
Best Value Community Report 2009/2010





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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.

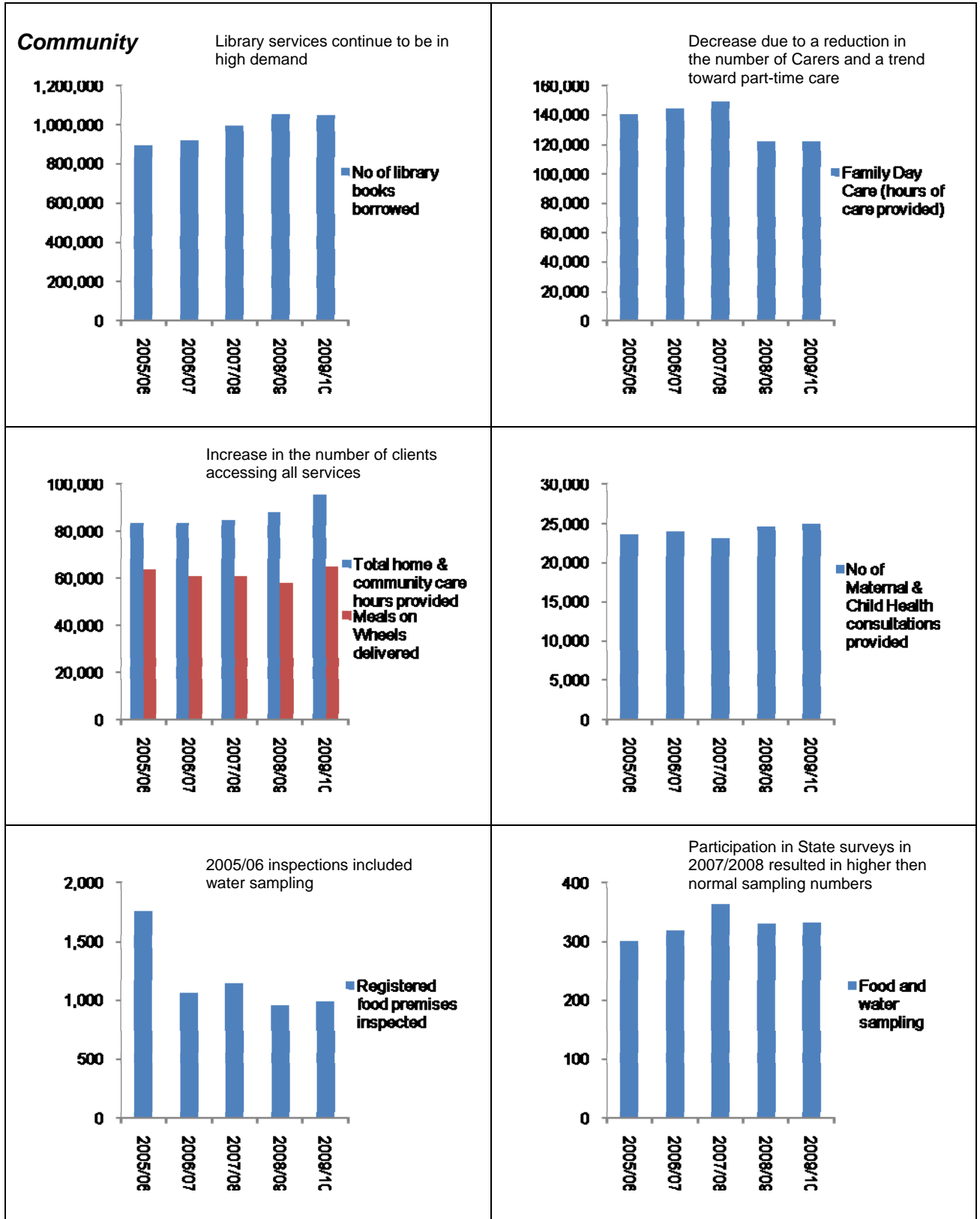
Council Representation – External Bodies and Internal Advisory Committees

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

Body/advisory committee	Purpose	Council representation
Arrabri Community Centre Special Committee	Exercises the functions and powers of Council in relation to the care management and development of the Arrabri Community Centre	Cr Dib
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 Makin) Cr Steane and CEO
Community Safety Reference Group	Provides advise to highlight and promote strategies to enhance areas of community safety.	Cr Steane
Disability Advisory Committee	Promote throughout the community strategies to achieve greater disability access.	Cr Fraser and Lamont
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 M Macdonald
Eastern Metropolitan Regional Affordable Housing Alliance	Promote and pursue strategies for the provision of more affordable community housing.	Cr M Macdonald
Maroondah Community Wellbeing Committee	Promote health and wellbeing within the community and to implement Maroondah Municipal Health and Wellbeing Plan Strategies	Cr Fraser and Makin
Maroondah Tourism & Heritage Advisory Board	Promote tourism opportunities within the municipality	Crs Lamont and Thomas
Melbourne Yarra Valley of the Arts Marketing Board	Promote the artistic talents, shows and displays of local artist in our region	Cr Dib
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)	Represents and advocates the interests of local government, provides strategic advice and capacity building programs for the sector	Mayor (Cr Makin)
Roadsafe – Melbourne Eastern Ranges Inc.	Promotes road safety in the Outer East. Focus is strategic, advocacy and collaborative partnerships	Cr Fraser
Victorian Local Governance Association	Represents and advocates the interests of local government	Cr Makin

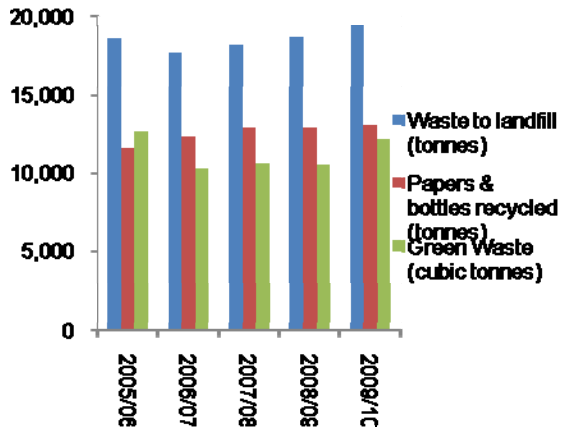


Serving the community

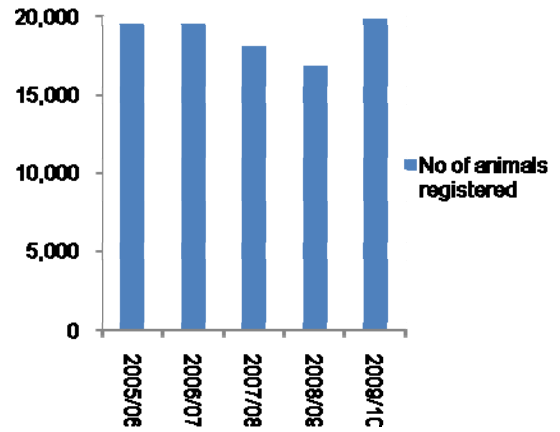




Natural Environment

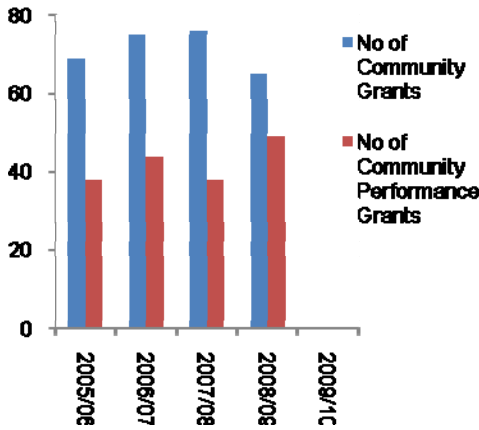


Decrease in 2008/09 reflects a State wide trend confirmed by RSPCA data

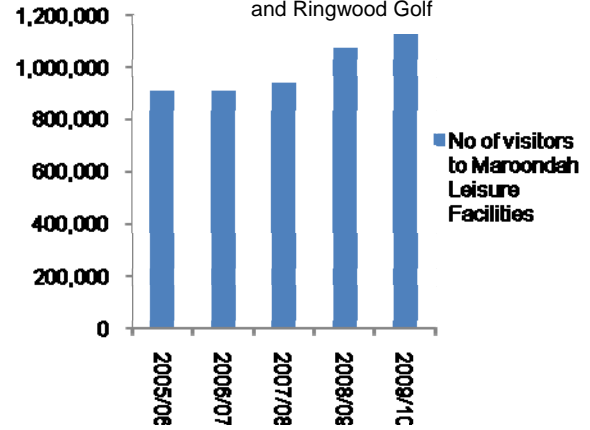


Leisure and Culture

2009/10 Data not available at time of publishing

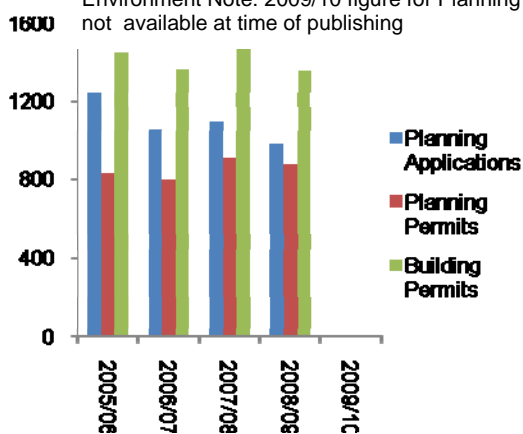


Increased visitations to the Croydon Leisure Aquatic Centre and Ringwood Golf



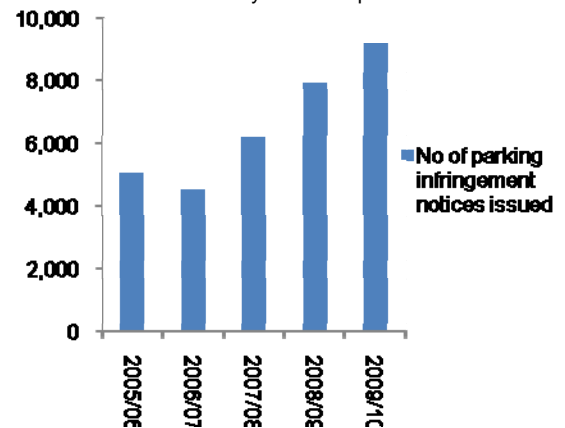
Urban Design and Development

Source: Department of Sustainability and Environment Note: 2009/10 figure for Planning not available at time of publishing



Transport

Increase due to increased patrols around business precincts and focus on safety in school precincts





On-going Achievements

Council's major achievements for the period July 2009 – June 2010 are listed below:

Council's commitment to the Maroondah community continues, listed below are some of the highlights of our achievements in 2009/2010.

- Council undertook an extensive independent review of its Major Leisure Facilities (Croydon Leisure and Aquatic Centre, Croydon Memorial Pool, Ringwood Aquatic Centre, Dorset and Ringwood Golf Courses, and Maroondah Indoor Sports Centre) with recommendations that deliver a strategic management plan for the sustainable future of the six facilities.
- Council also undertook a review of the Ringwood Aquatic Centre, which is currently experiencing declining patronage and annual net operating costs of more than \$1m. The independent Ringwood Aquatic Feasibility Study advised the replacement of the existing centre with a proposed \$48 million Maroondah Aquatic and Leisure, incorporating a major diving component. The new centre is proposed to be the State Diving Centre subject to State funding.
- Development progresses in the Ringwood Central Activities District with continued growth in residential development, including the commencement of construction of a 9 storey affordable housing project in Larissa Avenue, bringing a crane to the Ringwood skyline. Council has approved plans for Queensland Investment Corporation's development of Eastland, which incorporates a new town square opposite the station, and for the Town Centre South Precinct, relating to the bus interchange project. As part of this process Council undertook extensive community consultation in conjunction with the Department of Transport, including community displays and meetings with key stakeholders.
- To assist with the Ringwood Central Activities District project, Council received \$720,000 from the State Government to upgrade Larissa Avenue. The 'Lake to Creek' project aims to provide better connections to existing pathways and landmarks making the area more pedestrian friendly. The project will include safety and decorative lighting, undergrounding of power lines, an open community space and the inclusion of water sensitive urban design elements throughout Larissa Avenue.
- More than 120 different services are provided by Council annually to the 105,000 members of our community. In this year's Community Satisfaction Survey, 86% of residents surveyed gave Council a positive rating for its service performance. Maroondah also received very pleasing results in the State Government 2008 Indicators of Community Strength at a Local Government Level, scoring 90% for easy access to recreational and leisure facilities and 94% for facilities and services like shops, childcare, schools and libraries.
- Council unveiled its 2009/2013 Community Wellbeing Plan which provides the basis for creating an optimal state of health and wellbeing for the Maroondah community. Presenting six key health and wellbeing priorities targeting equity, social inclusion and healthy sustainable environments, the Plan will be implemented by Council in partnership with the community, local agencies and the State Government.
- Council approved the Leisure Services 2009/2013 Strategic Plan, developed in partnership with the community and key stakeholders. The Plan will guide the further development of initiatives to strengthen the capacity of the community to provide a wide range of quality leisure options.
- April saw the inaugural meeting of the newly formed Maroondah Disability Advisory Committee. The committee features a broad cross-section of representatives who will



work together providing strategic advice and advocacy to promote social inclusion and participation for people living with a disability within the Maroondah community.

- During 2009/2010 Council managed a \$13.6 million capital works program to develop and maintain the infrastructure assets in the Maroondah community. The program included over \$2.2 million allocated to building and road renewal to maintain the condition of existing community assets.
- Council investment in sporting and leisure infrastructure continued with work commencing on the \$3.5 million redevelopment of the Ringwood Soccer Stadium in Jubilee Park, funded by Federal and State Government grants. The Dorset Recreational Reserve soccer pitch and HE Parker Reserve Tennis Club were also upgraded with the installation of lighting, extending the amount of time the facilities can be used.
- Community groups benefited from refurbishments and upgrades to community facilities and centres. Central Ringwood Community Centre received a \$200,000 contribution from the State Government which was used to upgrade amenities and provide new areas for community groups and improve the experience of the families of the 105 children who use the centre. Keystone Hall also underwent a \$300,000 facelift which included the installation of new public toilet facilities and three 3,000 litre water tanks.
- 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.
- Council's ongoing commitment to continuous improvement and best practice was also demonstrated by the Major Leisure Facilities and Immunisation Services maintaining their full accreditation in compliance with AS/NZS ISO 9001:2000 Quality Standards. The Family Day Care Service received its fifth full accreditation for the National Childcare Accreditation Council quality assurance process while the Croydon Leisure and Aquatic Centre received a perfect score (100%) from Life Saving Victoria following its Platinum Pool Program Supervision assessment.
- Maroondah celebrated and recognised the commitment and support provided by our volunteers. Over 450 individuals gave their time to Meals on Wheels, Social Support services and Planned Activity group, which provides support and social activities for Maroondah's frail and aged as well as people with a disability, Community House Committees of Management, Wyreena Community Arts Centre and Maroondah Art Gallery. As part of the celebration 39 volunteers were recognised for their length of service to the community, one member having provided 35 years of service.
- Approximately 730 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. Council also provided over 300 hours of training for 152 people as part of its support for local businesses.
- A combined 800 years of service was celebrated by long-serving employees at a special reception at the Karralyka Centre. The evening celebrated the dedicated service of 58 Council employees across 10, 20 and 30 years of employment. One of the major strengths of Council is the continuity and loyalty of their employees as well as those who go the extra mile to support their colleagues and the residents of Maroondah. To this end, employees who had received Recognising Extra Value awards during the year were also recognised at this function.



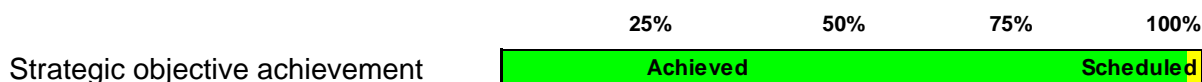
Performance against goals

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 2009/2013*.

A detailed list of the individual commitments and result that accounted for the strategic objective achievement scores below can be found in Council's 2009/2010 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.



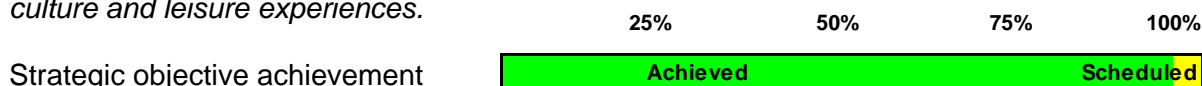
Infrastructure

Maroondah will provide infrastructure that is both economical and sustainable in its management, and meets the desired levels of service of our community.



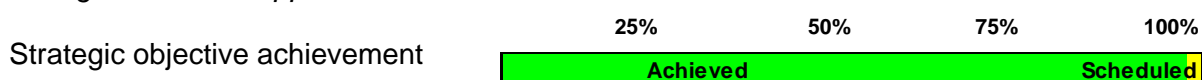
Leisure and Culture

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



Natural Environment

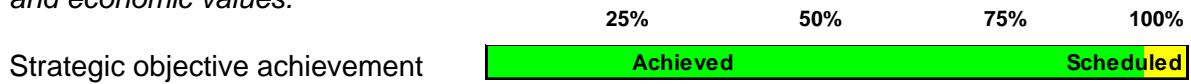
Maroondah will advocate for and provide a sustainable environment that enriches the community's quality of life by conserving and actively managing our natural environment through innovative approaches and education.





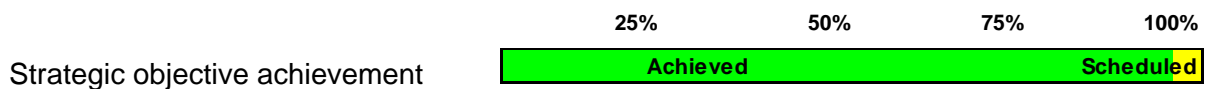
Transport

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.



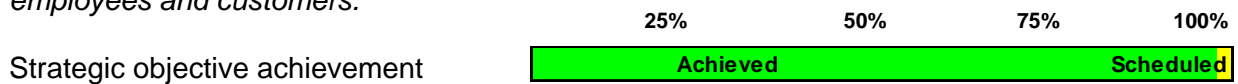
Urban Design and Development

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 2009/2010 targets, Council was striving to stretch the performance index mean. Comparative results of the surveys are shown below.

Indicator	Targets 2009/2010*	Actual results 2009/2010*
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 2009/2010*	Actual results 2009/2010*
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 2010 – 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 2007/2008	Actual results 2008/2009	Targets 2009/2010	Actual results 2009/2010
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.)	\$1,072	\$1,114	\$1,175	\$1,175
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).	\$999	\$1,032	\$1,089	\$1,090
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.)	\$1,840	\$1,788	\$1,893	\$1,884



Indicator	Actual results 2007/2008	Actual results 2008/2009	Targets 2009/2010	Actual results 2009/2010
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.)				
	\$30	\$188	(\$72)	\$65
(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.)				
	\$519	\$329	\$304	\$411
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.)				
	65%	54%	66%	68%
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.)				
	73%	65%	74%	76%



Indicator	Actual results 2007/2008	Actual results 2008/2009	Targets 2009/2010	Actual results 2009/2010
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.)	\$412	\$443	\$407	\$451