Welcome to the Maroondah City Council Annual Report 2017/18

The Annual Report provides a record of the achievements, performance and financial management of Maroondah City Council for the 2017/18 financial year in delivering a vast range of services to its community.

Council is committed to transparent reporting and accountability to the community. This Annual Report is a key tool used to advise the Maroondah community of Council’s performance during the financial year against the Council Plan 2017-2021 (Year 1: 2017/18) and Annual Budget 2017/18.

The Local Government Act 1989 states that all Victorian Councils must prepare an annual financial year report and submit it to the Minister for Local Government by 30 September each year. Requirements include a report of Council’s operations, audited standard statements, audited financial statements and report on the performance statement during the financial year.

The Audit and Risk Advisory Committee reviewed these financial statements at its meeting on 15 August 2018, and Council endorsed the financial report in principle at the Council meeting on 27 August 2018. The Standard and Performance Statements were certified by the Principal Accounting Officer (Manager Finance and Governance), the Chief Executive Officer and two nominated Councillors. The Victorian Auditor General’s office has certified the Performance Statement and the Financial Report including the Standard Statements.

How to use this Annual Report

The 2017/18 Annual Report is divided into eight sections:

1. **Our Highlights**
   - Provides reflections from the Mayor and CEO and outlines key capital works and events highlights from 2017/18.

2. **Our City**
   - Profiles the City of Maroondah, outlines our vision and details Council’s integrated planning framework.

3. **Our Council**
   - Provides details of our Councillors, wards and the Council organisation.

4. **Our Performance**
   - Identifies 2017/18 achievements relating to Council’s eight outcome areas outlined in the Council Plan 2017-2021 (Year 1: 2017/18). Each outcome area includes information on achievements, challenges, future directions, interesting facts and statistics, as well as Council’s performance against the commitments identified in the Council Plan 2017-2021.

5. **Corporate Governance**
   - Reports on governance procedures, conflict of interest, and risk management.

6. **Statutory Information**
   - Provides information linked to statutory requirements including information on privacy, protected disclosure, Best Value reporting, the Victorian Local Government performance indicators and the Local Government Performance Reporting Framework.

7. **Financial Report**
   - Includes detailed financial statements which fulfil Council’s reporting requirements.

8. **Glossary**
   - Commonly used terms and acronyms.

Front cover image - The new Ringwood Lake Park playground was completed in June 2018.

Inside front cover image - More than 28,000 stars were folded by the Maroondah community as part of the One Million Stars campaign.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome to the 2017/18 Annual Report</td>
<td>3</td>
</tr>
<tr>
<td>Our Highlights</td>
<td>5</td>
</tr>
<tr>
<td>Our City</td>
<td>12</td>
</tr>
<tr>
<td>Our Vision</td>
<td>16</td>
</tr>
<tr>
<td>Our Council</td>
<td>24</td>
</tr>
<tr>
<td>Our Performance</td>
<td>36</td>
</tr>
<tr>
<td>A safe healthy and active community</td>
<td>36</td>
</tr>
<tr>
<td>A prosperous and learning community</td>
<td>52</td>
</tr>
<tr>
<td>A vibrant and culturally rich community</td>
<td>60</td>
</tr>
<tr>
<td>A clean, green and sustainable community</td>
<td>68</td>
</tr>
<tr>
<td>An accessible and connected community</td>
<td>76</td>
</tr>
<tr>
<td>An attractive, thriving and well-built community</td>
<td>84</td>
</tr>
<tr>
<td>An inclusive and diverse community</td>
<td>94</td>
</tr>
<tr>
<td>A well governed and empowered community</td>
<td>102</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>112</td>
</tr>
<tr>
<td>Statutory Information</td>
<td>130</td>
</tr>
<tr>
<td>Annual Financial Report</td>
<td>155</td>
</tr>
<tr>
<td>Performance statement</td>
<td>207</td>
</tr>
<tr>
<td>Our integrated service delivery</td>
<td>222</td>
</tr>
<tr>
<td>Glossary</td>
<td>224</td>
</tr>
</tbody>
</table>
Our Highlights

Message from the Mayor and Chief Executive Officer

We are pleased to present the 2017/18 Maroondah City Council Annual Report to the Maroondah community and to the Minister for Local Government.

While the Annual Report reflects on Council’s activities during 2017/18, we continue to have our sights firmly set on the future. We have successfully completed the first year of the new four year Council Plan, and reviewed and updated the delivery of the Year 2 Council Plan in May 2018.

The Council Plan 2017-2021 has been updated to reflect Year 2 initiatives, based on the community directions in Maroondah 2040 – Our future together, and a range of community consultation activities undertaken throughout 2017/18.

Our Youth Services team has completed the first year of the new Youth Strategy, which was adopted in June 2017. The Strategy guides the delivery of vital services and support to young people aged 10-25 years and their families, and draws upon extensive research and analysis as well as conversations with over 5000 young people. During the year Council successfully integrated the Children’s and Youth Services teams to provide a seamless service to the community for families with children and young people from birth to aged 25.

Other strategic and long term planning has taken place to develop a new Gambling Policy; Reconciliation Action Plan; Domestic Animal Management Plan 2017-2021; Climate Change Risk and Adaptation Strategy; Sports Demand Analysis, Domestic Wastewater Management Plan 2017-2021, Affordable and Social Housing Policy, Gender Equity Policy, and Maroondah Health and Wellbeing Plan 2017-2021.

We have also continued to plan for the future of our two Activity Centres, with a review of the Ringwood Metropolitan Activity Centre Masterplan and significant work in the Croydon Activity Centre. This has seen the design and start of works for a new $2 million Croydon Town Square to create a new open space and better connections between Main Street and Croydon station and bus interchange; as well as development of a Croydon Community Precinct Masterplan.

Council has continued its advocacy to the Victorian Government for the removal of the level crossing at Coolstore Road to create a fully integrated Croydon town centre with improved pedestrian and vehicle connectivity, more open space and car parking, along with a new station and bus interchange. A business case was put to the Victorian Government in late 2017.

The challenge for Council as we continue to move into the future is to ensure that the community’s aspirations and vision drive the direction for Council’s planning framework and long term financial sustainability.

Maroondah City Council leads the way in its service delivery. Over the last few years, the number of awards and recognition for excellence received by Council is testament to the service innovations and quality delivered by our high performing organisation on behalf of the Maroondah community. Council will continue to seek best practice service delivery and recognition while ensuring prudent financial management and ongoing investment in Council’s employees to ensure they have the skills, knowledge and tools to meet the needs of the Maroondah community.

Council’s 2017/18 Budget and Long Term Financial Strategy (LTFS) continued to be based on sound financial management, as well as an understanding of the rising cost of living facing ratepayers. The LTFS outlines Council’s projected financial position for the next ten years and provides a guide to the community, Council and management in their analysis of options and decision making about the future directions and operations of Council.
The LTFS demonstrates our long term financial sustainability, and ensures we can continue to invest in community facilities and services, and not take on new debt, while operating within the new rate cap environment. The Local Government (Fair Go Rates) Act was passed by the Victorian Parliament in November 2015. The Act introduced a rate cap based on CPI plus or minus any adjustment, and came in to effect on 1 July 2016. Maroondah City Council complied with the Victorian Government’s rate cap of 2.5 per cent over the average property rate of Council.

We are very proud of the work that has been achieved by the organisation, in partnership with the Councillors and the community. The significant achievements of the past year are highlighted throughout this report and we commend it as a record of the extent of what has been accomplished to ensure our City, and the Maroondah community, continues to be active, prosperous, vibrant, sustainable, accessible, thriving, inclusive and empowered.

Some of the key highlights are detailed below.

Key highlights for annual report 2017/18

Some of the key highlights are:

- The Maroondah Hoarding and Squalor Network developed a new website tailored to engage, support and assist a variety of audiences, including those experiencing the condition; those concerned about a family member, friend or neighbour; and also health professionals. The website was launched in April 2018.

- The Maroondah Health and Wellbeing Plan 2017-2021 was adopted in October 2017 following extensive community consultation and statistical analysis of key research and indicators. The plan is a major strategic planning document and comprises the vital work being done by Council and external partners to improve the health and wellbeing of the community.

- In April 2018, the first Maroondah Night Run was held at Ringwood Golf Course. The family friendly event saw more than 450 people take part in either a five kilometre run or walk held after sunset. This event adds to the Active Maroondah annual calendar of runs, walks, cycling and swimming events.

- BizWeek 2018 saw more than 480 people attend the annual program of events and workshops designed to provide opportunities for businesses to gain new skills; grow their contacts; and build success.

- The Maroondah Plus 10 Schools project is a partnership between Council, the University of Melbourne, the Institute of Positive Education and Maroondah’s primary and secondary schools, with 22 schools activity participating. A new Positive Education Network has been established, with the Victorian Government providing $890,000 funding to support the initiative.

- In January 2018, the Karralyka Spiegeltent set up in the centre of Ringwood for a 10 day season of performances for people of all ages. This is the first time Karralyka has scheduled programs in January, and with almost 4000 people attending, it has shown that Maroondah audiences are keen to experience high-quality performances close to home.

- A number of new public art pieces were added to Council’s diverse collection over the past 12 months. These include the award winning GlowB Cubby which is now part of the Wyreena Playspace; the sculpture Mullum Mullum the Owl by William Eicholtz is keeping watch over the Mullum Mullum Creek Trail near Acacia Court, Ringwood; and a large wattle damaged by lightning in Longview Road, Croydon South has been turned into a sculpture of a pair of yellow tailed black cockatoos by Rob Bast.

- Daylighting of a section of the Dandenong Creek has been undertaken by Melbourne Water in partnership with Council. This has involved the removal of an 830 metre piped section of the creek, transforming it to its natural shape and form.

- Energy consumption has been reduced at Aquahub and Realm with sustainability improvements completed, including new LED internal lighting and energy efficient boilers at Aquahub; and the installation of solar panels at Realm. Both projects deliver on Council’s Sustainability Strategy working towards being carbon neutral.

- The first stage of the new $1 million Ringwood Lake Park playspace saw the completion of a new accessible for all abilities playspace. New experiences include waterplay, a canopy trail, slides, flying fox, climbing structures and the inclusion of a carousel catering for wheelchairs along with the return of the Liberty Swing.
• A range of traffic and parking improvements at local shopping and neighbourhood centres, including Heathmont Road, Knaith Road Reserve, Exeter Road, Hughes Park, and the $1.2million Heathmont Village project.

• The review and development of the Ringwood Metropolitan Activity Centre Structure Plan has progressed. The existing plan dates to 2004 with the new plan intended to reflect development to date and provide a framework for future development.

• A move to new facilities in Civic Square for the Croydon Maternal and Child Health Centre now sees the service operating from three large consulting rooms, and able to provide parent education classes. The new space has the added benefit of the nurses working with the enhanced home visiting team and the MCH administration team.

• A successful collaboration between Council, Swinburne University’s VCAL program and Homestyle Aged Care Ferndale Gardens trialled a new program to promote age friendly respect and social inclusion using music to bring together the generations.

• A Gender Equity Policy has been adopted, which sets two key principles to further support Council’s work in preventing all forms of violence.

• Council launched its highly interactive, new-look website in August 2017, featuring an improved look and layout; an enhanced search function; improved functionality and optimisation for mobile and desktop devices; online consultation hub; and new accessibility features; enabling our community to better interact with Council 24/7.
Council awards and recognition

Maroondah City Council is proud to be recognised for its commitment to leadership and service excellence. A selection of the honours received during 2017/18 are highlighted below:

**2017 LGPro Corporate Planners Award – Community Engagement Framework – Finalist**

In response to community aspirations, Maroondah City Council developed a new Community Engagement Framework. Led by a cross-disciplinary project team, the Framework incorporates a new holistic Policy; a comprehensive Toolkit; and a range of enabling initiatives. VAGO has identified Maroondah’s Community Engagement Framework as an example of sector best practice. Council is building on the framework to ensure it works with the Maroondah community to create opportunities for shared decision making through active community involvement.

**2018 LGPro Awards for Excellence in Community Partnerships – Student Wellbeing Action Teams (SWAT) – Finalist**

Maroondah City Council’s Student Wellbeing Action Teams (SWAT) program is an eight month personal development initiative for young people between the ages of 15 and 17, which aims to build the leadership skills of young people while helping them to identify their strengths and understand their own wellbeing. The participants are then supported to develop a wellbeing project within their school. The success of the program is a testament of the strong partnership between Council, young people, secondary schools, Victoria Police and other service providers.

**2018 PLA Awards – Physical Activity Strategy – Finalist**

Only 35 per cent of adult Maroondah residents are undertaking enough physical activity to benefit their health. To address this challenge, Council developed the Physical Activity Strategy which focuses on four key priority areas and highlights opportunities for Council action to improve environments to support more activity, more often.

**2018 PLA Awards – The Coopersmith Pavilion, East Ringwood – Finalist**

This innovative model for facility provision provided a multi-purpose pavilion that services the specific needs of a daytime tenant as well as the two seasonal sporting tenants. The pavilion provides a new home and a new start for all the groups while also creating strong connections for the groups. The pavilion is the successful outcome of three years of commitment, careful planning and collaboration between representatives of the East Ringwood football and cricket clubs together with Council and Chin Community Victoria, now formally established as the East Ringwood Sports and Community Group for the ongoing management of the Coopersmith Pavilion.

**2017 Council’s Immunisation Service awarded ISO 9001:2015 certification**

Council has worked to upgrade its quality management system for the immunisation service from ISO 9001:2008 to ISO9001:2015. The effort was recognised in December 2017 when external auditors found that the requirements of the new standard had been achieved. The standards focus on processes, continuous improvement and stakeholder accountability. Maroondah is the only Metropolitan Council to achieve this certification.
Maroondah 2018 Australia Day awards

Maroondah’s Citizen of the Year was awarded to environmental scientist Dr Graeme Lorimer. Graeme was acknowledged for his 30 years of volunteer service within Maroondah, spanning his work with the Friends of Bungalook Conservation Reserve in Kilsyth South. He was instrumental in the creation of the Bungalook Conservation Reserve in the 1980s when the land was subdivided for residential development, lobbying the Council of the day to purchase two blocks of land as well as instigating Trust for Nature’s purchase of an adjoining block. Graeme is also a member of the Maroondah Environment Advisory Committee and has won several awards for his contribution to the environment.

Young Citizen of the Year was awarded to Georgia Read, for her significant contribution to Ringwood Secondary College (RSC) and the wider Maroondah community. Within the context of the RSC community Georgia has supported and instructed junior students on cyber safety and supported the RSC Bounce into Mental Health Day Carnival. Georgia has also volunteered at Interchange Outer East where she supports young people with disabilities. She runs activities for Glue Zone, a weekly program designed to encourage all students to socialise with their peers and assists in the development of the Maroondah Youth Service program SAGAA (Sexuality and Gender Acceptance Alliance) and she is a member of the New Community Church where she volunteers as a childcare and disability worker.

The Community Event of the Year was awarded to the Bounce into Mental Health Carnival – an event produced by Ringwood Secondary College to increase awareness of support services available at the school and beyond that can be accessed by young people. It also promoted the understanding and use of positive psychology and celebrated the differences in students’ cultures, beliefs and religions through information sharing, stalls and activities.

Community Endorsement

Council’s overall Community Satisfaction results provided good news with the Maroondah community continuing to rate Council’s overall performance at a level significantly higher than the state-wide average. In 13 out of 17 services, Maroondah achieved a community satisfaction level either the same or higher than the state average and has achieved higher than state average results in all six core performance measures. This is evidence of the high standard of work across all areas of Council, including our strategic leadership.

The Victorian Government initiated survey is just one of a range of tools used to measure Council’s progress towards the goals stated in Maroondah 2040 - Our future together and Council’s mission. It is one of the processes by which Council receives important community feedback to ensure its activities are well targeted, performing efficiently and are relevant to the community. Council continues its commitment to continuous improvement and effective community consultation and encourages active involvement and participation to ensure we continue to be responsive to the needs of the community.

Cr Nora Lamont
Mayor

Steve Kozlowski
Chief Executive Officer
Maroondah at a glance

Maroondah is home to...

- 116,489 people
- 45,104 households
- 9000 businesses
- 21 neighbourhood shopping centres

We provide...

- 121 playgrounds
- 3 skate parks
- 3 aquatic centres
- 2 golf courses
- 3 arts & cultural centres
- 450 parks & reserves
- 48 sporting ovals
- 2 libraries
We maintain...

- 28,000 signs
- 767kms of stormwater drainage pipes
- 478kms of local roads
- 35kms of shared trails
- 625kms of footpaths
- 70,000 street trees
Our City

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 peri-urban residential municipality, with an estimated population of 116,489 residents and 45,104 households with an average of 2.56 people per household.

The City of Maroondah includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Warranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park.

With little remaining land available for greenfield residential development, future population growth will be mainly stimulated by housing consolidation and medium density development.

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and a large number of bus routes linking the City with other regions.

Our sustainable transport links continue to expand, with on-road cycling paths and 35km of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.
Our history

The first settlers to the area prior to European colonisation were the Wurundjeri people of the Kulin nation approximately 40,000 years ago. The territory of the Wurundjeri lies within the inner city of Melbourne and extends north to the Great Dividing Ranges, east to Mt Baw Baw, south to Mordialloc Creek and west to Werribee River.

European settlers arrived in the 1830’s and commenced using the land for grazing cattle. The original Ringwood village emerged in the mid to late 19th century, following the initial sale of land and the local proliferation of grazing, fruit growing, antimony mining and brick making activities.

The first constructed road through the area led to Mount Dandenong and was known as Sawmill Road, then Oxford Road, then finally given its current name of Mount Dandenong Road. The area became better known as it was used by bullock teams heading for the gold fields in Woods Point and the Great Dividing Range.

The railway line from Melbourne commenced its eastward development in 1861 extending to Lilydale through Ringwood and Croydon in December 1882. This resulted in a consolidation of township facilities, including the provision of local churches, banks and schools to accommodate a growing population. The line to Ferntree Gully followed soon afterwards.

The proclamation in 1924 of the Borough of Ringwood coincided with the electrification of the railway line, encouraging township development and subdivision. Electric trains were in service between Ringwood and Croydon in 1924 and were extended to Lilydale in 1925.

During its early days, Croydon was part of the Shire of Lilydale’s South-West Riding. Unlike some neighbouring towns, it had not been planned and proclaimed a town by the Department of Crown Lands and Survey but resulted from the private subdivision of crown land in the Parishes of Warrandyte, Mooroolbark and Ringwood.

Severance of Croydon from Lilydale Shire was requested in 1957 since it was the most densely populated part of the Shire. The Shire of Croydon was declared in 1961.

Considerable suburban expansion during the post-war period gave rise to the declaration of the City of Ringwood in 1960 and formal recognition as part of the broader metropolitan region.

Eastland was established in 1967 as a major ‘new format’ retail centre. In 1971, the City of Croydon was declared, reflecting increased residential development and population growth in this area.

Maroondah City Council was formed on 15 December 1994 by the amalgamation of the former Cities of Croydon and Ringwood, and parts of the former Shire of Lilydale and the former City of Doncaster and Templestowe. The term ‘Maroondah’ is named after an aboriginal word meaning ‘leaf’ which symbolises the green environment of the city.
Our community

Maroondah has an estimated population of 116,489 residents and 45,104 households with a similar age structure to the State’s average.

Compared with metropolitan Melbourne, Maroondah has a slightly higher proportion of residents aged over 45 years and a lower proportion of residents aged between 18 to 35 years.

Cultural diversity in Maroondah is increasing, with the highest numbers of recent overseas immigrants arriving from Myanmar, China, Malaysia, India, Thailand and Iran. Maroondah is now home to the largest Burmese community in Melbourne’s eastern region. Maroondah became a refugee welcome zone in 2015.

There is a strong sense 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.

Enjoying an outing at McAlpin Reserve, Ringwood North
Our environment

Maroondah has 42 bushland reserves that offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands. There are more than 750,000 trees (mostly native species) in parks and reserves providing shade and shelter, helping to control water runoff, evaporation and erosion and providing a home for wildlife. Each year, Council plants over 3,000 additional street trees and over 20,000 trees and plants in parks and reserves in conjunction with Friends Groups.

There are many areas of recreational open space in Maroondah. The City has 450 parks and reserves with 48 sports ovals. Open space areas include two golf courses, 121 public playgrounds, three skate areas, three BMX dirt jump sites and five outdoor exercise equipment locations.

Maroondah’s residents and businesses are also great recyclers with nearly 24,000 tonnes of recycling and green waste diverted from landfill in 2017/18.

Our health

Maroondah enjoys a good level of subjective wellbeing, consistent with ratings across both the Eastern Metropolitan Region (EMR) and Victoria. Maroondah’s life expectancy for both females and males is higher than the Victorian average and Maroondah is below both the Victorian and Greater Melbourne rates in a number of avoidable mortality fields.

However, there are many areas in which Council and the wider service system can direct efforts in order to maximise beneficial health and wellbeing outcomes and work to address inequalities.

Our economy

Almost 9,000 businesses operate within the City with small business comprising over 96 percent of these organisations. The majority of businesses are in the construction, property and business services, finance and insurance, retail trade and manufacturing sectors.

The largest industry employers are the manufacturing, retail trade and health care sectors. In total, businesses in Maroondah provide employment for just over 44,000 people and the municipality has a gross regional product (GRP) of $5.83 billion.

Maroondah has two major retail centres at Croydon and Ringwood, with Ringwood being one of the largest in Melbourne. In addition, a range of key service and retail precincts are clustered along the Maroondah Highway corridor and 21 neighbourhood shopping centres are spread throughout the municipality.

Maroondah is well positioned to take advantage of Victoria’s future growth. Ringwood is identified as a Metropolitan Activity Centre within Plan Melbourne, the Victorian Government’s metropolitan planning strategy. Croydon is also identified as a key activity centre with concentrated retail opportunities and medium density housing development continuing to strengthen its thriving town centre.

The Bayswater North Employment Precinct is a major industrial and economic hub where many national and international firms have established their headquarters. The area offers diverse and flexible business accommodation with strategic access to EastLink, the Eastern Freeway and other major arterial roads.
Our Vision

Maroondah will be a vibrant and diverse city with a healthy and active community, living in green and leafy neighbourhoods which are connected to thriving and accessible activity centres contributing to a prosperous economy within a safe, inclusive and sustainable environment.
Our future outcomes

Over a two year period, Council worked with the community to develop a vision for the future of Maroondah which was adopted in June 2014. *Maroondah 2040: Our future together* identifies a range of preferred outcomes for the community looking ahead to the year 2040. The community’s future vision is:

**A safe, healthy and active community**
In 2040, Maroondah is a safe, healthy and active community with local opportunities provided for people of all ages and abilities to have high levels of social, emotional and physical wellbeing.

**A prosperous and learning community**
In 2040, Maroondah is a thriving centre of economic activity and opportunity within the eastern region where the sustainability and growth of local businesses is supported. All community members, groups, education providers and local businesses have access to a wide range of quality learning resources and facilities.

**A vibrant and culturally rich community**
In 2040, Maroondah is a creative cosmopolitan community recognised for its celebration and promotion of arts and culture. There are a broad range of engaging entertainment options, diverse cultural activities and the creation and display of contemporary and traditional forms of art.

**A clean, green and sustainable community**
In 2040, Maroondah is a leafy green community with high levels of waste diversion and sustainable approaches to infrastructure development, urban design and management of natural resources. Our community is resilient and has the knowledge, capacity and resources to make sustainable lifestyle choices.

**An accessible and connected community**
In 2040, Maroondah is an accessible community for all ages and abilities with walkable neighbourhoods, effective on and off-road transport networks, and access to a range of sustainable transport options.

**An attractive, thriving and well built community**
In 2040, Maroondah is an attractive community with high quality urban form and infrastructure that meets the needs and aspirations of all ages and abilities. A diverse range of housing options are available and thriving activity centres provide a broad range of facilities and services to meet community needs. The character of local neighbourhoods continues to be maintained while also accommodating population growth.

**An inclusive and diverse community**
In 2040, Maroondah is an inclusive community where social connections are strong across generations and diversity is embraced and celebrated.

**A well governed and empowered community**
In 2040, Maroondah is an effectively empowered community that is actively engaged in Council decision making through processes that ensure their voice is heard and considered. Council provides strong and responsive leadership, ensures transparent processes and works with the community to advocate and champion their needs.
Our organisational vision

To deliver on the Maroondah 2040 Community Vision, Maroondah City Council should be an organisation that:

- **Applies best practice in all that we do.** We should be aware of how other organisations conduct their business and ensure we adopt the most practicable approaches/methods that are possible.

- **Is a recognised leader in the local government sector.** We should strive to set an example to others in innovation, service delivery, governance, performance and advocacy.

- **Easily retains and attracts high quality staff.** We should ensure that our reputation and staff practices are second to none.

- **Fosters continuous improvement and innovation.** We should encourage new ideas and changes to processes that are capable of improving our efficiency and effectiveness in service delivery and outcomes.

- **Is transformational.** We should acknowledge that by striving to meet the aspirations of Maroondah 2040, our organisation’s work will change the look and feel of the Maroondah community.

- **Is nimble, flexible and sustainable.** We should ensure that we are proactive in identifying and planning for change and implement actions that endure.

- **Is outwardly focused.** We should focus on community outcomes, working together in partnership with state and regional bodies, local stakeholders and the Maroondah community.

Our mission

Maroondah City Council will be an effective and dynamic leader, working in partnership with the community, business and other spheres of government to foster quality, accessible and sustainable lifestyles for the community.

Our values

Values are important and enduring beliefs or ideas shared by members of a workplace about what is good or desirable. They exert major influences on the behaviour of an individual and serve as broad base guidelines in all workplace cultures.

Our core values at Maroondah City Council are:

**Co-operation**
Working together and sharing knowledge to achieve common goals and agreed outcomes.

**Commitment**
Leading by example to achieve the best result for the organisation and the community

**Communication**
Sharing information and ideas at all levels, the Council and the community.

**Continuous Improvement and Innovation**
Consistently finding better ways of delivering service and value
How we plan

Council’s strategic documents are linked to an Integrated Planning Framework. The Framework seeks to ensure Council’s activities and resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community. The Maroondah 2040: Our future together and the Council Plan 2017-2021, along with associated legislation and regulatory requirements, provide the direction for Council strategy, policies, plans and service delivery.

These strategic documents in turn guide internal service delivery plans that identify activities and projects to be undertaken by Council to meet community needs and expectations.

The Framework includes a number of other key planning documents, the Long Term Financial Strategy and Annual Budget, as well as a range of supporting strategies and policies adopted by Council. All community focused plans, strategies and policies have been formally adopted by Council and can be accessed via Council’s website.
Maroondah 2040

Council’s Integrated Planning Framework is underpinned by the shared long term community vision outlined in Maroondah 2040: Our future together.

The aspirations and priorities for the future have been grouped into eight broad outcomes.

Under each of these outcomes, a range of key directions have been identified that are high level strategies aimed at guiding the activities of Council and the community in working toward the achievement of the vision.

Council Plan

From Maroondah 2040: Our future together evolves a four year Council Plan that establishes Council’s medium-term key directions (strategies) and resourcing to deliver on the outcomes identified within the vision.

The Council Plan outlines the role of Council in delivering on the Maroondah 2040 community vision. It also articulates the mission statement and the core values of Council.

A new Council Plan 2017-2021 was adopted on 26 June 2017 to guide Council’s activities for the 2017/18 to 2020/21 period.

This Annual Report refers to the Council Plan 2017-2021 (Year 1: 2017/18)

Other major plans

In addition to Maroondah 2040: Our future together and the Council Plan, there are a range of other strategic documents that have a significant influence on Council service delivery and the Maroondah community.

These include:

- The Municipal Strategic Statement provides a clear, concise statement of land use issues and directions, and outlines a vision for the future development of the municipality.
- The Maroondah Health and Wellbeing Plan provides directions and guidelines for working in partnership with key community stakeholders towards the improved health and wellbeing of the Maroondah community.
- The Municipal Emergency Management Plan addresses the prevention of, response to, and recovery from, emergencies within the municipality of Maroondah.

Other Council policies, strategies and plans

There are many other policies, strategies and plans that also contribute to the delivery of outcomes and key directions within Maroondah 2040: Our future together and the Council Plan. All community facing policies, strategies and plans can be found on Council’s website – www.maroondah.vic.gov.au
Service Delivery Plans

The provision of strategic direction through Maroondah 2040: Our future together, the Council Plan 2017-2021, and the Long Term Financial Strategy set the direction for Service Delivery Plans across each of Council’s service areas. These plans are reviewed annually to meet community needs and expectations.

Long Term Financial Strategy

The Long Term Financial Strategy takes the outcome areas and key directions as specified in the Council Plan 2017-2021 and expresses them in financial terms over a rolling 10-year period.

Annual Budget

The Annual Budget documents the financial and non-financial resources required by Council to implement the outcome areas, key directions and priority actions identified in the Council Plan.

Consultation is conducted on the draft Annual Budget and feedback is considered before Council adopts the final budget.

Key principles

Best Value

Best Value is a commitment from Maroondah City Council to provide the best value for the resources we use and the best possible service for our community. Council is required by the Local Government Act 1989 to consider Best Value principles when planning, implementing and reviewing services. Council applies these principles to continuously improve its strategic and service planning as well as its service delivery.

Charter of Human Rights

Council recognises and protects the rights, interests and responsibilities of individuals, the community, and public bodies in the City of Maroondah in accordance with the Charter of Human Rights and Responsibilities. Council’s strategies, policies and decision-making procedures are compatible with the Charter of Human Rights. Council aims to ensure that it pursues a human rights approach across all areas of Council activity.

Risk management

Council continues to build upon its culture of risk management as an integral part of corporate governance and operations, developing strategies and systems to minimise risks. This ensures the sustainable delivery of services and amenities enjoyed by ratepayers, residents and visitors. The identification and management of risk will continue to be undertaken in a systematic process, implementing the principles set out in the Australian Standards for risk management AS/NZS ISO 31000:2009. The Maroondah City Council Strategic Risk Management Plan and Policy provide the framework for this to be achieved.
Community engagement

Council is committed to engaging with its community in a meaningful, accountable, responsive and equitable way. Maroondah’s Community Engagement Policy 2015 is a formal expression of Council’s commitment to engaging the Maroondah community through the use of appropriate, effective and inclusive practices.

The Policy outlines Council’s position, role and commitments to ensure community engagement is integrated into Council activities to support decision making, build relationships and strengthen communities. The Policy also seeks to improve Council’s engagement processes and outcomes by encouraging a consistent approach and continual learning through evaluation, and through expanding the range of engagement methods used.

Community engagement is defined as the range of opportunities for public involvement in Council decision-making, relationship building and community strengthening. Often engagement processes support two or all three of these objectives. Community engagement is achieved when the community is, and feels, part of a process.

Council’s Community Engagement Policy is built upon a set of commitments that guide the planning, development, implementation, evaluation and continuous improvement of community engagement processes. These commitments are based on core values identified by the International Association for Public Participation and are undertaken in accordance with Council’s Privacy Policy.

To support the implementation of this Policy, Council has developed a Community Engagement Toolkit which is designed to assist Council service areas, teams and employees who wish to undertake community or stakeholder engagement for a specific purpose. The Toolkit resources are intended to provide guidance through the planning, implementation and evaluation of a successful and valued community engagement process.

The Local Government Act 1989 (the Act) and a range of other legislation set out minimum requirements for some specific consultations.

The preparation and adoption processes for both the Council Plan and the Annual Budget are subject to compliance with Section 223 of the Act. In many instances Council will go above and beyond the minimum requirements of the Act to gain a strong understanding of our community’s wants and needs to ensure we are achieving the best possible outcomes.

Consultation on the Maroondah Disability Policy began at Café Consult in November 2017
Community engagement at Café Consult during the Maroondah Festival in November 2017