
Best Value Community Report 2007/2008



City Offices
Braeside Avenue
Ringwood

Eastland Service Centre
Level 2,
Shop G104
Eastland Shopping Centre,
Ringwood

Civic Square Service
Centre
Civic Square
Croydon

Contact Council on 1300 88 22 33
maroondah@maroondah.vic.gov.au
www.maroondah.vic.gov.au



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Maroondah City Profile

Maroondah is named after an aboriginal word meaning 'leaf' which symbolises Maroondah's green environment. The first settlers to the area were the Aboriginal Wurrundjeri people and the first white settlers arrived in the 1830s.



The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's Outer East, 22 kilometres from the Central Business District (CBD). The area is a substantially developed residential municipality, with 99,200¹ residents. In 2006 Maroondah had 39,946 households with an average of 2.5 people per household.

In 2001, the median age of the Maroondah population was 37 years with the age distribution in the municipality similar to that of greater Melbourne. From 2001 to 2006, over 2,870 overseas immigrants settled in the City and, whilst the United Kingdom continues to be the main source country for overseas immigrants, cultural diversity in the area is increasing.

Maroondah is home to two major retail centres at Croydon and Ringwood, with Ringwood being one of the largest in Melbourne. There are 21 shopping precincts in the City and approximately 6,000 businesses, 4,000 of which are homebased. The City also has a diversified industrial base with the main manufacturing and service industry belt in its south representing the economic heart of Maroondah.

Maroondah has over half a million trees within the municipality and 64 bushland reserves that offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands.

Maroondah's residents and businesses are great recyclers: over 7,000 tonnes of paper and 4,500 tonnes of bottles are collected for recycling each year, alongside 13,000 tonnes of green waste. According to Sustainability Victoria's annual waste survey, Maroondah is the third top recycler amidst Victoria's 79 Councils.

There is a strong atmosphere of community participation within Maroondah embodied by a large number of committed volunteers; more than two thirds of parents in Maroondah are actively involved in their local schools and one third of Maroondah's residents are members of organised community groups.

¹ Australian Bureau of Statistics, 2006 Census



Best Value

Best Value is a commitment from Maroondah Council to provide the best value for the resources we use and the best possible service for our community.

Councils are required by the Local Government Act to take into account Best Value principles to ensure that services:

- meet their agreed quality and cost standards
- are responsive to the needs of our community
- are accessible to those members of the community for whom the service is intended
- achieve continuous improvement in the provision of services for the community
- include consultation with its community in relation to the services it provides
- regularly report on their performance to the community.

Maroondah City Council will apply these principles to continuously improve its strategic and service planning as well as its service delivery. This ongoing improvement will assist Council to maintain its flexibility and provide resources to meet the community's needs and expectations, thereby building on our commitment to provide high quality, cost effective services and facilities that promote community wellbeing.

Community Engagement

Community consultation and engagement is a core ingredient in Council's planning and performance framework.

Council and the community worked together to produce a long term vision for the community (Maroondah 2025) and this will be subject to update and renewal in consultation with the community over the term of its currency.

Input and feedback are also sought from the community on an ongoing basis in regard to all the major strategies and policies developed and adopted by Maroondah. Significantly, this consultation is embedded in Council business agendas through the obligation to address the issue of community consultation in all reports and recommendations that come before Council for consideration.

Council Representation – External Bodies and Internal Advisory Committees

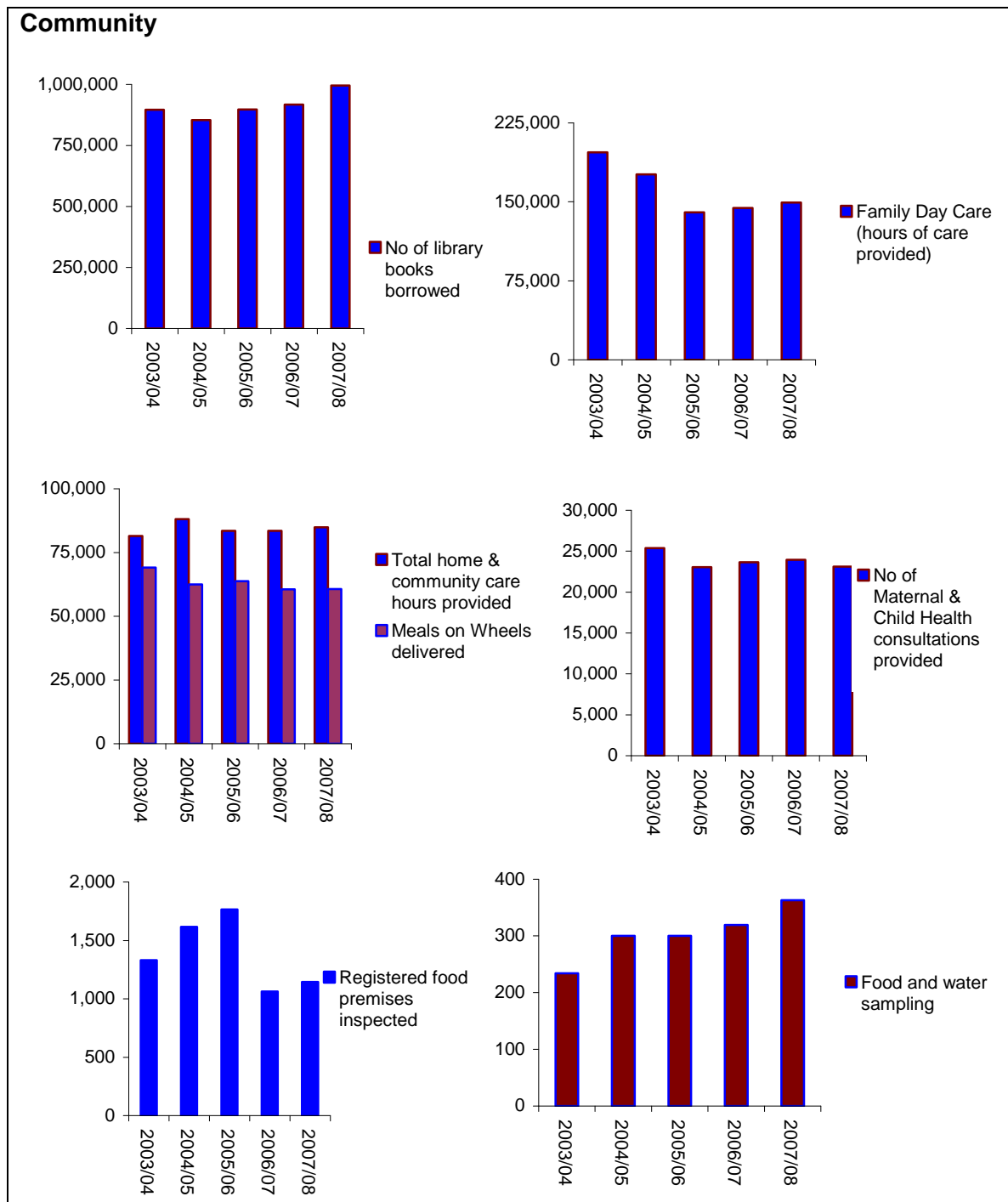
BODY/ADVISORY COMMITTEE	PURPOSE	COUNCIL REPRESENTATION
Arrabri Community Centre Special Committee	To exercise the functions and powers of Council in relation to the care management and development of the Arrabri Community Centre	Cr Gurr
Audit Advisory Committee	Committee designed to assist Council in the discharge of its responsibility for financial reporting, internal control and fostering Council's ethical climate	Mayor (Cr Dib) Cr Gurr and CEO
Business Advisory Board	The aim is to provide feedback and practical advice regarding the ways in which Council can further assist members of the business community, provide new suggestions for Council initiatives and act as a reference board for future Council funded projects/programs	Mayor (Cr Dib) and CEO
Eastern Regional Libraries Corporation	Regional Corporation under section 186 of the Local Government Act 1989. Regional Corporation between Knox, Maroondah and Yarra Ranges. Responsible for the running of	Crs Gurr and Thomas



BODY/ADVISORY COMMITTEE	PURPOSE	COUNCIL REPRESENTATION
	ERLC and provision of the regional library service	
Eastern Transport Coalition	Regional Council advocacy group for the provision of better public transport in the eastern suburbs	Cr Makin
Maroondah Partners in Health, Safety & Wellbeing Committee	Promote health, safety and wellbeing within the community and to implement Maroondah Municipal Health, Safety and Wellbeing Plan Strategies	Crs Gurr and Makin
Maroondah Tourism & Heritage Advisory Board	To promote tourism opportunities within the municipality	Crs Thomas, Makin and Gurr
Melbourne 2030 Committee	Group for future regional and metropolitan discussions about the implementation of the strategy – Melbourne 2030	Crs Makin and Willmott
Metropolitan Waste Management Board	A metropolitan Melbourne-wide body to assist Councils to gain economies of scale on waste management by collaboration	Cr Willmott
Mitcham – Frankston Freeway Community Advisory Group	To ensure effective communication and participation between interested residents, community and special interest groups, business groups in the development and implementation of the Mitcham – Frankston Freeway project	Cr Dib
Municipal Association of Victoria (MAV)	The MAV represents and advocates the interests of local government, provides strategic advice and capacity building programs for the sector	Cr Dib
Ringwood Eisteddfod	Committee charged with the running of the Ringwood Eisteddfod	Cr Naylor
Ringwood Town Centre Working Group	Working Group to monitor the application and progress of the Ringwood Town Centre Master Plan adopted by Council in 2004 and other development plans linked to the Town Centre.	Crs Dib, Gurr, Willmott and CEO
Roadsafe – Melbourne Eastern Ranges Inc.	Promotes road safety in the Outer East. Focus is strategic, advocacy and collaborative partnerships	Cr Thomas
Wyreena Community Arts Centre Committee of Management	To exercise the functions and powers of Council in relation to the care, management and development of the Wyreena Community Arts Centre	Cr Naylor



Serving The Community

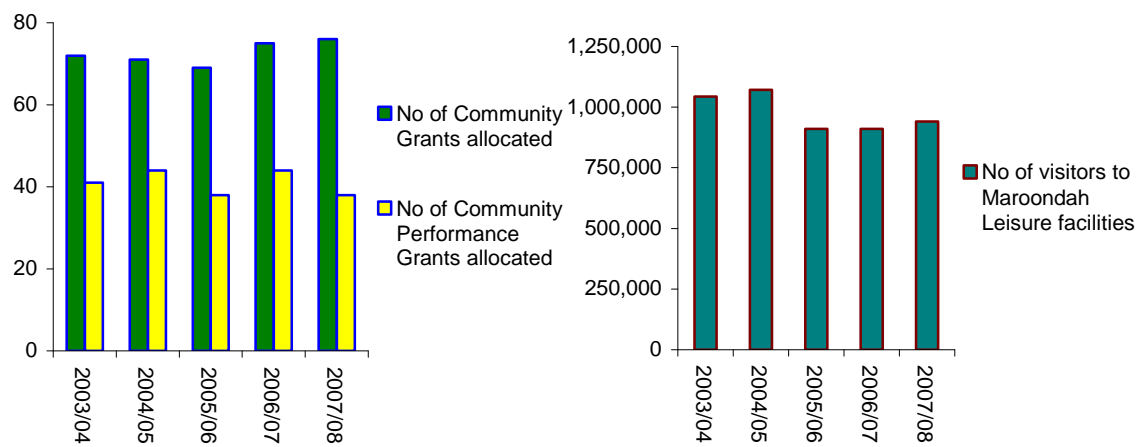




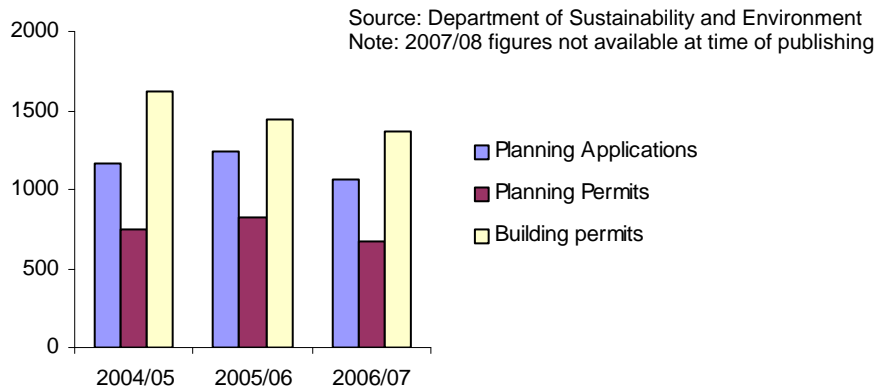
Natural Environment



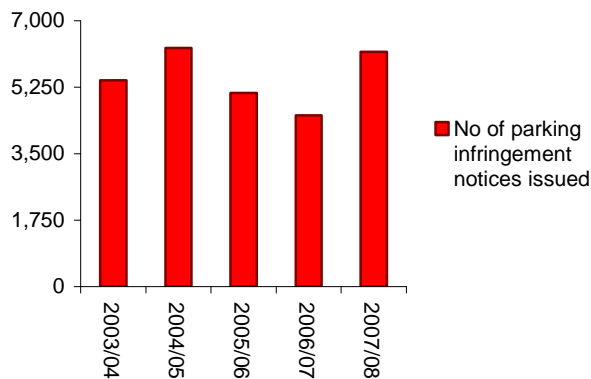
Leisure and Culture



Urban Design and Development



Transport





On-going Achievements

The major achievements over the year are listed below;

- Significant work continued during the year on the new \$12 million Croydon Aquatic Facility. The facility will integrate with the existing Croydon Leisure Centre to offer three bodies of water, a 25 metre eight-lane pool, a leisure pool with beach entry and an interactive water play area; and a warm water program pool. Council received \$2.5 million funding from the State Government Sport and Recreation Victoria 'Better Pools' program to assist with this development, which was scheduled to open in July 2008.
- In 2008 Maroondah won the Water Conservation Award at the Keep Australia Beautiful Victoria Sustainable Cities Awards. This was in part due to the \$1 million dollars Council allocated to water sustainability measures in 2007/2008, estimated to save 24 megalitres of water per annum. Works included the installation of rain water / grey water tanks at four major reserves including Jubilee and Hughes Parks and the Dorset recreational Reserve and the installation of 13 water tanks at sporting clubs in conjunction with the State Government Grants program. Griff Hunt Reserve also underwent a major \$300,000 make-over including water tank, irrigation and recycling works and re-seeding using drought tolerant grass stock.
- The Ringwood Transit City project is set to transform Ringwood into a key regional business centre. To ensure the community has a voice in the process, the Ringwood Transit City Community Reference Group continues to assist the Ringwood Transit City Advisory Committee to build partnerships with the local community. State Government funding to assist with the development of the Ringwood Transit City project is being used to improve accessibility, lighting and recreational reserves and to assist businesses to adapt to the growing population. Installation of underground power lines and the streetscape and lighting works in Ringwood Street have been undertaken and have significantly enhanced the amenity of the area. Revised Precinct Plans for the Ringwood Town Centre have been approved which when implemented, will totally change the way the centre of Ringwood looks and feels.
- Renovation and refurbishment of the Croydon Memorial Pool occurred with the help of funding from the State Government. Also, a new water filtration system was installed at the pool with the help of funding from the Federal Government, which will save in excess of 1.9 million litres of water.
- The Bayswater North Community Renewal project commenced in July, Council will receive \$630,000 in funding over three years for the project from the State Government Department for Planning and Community Development. In this initial year Council established a steering group and strategic partnership group to facilitate the identification of the key initiatives to be addressed during the project.
- Council received \$1.043 million in grants from the Department of Transport as part of a program to upgrade existing bus shelter facilities across Maroondah.
- A number of projects were undertaken in conjunction with the community and recreational sporting groups including resurfacing of the track at AC Robertson athletics Field and synthetic resurfacing to four tennis courts at Parkwood Tennis Club. Also completed were the \$150,000 renewal of the playground equipment at the Canterbury Gardens reserve, reconstruction of 2 rugby pitches at Griff Hunt Reserve and the relocation of a portable building donated by the Bayswater Uniting Church to the Glen Park Community Centre.
- Council's Major Leisure Facilities and Immunisation Services maintained their full accreditation in compliance with AS/NZS ISO 9001:2000 Quality Standards with the Immunisation Service introducing a new immunisation program for first time parents.



Family Day Care Service received its third full accreditation for the National Childcare Accreditation Council quality assurance process. This demonstrates Council's ongoing commitment to continuous improvement and best practice.

- Exhibitions at Wyreena Community Arts Centre and the Maroondah Art Gallery provided local groups the opportunity to showcase their amazing talents. Performances at Karralyka Theatre and activities across a range of locations delighted audiences from the Maroondah community and visitors.
- Approximately 800 of the region's business leaders and representatives attended networking events, workshops and training sessions as part of the annual Maroondah Business Week in October. This year also celebrated the 12th year of the Maroondah Business Excellence Awards, which provide a platform to celebrate excellence in business throughout Maroondah. A record number of nominees were recognised this year, with 21 nominees highlighted as part of this annual program.

Financial Performance

Council achieved an operating deficit of \$2.555 million, a decrease of \$2.626 million in performance against budget. The operating deficit was predominantly influenced by higher than anticipated non cash adjustments, primarily the transfer of Lionsbrae Aged Care Facility valued at \$1.639 million along with the associated bed licenses valued at \$2.226 million, to Ringwood Area Lions Aged Care who have managed the facility for more than 20 years.

Our attention continues to be firmly focused on our *Long Term Financial Strategy* (LTFS) as we work to meet community needs in an increasingly challenging financial environment. The LTFS outlines Council's projected financial position for the next ten years and provides a source of guidance to the community, Council and management in their analysis of options and decision making processes about the future directions and operations of Council. The LTFS demonstrates the financial sustainability of Council in meeting the strategic objectives and strategies endorsed in our Council Plan.

Performance Against Goals

Maroondah City Council provides a broad range of ongoing services and activities to meet the needs of the community as identified in *Maroondah 2025*. In addition to these ongoing services and activities, Council has focused on achieving the following key strategies and targets identified in the *Council Plan 2007/2011*.

Community

Maroondah will have a network of agencies committed to the provision of a comprehensive range of high quality, accessible and cost-effective services and facilities which meet community needs, promote community wellbeing and respect individual dignity.



Economic Development and Employment

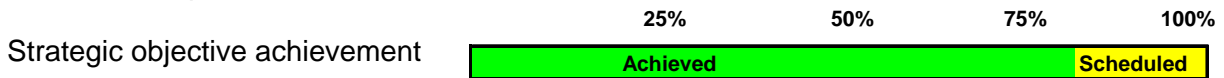
Maroondah will have a vigorous local economy based on environmentally sustainable and socially responsible practices that attract business investment, support growth and promote employment within the municipality.





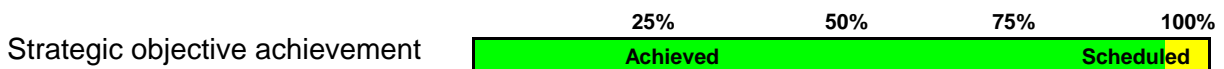
Leisure and Culture

Maroondah will maximise opportunities for choice, involvement in and access to quality culture and leisure experiences.



Natural Environment

Maroondah will advocate for and provide a sustainable environment that enriches the community's quality of life by conserving and actively managing our natural environment through innovative approaches and education.



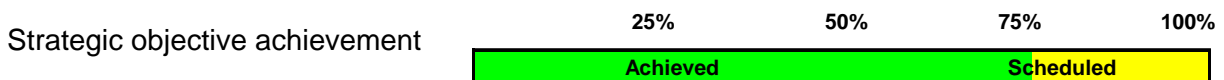
Transport

Maroondah will facilitate the safe, effective and efficient movement of people and goods using all modes of transport as appropriate, whilst achieving a balance between the costs and benefits of travel in a manner which addresses the community's social, environmental and economic values.



Urban Design and Development

Maroondah will foster development of distinct urban forms with a variety of land uses, visual designs and housing types which offer an attractive environment, value the municipality's diverse heritage and assist in creating the community's sense of place.



Governance and Corporate Support

Maroondah will underpin its services to the community with the principles and practice of good governance, sustainable and responsible financial management, participative decision making processes; delivered by an organisation that highly values its partners, citizens, employees and customers.





Community Satisfaction Indicators

The Department for Victorian Communities conducts an independent State-wide Community Satisfaction Survey where 350 residents from participating Victorian local governments are randomly interviewed each year to rate the performance of their local government. Maroondah City Council is one of sixteen local government areas that form part of the Inner Melbourne Metropolitan Councils Group as defined by the Department for Victorian Communities. In establishing the 2007/2008 targets, Council was striving to stretch the performance index mean. Comparative results of the surveys are shown below.

Indicator	Targets 2007/08*	Actual results 2007/08*
Overall performance		
Community satisfaction rating for overall performance generally by Council	87	88
Advocacy	82	80
Customer contact	84	83
Community engagement	67	68

Satisfaction rating for key service areas

Indicator	Targets 2007/08	Actual results 2007/08
Construction and maintenance of roads and footpaths	73	69
Health and human services	91	92
Recreational facilities	73	85
Appearance and cleanliness of public areas	76	75
Traffic management and parking facilities	74	68
Waste management	91	90
Local government regulation and local law enforcement	82	80
Economic development	88	88
Town Planning policy and approvals	69	71

* Department of Planning and Community Development Local Government Community Satisfaction Survey 2008 – Performance Measure indicators



Financial Performance Indicators

The State Government Department of Victorian Communities requires all Councils to report targets and performance against a defined set of financial indicators. This set is known as the Victorian Local Government Indicators and, together with the Financial Ratios that are included with the Annual Financial Report under Note 33, they provide a broad overview of Council's performance in terms of certain high level aspects of both financial operations and ongoing viability.

Indicator	Actual results 2005/06	Actual results 2006/07	Targets 2007/08	Actual results 2007/08
All rates				
Average rates and charges per assessment (The average revenue derived by Council out of general rates and garbage services for each property in the municipality.)				
	\$949	\$1006	\$1,072	\$1,072
Residential rates				
Average residential rates and charges per assessment (The average revenue derived by Council out of general rates and garbage services for each residential property in the municipality i.e. excluding all commercial and industrial properties).				
	\$899	\$939	\$1,001	\$999
Operating costs				
Average operating expenditure per assessment (The average cost of operating and maintaining all Council services to the community for each property in the municipality. This cost excludes the cost of acquiring or expanding its asset base used in the delivery of those services, but includes the costs of all administrative and governance services supporting that delivery.) (The operating expenditure has been adjusted by excluding the expenditure in relation to disposal, obsolescence and adjustments to property, infrastructure, plant and equipment. This allows for a better basis of comparison.)				
	\$1,640	\$1,650	\$1,740	\$1,841



Indicator	Actual results 2005/06	Actual results 2006/07	Targets 2007/08	Actual results 2007/08
Operating result				
Operating result per assessment				
(The difference between the average operating revenue and average operating expenditure for each property in the municipality. Council rates and charges comprise the major part of its operating revenue.)				
	\$43	\$24	\$2	\$30
(The operating result has been adjusted by excluding the revenue from property, infrastructure, plant and equipment not previously recognised and the expenditure in relation to disposal, obsolescence and adjustments in relation to property and infrastructure. This allows for a better basis of comparison.)				
Capital expenditure				
Average capital expenditure per assessment				
(The average cost for each property in the municipality of acquiring new assets and expanding, upgrading or renewing existing assets used in the delivery of all its services to the community.)				
	\$241	\$328	\$430	\$519
Infrastructure				
Renewal gap				
(The sum of all capital expenditure on renewal of existing infrastructure assets expressed as a percentage of the total depreciation charge on all Council infrastructure assets. Such annual depreciation charge is Council's best estimate of the value of those assets 'consumed' during the year's operations.)				
	49%	60%	60%	65%
Renewal and maintenance gap				
(The sum of all capital expenditure on renewal of existing infrastructure assets together with the annual costs of maintenance of all Council infrastructure assets expressed as a percentage of the total depreciation and maintenance charges on all such infrastructure assets.)				
	62%	70%	70%	73%



Indicator	Actual results 2005/06	Actual results 2006/07	Targets 2007/08	Actual results 2007/08
Debts				
Average liabilities per assessment (The average value for each property in the municipality of monies owed by Council at financial year-end in respect of the supply of goods and services, the provision of loans and the accrued costs of employee salaries and entitlements.)	\$415	\$407	\$428	\$412