
Best Value Community Report 2008/2009





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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 2006, 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 2,500 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 10,400 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

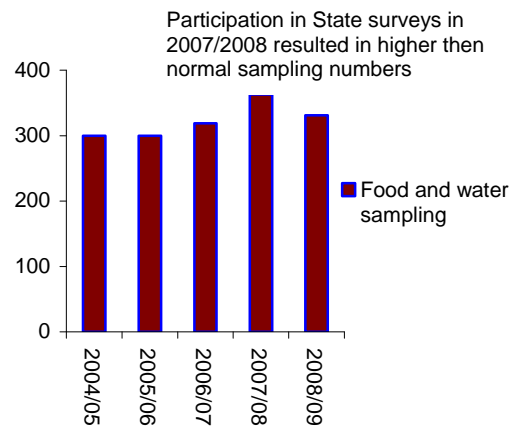
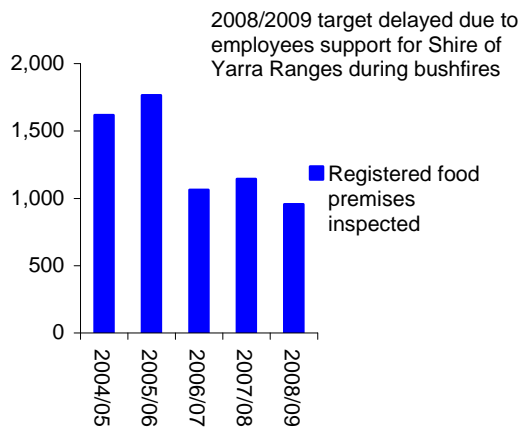
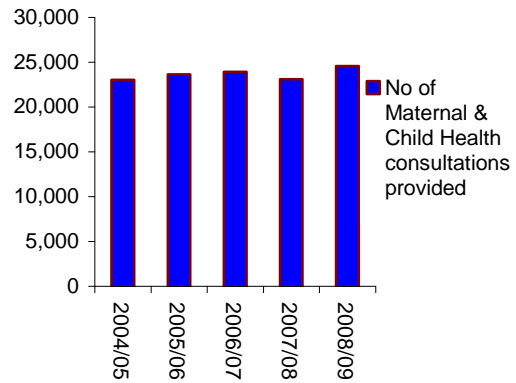
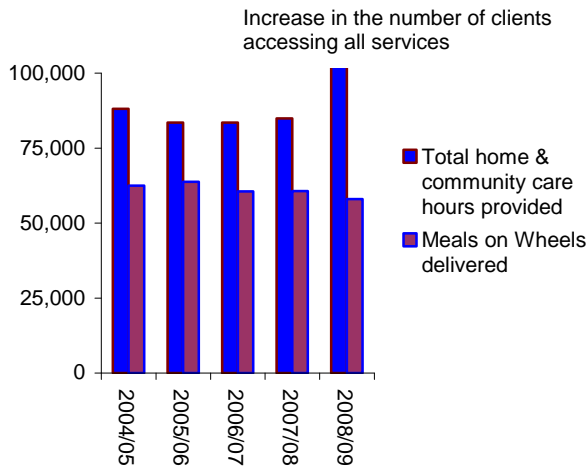
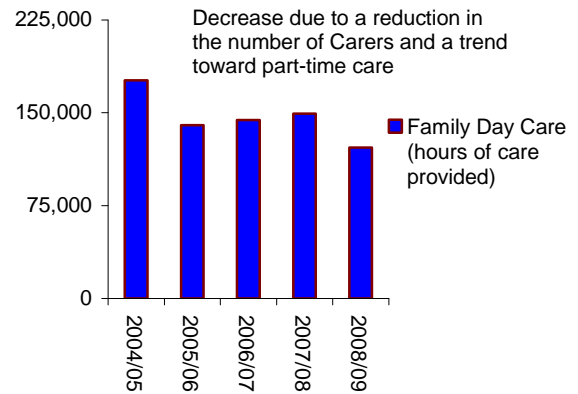
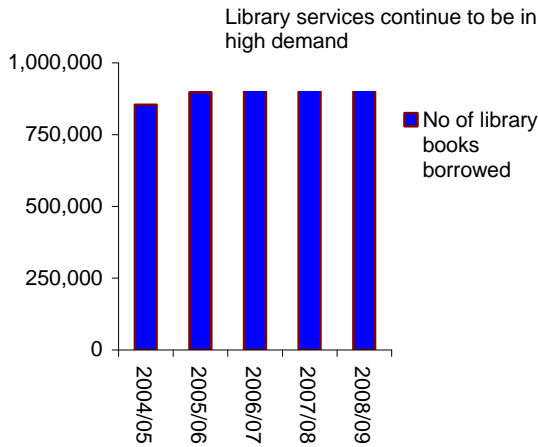
Council is represented on the following external bodies and internal advisory committees.

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 Gurr) Cr Steane 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 Gurr) 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 ERLC and provision of the regional library service	Crs P. Macdonald and Thomas
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 Lamont, Makin and Steane
Maroondah Tourism & Heritage Advisory Board	To promote tourism opportunities within the municipality	Crs Fraser, Gurr, Lamont, P. Macdonald
Melbourne Yarra Valley of the Arts Marketing Board	To promote the artistic talents, shows and displays of local artist in our region	Mayor (Cr Gurr)
Metropolitan Waste Management Board	A metropolitan Melbourne-wide body to assist Councils to gain economies of scale on waste management by collaboration	Cr Willmott
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	Mayor (Cr Gurr)
Roadsafe – Melbourne Eastern Ranges Inc.	Promotes road safety in the Outer East. Focus is strategic, advocacy and collaborative partnerships	Cr Fraser
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 M Macdonald



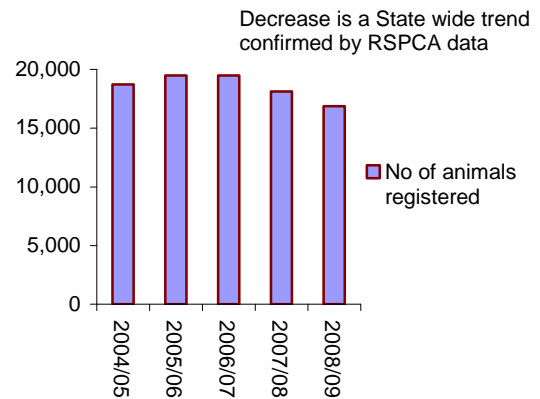
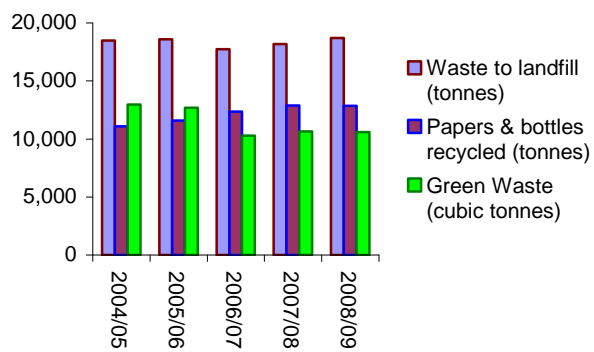
Serving the community

Community

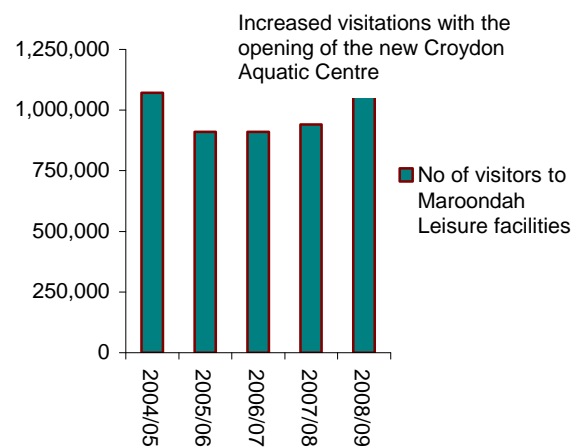
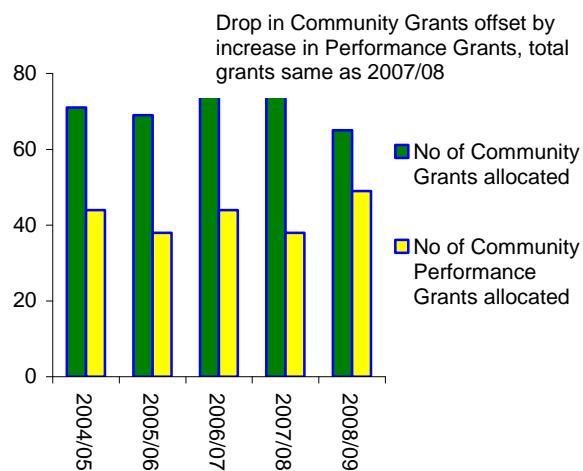




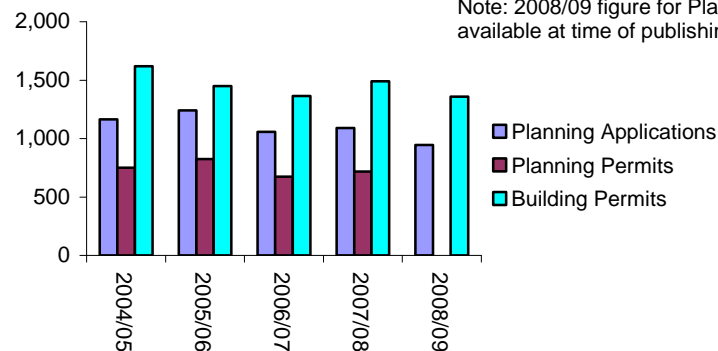
Natural Environment



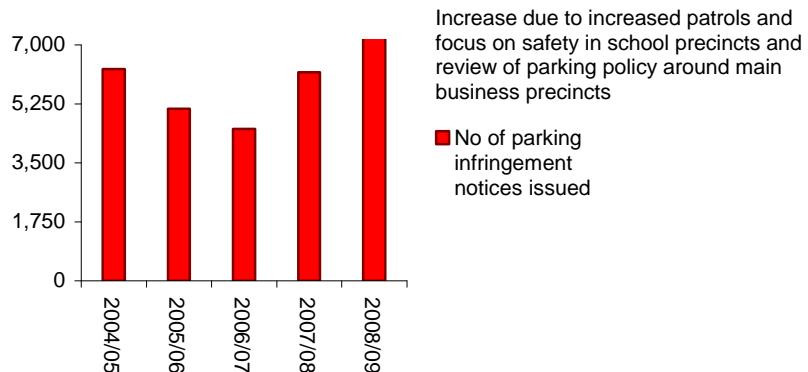
Leisure and Culture



Urban Design and Development



Transport





On-going Achievements

Council's major achievements for the period July 2008 – June 2009 are listed below:

Council's commitment to the Maroondah community continues, listed below are some of the highlights of our achievements in 2008/2009.

- Continuing Council's commitment to a sustainable future, \$860,000 (the equivalent of 2% of rates) was allocated to a range of programs and projects to reduce greenhouse gas emissions. This included the installation of T5 fluorescent lighting at both Ringwood and Croydon offices, Karralyka Centre and Croydon Leisure & Aquatic Centre, reducing Council's CO₂ emissions to 14,000 tonnes a year.
- The new aquatic facility at the Croydon Leisure and Aquatic Centre was opened in July 2008. Built at a total cost of \$12 million, with funding assistance of \$2.5 million from the State Government's 'Better Pools' program, it is the largest infrastructure project undertaken by Maroondah City Council. Fully integrated into the existing Croydon Leisure Centre the facility offers three bodies of water, with ramps to all pools providing access for people of all abilities.
- The State Government upgraded Ringwood from a Transit City to one of six Central Activities Districts and committed \$39 million in September 2008 to the completion of a new station forecourt, bus interchange and an upgraded Maroondah Highway between Ringwood Street and Warrandyte Road. Works for this project are due to commence mid 2010.
- In December 2008 Council issued a permit to Queensland Investment Corporation for the first stage of the Town Centre Development on the north side of Maroondah Highway between Ringwood Street and Warrandyte Road. This permit will see a significantly expanded Eastland whilst also providing a new public Town Square, library, cafes and restaurants, a hotel and offices.
- Linking Melbourne Authority (formerly SEITA) commenced the construction of the \$6.2 million Maroondah Highway Pedestrian Bridge, which will complete the EastLink shared path across Maroondah Highway making it safer and more convenient for pedestrians and cyclists.
- Renovation and refurbishment of the Ringwood Aquatic Centre continued with funding from the State Government to provide pool blankets, which will reduce water evaporation and heating costs and the installation of a backwash water recycling system as part of our water sustainability program.
- The Bayswater North Community Renewal project will continue its good work for a further three years with the announcement of an additional \$630,000 in funding from the State Government Department for Planning and Community Development. The steering group and strategic partnership group will continue to work with Council to identify and act on key initiatives.
- A Graffiti Clean-up Grant of \$14,950 from the Department of Justice provided graffiti clean up kits (including items such as a pressure washer, and cameras to provide digital evidence for police) to 15 schools and to trader groups in Maroondah. The recipients were provided with training on safety and how to use the kits.
- Ringwood Partners in Safety held an inaugural meeting in October 2008. This committee has representation from Council, key stakeholders in Ringwood, Victoria Police, community representation, local business, Queensland Investment Corporation, Connex, Eastern Regional Libraries and State Government. The group has a key role in



addressing safety issues around Ringwood. Actions already addressed include a new process for shopping trolley tracking, ongoing investigations into CCTV at Ringwood Station to be relayed back to the police station, improvements to lighting around the Nightclub Precinct along Maroondah Highway, and establishment of the Ringwood Town Centre South Public Safety Working Group by the Department of Transport.

- A number of projects were undertaken in conjunction with the community and recreational sporting groups including an upgrade of the facilities in Town Park and Lipscombe Park, a \$340,000 oval renovation at East Ringwood Reserve and new playgrounds at McAlpin Reserve and Brentwood Park.
- Council's Major Leisure Facilities and Immunisation Services maintained their full accreditation in compliance with AS/NZS ISO 9001:2000 Quality Standards. Family Day Care Service received its fourth full accreditation for the National Childcare Accreditation Council quality assurance process. This demonstrates Council's ongoing commitment to continuous improvement and best practice.
- Once again exhibitions at Wyreena Community Arts Centre provided local artists the opportunity to showcase their amazing talents, while national and international artists exhibited their works at the Maroondah Art Gallery. Performances at the Karralyka Theatre and activities across a range of locations delighted audiences from the Maroondah community and beyond.
- 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 included a 'Welcoming New Businesses' program to highlight businesses that commenced trading in the last 12 months. We also celebrated those businesses that had been trading within Maroondah for 30 years or more.
- Council achieved an unexpected operating surplus of \$8.404 million, an increase of \$9.091 million in performance against budget due to higher than anticipated receipt of grants for capital projects with the major projects being Ringwood Soccer Pavilion (\$1.45m) and Eastern gateway funding (\$846k), also the early receipt of the first quarter 2009/10 funding assistance grant of \$1.062m due to the Federal Governments response to the Global Economic Crisis.

In addition to these highlights, we would particularly like to commend the community and employees of Maroondah for their efforts towards the bushfire relief early in 2009.

The City of Maroondah and the Shire of Yarra Ranges have a Memorandum of Understanding (in their respective emergency management plans) that provides for the sharing of resources in an emergency. During the recovery phase in February, Maroondah provided two Animal Management Officers, two Environmental Health Officers and a Municipal Building Surveyor to the Shire, to assist with the Shire's day to day business while their own employees were working in the bushfire affected areas.

In addition, Council provided officers to work at the Yarra Ranges Municipal Emergency Coordination Centre, the Yarra Glen Relief Centre and the Healesville Relief Centre, as well as staff and plant equipment from the Depot to assist with the clean up.



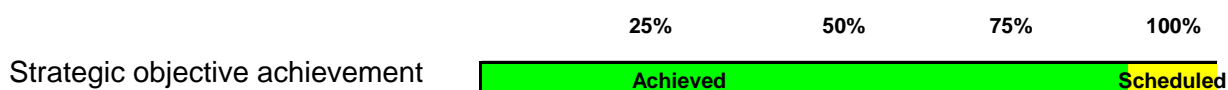
Performance against goals

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 identified in the *Council Plan 2008/2012*.

A detailed list of the individual commitments and result that accounted for the strategic objective achievement scores below can be found in Council's 2008/2009 Annual Report.

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.



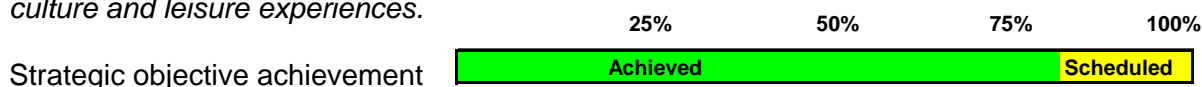
Economic Development and Employment

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

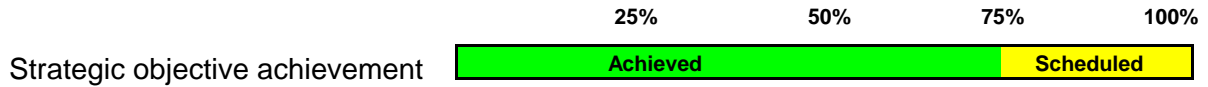
Maroondah will facilitate the safe, effective and efficient movement of people and goods using all modes of transport as appropriate, whilst achieving a balance between the costs and benefits of travel in a manner which addresses the community's social, environmental and economic values.





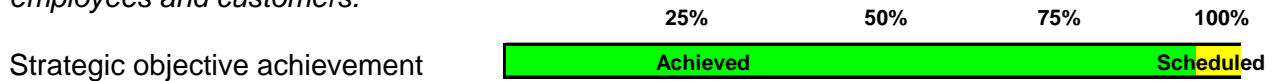
Urban Design and Development

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 Planning and Community Development 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 2008/2009 targets, Council was striving to stretch the performance index mean. Comparative results of the surveys are shown below.

Indicator	Targets 2008/09*	Actual results 2008/09*
Overall performance		
Community satisfaction rating for overall performance generally by Council	88	86
Advocacy	82	83
Customer contact	84	79
Community engagement	67	71

Satisfaction rating for key service areas

Indicator	Targets 2008/09*	Actual results 2008/09*
Construction and maintenance of roads and footpaths	73	75
Health and human services	92	86
Recreational facilities	73	91
Appearance and cleanliness of public areas	76	81
Traffic management and parking facilities	74	72
Waste management	91	81
Local government regulation and local law enforcement	82	77
Economic development	88	79
Town Planning policy and approvals	71	70

* Department of Planning and Community Development Local Government Community Satisfaction Survey 2009 – Performance Measure indicators



Financial performance indicators

The State Government Department for Planning and Community Development 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 2006/2007	Actual results 2007/2008	Targets 2008/2009	Actual results 2008/2009
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.)				
	\$1,006	\$1,072	\$1,110	\$1,114
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).				
	\$939	\$999	\$1,034	\$1,032
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.)				
	\$1,650	\$1,8410	\$1,813	\$1,788



Indicator	Actual results 2006/2007	Actual results 2007/2008	Targets 2008/2009	Actual results 2008/2009
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.)				
	\$24	\$30	(\$15)	\$188
(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.)				
	\$328	\$519	\$271	\$329
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.)				
	60%	65%	60%	54%
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.)				
	70%	73%	69%	65%



Indicator	Actual results 2006/2007	Actual results 2007/2008	Targets 2008/2009	Actual results 2008/2009
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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.)

\$407	\$412	\$433	\$443
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