval from Westfield's investment partner.	
<b>725</b>	<b>Placemakers Site - Design</b>	<b>\$222,263</b>
	Design to be finalised for works to replace the fire damaged premises to progress to building works in mid to late 2017.	
<b>727</b>	<b>Knox Community Arts Centre - Outdoor Furniture</b>	<b>\$12,000</b>
	Community & Public Arts department to deliver new signage in the coming months.	
<b>733</b>	<b>Preschool Office/Storage - Minor Works</b>	<b>\$70,000</b>
	Program completed - awaiting invoices for lockers to finalise program.	
<b>735</b>	<b>Family &amp; Children Services Buildings Door Jamb Protectors</b>	<b>\$25,000</b>
	Program completed.	

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>738</b>	<b>The Basin Progress Hall - Stage 4 of 4</b> Project completed.	<b>\$72,501</b>
<b>743</b>	<b>Quarry Road, Upper Ferntree Gully</b> Project completed.	<b>\$456,263</b>
<b>746</b>	<b>Revegetation Plan</b> Project completed.	<b>\$100,000</b>
<b>747</b>	<b>Chandler Park, Boronia - Masterplan Implementation</b> Carry forward required for the remaining funds for Chandler park, for minor adjustments and 13 week maintenance period.	<b>\$368,169</b>
<b>749</b>	<b>Fairpark Reserve, FTG - Masterplan Implementation</b> Project completed.	<b>\$240,609</b>
<b>750</b>	<b>Basin Triangle Reserve, The Basin - Masterplan Implementation</b> Project completed	<b>\$95,450</b>
<b>751</b>	<b>Tim Neville Arboretum - Lake Structure Upgrade</b> Remaining budget to be carried forward to complete shelter structure works at site.	<b>\$150,000</b>
<b>752</b>	<b>Mountain Gate Shopping Centre Reserve - Design</b> Concept design development in progress, aim to consult with the local traders and adjacent residents in July 2017.	<b>\$19,425</b>
<b>755</b>	<b>Talaskia Reserve, Upper Ferntree Gully - Design</b> Consultant finalising tender documentation based on Council's feedback.	<b>\$100,000</b>
<b>756</b>	<b>Heany Park, Rowville - Masterplan Implementation</b> Final handrail modification works are currently planned for delivery in July 2017. Carry forward remaining budget required. Open Space and Leisure to implement site works in 17/18 financial year.	<b>\$73,741</b>
<b>758</b>	<b>David Cooper Park Masterplan Implementation</b> Project completed.	<b>\$41,332</b>
<b>759</b>	<b>Alchester Village - Masterplan Implementation</b> Project completed	<b>\$89,600</b>
<b>760</b>	<b>Alchester Village - Park Masterplan</b> Project completed.	<b>\$60,000</b>



## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>761</b>	<b>Dandenong Creek Gateways - Revegetation of Strategic Road Corridors</b> Carry forward remaining budget required. Open Space and Biodiversity finalizing concept plan. Liaise with VicRoads and aim to implement site works in 2017/18 financial year.	<b>\$49,620</b>
<b>762</b>	<b>Dobsons-Clyde Street Flood Retarding System - Design</b> Refer to Project No. 459.	<b>\$0</b>
<b>763</b>	<b>Boronia Road Overland Flowpath - Construction</b> Project construction has been put on hold subject to long term resolution of facilities and associated drainage strategy for the park site. No construction to occur in 2016-17. Catchment analysis, detailed survey and functional concept designs have been completed for future consideration of works at this site.	<b>\$550,000</b>
<b>765</b>	<b>Alchester Village Shopping Centre - new toilet block</b> Project completed.	<b>\$135,200</b>
<b>768</b>	<b>Wantirna Mall Toilets</b> Project completed.	<b>\$116,530</b>
<b>769</b>	<b>Mint Street, Wantirna – Dandenong Creek Wetland Construction</b> Contractor appointed and pre-construction meeting set for late June. Construction anticipated to commence by late June/early July.	<b>\$400,000</b>
<b>771</b>	<b>Colchester Road, Boronia – Wetland and Raingarden</b> Refer to Project No. 412.	<b>\$40,000</b>
<b>773</b>	<b>Suffern Avenue (Waldheim Street) Wetland</b> Feedback on tender provided to tenderer. Responses from tenderer received. Tender evaluation underway.	<b>\$367,979</b>
<b>775</b>	<b>Alchester Village Lighting Project</b> Park lighting works (including additional works) are complete and operational. Street lighting upgrade works (by Ausnet) are complete and operational.	<b>\$91,775</b>
<b>785</b>	<b>Printer Upgrade</b> Project due to be completed in July. All MFD's (Multifunction Devices) deployed. All redundant printers removed. Wrapping up rollout of Kofax "Cloud" faxing capabilities.	<b>\$78,107</b>
<b>786</b>	<b>Microsoft Office Upgrade</b> Progressing with rollout to outposts. Awaiting completion of WAN upgrade to facilitate the completion at each remote site.	<b>\$150,000</b>
<b>787</b>	<b>Website Development</b> Awaiting Endorsement of ICT/Digital Strategy.	<b>\$36,000</b>

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>788</b>	<b>Electronic Record System Upgrade (Knox eXplorer)</b> KX Project completed. New Mobile access (GO Trim) project spawned to address mobility requirements. Further clarification of requirements and benefits needed.	<b>\$743,038</b>
<b>789</b>	<b>Facilities Booking Review/Upgrade</b> Reviewing scope to implement for Rowville Community Centre and Knox Arts, also investigating its suitability for immunization process.	<b>\$35,800</b>
<b>791</b>	<b>Server Infrastructure</b> This project is complete, post implementation review underway.	<b>\$198,500</b>
<b>792</b>	<b>PC Rollout</b> Project completed.	<b>\$80,000</b>
<b>793</b>	<b>Non Leased Software and Hardware</b> Anticipated work has been completed for 2016/17.	<b>\$100,000</b>
<b>794</b>	<b>Switch Replacement Program (Leased)</b> Project complete.	<b>\$38,000</b>
<b>796</b>	<b>Park Crescent, Boronia - Reconstruction</b> Project packaged with Erica Avenue and Woodvale Road. Contract works within Park Crescent completed with practical completion inspection to follow once Erica Avenue works are completed.	<b>\$240,000</b>
<b>797</b>	<b>McMahons Road, Ferntree Gully - Reconstruction</b> Project deferred to future years due to potential development of Norvel Quarry site likely to adversely affect road.	<b>\$240,000</b>
<b>798</b>	<b>Woodvale Road, Boronia - Reconstruction</b> Project packaged with Erica Avenue and Park Crescent. Contract works in Woodvale Road completed with practical completion inspection to follow once Erica Avenue works are completed.	<b>\$210,000</b>
<b>799</b>	<b>Windermere Drive, Ferntree Gully - Reconstruction</b> Project packaged with Smithfield Square project as one tender. Contractor appointed and pre-construction documentation submitted with Possession of Site to be issued. Expect construction to commence on Smithfield Square on 19 June.	<b>\$350,000</b>
<b>800</b>	<b>Smithfield Square, Wantirna - Reconstruction</b> Project packaged with Windermere Drive project as one tender. Contractor appointed and pre-construction documentation submitted with Possession of Site to be issued. Expect construction to commence on Smithfield Square on 19 June.	<b>\$210,000</b>
<b>801</b>	<b>Sasses Avenue, Bayswater - Reconstruction</b> Tender evaluation completed and contractor appointed. Pre-construction documentation received and expect commencement by late June.	<b>\$240,000</b>

Knox City Council Project Status Report		Appendix A 06-Jul-2017
Project Number		<b>Total</b>
Project Name		<b>Approved</b>
<b>802 Erica Avenue, Boronia - Reconstruction</b>		<b>\$240,000</b>
<p>Project packaged with Park Crescent and Woodvale Road. Contract works within Erica Avenue commenced 18 April and works approximately 25% complete.</p> <p>Works delayed due to construction issues with existing Council drain. Works now extended to include drain replacement and awaiting supply of drains before works can re-commence. Works now expected to be completed by around August.</p>		
<b>803 Macquarie Place, Boronia - Reconstruction</b>		<b>\$210,000</b>
<p>Contract well underway with works around 35% complete and kerb &amp; channel works nearing completion and pavement works to follow.</p>		
<b>804 Dorset Road (169), Boronia - Flood Mitigation</b>		<b>\$97,000</b>
<p>Knox Construction provided with Works Authorisation 24 May - expect construction to occur from June.</p>		
<b>806 Cash Fues Place, Wantirna – Dandenong Creek Wetland Design</b>		<b>\$65,000</b>
<p>Quotes received. Quote assessment underway.</p>		
<b>809 Bayswater Activity Centre Streetscape Improvements</b>		<b>\$1,700,000</b>
<p>Design works for Mountain Highway remain ongoing, with costing and detailed program yet to be finalised. Project is currently influenced by design and costs for undergrounding of power. Council officers are currently liaising directly on these matters with Level Crossing Removal Authority.</p>		
<b>812 Asset Management System</b>		<b>\$20,000</b>
<p>Awaiting Endorsement of ICT/Digital Strategy.</p>		
<b>813 Information architecture design and planning</b>		<b>\$75,200</b>
<p>Initial planning underway for architecture work prioritisation and scheduling.</p>		
<b>814 Standard Operating Environment Upgrade</b>		<b>\$70,000</b>
<p>SOE Windows 10 due for completion July, rollout will then commence to all external sites.</p>		
<b>815 Pathway Smartclient implementation</b>		<b>\$87,300</b>
<p>Smart Client training provided to multiple departments. Continuing training for additional areas and updating plans for further rollout.</p>		
<b>816 ePathway Payment enhancements/extension</b>		<b>\$70,000</b>
<p>Associated works with Building Department will enable additional payment options. Asset Protection permits online payment ability to be refined by providing specific permit references.</p>		
<b>817 WAN Upgrade</b>		<b>\$100,000</b>
<p>Minor issues with remote sites holding up completion.</p>		

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>818</b>	<b>DRP Update and full test</b> Disaster Recovery Plan test being planned but awaiting set up with external site to provide suitable DR testing.	<b>\$100,000</b>
<b>819</b>	<b>IT Security Audit (policies &amp; procedures)</b> Security audit planning being undertaken penetration test to be done by August.	<b>\$40,000</b>
<b>820</b>	<b>Mobile phone refresh (iPhone)</b> Project underway.	<b>\$20,000</b>
<b>821</b>	<b>Nimble</b> Project complete.	<b>\$90,000</b>
<b>822</b>	<b>Security, Email Filtering and Firewall</b> Email filtering complete and implemented.	<b>\$120,000</b>
<b>823</b>	<b>DCI - Air Conditioner</b> Request for quotation complete and vendor chosen implementation underway.	<b>\$100,000</b>
<b>824</b>	<b>VESDA Fresh Air Unit</b> This project not being implemented, updated technology removes the need for this system to be augmented with extra warning devices.	<b>\$2,000</b>
<b>825</b>	<b>Microsoft Licensing (True Up)</b> Project complete.	<b>\$150,000</b>
<b>826</b>	<b>Microsoft SQL Licence</b> Process completed, sufficient licenses identified and purchased outright.	<b>\$220,000</b>
<b>827</b>	<b>Microsoft SharePoint Upgrade</b> Awaiting endorsement of Digital ICT Strategy.	<b>\$100,000</b>
<b>828</b>	<b>Service Management System (HelpDesk)</b> Implementation of Service Management System on track to be delivered mid July.	<b>\$2,500</b>
<b>829</b>	<b>Knox Community Art Centre, Bayswater</b> Furniture replacement works complete.	<b>\$30,000</b>
<b>830</b>	<b>Park Ridge Reserve, Rowville - Oval Renewal</b> This project will carry forward to 2017/18 financial year.	<b>\$440,000</b>
<b>831</b>	<b>Templeton Reserve, Wantirna - Oval Renewal</b> Grass to be monitored over Winter months. This project will carry forward to 2017/18 financial year.	<b>\$260,000</b>

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>832</b>	<b>Knox Gardens Reserve, Wantirna South - Oval 2 Renewal</b> This project will carry forward to 2017/18 financial year.	<b>\$250,000</b>
<b>833</b>	<b>Knox Gardens Reserve, Wantirna South - Tennis Court Renewal</b> Discussed scope of works with Leisure and club and seeking advice of preferred treatment through sports surface specialist consultant.	<b>\$44,000</b>
<b>834</b>	<b>Oversowing of Sports Fields</b> Grounds progressing well except Kings Park. Seed failure due to Anaerobic soil at venue, thatch at venue and storm event at time of planting. Bird activity at Kings Park also contributed to seed failure.	<b>\$20,000</b>
<b>837</b>	<b>Westfield Library - Design</b> Still awaiting outcomes of discussions with Westfield.	<b>\$200,000</b>
<b>838</b>	<b>Bayswater Community Hub - Scoping</b> Council officers are continuing to engage with the LXRA on land related matters.	<b>\$120,000</b>
<b>839</b>	<b>Preschool Bathroom Upgrades, Scoping and Design</b> Detailed documentation has been received. Awaiting invoices for finalisation of design projects.	<b>\$60,000</b>
<b>840</b>	<b>Knoxfield Preschool - Bathroom Upgrade</b> Project completed.	<b>\$54,000</b>
<b>841</b>	<b>Knox Skate &amp; BMX Park, New Floodlighting</b> Project completed.	<b>\$70,000</b>
<b>842</b>	<b>Knox Athletics Track, Hammer Throw Cage Upgrade</b> Feedback from the Athletics Club and Leisure have confirmed positive outcome of discussions with BMX Club concerning relocation of playground to allow for IAAF standard design. Detailed design finalised and quote from specialist cage supplier clarified. Insufficient funding for preferred design - Club have offered additional funding and have asked Council to fund remainder. Leisure to advise on additional funding scenario.	<b>\$60,000</b>
<b>843</b>	<b>Gilbert Park Reserve, Pavilion Upgrade - Design</b> Project completed - revised concept design and costings have been completed.	<b>\$65,000</b>
<b>844</b>	<b>Score Boards - Design and Installation</b> Budget approximately 86% expended. All eight projects at construction/completion stage.	<b>\$350,000</b>
<b>845</b>	<b>Carrington Park Leisure Centre - Basketball Rings</b> Works to be completed by August 2017.	<b>\$35,000</b>

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>846</b>	<b>Knox Gardens Reserve - Lower Oval Shelters</b> Works will commence mid June with expected completion late July. Expected carry forward.	<b>\$40,500</b>
<b>847</b>	<b>Boronia Basketball Stadium - Safety Padding</b> Quotes have been sought. Works will carry into the next financial year.	<b>\$65,000</b>
<b>848</b>	<b>Mariemont Preschool, Wantirna - Upgrade of Foyer and Office Space</b> Project completed.	<b>\$158,000</b>
<b>849</b>	<b>Repurposing Scoping of Facilities from Hub Projects.</b> Scoping the future use of Family and Children's Services Child Care Centres is tracking on schedule. Concept information is complete. Information will go to Council for further advice. Carry forward remainder amount \$28,550.	<b>\$50,000</b>
<b>850</b>	<b>Murrindal Playgroup, Rowville - Outdoor Blind Installation (Community Submission)</b> Project completed.	<b>\$3,450</b>
<b>851</b>	<b>Senior Citizens Centres - Facilities Development Plan</b> Project completed.	<b>\$85,000</b>
<b>852</b>	<b>Community Facilities Climate Control - Options Analysis</b> Project completed.	<b>\$15,000</b>
<b>853</b>	<b>Aimee Seebeck Hall, Amenities Design</b> Project completed.	<b>\$10,000</b>
<b>854</b>	<b>Knox Community Gardens/Vineyard Pergola Upgrade</b> Quotes obtained. Works due to commence shortly. Due to delay, budget proposed to be carried over.	<b>\$10,000</b>
<b>855</b>	<b>Boronia Road, Wantirna - Footpath</b> Footpath constructed as part of adjacent development. Funds transferred to next priority footpath project.	<b>\$25,000</b>
<b>856</b>	<b>Boronia Road, Boronia - Footpath Feasibility Study</b> Advice received from Traffic & Transport that footpath can be aligned between property frontage and service road with no apparent vegetation issues now likely to affect the design. Design to be initiated in June.	<b>\$10,000</b>
<b>857</b>	<b>Rollings Road, Upper FTG - Footpath</b> Project completed.	<b>\$65,100</b>
<b>858</b>	<b>Ferntree Gully Road, Ferntree Gully - Footpath</b> Project completed.	<b>\$31,500</b>

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>859</b>	<b>Mountain Highway, Wantirna - Footpath 3</b> Footpath constructed as part of adjacent development. Funds transferred to next priority footpath project - Glenfern Road footpath.	<b>\$57,750</b>
<b>860</b>	<b>Bergins Road, Rowville - Footpath 3</b> Works expected to commence early August.	<b>\$125,000</b>
<b>861</b>	<b>Beresford Drive/Colchester Road, Boronia - Channelised Right Turn</b> Project completed.	<b>\$70,000</b>
<b>862</b>	<b>Burwood Highway, Wantirna - Shared Path 2 - Design</b> Awaiting advice from Traffic & Transport. Biodiversity consultant to be engaged to advise on vegetation and path alignment.	<b>\$10,000</b>
<b>863</b>	<b>Fitzgerald Street, FTG - Streetlights</b> Project completed.	<b>\$45,000</b>
<b>864</b>	<b>Lakeside Boulevard, Rowville - Pedestrian Refuge</b> Project completed.	<b>\$15,000</b>
<b>865</b>	<b>Mountain Highway, Boronia - Footpath Connection 2</b> Project completed.	<b>\$20,000</b>
<b>866</b>	<b>Ferntree Gully Village Square - Masterplan Implementation</b> Carry forward required - Design subject to future development plans at the site, following Council purchase of adjoining land.	<b>\$100,000</b>
<b>867</b>	<b>Knox Regional Netball Centre, Ferntree Gully - Masterplan</b> Carry forward proposed for remaining budget. Public consultation currently being undertaken throughout June.	<b>\$55,000</b>
<b>868</b>	<b>H V Jones, Ferntree Gully Masterplan Implementation</b> Carry forward proposed for remaining budget. Public consultation currently being undertaken throughout June.	<b>\$45,000</b>
<b>869</b>	<b>Gilbert Park, Knoxfield - Masterplan Review</b> Carry forward proposed for remaining budget. Development of revised Masterplan to continue in 2017/18. Investigate future funding opportunities with Melbourne Water for water harvesting and wetland works.	<b>\$30,000</b>
<b>870</b>	<b>Ferntree Gully Stormwater Masterplan</b> Funds transferred to Dobsons-Clyde Street Flood Retarding System project.	<b>\$20,000</b>

## Knox City Council Project Status Report

Project Number	Project Name	Total Approved
<b>871</b>	<b>Energy Performance Audit for Community Buildings</b> Contracts signed and project has commenced with site meetings being scheduled for June and July across the four participating Council areas. Carry forward proposed to complete project in 2017/18.	<b>\$120,000</b>
<b>874</b>	<b>Fulham Road, Rowville Reconstruction - Design</b> Geotech investigation and survey completed. Detailed design 65% complete.	<b>\$30,000</b>
<b>875</b>	<b>Parkhurst Drive, Knoxfield Reconstruction - Design</b> Geotech investigation and survey completed. Detailed design has commenced.	<b>\$45,000</b>
<b>876</b>	<b>Eastgate Court, Wantirna South Reconstruction - Design</b> Design completed. Questionnaire survey to assess business needs underway with majority of survey responses returned.	<b>\$25,000</b>
<b>877</b>	<b>Rosehill Street, Scoresby Reconstruction - Design</b> Geotech investigation and survey completed. Detailed design 95% complete with design review to follow.	<b>\$25,000</b>
<b>878</b>	<b>Alma Avenue, Ferntree Gully Reconstruction - Design</b> Geotech investigation and survey completed and detailed design 95% complete. Design review completed and minor design alterations required.	<b>\$25,000</b>
<b>879</b>	<b>Winwood Drive, Ferntree Gully Reconstruction - Design</b> Geotech investigation, survey and detailed design completed.	<b>\$25,000</b>
<b>880</b>	<b>Helene Court, Boronia Reconstruction - Design</b> Geotech investigation, survey and detailed design completed. Parks agreed to remove significant eucalypt tree due to it causing damage to road infrastructure.	<b>\$25,000</b>
<b>882</b>	<b>Knox Regional Football Centre Storage Shed</b> Project no longer proceeding as an alternative solution has been implemented.	<b>\$0</b>
<b>883</b>	<b>Road Reconstruction Audit Works</b> Road reconstruction funding for audit priority works and to supplement this year's Roads to Recovery funding shortfall.	<b>\$1,160,000</b>
<b>884</b>	<b>Glenfern Road Ferntree Gully - Footpath</b> Construction works well underway and around 75% complete. Proposed carry forward for balance of funds.	<b>\$162,750</b>
<b>885</b>	<b>Various Isolated Traffic Treatments</b> Project completed.	<b>\$35,000</b>
<b>886</b>	<b>Schultz Reserve - Internal Pavilion Upgrades (Female Friendly)</b> Council allocated funding to this project at its December, 2016 meeting to match State Government Community Sports Infrastructure 2017/18 funding.	<b>\$100,000</b>



## Knox City Council Project Status Report

06-Jul-2017

Project Number		<b>Total</b>
Project Name		<b>Approved</b>
<b>887</b>	<b>Knox Regional Sports Park Signage - Design</b> Project completed.	<b>\$13,382</b>
<b>888</b>	<b>Batterham Reserve Floodlighting Upgrade</b> Addition of new project as part of Community Development Grants Programme following election commitments made prior to last year's federal election. Works to be completed in the 2017/18 Capital Works Program.	<b>\$200,000</b>
<b>889</b>	<b>Wally Tew Reserve Floodlighting Upgrade</b> Addition of new project as part of Community Development Grants Programme following election commitment made prior to last year's federal election. Works to be completed in the 2017/18 capital works program.	<b>\$200,000</b>
<b>891</b>	<b>Henderson Road Bridge - Preconstruction</b> Investigation works in progress on environmental studies and traffic study.	<b>\$75,000</b>
<b>907</b>	<b>Construction of Council's section of JW Manson Reserve WSUD system</b> Surveying completed. Detailed design to commence in July 2017.	<b>\$255,200</b>
<b>Total:</b>		<b>\$75,529,385</b>

**ALL WARDS****11.2 ASSEMBLIES OF COUNCILLORS**

**SUMMARY:** *Manager – Governance and Innovation (Fleur Cousins)*

*This report provides details of Assembly of Councillors established under section 80A of the Local Government Act as required under section 80A(2) of the Act.*

**RECOMMENDATION**

That Council

1. Note the written record of Assemblies of Councillors as attached to this report.
2. Incorporate the records of the Assemblies into the minutes of the meeting.

**1. INTRODUCTION**

Under section 80A(2) of the Local Government Act, the Chief Executive Officer must present a written record of an Assembly of Councillors to an ordinary meeting of Council as soon as practicable after an Assembly occurs. This written record is required to be incorporated into the minutes of the meeting.

Details of Assemblies of Councillors that have occurred between Monday 12 June 2017 and Sunday 9 July 2017 are attached to this report.

**Report Prepared By:** *Manager – Governance and Innovation  
(Fleur Cousins)*

**Report Authorised By:** *Acting Director – Corporate Development  
(Kim Rawlings)*

# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 13/6/2017	
<b>Name of Committee or Group (if applicable):</b> Knox Community Health & Wellbeing Advisory Committee	
<b>Time Meeting Commenced:</b> 9:40am	
<b>Councillors in Attendance:</b>	
Cr John Mortimore	
Cr Nicole Seymour	
<b>Council Staff in Attendance:</b>	
Kathy Parton	
Mel Roche	
Sam Salamone	
<b>Matters Considered:</b>	
1. Update on State of Knox, Knox Community and Council Plan	
2. Update on Family Violence Project	
3. New State and Federal Government Health and Wellbeing Policies	
4. Update on Life Stages, Community Access and Equity Plans	
5. NDIS Implications and Opportunities	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>

# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 13/6/2017	
<b>Name of Committee or Group (if applicable):</b>	
Confidential Issues Briefing	
<b>Time Meeting Commenced:</b> 7:30pm	
<b>Councillors in Attendance:</b>	
Cr Darren Pearce, Mayor	Cr Jackson Taylor
Cr John Mortimore, Deputy Mayor	Cr Jake Keogh
Cr Peter Lockwood	Cr Nicole Seymour
Cr Adam Gill	
<b>Council Staff in Attendance:</b>	
Tony Doyle	Dale Monk (Item 1)
Ian Bell	David Yeouart (Item 2a)
Angelo Kourambas	Kathy Parton (Item 2b)
Kim Rawlings	Steven Dickson (Item 2c)
Kerry Stubbings	Paul Dickie (Item 2e)
<b>Matters Considered:</b>	
1. Related Party Disclosures	
2. Service Planning: Year 4, Stage 4	
a. Biodiversity	
b. Community Safety and Development	
c. Emergency Management	
d. Strategic Planning	
e. Urban Planning	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>

# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 22/6/2017	
<b>Name of Committee or Group (if applicable):</b> Knox Affordable Housing Advisory Committee	
<b>Time Meeting Commenced:</b> 6:30pm	
<b>Councillors in Attendance:</b>	
Cr John Mortimore	
<b>Council Staff in Attendance:</b>	
Sharon Barker	
Rose Vince	
Jon Wright	
<b>Matters Considered:</b>	
1. Items Arising from Previous Minutes	
2. Social Housing Opportunities Update	
3. Wantirna Caravan Park Closure Update	
4. Eastern Affordable Housing Alliance Update	
5. Federal Budget 2017	
6. Feedback from Advisory Committee Members	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>

# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 23/6/2017	
<b>Name of Committee or Group (if applicable):</b> Leisure Minor Capital Works Grant Scheme	
<b>Time Meeting Commenced:</b> 7:30pm	
<b>Councillors in Attendance:</b>	
Cr Jackson Taylor	
Cr Jake Keogh	
<b>Council Staff in Attendance:</b>	
Marco D'Amico	
Daniel Clark	
Kate Dunlop	
Emma Hayton	
<b>Matters Considered:</b>	
Assessment of the applications for the 2017-18 Leisure Minor Capital Works Grant Scheme	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>

# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 26/6/2017	
<b>Name of Committee or Group (if applicable):</b> Briefing	
<b>Time Meeting Commenced:</b> 6:25pm	
<b>Councillors in Attendance:</b>	
Cr Darren Pearce, Mayor	Cr Adam Gill
Cr John Mortimore, Deputy Mayor	Cr Jackson Taylor
Cr Peter Lockwood	Cr Lisa Cooper
Cr Tony Holland	Cr Jake Keogh
<b>Council Staff in Attendance:</b>	
Tony Doyle	
Ian Bell	
Angelo Kourambas	
Kathy Parton	
Kim Rawlings	
<b>Matters Considered:</b>	
1. Process for Naming of Early Years Hubs	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>

# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 29/6/2017	
<b>Name of Committee or Group (if applicable):</b> Early Years Advisory Committee	
<b>Time Meeting Commenced:</b> 6:30pm	
<b>Councillors in Attendance:</b>	
Cr Lisa Cooper	
<b>Council Staff in Attendance:</b>	
Janine Brown	
Robyn Renkema	
Beck Wright	
Felicity Smith	
Joan Pepi	
<b>Matters Considered:</b>	
1. Confirmation of Early Years Advisory Committee Minutes 27 April 2017	
2. Partnership with Multicultural Communities	
3. Access and Inclusion	
4. Koorie Appreciation Training and Cultural Understanding Session	
5. Marrung Aboriginal Educational Plan	
6. Access and Participation	
7. Round Table Discussion	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>



# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 3/7/2017	
<b>Name of Committee or Group (if applicable):</b>	
Confidential Issues Briefing	
<b>Time Meeting Commenced:</b> 6:37pm	
<b>Councillors in Attendance:</b>	
Cr Darren Pearce, Mayor	Cr Tony Holland
Cr John Mortimore, Deputy Mayor	Cr Jackson Taylor
Cr Peter Lockwood	Cr Nicole Seymour
<b>Council Staff in Attendance:</b>	
Tony Doyle	Fleur Cousins
Ian Bell	David Yeouart (Item 1)
Angelo Kourambas	Peter Gore (Item 2)
Kathy Parton	Marco D'Amico (Item 2)
Kim Rawlings	
<b>Matters Considered:</b>	
1. Draft Public Toilet Implementation Plan 2017-22	
2. Knox Hockey Infrastructure	
3. Forward Report Schedule	
4. CEO Update	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>

# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 4/7/2017	
<b>Name of Committee or Group (if applicable):</b> CEO's Performance Evaluation Committee	
<b>Time Meeting Commenced:</b> 9:30am	
<b>Councillors in Attendance:</b>	
Cr Darren Pearce, Mayor	
Cr Peter Lockwood	
Cr Tony Holland	
<b>Council Staff in Attendance:</b>	
Tony Doyle	
<b>Matters Considered:</b>	
1. Minutes from Previous Meeting	
2. Presentation by CEO	
3. Review of Quarter 4 Key Performance Indicators 2016/17	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>

# RECORD OF ASSEMBLY OF COUNCILLORS



(Section 80A Local Government Act)

<b>Date of Assembly:</b> 4/7/2017	
<b>Name of Committee or Group (if applicable):</b> Knox Multicultural Advisory Committee	
<b>Time Meeting Commenced:</b> 6:00pm	
<b>Councillors in Attendance:</b> Cr Peter Lockwood	
<b>Council Staff in Attendance:</b> Amanda Wiggs Joy Temple	
<b>Matters Considered:</b>	
1. Business Arising out of Previous Minutes	
2. Knox Access and Equity Implementation Plan	
3. Knox City Council Multicultural Strategic Plan 2012-2017	
4. Reports from Knox Multicultural Advisory Committee Members	

<b>Conflict of Interest Disclosures: Nil</b>		
<b>Councillor's Name</b>	<b>Type of Interest</b>	<b>Councillor Left Assembly While Matter Being Considered</b>

**12. MOTIONS FOR WHICH NOTICE HAS PREVIOUSLY BEEN GIVEN****13. SUPPLEMENTARY ITEMS****13.1 KNOX BASKETBALL INCORPORATED FINANCIAL UPDATE****14. URGENT BUSINESS****14.1 URGENT BUSINESS****14.2 CALL UP ITEMS****15. QUESTIONS WITHOUT NOTICE**