

Maroondah City Council Annual Report 2022/23





Contents

Welcome to the Maroondah City Council Annual Report 2022/23	4
Our highlights	5
Our city	14
Our Community Vision	18
Our Council	26
Our performance	38
A safe healthy and active community	38
A prosperous and learning community	56
A vibrant and culturally rich community	66
A clean, green and sustainable community	74
An accessible and connected community	88
An attractive, thriving and well-built community	98
An inclusive and diverse community	108
A well governed and empowered community	120
Corporate Governance	142
Statutory information	162
Annual Financial Report and Performance Statement	189
Our integrated service delivery	274
Glossary	276

Acknowledgment of Country

We, in the spirit of Reconciliation, acknowledge the Wurundjeri People of the Kulin Nation as Traditional Custodians of the land now known as the City of Maroondah, where Indigenous Australians have performed age old ceremonies. We acknowledge and respect their unique ability to care for Country and their deep spiritual connection to it. We pay our respects to their Elders, past, present and emerging.

Welcome to the Maroondah City Council Annual Report 2022/23

The Maroondah Annual Report details the achievements, performance, and financial management of Maroondah City Council for the 2022/23 financial year. Maroondah City Council is committed to transparent reporting and being accountable to the local community.

This Annual Report highlights to the Maroondah community, Council's performance during the financial year measured against the *Council Plan 2021-2025 (2022/23 Update)* and the *Annual Budget 2022/23*.

The Local Government Act 2020 states that all Victorian Councils must prepare an annual report in respect of each financial year including: a report of Council's operations, audited performance

statement, audited financial statements, and copies of the auditor's reports on the performance and financial statements. The Audit and Risk Committee reviewed these financial statements at its meeting on 23 August 2023. Council endorsed the financial report in principle at its meeting on 28 August 2023.

The Standard and Performance Statements were certified by the Principal Accounting Officer (Chief Financial Officer), the Chief Executive Officer and two nominated Councillors. The Victorian Auditor General's office certified the Performance Statement and the Financial Report including the Standard Statements on 29 August 2023.

How to use this Annual Report

The 2022/23 Annual Report is divided into seven sections:

1	Our Highlights	Provides reflections from the Mayor and CEO and outlines key capital works and initiative highlights during 2022/23.
2	Our City	Profiles the City of Maroondah, details our vision, and Council's integrated planning framework.
3	Our Council	Details our Councillors, their Wards and Council as an organisation.
4	Our Performance	Identifies 2022/23 achievements relating to Council's eight outcome areas outlined in the <i>Council Plan 2021-2025 (2022/23 Update)</i> . 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.
5	Corporate Governance	Reports on governance processes/procedures and risk management.
6	Statutory Information	Provides information linked to statutory requirements including the Victorian Local Government performance indicators.
7	Financial Report	Includes detailed financial statements which fulfil Council's legislative reporting requirements.

Our highlights

Message from the Mayor and Chief Executive Officer

We are pleased to present the *Maroondah City Council Annual Report 2022/23* to the Maroondah community and to the Minister for Local Government.

While the Annual Report reflects on Council's activities during 2022/23, we continue to have our sights firmly set on the future. To ensure we are well placed, we have successfully completed the second year of the current four-year Council Plan and updated the Year 3 Council Plan in June 2023.

The *Council Plan 2021-2025* has been updated to reflect the Year 3 initiatives, based on the community directions in *Maroondah 2040 – Our future together*, and a range of community consultation activities undertaken throughout 2022/23.

And as we look to the future, it is time to review and develop a new community vision. We have commenced the planning, and over the next 18 months Council will be working with the community, key stakeholders and partners to ensure that the new Maroondah 2050 vision captures the hopes and aspirations of the Maroondah community as we look ahead to the year 2050.

Other strategic and long-term planning has also taken place resulting in the completion of the *Maroondah Sustainability Strategy 2022-2031*; *Maroondah Habitat Connectivity Action Plan*; *Disability Action Plan 2022-2026*; and *Child Safety and Wellbeing Policy*. Council has also continued to work with our community to implement the actions and outcomes from the *Maroondah COVID-19 Recovery Plan*, which was recognised within the sector winning the 2022 LGPro Corporate and Community Planning Award.

We have continued to plan for the future of our two key Activity Centres. The Ringwood Metropolitan Activity Centre Masterplan 2018 was completed in December 2021 when the Victorian Government gazetted Amendment C130 to the Maroondah Planning Scheme. Development in Ringwood is continuing to take shape in response to the land use guidance in the Masterplan, with over \$300 million of investment over the past 12 months. This includes the new Department of Transport building opened late in 2022 and significant new developments along Maroondah Highway.

Council has continued to work with key stakeholders, user groups and the community on the development of a Croydon Structure Plan and a Croydon Community Wellbeing Precinct Masterplan.



The Structure Plan is nearing completion and will respond to the expected population growth with Croydon Main Street continuing to serve as an important local destination. As planning progresses for the Croydon Community Wellbeing Precinct, we celebrated the completion of Hub B, which is now home to a range of community groups including Croydon Central Kindergarten, Maroondah Occasional Care, Croydon U3A, Croydon Senior Citizens Centre, Maroondah Community Assist and Council's Maternal and Child Health Service. The design for Hub A continues to progress, with Federal funding of \$5 million contributing towards the arts and cultural space, we look forward to construction commencing in 2024.

Our advocacy work with the Victorian and Australian Governments continued to seek funding opportunities for a range of significant projects that will benefit the Maroondah community. Commitments during 2022/23 include Victorian Government funding of \$6.6 million for major traffic safety improvements at Canterbury Road, Waterloo Street and Great Ryrie Street in Heathmont and \$500,000 for sportsfield lighting improvements at East Ringwood Reserve. The Victorian Government also committed \$1 billion for a new Maroondah Hospital and Council is advocating to the government to ensure improved outcomes from the project delivery. We continue to work with the Level Crossing Removal Project to ensure excellent outcomes from the removal of crossings at Dublin Road, Bedford Road and Coolstore Road and from the construction of new stations at Croydon and East Ringwood.

Regional partnerships and initiatives continue to be a focus to ensure we get the best outcomes for the Maroondah community. This includes actively supporting the Eastern Regional Group of Councils (ERG), which works collaboratively to achieve integrated advocacy and planning as well as joint procurement for shared services, which is supported by a four-year plan. The ERG works closely with other regional groups including the Eastern Alliance for Greenhouse Action, Eastern Affordable Housing Alliance and the Homelessness and Social Housing Group Charter.

While the coronavirus (COVID-19) pandemic had a profound impact on our community and organisation, Council continued to provide most of its services during the various stages of government restrictions over the three-year period (2020, 2021 and 2022). However, the long-term closures, and short reactive shutdowns, combined with continued restrictions, well in to 2022 resulted in cumulative financial losses to Council of approximately \$30 million from the long-term closure of our leisure facilities, and a redirection of resources and/or funding to respond to impacts of the pandemic over this period.

While noting the above, Council's 2022/23 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 along with consideration of the significant financial impacts of the pandemic. The LTFS outlines Council's projected financial position for the next 10 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 while operating within the rate cap environment as set out in *The Local Government (Fair Go Rates) Act 2015*. Maroondah City Council complied with the Victorian Government's 2022/23 rate cap of 1.75 per cent over the average property rate of Council.

As we put the impacts of the pandemic behind us, we are very proud of the work that has been achieved by the organisation, in partnership with the Councillors and the community. Council has continued its best practice service delivery while ensuring prudent financial management and investment in Council's employees to ensure they have the skills, knowledge and tools to meet the needs of the Maroondah community. The significant achievements of the past year should be celebrated and are detailed throughout this report.

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.

Key highlights

COVID-19 Recovery

The Victorian Government pandemic declaration ended in October 2022 and the UN World Health Organisation declared an end to the public health emergency in May 2023. Council continued to manage and implement a coordinated relief and recovery framework in response to the ongoing impacts of the coronavirus (COVID-19) pandemic, referencing the *Maroondah COVID-19 Recovery Plan*. The Plan has a range of Priority Actions based on input from over 2800 responses to various community consultation activities, local social and economic data, and feedback from local agencies, organisations, and specialist advisory committees. Council has worked in partnership with other levels of government, local organisations and agencies to support a community led recovery. Further information can be found throughout this report.

Review of General Amenity Local Law no. 11 that addresses public safety and amenity

Councils use Local Laws to respond to issues and community needs within a municipality, complementing responsibilities and powers under both state and federal laws. The review of the Local Law 11 commenced in April 2022 with a thorough community engagement process undertaken over 12 months, to better understand community needs regarding public safety and amenity issues. The information and feedback has been used to inform the development of the Community Local Law (renamed). Once the new Local Law was drafted, it was placed on public exhibition to seek further community feedback. Some amendments have been made to reflect this feedback, with the document requiring legal certification before going before Council later in 2023.

Creating a safer community

A number of activities have taken place to create a safer Maroondah community, including: promoting awareness about elder abuse; implementation of the Victorian Child Safe Standards; participating in the 16 Days of Activism Against Gender Based Violence; improved referral relationships and pathways for our Maternal and Child Health service; hosting online safety workshops; participating in the Raise the Bar pilot project funded by VicHealth aimed to address alcohol related harm in the community sporting club context; and the continuation of the Maroondah Liquor Accord and the Alliance for Gambling Reform.

Improvements to sporting and multipurpose facilities

As a result of funding from Maroondah City Council, in partnership with the Australian Government and the Victorian Government, several significant multipurpose pavilion redevelopments were completed across Maroondah.

A new multipurpose pavilion at Proclamation Park was formally opened in August 2022. The \$3.35 million redevelopment included funding from the Victorian Government and Cricket Victoria and was designed to give 180-degree views of the baseball and cricket fields.

A new multipurpose pavilion at Ainslie Park was formally opened in December 2022. The \$1.9 million redevelopment included: female-friendly player and umpire change rooms; a first-aid room; accessible shower and toilet amenities; match day public toilets; a social space; and a kitchen and kiosk.

Redevelopment of Cheong Park pavilion commenced in February 2022 and was formally opened in April 2023. The \$1.8 million project was funded by Council in partnership with the Australian Government (\$500,000) and the Victorian Government (\$325,000). The redeveloped facility includes female-friendly change rooms, umpire change rooms, game day toilets, a social space with kitchen and improvements to accessibility.

The \$9 million redevelopment of Dorset Recreation Reserve was formally opened in April 2023, funded by Council in partnership with the Australian Government (\$2 million) and the Victorian Government (\$2 million). The project involved the establishment of a new multipurpose community and sports hub which is home to Croydon City Soccer Club and now provides a hub for Maroondah's Burmese/Myanmar community. The redevelopment of the Reserve also includes two new soccer pitches (one synthetic and one turf), volleyball courts and sports field lighting. Additional works included upgrades to open space areas and enhancements to the accessibility of the precinct, with improved lighting, signage and carparking.

Several new facilities were also constructed over the past twelve months, including the new \$580,000 Town Park sportsfield, \$4.5 million multipurpose pavilion at JW Manson Reserve, \$4.5 million indoor cricket training centre at Jubilee Park, and the new sportsfield lighting at East Ringwood Reserve.

Bayswater Business Precinct Transformation Strategy

Maroondah City Council is working in partnership with Knox and Yarra Ranges councils to implement the *Bayswater Business Precinct Transformation Strategy*, adopted by Council in December 2022, and aimed at maintaining and strengthening the economic value of the Bayswater Business Precinct (BBP) in the eastern region. Working together, the objectives of the Strategy are to transform this vital economic asset into a dynamic, future-focused precinct to create high-value employment opportunities, robust local supply chains, business diversification and strategic investment attraction. In addition to collaboration, the key themes of the Transformation Strategy centre around improving urban planning guidance; amenity and greening; and continued advocacy for transport investment.

Small Business Friendly Charter

Council continued to roll out the Small Business Friendly Charter (SBFC) to provide small business owners with the support they need to undertake business. The SBFC outlines shared goals from the Victorian Small Business Commission (VSBC) and participating local councils, to work together to create a fair and competitive trading environment for small businesses.

When signing the Charter, local councils make important commitments to pay small business supplier invoices within 14 days; support local businesses in managing the disruption caused by infrastructure projects; streamline approval processes for people looking to open a business in the area (Better Approvals Project); and help to set up and support local business networks.

Council continues to build on the work and success of the Better Approvals Project through the provision of a BizHub concierge to provide initial advice on business permits and facilitate internal approvals for business-related permits and enquiries. Council was successful in receiving \$1.03 million in Victorian Government funding towards four major projects to improve access and information, and to standardise processes.

Another successful Maroondah Festival

Approximately 25,000 members of the community visited the Maroondah Festival in November 2022, it was relocated from its original site at Town Park to the Aquahub carpark and precinct due to severe flooding in the weeks leading up to the event.

With a range of free family activities, interactive displays by Council service areas, and over 75 community groups showcasing their services through interactive displays and come and try activities the Festival was a huge success. After two years of cancellations due to COVID restrictions, the community enjoyed the fun filled day of activities and entertainment.

Arts and Cultural Development Strategy 2022-2025

Council continued to implement the *Arts and Cultural Development Strategy 2022-2025* with key projects and focus areas including the delivery of multiple public art commissions in Croydon, Ringwood and Ringwood North. Arts activations at local shopping centres are ongoing, as well as planning for the integration of arts and cultural facilities within the Croydon Community Wellbeing Precinct. Regular arts programming has continued, with special events including Halloween House at Wyreana Community Arts Centre and ArtBus creative workshops at Maroondah Festival.

Food Organics Garden Organics service commenced

A range of initiatives have been undertaken as part of the *Waste, Litter and Resource Recovery Strategy 2020-2030*, including rolling out the new Food Organics and Garden Organics (FOGO) service. The FOGO service successfully commenced in May 2023 and included the standardisation of the garden bin lid from maroon to lime green, delivery of FOGO kits to households, along with delivery of a comprehensive education, communication, and engagement plan.

Victorian Energy Collaboration (VECO) project

Maroondah is one of 51 councils to switch to renewable energy through the Victorian Energy Collaboration (VECO). This enables Council to source clean renewable energy generated from Victorian wind farms.

In the first year of joining VECO, Maroondah and VECO partner Councils have collectively saved \$2.6 million in energy costs, while local carbon emissions have been cut by approximately 5900 tonnes. VECO is the largest-ever emissions reduction project undertaken by local government in Australia.

Level crossing removals in Maroondah

Council continued to work in partnership with Level Crossing Removal Projects (LXRP) on the Bedford, Dublin, and Coolstore roads level crossing removal projects. Following project announcements and initial public consultation for both the Bedford and Dublin level crossing removals, the Bedford Road level crossing removal project has been enhanced to include a shared walking and cycling path connecting the Heathmont Rail Trail to Bedford Park alongside the Belgrave line.

Approximately 460 upgraded car parking spaces at Ringwood East Station will be provided, including 200 spaces funded by the Car Parks for Commuters program. Bedford Road early works commenced in late 2022, with major construction works commencing in 2023.

Major construction works for the Dublin Road crossing in Ringwood East and the design for the new Ringwood East station have commenced, with trains running in the new trenches.

The level crossing removal in Croydon and new station design have progressed, creating improved pedestrian and vehicle connections in the Croydon Activity Centre.

Drainage improvement program and drainage flood mitigation program

The delivery of Council's \$4.1 million drainage improvement program and drainage flood mitigation program for 2022/23 saw the completion of drainage upgrades at Crossman Drive in Croydon Hills; Vernon Street in Croydon; The Boulevard in Heathmont; Charles Smith Drive in Wonga Park; the Scenic Avenue Catchment; Lionel Crescent in Croydon; Dumosa Avenue in Croydon; Sonia Street in Ringwood; and Plymouth Road in Warranwood. Drainage relining works were also completed in Danielle Crescent in Heathmont; Kemp Street in Ringwood East; New Street in Ringwood; Grant Crescent in Ringwood; Toolimerin Avenue in Bayswater North; and Armstrong Road in Heathmont.

EV's Hangout drop-in program

EV's Hangout is a weekly drop-in program for young people aged 12 to 25 years. The program provides opportunities for increased social connection, skill building and support from youth workers. Activities this year have included therapy animals; virtual reality and comic book creation with Eastern Regional Libraries; healthy cooking workshops in partnership with EACH; Career pathways with Transition to Work; along with badge making and face painting in celebration of the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT).

National Disability Insurance Scheme (NDIS) independent support

Council's NDIS Coordinator continues to provide support to people who have a disability, and their family/support people who live, work and/or play in Maroondah, to navigate the Commonwealth NDIS system.

The service offers impartial, informed, individualised support and has achieved promising outcomes for support plan applications, along with increased funding arising from advocacy reviews. The service has also been working with local organisations to increase workforce capacity to understand and work effectively in the NDIS sector, as well as providing presentations to various groups to increase their understanding and confidence.

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 2022/23 are highlighted below:

Winner – 2022 Victorian Early Years Awards – Creating Collaborative Community Partnerships

Our GenConnect program is a partnership between Council's Occasional Care program in Croydon and the Social Inclusion and Wellbeing program at Kerrabee. Developed in 2021, GenConnect is an intergenerational program that brings children and senior residents of Maroondah together to build family-like connections and a new community.

The program brings together children, some who have experienced vulnerability and trauma and senior residents from the Kerrabee Centre's Social Inclusion and Wellbeing program experiencing social isolation or a disability. GenConnect is supporting the children and senior residents to develop their social and language skills and relationship through conversation, play and intentional teaching which has facilitated new and sustained relationships. During the coronavirus (COVID-19) pandemic, children and senior residents stayed connected by exchanging artwork, photographs, and letters. The program has improved social, emotional and wellbeing outcomes for all participants.

Winner – 2022 Victorian Tennis Awards – Local Government Award

This award acknowledges our partnership work with Tennis Victoria and participation in a community tennis governance review, as well as being a pilot Council for the Thriving Tennis Communities project. Our club engagement and development of the *Maroondah Tennis Strategy 2022-32* was also recognised.

Winner – 2022 Planning Institute of Australia Awards – Stakeholder Engagement Award

Healthy Streets project involved working with the community to assess local streets in the McAdam Square and Bedford Road shopping precincts as part of our ongoing local neighbourhoods project. Feedback has helped us to understand the community's experience of walking, to identify potential improvements and assist in developing walkability enhancement plans. Stakeholder engagement considered the diversity of the community and included representation of a wide range of lived experiences, leading to an enhanced ownership and capacity building.

Commended – 2022 Victorian Landscape Awards

Croydon Town Square is a vibrant open space in the heart of Croydon linking the public transport hub with Main Street shopping precinct. It includes a grassy hill, public facilities and a Changing Places facility. The awards recognise excellence in maintenance, design and construction across both residential and commercial landscaping projects.

Winner – 2022 Project Management Achievement Awards – Construction/Engineering category

The Devon Street Carpark in Croydon, opened in December 2021, providing 400 much needed spaces for commuter parking along with parking for visitors to the Croydon Town Centre. This supports commercial, retail, hospitality and numerous other services and businesses. The building is sustainably designed and includes electric vehicle charging stations and solar panels.

Winner – 2023 Australian Institute of Landscape Architects (Victoria)

Reimagining Tarralla Creek is a \$9 million partnership project between Maroondah City Council, Melbourne Water, Yarra Valley Water, Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation, Friends of Eastfield Park, and the Victorian Government.

One of Melbourne Water's 'Reimagining Your Creek' initiatives, the project works to transform stormwater drains and creeks into natural waterways and desirable open spaces.

The project, between Dorset Road and Eastfield Road, in Croydon, included a new waterway channel, more than 80,000 new plants, a revitalised wetland, a bird hide, informal creek crossings, gathering spaces, a new bridge and paths, and the Wurundjeri Sensory Garden.

The award nomination moves to the National Awards to be announced in October 2023.

Australia Day awards



Our 2023 Maroondah Australia Day Award recipients

The Maroondah Australia Day Awards recognise the achievements of Australians and the contribution they make to the Maroondah community. The nomination process for the awards is open throughout the year, with the annual awards presented on Australia Day, and in three categories.

Maroondah's Citizen of the Year was awarded to Dennis Johnston for his long-standing involvement with, and contribution to, Biala Ringwood, an organisation dedicated to providing support and care for special-needs children. Starting out in a voluntary capacity more than a decade ago and then joining Biala's Committee of Management serving in the role of Vice-Chair and later Chairman, Dennis has provided leadership on all aspects of the organisation at board and operational levels.

Throughout the coronavirus (COVID-19) pandemic and lockdowns, Dennis showed impeccable leadership, resilience, care and initiative. Working with the committee, he led the development of 'Biala in the Home' as part of the organisation's respite program, ensuring that families continued to receive the support needed during lockdown. This included arranging toys and other resources to be delivered to homes and maintaining regular phone contact with families.

More recently, Dennis successfully negotiated a Victorian Government grant, ensuring Biala can continue providing much-needed respite service for years to come.

Young Citizen of the Year was awarded to joint recipients Jackson Smith and Alyssa Solidaga who both demonstrated exceptional leadership in the community as active members of the Maroondah Youth Wellbeing Advocate program as well as being Student Representative Council (SRC) captains at their school.

As Maroondah Youth Wellbeing Advocates, they assisted in planning and emceeing Maroondah's first Student Voice Forum and co-facilitated workshops. Together they also proposed, designed and delivered an interactive workshop about student voice for local Grade 5 students.

Jackson excels in the performing arts and takes on leadership roles both on and off stage. He supports all aspects of his school's productions and was nominated for a Lyrebird Award and a Music Theatre Guild of Victoria award for his outstanding performance.

Alyssa held the roles of Philanthropy Captain for her year level and as Philanthropy Prefect for her final year of school in 2023. Through her work as Philanthropy Captain, Alyssa has led the running of multiple charity events raising money for FightMND and Teach Us Consent.

Working alongside each other as Student Representative Council members, they continue to support their peers to take action within their school and to encourage positive change

The Community Event of the Year was awarded to the Chin National Day Festival.

The Chin Festival was the first Chin event to be held outdoors in Maroondah, attracting around 4000 members of the community in a celebration of the 74th Chin National Day.

The Chin people all over the world celebrate this auspicious day in their own way. Cultural troupes from various tribes were brought together on this special occasion to promote understanding, sense of identity and unity.

Held at Croydon Main Street on 20 February 2022, the festival provided the opportunity for all cultures to witness and have a better understanding of Chin culture.

The event was greatly received by many people from different cultures, with many keen to learn more.



Bill Wilkins Volunteer Award 2022 – Geoff Moss

The Bill Wilkins Volunteer Award recognises an individual who has provided excellent volunteer service and had a positive impact on the Maroondah community. The award is intended to enhance the public awareness and appreciation of the quality and depth of voluntary service in the Maroondah community.

The annual award is named in honour of Bill Wilkins OAM and Freeman of the City in recognition of his more than 75 years of volunteering in Maroondah.

Geoff Moss was named recipient of the 2022 Bill Wilkins Volunteer Award in recognition of his 45 years of service to Maroondah Volleyball.

Geoff has spent nearly 10,000 hours refereeing more than 9000 local league volleyball matches and has been a staunch advocate for Maroondah Volleyball's all-abilities program, VolleyAll, as well as supporting local school and charity match events. His sustained passion for the sport and to his community for more than four decades is a remarkable feat, something which has inspired others to take up the sport and to volunteer themselves.

Community feedback and endorsement

The annual Community Satisfaction Survey, commissioned by the Victorian Government, is one of a range of tools used to measure Council's progress towards achieving *Maroondah 2040 – Our future together*. The survey outcomes provide Council with important community feedback used to ensure its activities, programs, services and initiatives are meeting priorities of the community.

Council's overall Community Satisfaction Survey result for 2023 highlights that the Maroondah community continues to rate Council's overall performance (64) at a significantly higher level (at the 95% confidence interval) than the state-wide average (56).

This outstanding result is evidence of the quality and effectiveness of Council's initiatives, programs, services, policy development, strategic planning, advocacy, community engagement and strategic leadership.

Other notable highlights from the 2023 survey when compared with the statewide average (comparison shown in brackets) include:

- Condition of sealed roads (13 rating points higher)
- Value for money (12 rating points higher)
- Recreational facilities (10 rating points higher)
- Condition of local streets and footpaths (7 rating points higher)
- Making decisions in the interest of the community (7 rating points higher)
- Informing the community (7 rating points higher)

Community perceptions of Council performance regarding most services evaluated in the survey are consistent with 2022 results. The survey provider noted these Maroondah results are very positive in what has been a year of decline for many other Councils.

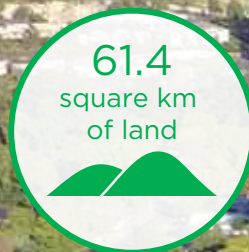
This Victorian Government initiated survey is just one of a range of tools used to measure Council's progress towards the vision and outcomes highlighted in *Maroondah 2040 – Our future together*. The survey is one of the processes by which Council receives important community feedback to ensure its 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 and priorities of the community.

Cr Rob Steane OAM
Mayor

Steve Kozlowski
Chief Executive Officer

Maroondah at a glance

Maroondah is home to...



We provide...





We maintain...

578
parks & reserves



53
sports grounds
including oval,
soccer and
athletic tracks



787kms
of stormwater
drainage pipes



487kms
of local
roads



39kms
of shared trails



103,120
street trees



649kms
of footpaths



Our city

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east and is located 22 kilometres from the Central Business District. The area is a developed residential municipality, with an estimated population of 115,645 residents and 44,167 households, with an average of 2.62 people per household.

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 mainly be stimulated by housing consolidation and medium density housing 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 many bus routes linking the city with other regions. Our sustainable transport links continue to expand, with on-road cycling paths and 39 kilometres of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Tarralla Creek Trail, the Box Hill to Ringwood Rail Trail, and the Dandenong Creek Trail.



Location of the City of Maroondah



Aerial view along Maroondah Highway with Realm and Ringwood Station in the foreground, looking towards the Melbourne CBD

Our history

For more than 35,000 years the Wurundjeri Woiwurrung People of the Kulin Nation were the Traditional Owners of the land now known as the City of Maroondah. The Wurundjeri People have a deep spiritual connection to the land and waterways, and a unique ability to care for Country.

Kulin Nation refers to an alliance of five tribes (language groups) who live across a geographical area which encompasses Melbourne and its outer regions. Their collective territory extends around Port Phillip and Western Port bays, up into the Great Dividing Range and the Loddon and Goulburn River valleys. The five Kulin Nation language groups are:

- Boonwurrung (Boon-wur-rung)
- Dja Dja Wurrung (Jar-Jar-wur-rung)
- Taungurung (Tung-ger-rung)
- Wathaurung (Wath-er-rung)
- Woi wurrung (Woy-wur-rung)

These language groups were connected through shared moieties (where everything is split in half but must come together to form a whole), Bunjil (wedge-tailed eagle) and Waa (crow). Bunjil is the creator spirit and Waa the protector of the waterways.

The Wurundjeri People take their name from the Woiwurrung language word 'wurun' meaning the Manna Gum (*Eucalyptus Viminalis*) which is common along 'Birrarung' (the Yarra River), and Djeri the grub, which is found in, or near the tree.

The Traditional Country of the Wurundjeri Woiwurrung People is defined by natural and environmental features, most significantly by water. The direction of the water flow provides a clear indication of the shape of Country and reflects the cultural understanding of the Wurundjeri People as the "people of the Birrarung" (Yarra River). The Birrarung and the waters flowing into it are the Traditional Country of the Wurundjeri Woiwurrung People.

The name 'Maroondah' is an Aboriginal word meaning 'leaf' which symbolises the green environment of the municipality.

European settlers began arriving in the area in the 1830s and started 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, it was then renamed to Oxford Road, and finally it was given its current name of Mount Dandenong Road. The area gradually became better known, as it was used by bullock teams heading for the gold fields in Woods Point and the Great Dividing Range.

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

The Borough of Ringwood was proclaimed in 1924 and 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.

Originally, Croydon was part of the Shire of Lillydale's South-West Riding. Unlike some neighbouring towns, it was not planned by the Department of Crown Lands and Survey but eventuated from the private subdivision of crown land in the Parishes of Warrandyte, Mooroolbark, and Ringwood. Due to its population density, the severance of Croydon from the Lillydale Shire was requested in 1957. The Shire of Croydon was subsequently declared in 1961.

Considerable suburban expansion during the post-war period gave rise to the declaration of the City of Ringwood in 1960. 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 the area.

Maroondah City Council was formed on 15 December 1994 by the amalgamation of the former Cities of Croydon and Ringwood, as well as parts of the former Shire of Lilydale and the former City of Doncaster and Templestowe.

Our community

Maroondah has an estimated population of 115,645 residents, 44,167 households, with a higher proportion of persons aged 60 or older than Victoria, and a similar proportion of children aged under 18, in comparison to the State¹.

Compared to metropolitan Melbourne, Maroondah has a slightly higher proportion of residents aged 50 years and over and a lower proportion of residents aged between 20 and 39².

Maroondah residents feel higher levels of trust than the Victorian average and have a higher level of feeling valued by society³.

734 Maroondah residents identified as being an Aboriginal and/or Torres Strait Islander person⁴. However, the number of Aboriginal and/or Torres Strait Islander people with a significant connection to Maroondah, that is those that have a cultural heritage connection and/or live, work, or play in the municipality, is likely to be higher.

Maroondah is an increasingly culturally and linguistically diverse community. According to the 2021 ABS Census, almost twenty five percent of Maroondah residents are born overseas. The most common countries of birth are China, India, Myanmar, Iran and Malaysia⁵.

There is a strong sense of community participation in Maroondah illustrated by the many committed volunteers who give their time to a diverse range of activities and pursuits. 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 an organised community group. Council itself has approximately 440 volunteers and there are 13,938 across the municipality (2021 ABS Census).

Our environment

Maroondah is home to 653 hectares of open space in the form of reserves, conservation areas, regional parks, trails, sporting fields, neighbourhood parks, recreational open space and more.

The city has 578 parks and reserves with 53 sporting ovals, two golf courses, 134 public playgrounds, three skate areas, and five outdoor exercise equipment locations. Enhanced mobility as well as being connected is supported by 39 kilometres of shared trails across the municipality. Maroondah's 46 bushland reserves offer residents and visitors the enjoyment of wildflowers, diverse wildlife, bush walks, and wetlands.

There are more than 750,000 trees (mostly native species) in parks and reserves providing shade and shelter, a home for wildlife, as well as helping to control water runoff, evaporation and erosion.

Thousands of trees, shrubs and grasses are planted annually across Maroondah, either to replace plants that have reached the end of their lifecycle, or to further build on our already leafy environment. Where possible, Council plants indigenous species to ensure longevity of existing plant and wildlife populations.

Maroondah's residents and businesses are committed recyclers: 25,227 tonnes of recycling and green waste were diverted from landfill in 2022/23, resulting in Maroondah continuing to have a high diversion rate of waste from landfill.

Council has been certified by Climate Active as being carbon neutral for its operation as a public statutory body. Council has implemented emission reduction measures across its built infrastructure, plant and fleet, and natural environments, while also fostering partnerships, to mitigate and adapt to the effects of climate change. For unavoidable greenhouse gas emissions, Council has invested in carbon offset projects that reduce or remove emissions from the atmosphere.

¹ 2021 ABS Census

² 2021 ABS Census

³ (Victorian Population Health Survey 2020).

⁴ (2021 ABS Census)

⁵ Population born overseas | City of Maroondah | atlas.id)

Our economy

More than 10,000 businesses operate within Maroondah, with over 97% of these being small businesses employing less than 20 people. Most businesses are in the construction, property, and business services; finance and insurance; retail trade; and manufacturing sectors.

The largest industry employers are the construction, manufacturing, retail trade and health care sectors. In total, businesses in Maroondah provide employment for over 44,000 people and the municipality has an annual output of \$16.4 billion.

Maroondah has four large activity centres in Ringwood, Croydon, Heathmont, and Ringwood East. The Ringwood Metropolitan Activity Centre (RMAC) is one of the largest in Melbourne. In addition, a range of service and retail precincts are clustered along the Maroondah Highway corridor and in 31 local neighbourhoods, communities, and shopping centres.

Maroondah is well positioned to take advantage of Victoria's future growth, particularly in the RMAC. Croydon is also identified as a Major Activity Centre, with concentrated retail opportunities and medium density housing development continuing to strengthen its town centre.

The Bayswater Business Precinct (BBP) is a thriving business and employment hub identified as a regionally significant industrial precinct in Plan Melbourne, the Victorian Government's metropolitan planning strategy.

Home to 5,800 businesses and supporting more than 33,400 local jobs, of which more than 70 percent live locally in the municipalities of Maroondah, Knox, and Yarra Ranges.

With industries that are well known across Australia and internationally in areas such as heavy vehicle, fibreglass, metals and pharmaceutical production, medical technology, defence and construction, the Bayswater Business Precinct is an advanced manufacturing economic powerhouse, which contributes more than \$19.8 billion to the local and Victorian economies.

In recognition of the important role this Precinct plays within the regional economy, the Maroondah, Knox, and Yarra Ranges councils, have partnered together to maximise investment attraction, business development and employment growth opportunities for the region.



Bayswater Business Precinct (BBP)

Our Community 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

Council worked extensively with the local community to develop a vision for the future of Maroondah, which was adopted by Council in June 2014.

Maroondah 2040 – Our future together, provides a long-term strategic direction for Council and the broader community to continue working in partnership to realise the aspirations of the Maroondah community.

Themes that sit beneath the Community Vision include:

A safe, healthy and active community

In 2040, Maroondah will be a safe, healthy and active community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.

A prosperous and learning community

In 2040, Maroondah will be a thriving regional centre of economic activity and education, where the sustainable growth of local businesses is supported, and diverse lifelong learning opportunities are accessible for all community members.

A vibrant and culturally rich community

In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression and diverse entertainment options.

A clean, green and sustainable community

In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.

An accessible and connected community

In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.

An attractive, thriving and well built community

In 2040, Maroondah will be an attractive, sustainable and well built community with thriving activity centres and a network of neighbourhoods where everyone has the opportunity to live, work and play locally.

An inclusive and diverse community.

In 2040, Maroondah will be an inclusive and equitable community where all people are valued, supported and socially connected, and diversity is embraced and celebrated.

A well governed and empowered community

In 2040, Maroondah will be an empowered community actively engaged in local decision making, led by an innovative community inspired Council that collaborates regionally and proactively champions local needs.

Our organisational vision

Council's organisational vision (below) directly aligns to the Maroondah Community Vision:

We will foster a prosperous, healthy and sustainable community.



Our mission

We are dynamic and innovative leaders, working in partnership to enhance community wellbeing.

Our key enablers

There is a range of enablers that support Council working towards our vision and acting on our mission:

- We are people who are adaptable, capable, positive and engaged.
- In delivering services, we are people focused, proactive, integrated and responsive.
- In our approach to our roles, we are collaborative, strategic, sustainable and best practice.

Our values

- We are **accountable** to each other and our community
- We collaborate in an **adaptable** and **supportive** workplace
- We **perform** at our best
- We are **open, honest, inclusive** and act with **integrity**
- We ensure everyone is **heard, valued** and **respected**
- We are **brave, bold** and aspire for **excellence**.

These values guide the behaviour of employees and their service areas across our organisation, contributing to Council effectively meeting community priorities and expectations.

Our key principles

1. Effective and accountable governance

Council is committed to performing its role in accordance with the overarching governance principles of the *Local Government Act 2020*. We adhere to the principles of effective community engagement, transparency, integrated strategic planning, sound financial management and excellent service performance.

2. Human rights approach

Council strategies/plans, policies, service delivery and decision-making processes are compatible with the *Charter of Human Rights*, which are taken into consideration across all areas of Council service delivery by protecting the rights, interests and responsibilities of individuals and the community in the City of Maroondah.

3. Manage and minimise risk

Council continues to build upon its strong culture of risk management as an integral component of good corporate governance and operations. This is achieved by identifying department and organisational risks and subsequently developing risk mitigation strategies to ensure the sustainable delivery of services, initiatives and amenities.

The identification and management of risk is undertaken in a systematic way, implementing the principles set out in the *Australian Standards for Risk Management AS/NZS ISO 31000:2018*. The *Maroondah Strategic Risk Management Plan* and *Policy* provide the overarching framework for this to be achieved.

How we plan and report in an integrated way



Council's Integrated Planning Framework ensures that our strategic plans, activities, and resources are aligned, to meet the aspirations, priorities, and expectations of the Maroondah community.

Maroondah 2040 - Our future together and the *Council Plan 2021-2025*, along with other legislative and regulatory requirements provide the direction for Council strategy and policies. These documents guide internal service delivery planning which identifies the range of activities, initiatives and projects that will be undertaken by Council to implement the Maroondah 2040 Community Vision.

The Framework includes other key plans, including: the Financial Plan, Asset Plan, Revenue and Rating Plan, Service Delivery Plans, and the Annual Budget. There are also a range of other supporting plans, strategies, and policies. Strategic documents that have been adopted by Council can be accessed via: www.maroondah.vic.gov.au

Reporting on the achievements of the work that Council undertakes is achieved via the Maroondah City Council Annual Report, as well as other regular reporting mechanisms to Council on a quarterly or annual basis, to ensure transparency and that the community is informed of outcomes at the local level.

Maroondah 2040 - Our future together



The Maroondah community engaged with Council to tell us about their aspirations and priorities for Maroondah into the future. These have been grouped into eight outcome areas:

- A safe, healthy, and active community
- A prosperous and learning community
- A vibrant and culturally rich community
- A clean, green, and sustainable community
- An accessible and connected community
- An attractive, thriving, and well-built community
- An inclusive and diverse community.
- A well governed and empowered community

Under each of these outcome areas, a series of key directions guide the activities of Council, its partners and the community, to work in partnership to implement the Community Vision.

Maroondah 2040 - Our future together, provides a strong strategic direction for Council and the broader community to continue working in partnership to realise the aspirations of the Maroondah community.

Council Plan



The *Council Plan 2021-2025* is a four-year plan which is developed via a broad and deliberative community engagement process in partnership with the community. The Council Plan outlines Council's medium-term key activities (strategies) that work towards delivering *Maroondah 2040 - Our future together*, and its

associated priorities. Specifically, the Council Plan outlines the role of Council in implementing the Maroondah Community Vision.

Annual Budget and Long-Term Financial Plan



The Annual Budget specifies the resources required to fund Council's services and initiatives. It outlines the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the *Council Plan 2021-2025*, for each of the eight outcome areas.

The Budget includes both strategic and operational information. At the strategic level, the Budget details how the services and initiatives that will be funded will contribute to the achievement of the strategic objectives in the Council Plan, as well as the indicators and measures to monitor service performance outcomes. It also contains major initiatives of Council which have been identified as key priorities for the financial year. At the operational level it expresses the funding of services and initiatives through financial statements describing in detail the income, expenditure, assets, liabilities, equity, cash and capital works required.

The Long-Term Financial Plan describes the financial resources required to implement the Council Plan, as well as other strategies of Council (expressing them over a rolling 10-year period).

Asset Plan

The Asset Plan communicates the importance and magnitude of the infrastructure assets for which Council is the custodian.

Council manages community assets valued at \$2.1 billion in accordance with community needs and local, state, and national plans, policies, legislation and standards. This represents a significant investment made over many generations and requires prudent management of these assets to ensure long-term sustainability and the continuity of service provision to the community.

The Asset Plan provides information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets, over a rolling 10-year period.

Revenue and Rating Plan

The four-year Revenue and Rating Plan describes how Council will generate income to deliver on the commitments in the Council Plan including initiatives, programs, services, and capital works. The Plan identifies each source of revenue to be included in the Council Budget. Council's revenue sources include:

- Rates and charges
- Grants from other levels of government
- Statutory fees and fines
- User fees
- Cash and non-cash contributions from other parties such as developers and community groups
- Interest from investments.

- **Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 (incorporating the Maroondah Municipal Public Health and Wellbeing Plan)** is Council's key social environment strategic plan that describes how Council, and its partners will work towards achieving enhanced community wellbeing, liveability, and resilience over the next 10 years.
- **Municipal Emergency Management Plan** is a multi-agency plan prepared to address the prevention of, response to, and recovery from, emergencies across Maroondah
- **Other Council policies, strategies, and plans** - There are a broad range of other policies, strategies and plans that contribute to the delivery of outcomes and key directions within *Maroondah 2040 - Our future together* and the *Council Plan 2021-2025*. All community facing policies, strategies and plans can be found on Council's website at www.maroondah.vic.gov.au

Additional plans

In addition to *Maroondah 2040 - Our future together* and the *Council Plan 2021-2025*, there are a range of other strategies that have a significant influence on Council and our community, including:

- **Maroondah Planning Scheme (including the Municipal Planning Strategy)** - contains policies and controls that affect how land can be used and developed. The Municipal Planning Strategy includes strategic directions about how Maroondah is expected to change through the implementation of the planning scheme.

Service Delivery Plans

Maroondah 2040 - Our future together, *Council Plan 2021-2025*, *Financial Plan* and *Asset Plan* set the direction for detailed service delivery plans across each of Council's service areas. These plans are reviewed annually to meet community needs and expectations.

Budget

The Budget documents the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the *Council Plan 2021-2025* for each of the eight outcome areas.



Community engagement



Council is committed to engaging with our community in a meaningful, accountable, responsive, and equitable way.

Our local community and other key stakeholders play a vital role in shaping the City of Maroondah, now and into the future. Council considers effective community engagement

to be an essential component of good governance and leadership.

Community engagement is a planned process that provides a range of opportunities for our community to be involved in Council activity, including decision-making, relationship building, initiative development and implementation and community strengthening, to name a few.

Effective community engagement is achieved when the community is authentically participating in community engagement activity. The outcome of high-quality community engagement enables Council to have all of the relevant information it needs to make well-informed decisions at a strategic level and creates an enhanced level of understanding between Council and our community.

Council's approach to community and stakeholder engagement is guided by Council's *Community Engagement Policy*, as well as the community engagement principles set out under Section 56 of the *Local Government Act 2020*, which details the minimum requirements for some specific engagement activity for example, when deliberative engagement is required to be implemented. Council's engagement activities aim to gain a strong understanding of our community's priorities, to ensure we can respond appropriately into the future.

Community Engagement Policy

The Maroondah *Community Engagement Policy 2021* is a formal expression of Council's commitment to effectively engage with the Maroondah community to understand the diversity of views, experiences, and priorities.

The Policy details a set of commitments that guide the planning, development, implementation, evaluation, and continuous improvement of all community engagement activity undertaken by Council.

It outlines the principles of the International Association for Public Participation (IAP2) which guides best practice in community engagement activity. The Policy also seeks to improve Council's engagement processes and its related outcomes by:

- Encouraging a consistent approach to community engagement
- Implementing an approach underpinned by continual learning and evaluation of engagement activity
- Expanding the range of engagement methodologies utilised
- Detailing the importance of closing the loop with the community

The Policy is supported by a comprehensive Community Engagement Toolkit designed to practically implement Council's Policy and guide Council officers in the effective planning, implementation and evaluation of community engagement activities.

Deliberative engagement

Deliberative engagement is an approach which encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs, and evidence to reach a consensus and/or make recommendations.

Section 55 (2(g)) of the *Local Government Act 2020* requires that Council's *Community Engagement Policy* detail when deliberative engagement must occur - in the development of the Community Vision, Council Plan, Long Term Financial Plan and Asset Plan.



Our Council

The role and function of Council



Section 64A (1) of the *Victorian Constitution Act 1975* describes local government as a distinct and essential tier of government consisting of democratically elected representatives (Councillors) who have the functions and powers that the Parliament considers necessary to ensure the peace, order, and good government of each municipal district.

The role of a Council is defined in the *Local Government Act 2020*, which formalises a Council's legal status, purpose, and objectives; delegates Council with specific functions and powers; and imposes Council with various duties.

Council's role is to:

- Deliver services that meet the priorities and expectations of the Maroondah community
- Advocate on behalf of the community, to other levels of Government
- Facilitate the delivery of effective outcomes by working in partnership with residents, businesses, community organisations and other key stakeholders.

Over 120 different services are provided by Council including: aged and disability support services, business support, community planning and development, children and youth services, infrastructure maintenance and renewal, leisure and sporting facilities, maternal and child health, parks and reserves, planning and building, drainage, roads and footpaths, waste and recycling and many more.

Our Councillors and wards

The municipality is divided into nine Wards': Barneong, Bungalook, Jubilee, McAlpin, Tarralla, Wicklow, Wombolano, Wonga and Yarrunga. Each ward is represented by one Councillor.

Councillors are responsible for the stewardship and governance of Council. The nine Councillors are the elected representatives of residents and ratepayers across Maroondah.

Section 28 of the *Local Government Act 2020* defines the role of a Councillor:

- Participate in the decision making of the Council
- Represent the interests of the municipal community in that decision-making
- Contribute to the strategic direction of the Council through the development and review of key strategic documents and policies of Council, including the Council Plan.

Mayor and Deputy Mayor

Cr Steane was elected to the position of Mayor on 9 November 2022.

Cr Steane is Maroondah's 27th Mayor. Cr Steane served as Mayor from 9 November 2022 to 30 June 2023. Prior to Cr Steane being elected, Cr Symon served as Mayor from 1 July to 8 November 2023. As Mayor of Maroondah, Cr Steane represents Council at the Eastern Region Group of Councils.

Cr Damante was elected to the position of Deputy Mayor on 9 November 2022 to 30 June 2023. Prior to Cr Damante being elected, Cr Steane was the Deputy Mayor from 1 July to 8 November 2023. The Deputy Mayor provides support to the Mayor during the Mayoral term.

Council election

Local government elections in Victoria are for a term of four years and are conducted by the Victorian Electoral Commission.

The last general election for Maroondah City Council was held on 24 October 2020. The next general election for Council will be held on 26 October 2024.

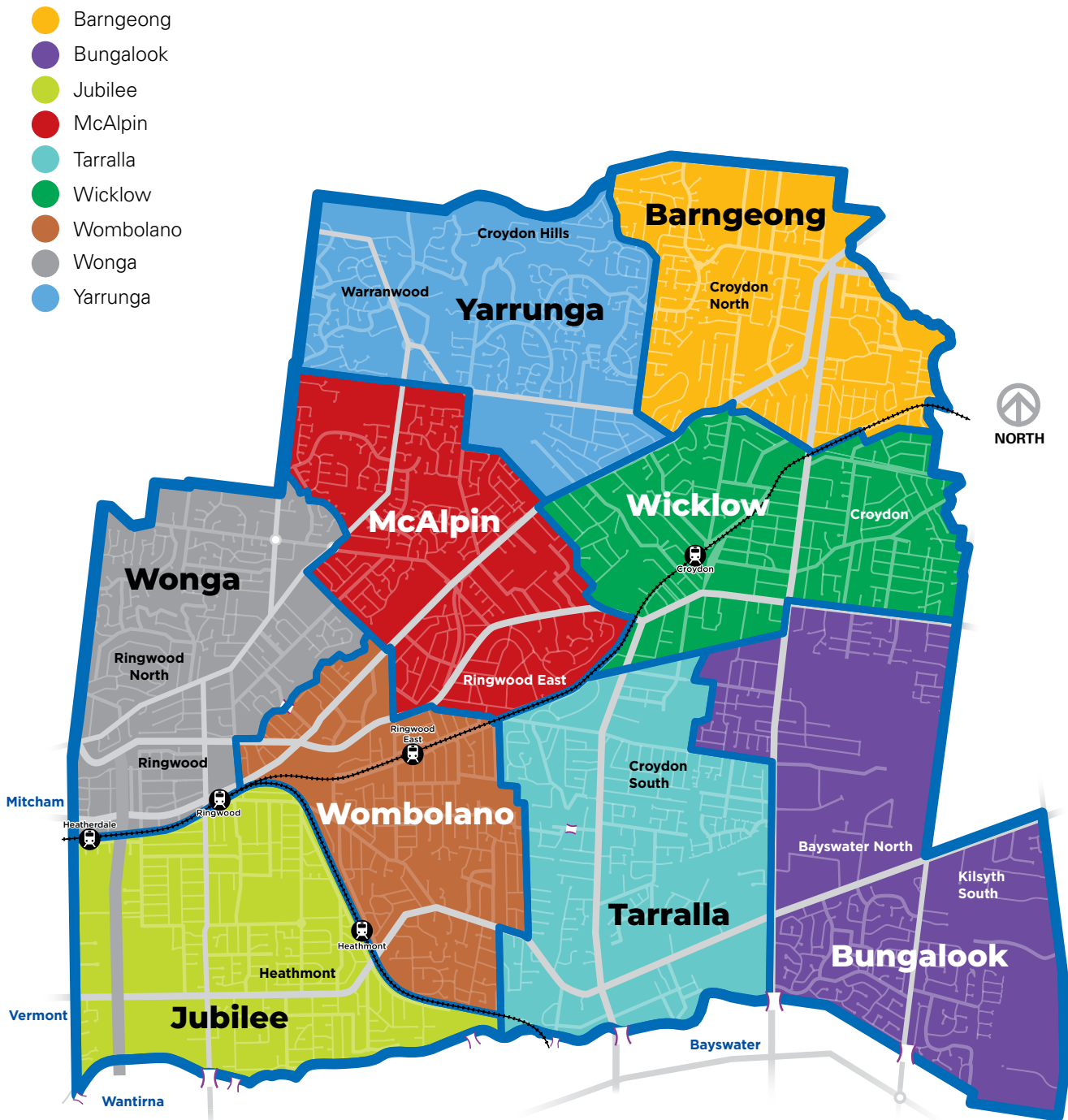
Mayoral election

The Mayor is elected by the Councillors, typically for a one-year term. The role of Mayor is significant as the leader and spokesperson of Council. The Mayor performs an important leadership, social and ceremonial function and chairs all Council meetings.



Maroondah City Council's civic and administrative offices are located in Realm at Ringwood Town Square

Wards and Councillor Representation



Barnggeong Ward



Cr Marijke Graham

Mobile: 0418 109 015

marijke.graham@maroondah.vic.gov.au

Bungalook Ward



Cr Tony Dib OAM JP

Mobile: 0438 515 089

tony.dib@maroondah.vic.gov.au

Jubilee Ward



Cr Mike Symon

Mobile: 0436 002 080

mike.symon@maroondah.vic.gov.au

McAlpin Ward



Cr Suzy Stojanovic

Mobile: 0429 916 094

suzanne.stojanovic@maroondah.vic.gov.au

Tarralla Ward



Cr Paul Macdonald

Mobile: 0436 001 760

paul.macdonald@maroondah.vic.gov.au

Wicklow Ward



Cr Tasa Damante

Deputy Mayor

Mobile: 0436 704 819

tasa.damante@maroondah.vic.gov.au

Wombolano Ward



Cr Kylie Spears

Mobile: 0436 003 660

kylie.spears@maroondah.vic.gov.au

Wonga Ward



Cr Linda Hancock

Mobile: 0473 194 871

linda.hancock@maroondah.vic.gov.au

Yarrunga Ward



Cr Rob Steane OAM

Mayor

Mobile: 0407 519 986

rob.steane@maroondah.vic.gov.au

Corporate Management Team

Within the framework of strong strategic leadership, the position of the Chief Executive Officer (CEO) is established by the *Local Government Act 2020*, to oversee the day-to-day management of Council operations.

At Maroondah City Council, the CEO, together with four Directors (Assets & Leisure, Chief Financial Officer, People & Places, Strategy & Development), form the Corporate Management Team (CMT) and lead the organisation. CMT meet on a weekly basis to oversee and manage the operations of Council. Members of CMT attend all Council meetings to provide the relevant information and advice, enabling Council to make informed decisions.

CMT is supported by Service Area Managers and employees with specialist skills to develop, implement, manage, and deliver the operational and administrative activities required to meet the needs, priorities and expectations of the community.



Chief Executive Officer – Steve Kozlowski

Steve has 34 years of senior local government management experience at Chief Executive Officer and Director levels, including 10 years with Maroondah City Council from 1994 to 2003. From 2004, he was Chief Executive Officer at East Gippsland Shire until he re-joined Maroondah City Council on 8 September 2014 as Chief Executive Officer.

Steve has held executive positions on a number of national, state, and regional committees across a range of interests including economic development, environmental planning, tourism, coastal settlement development and community development. Steve is chair of the Melbourne Regional Development Australia (RDA) Committee having been jointly appointed to the position by the Victorian and Australian Governments. He is a member of the Metropolitan Development Advisory Panel that provides advice to the State Ministers for Planning and Suburban Development. In addition, Steve is also a member of the Victorian Government's Eastern Metropolitan Regional Partnership, and a member of the Eastern Region Group of Councils (ERG).

Steve is a fellow of several professional associations including the Australian Institute of Company Directors (AICD) and Local Government Professionals (LGPro). He holds a Master of Business Administration, a Graduate Diploma in Business Administration and a Bachelor of Business (Local Government).



Director Assets and Leisure – Adam Todorov

Adam is responsible for Leisure and Major Facilities, Operations, and Projects and Asset Management.

Adam joined Maroondah City Council in 2001 and has over 22 years of experience in the sector, spanning Engineering, Infrastructure Management, Assets and Facilities. He has held a number of leadership and management roles within the organisation, including six years as a Director. During this time Adam has overseen the delivery of Council's largest ever annual capital works program, providing significant benefits to the Maroondah community.

Adam's tertiary qualifications include a Bachelor of Engineering (Civil), attaining Upper Second-Class Honours. He is an Associate Fellow of the Institute of Managers and Leaders (iML), and a Member of Engineers Australia and Local Government Professionals Australia (LGPro).



Director/Chief Financial Officer – Tony Rocca

Tony is responsible for Cyber and Technology, Finance and Commercial Services, and Governance and Performance service areas.

Tony commenced with Maroondah City Council in 2016, as the Manager Finance and Governance and has over 10 years' experience in Local Government, most recently with Frankston City Council. He also has over five years' experience in Internal Audit, Financial Audit and Continuous Improvement across the Victorian Government and Private Sector.

With a focus on working towards better practice principles, Tony has a passion for working towards achieving better community outcomes, whilst striving to deliver high quality internal services to support the wider organisation.

Tony's tertiary qualifications include a Bachelor of Business and Commerce majoring in Accounting and Commerce, and a Post Graduate Diploma in Property and Valuation. Tony is a Member of the Institute of Chartered Accountants and is currently the Vice President of the Local Government Finance Professionals Association (FinPro).



Director People and Places – Marianne Di Giallonardo

Marianne is responsible for Business and Precincts, Communications and Citizen Experience, Community Services and People and Culture portfolios.

Marianne has over 42 years' experience in a range of local and Victorian Government arenas, including senior leadership and management across the portfolios of Corporate, Community and Leisure, and Infrastructure Services management.

Her tertiary qualifications include Certified Manager with the Institute of Managers and Leaders, a Master of Business Administration, Graduate Diploma of Business, Bachelor of Arts (Youth Affairs) and Diploma of Youth Work. She is a member of a number of sector boards including the Local Government Professionals Director Special Interest Group Executive and holds professional memberships with the Australian Human Resources Institute (AHRI), Australian Institute of Company Directors (AICD), Institute of Managers and Leaders (iML), Committee for Economic Development of Australia (CEDA), Institute of Public Administration Australia (IPAA), Local Government Professionals (LGPro) and Victorian Chamber of Commerce and Industry (VECCI).



Director Strategy and Development – Andrew Fuaux

Andrew is responsible for Engineering and Building; Community Safety (including Health, Local Laws and Emergency Management); City Futures (including Strategic Planning, Sustainability and Community Wellbeing); and Council's Statutory Planning and Development Services.

Andrew has 24 years of local government experience. He commenced with Maroondah City Council in 2010 as Manager Statutory Planning and was appointed Director City Development in 2018, applying his wealth of experience from his leadership and management roles at Whitehorse and Yarra Ranges Councils across a diverse range of service areas, including: planning, engineering, health services, local laws, and environmental management.

Andrew's tertiary qualifications include a Graduate Diploma in Urban Policy and Planning and a Degree in Social Science (Environmental Assessment and Policy). He is a Fellow of the Institute of Managers and Leaders (previously AIM), and member of the Victorian Planning and Environment Law Association (VPELA), and the Australian Institute of Company Directors (AICD).

Organisation structure

The following chart details the organisational structure of Maroondah City Council as of 30 June 2023.

There are 15 service area Managers and 1,212 employees (504.53 EFT) that work to deliver high quality outcomes that respond to the priorities of the local community.



Corporate performance and values

The CEO, Directors and Service Area Managers are all employed under fixed-term employment contracts. Their performance is evaluated and reviewed annually, against key performance indicators.

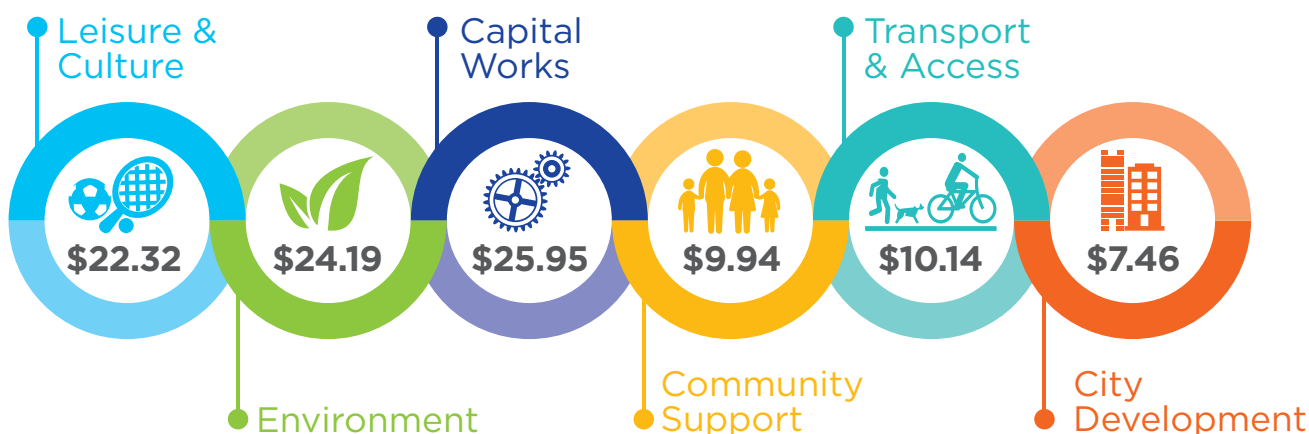
Councillors review the performance of the CEO, whilst the CEO reviews the performance of the Directors and Service Area Managers. Employees across Council are involved in an annual appraisal process which evaluates the previous 12 months and plans for the forthcoming 12 month period.

Resource allocation for service delivery

The information below highlights how Maroondah City Council has allocated resources during the 2022/23 financial year for the provision of a broad range of services and initiatives:

For more information on Council's financial performance during 2022/23, please see the Financial Report located at the end of this Report.

Rates and charges spent per \$100



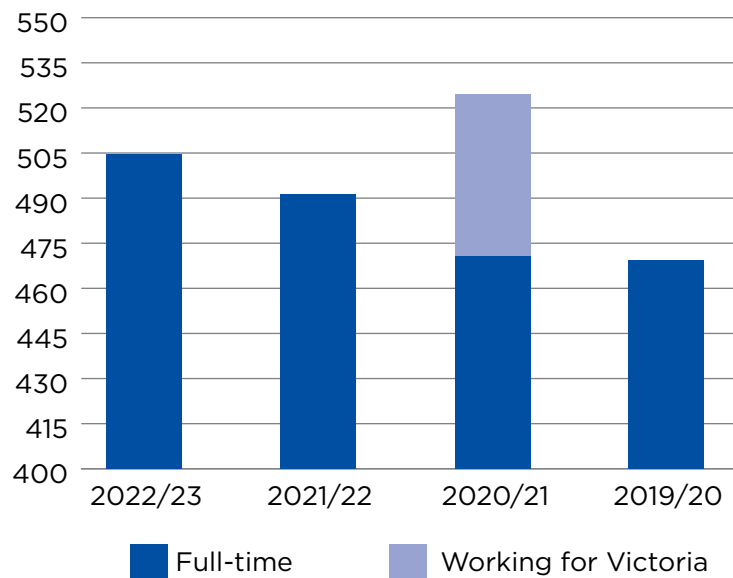
Organisational profile

There was a total of 1,212 employees at Maroondah City Council at 30 June 2023.

The 1,212 comprises of 362 full-time employees, 279 part-time employees, and 571 casual employees: resulting in an equivalent of 504.53 full-time employees (excluding casuals). The following table provides an overview of Council's workforce:

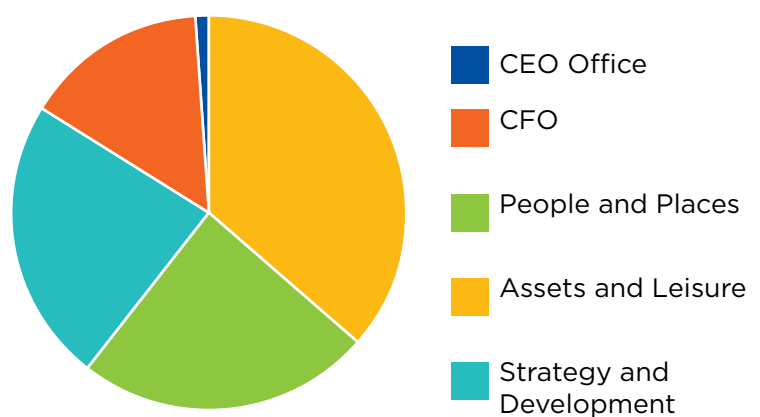
Total equivalent full-time employees (as of 30 June annually)

Year	EFT
2022/23	504.5
2021/22	491.18
2020/21	524.68*
2019/20	469.50



Equivalent full-time employees by Directorate (as at 30 June 2023)

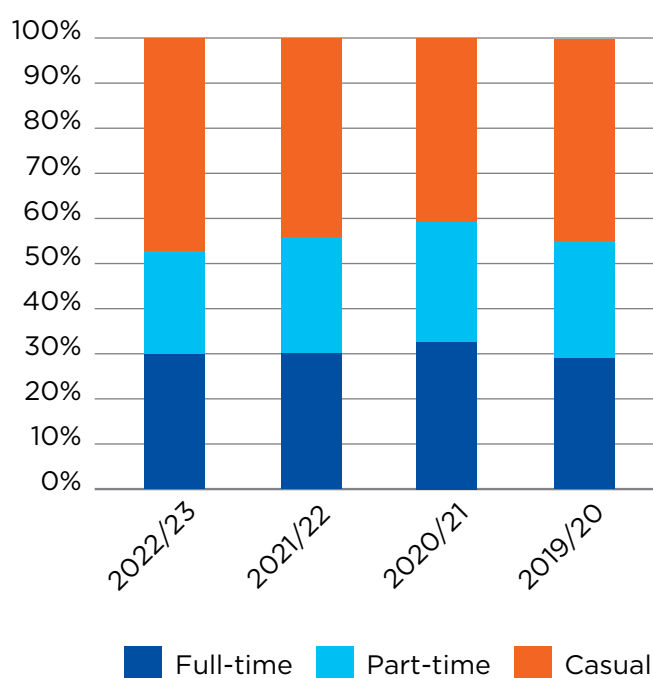
	EFT
CEO Office	4.58
CFO	76.25
People and Places	121.52
Assets and Leisure	184.08
Strategy and Development	118.11
Total	504.54



*In 2020/21 the Victorian Government Working For Victoria grant scheme enabled Council to employ 54 people on a six month maximum term arrangement during the coronavirus (COVID-19) pandemic resulting in a higher than normal EFT.

Categories of Employees (% of total employees as at 30 June 2023)

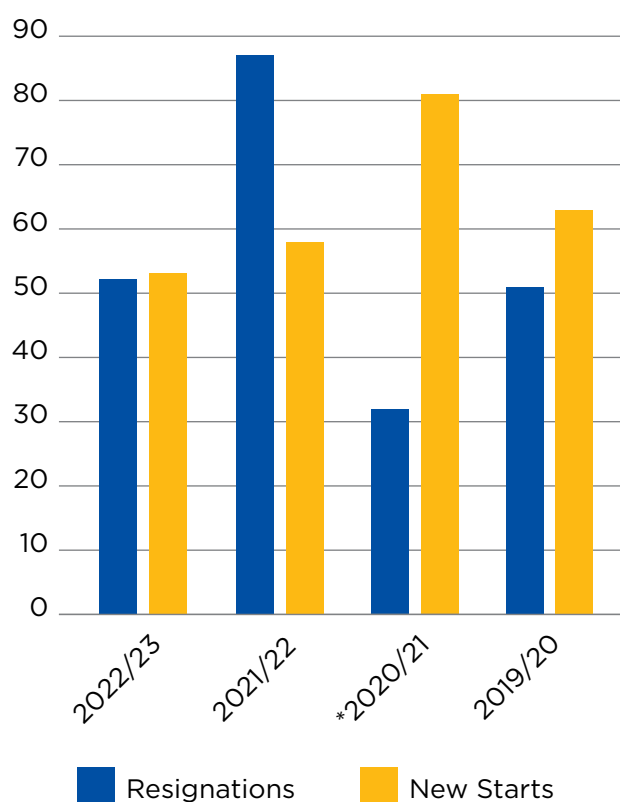
Year	Full-time	Part-time	Casual
2022/23	30.0%	23%	47%
2021/22	30.3%	25.6%	44.0%
2020/21	32.6%	26.8%	40.6%
2019/20	29.2%	26.1%	44.7%



Resignations and new employees

Year	Resignations	New Starts
2022/23	52	53
2021/22	87	58
2020/21	32	81*
2019/20	51	63

(Please note data represents full-time equivalent employees)



*In 2020/21 the Victorian Government Working For Victoria grant scheme enabled Council to employ 54 people on a six month maximum term arrangement during the coronavirus (COVID-19) pandemic resulting in a higher than normal EFT.

Employee recognition

Employee milestones for significant long service is acknowledged and recognised in June each year. These service milestones demonstrate a strong organisational culture of excellence in people leadership across the organisation.

In 2022/23:

- 25 Council employees achieved 10 years of service
- 9 Council employees achieved 20 years of service
- 4 Council employees achieved 30 years of service.

Employees achieving exceptional performance are recognised through the Recognising Extra Value (REV) Program. In 2022/23, REV Awards and letters of recognition were presented to 92 employees.

Recognition is also given to employees for successfully completing a course of study. In 2022/23, three employees successfully completed their studies.

Workplace People and Culture

People and Culture is committed to the provision of quality services and activities to meet the aspirations, needs and expectations of Council and the community.

Our commitment to continuous improvement ensures an ongoing review of our organisational systems and processes, to investigate improved ways of working, thereby creating strengthened effectiveness and increased efficiency.

Council, as a service provider, is people focused. Given that change over time is inevitable, human resources initiatives and strategies must evolve and respond to the changing needs of business, the community, the market as well as regulatory needs and demands, while at the same time maintaining a positive workplace culture.

A new *People and Culture Strategy 2023-2027* is currently being developed which links to Council's integrated planning framework. The Strategy aims to provide an organisational direction for the development, implementation, review and measurement of People and Culture initiatives, activities, and systems for the next four years, as a means of achieving optimal and sustainable outcomes within the available resources.

The six focus areas of the Strategy are:

1. Improving organisational effectiveness and efficiency
2. Environmental alignment (community engagement)
3. Workforce management and planning
4. The employee experience and workplace culture
5. Achieving and maintaining legal compliance
6. Human resources operational excellence.

People and Culture's strategic and operational service delivery activities are aligned with, and seek to advance, these six key focus areas.

Valuing diversity

Maroondah City Council promotes a culture of awareness and the celebration of diversity. Council values and promotes equality in the workplace and is committed to supporting those who have been discriminated against, harassed, or bullied. Council prides itself on ensuring our employees undertake professional training and capacity building in all aspects of equal opportunity as well as valuing diversity.

Workplace giving

Employees at Maroondah City Council continue to donate to various charities on a monthly basis. The charities selected reflect employee interest or a particular involvement with a charity. All charities are registered charities in Australia. A total of \$44,058.91 was donated by employees in 2022/23.



The Backyard is Ringwood Arts Precinct's most surprising space. It features outstanding murals, performances and events.



A safe, healthy and active community

Our Vision

In 2040, Maroondah will be a safe, healthy and active community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.

Our commitments

The *Council Plan 2021-2025 (2022/23 Update)*, identified six priority actions to be delivered during the 2022/23 financial year, to work towards a safe, healthy and active community.

Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs



Status: In progress

Responsibility: Community Safety

A broad range of strategic initiatives were identified in the *Maroondah COVID-19 Recovery Plan* which have since been implemented to aid the recovery of the municipality in response to the global coronavirus (COVID-19) pandemic. Council has continued to engage with the different sectors of the community regarding the on-going social and economic impacts of the pandemic, and continues to support COVID-19 safe messaging, vaccination and Rapid Antigen Test (RAT) distribution.

Several Victorian Government-funded initiatives closed this year, including outdoor activation and emergency relief. Relevant social and economic data was collected, analysed, and reported, to ensure that Council service delivery over time remains aligned with changing community needs and inform the development of key Council initiatives.

Design and construct a dog park in Ringwood North



Status: Complete

Responsibility: Projects and Assets

Council successfully advocated for \$275,000 from the Victorian Government through the Local Parks funding program to contribute towards a purpose-built dog park in Ringwood North.

The fully-fenced Parkwood Dog Park opened for community use in September 2022 and is the second dog-only park in the municipality following the Eastfield Dog Park opening in 2017.

The new Parkwood Dog Park features: double entry gates, a range of elements to entertain dogs of all sizes including agility equipment, and a time-out zone for dogs requiring quieter spaces.

Design and construct sporting infrastructure upgrades at Jubilee (regional cricket hub), Proclamation, Springfield, Cheong, and Ainslie parks, and at Dorset Recreation, Silcock and JW Manson reserves



Status: In progress

Responsibility: Projects and Assets

As a result of funding from Maroondah City Council, in partnership with the Australian Government and the Victorian Government, several significant multipurpose pavilion redevelopment projects were completed across Maroondah.

A new multipurpose pavilion at **Proclamation Park** was formally opened in August 2022. The \$3.35 million redevelopment provides 180-degree views of the baseball and cricket fields and was delivered with funding from the Victorian Government and Cricket Victoria.

A new multipurpose pavilion at **Ainslie Park** was formally opened in December 2022. The \$1.9 million redevelopment included female-friendly player and umpire change rooms; a first-aid room; accessible shower and toilet amenities; match day public toilets; a social space; and a kitchen and kiosk.

Re-development of **Cheong Park** pavilion commenced in February 2022 and was formally opened in April 2023. The \$1.8 million project was funded by the Australian Government (\$500,000) and from the Victorian Government (\$325,000). The redeveloped pavilion includes female-friendly change rooms, umpire change rooms, game day toilets, a social space and kitchen and improvements to the accessibility of the pavilion.

The \$9 million redevelopment of **Dorset Recreation Reserve** was formally opened in April 2023 funded by Council in partnership with the Australian Government (\$2 million) and the Victorian Government (\$2 million). The project involved the establishment of a new multipurpose community and sports hub which is home to Croydon City Soccer Club and provides a hub for Maroondah's Burmese/Myanmar community. The redevelopment of the Reserve also includes two new soccer pitches (one synthetic and one turf), volleyball courts and sports field lighting. Additional works included upgrades to open space areas and enhancements to the accessibility of the precinct, with improved lighting, signage and carparking.

The redevelopment of **JW Manson Reserve** sporting pavilion in Wantirna was undertaken during 2022/23. The new pavilion includes female-friendly player and umpire change rooms, first-aid room, accessible shower and toilet amenities, match day public toilets, a multipurpose room, office space, balcony, lift, kitchen, bar and kiosk. This \$4.5m project was delivered with \$2.5m in funding support from the Victorian Government.

A number of new facilities were also constructed over the past 12 months in partnership with the Australian and Victorian governments, including the new \$580,000 Town Park sportsfield in Croydon, \$4.5 million indoor cricket training centre at Jubilee Park, and the new sportsfield lighting at East Ringwood Reserve.

Review, update and implement Council's *Physical Activity Strategy*, and develop and implement a *Stadium Sports Strategy*



Status: In progress

Responsibility: Leisure and Major Facilities

Community engagement for the *Maroondah Physical Activity Strategy* is underway and will be completed in 2023/24.

The *Maroondah Stadium Sport Strategy* will include an assessment of the current provision of indoor focussed facilities across Maroondah and neighbouring municipalities, a current and future demand analysis, and recommendations about managing future growth demands within Maroondah.

Finalise and implement the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* (including the *Health and Wellbeing Action Plan 2021-2023* and *Positive Ageing Framework and Action Plan 2021-2025*)



Status: Strategy adopted, Implementation in progress

Responsibility: City Futures and Community Services

In 2022/23, Council continued the implementation of the Year 2 actions in the *Maroondah Health and Wellbeing Action Plan 2021-2023*. Actions were undertaken across the priority areas of healthy lifestyles; liveable neighbourhoods; safe communities; social inclusion; embracing diversity; and social harms.

Highlights include the continued delivery of mental health and wellbeing initiatives; development of the *Maroondah Play Strategy*; implementation of the *Gender Equality Action Plan*; activities to celebrate and recognise Indigenous culture; and development of Council's *Disability Action Plan 2022-2026*.

Council also continued the implementation of the Year 2 actions in the *Positive Ageing Framework and Action Plan 2021-2025* including a community awareness campaign about elder abuse.

Work in partnership with a broad range of service providers and agencies, to develop and deliver services and cultural experiences in the Croydon Community Wellbeing Precinct (CCWP)



Status: In progress

Responsibility: City Futures

The staged transformation of the existing Croydon Civic Precinct into the Croydon Community Wellbeing Precinct (CCWP) has a focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children's facilities, arts and cultural spaces, sport and recreation facilities, and open space.

These combined elements will also enhance accessibility and connectivity for the community. A new Hub B commenced operations at the beginning of 2023 with several key Council and community services and community groups successfully relocated to this new fit-for-purpose facility. Council will continue to engage with a range of services and user groups in the Precinct to plan and support future moves and ensure that community needs are met.



Ashleigh and Geraldine are all smiles at Maroondah Night Run despite the cold winter conditions



A safe, healthy and active community

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Offence rate per 100,000 population in Maroondah	Decrease	6,521.2	6,246.0	6,743.8	6,671.1
Percentage of Maroondah residents reporting their health as very good or excellent	Increase	Result not available*	Result not available*	Result not available	40.1%
Maroondah resident satisfaction with life as a whole	Increase	Result not available*	Result not available*	Result not available	76.3%

The full suite of community indicators of progress is available in the table on page 134

* Next data update expected in 2024.

Service delivery performance measures

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Attendance at Council aquatic and leisure facilities as a proportion of the residential population	Increase	9.43	4.4	3.3	7.6
Number of delivered meals	37,500	48,000	43,692	42,798	34,595
Participation in 4-week key age and stage Maternal and Child Health visit	90-110%	95.72%	101.3%	97.3%	98.2%
Site assessments/visitations to registered food/health premises	As per requirement	1,726	1,773	1,578	2,165
Community satisfaction with enforcement of local laws	Increase	62	66	64	65
Community satisfaction with emergency and disaster management	Increase	66	68	72	67





A safe, healthy and active community

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a safe, healthy and active community. Some highlights from the year are detailed below.

Working towards a safe community

Review of General Amenity Local Law no. 11 that addresses public safety and amenity

As part of the General Amenity Local Law 11 review, a thorough community engagement process was undertaken to better understand community needs regarding public safety and amenity issues. The information and feedback were then collated and analysed to inform the development of the Community Local Law (renamed).

Once the new Local Law was drafted, it was placed on public exhibition to seek further community feedback. The feedback has been reviewed and some amendments have been made to the wording and definitions of specific clauses in the Local Law, to reflect feedback. The document will be presented to Council for formal consideration during 2023/24.

Review of Maroondah's emergency management planning arrangements

Council's Municipal Emergency Management Planning Committee (MEMPC) undertook a review of the *Municipal Emergency Management Plan* (MEMPC) using the emergency management plan assurance framework, developed by Emergency Management Victoria.

The MEMPC is a multi-agency collaboration group whose members bring their organisation, industry and/or personal expertise to emergency management planning for Maroondah.

The 2023-2026 *Municipal Emergency Management Plan* (MEMPC) was officially endorsed by the Regional Emergency Management Planning Committee (REMPC) in May 2023.

Promote community awareness about elder abuse

Elder abuse was one of the main issues identified in the *Maroondah Positive Ageing Framework and Action Plan 2021-2025*. In response, Council undertook a community awareness World Elder Abuse Awareness Day campaign about elder abuse during 2022/23, including a Council employee awareness activity session; and community events in collaboration with Ringwood East Senior Citizens Club and North Ringwood Senior Citizens Club. The EngAge short story competition was a collaboration with Eastern Regional Libraries where a total of 88 stories from pre-primary to secondary school students were received about how an older person has influenced their life. An awards ceremony for finalists and their families was held at Realm on 7 October 2022.

Council also continues to participate as a member of the Eastern Elder Abuse Network (EEAN), auspiced by the Eastern Community Legal Centre.

Implementation of the Child Safe Standards

The Victorian Government introduced updated Victorian Child Safe Standards which came into effect on 1 July 2022.

The Standards aim to promote the safety of children, prevent child abuse, and ensure that organisations have processes in place to respond to and report all allegations of child abuse.

In response to the updated Standards, Council has reviewed and updated its own child safety policies and practices, including adopting a new *Child Safety and Wellbeing Policy*; rolling out child safety training to all Council employees and volunteers; and implementing new criteria for employee Working with Children Checks.

Council is working to ensure that the standards are embedded across the organisation and is committed to creating and maintaining a child-safe and child-friendly organisation where all children and young people are valued and protected from harm and abuse.

Maroondah City Council, in collaboration with Knox and Yarra Ranges Councils, offered three online information sessions to local community organisations and groups to support their understanding of the Child Safe Standards and their related obligations.

Support for women and families experiencing domestic violence

The 16 Days of Activism Against Gender Based Violence is an annual global campaign that promotes gender equality and encourages communities to take action to prevent all forms of gender-based violence including violence against women and girls, sexual assault, coercive control and elder abuse.

In the Eastern Metropolitan Region (EMR), the campaign is supported by the partner organisations participating on Together for Equality and Respect (TFER) the regional strategy for Preventing Violence Against Women, led by Women's Health East. The partnership comprises of the seven local governments in the EMR, community health services and other agencies that focus on primary prevention efforts to end violence against women.

During the 16 Days of Activism across November and December 2022, Council displayed seven billboards in prominent locations across the municipality with messages relating to the prevention of family violence and gender equality. Council worked with regional partners including Women's Health East (the Margins to Mainstream Project), Eastern Community Legal Centre's 'Matter of Respect' Project with Falam and Chin communities, Victoria Police and Mullum Mullum Indigenous Gathering Place to develop messages reflecting intersectionality, diversity, and inclusion.

Council received consortium funding of \$5,000 from Safe and Equal (the peak body for family violence services in Victoria) to support delivery of the '16 Steps to Respect' Project as part of the 16 Days of Activism in partnership with Mullum Mullum Indigenous Gathering Place, Boorndawan Willam Aboriginal Healing Service, Victoria Police and Eastern Community Legal Centre. The project consisted of art workshops with men, women, and young people from both First Nations organisations, which resulted in the creation of 16 mosaic tiles/pavers that were presented to Victoria Police and installed in the foyers of Croydon and Ringwood Police Stations.

A key aim of the initiative was to foster greater understanding and respect between men, women, the First Nations community, Victoria Police and Project partners, as well as raise awareness of gender-based violence.

Council also supported the TFER Margins to the Mainstream regional campaign during the 16 Days of Activism led by Women's Health East that focused on prevention of violence against women with a disability.

Partnerships to improve mental health outcomes and address family violence

Council's Maternal and Child Health service continues to develop strong partnerships to improve the mental health and wellbeing of children and their families through improved referral pathways.

Key partners include Eastern Access Community Health (EACH); Eastern Health Mental Health Services; Eastern Community Legal Centre (ECLC); Eastern Health Perinatal Emotional Health Service (PEHS) for women experiencing emotional health issues including postnatal depression and trauma impacting mental health during the first 12 months post birth; the Mercy Health O'Connell Family Centre providing early parenting support for vulnerable families; and Eastern Health Child and Youth Mental Health Service (CYMHS).

Online safety for women

A free online 'Social media self-defence' workshop was held in June 2022, to help women use social media platforms more safely. A second session was held in November 2022, catering specifically for women aged over 55. The sessions were presented by eSafety Women, in partnership with the eSafety Commissioner, Eastern Domestic Violence Service (EDVOS), and Maroondah, Knox and Yarra Ranges councils.

In March 2023, two additional Social Media Self Defence sessions were facilitated, specifically designed for women with disabilities, in recognition that this cohort are more likely to be the target of online abuse. The sessions were delivered in partnership with the eSafety Commission and Women's Health East as a pilot project to trial the delivery of the material in a way that catered for all abilities.

The online session provided participating women and girls with the tools to navigate social media and the online world safely. The session covered: using privacy settings; recognising online abuse and reporting it; and protecting participants own wellbeing.



A safe, healthy and active community

Primary prevention initiatives to address alcohol related harm

The Raise the Bar pilot project funded by VicHealth over a three-year period explored alcohol consumption and drinking behaviour in the community sporting club context. The project was coordinated by Knox and Maroondah City councils in partnership with two senior Eastern Football and Netball League (EFNL) clubs. The project sought to explore and understand club cultures, beliefs, and practices in relation to the serving and consumption of alcohol.

In line with VicHealth's strategic focus on alcohol harm prevention, the project aimed to generate positive cultural change and promote welcoming and inclusive club environments through a range of co-designed initiatives. The project delivered tangible outcomes including the review of alcohol policies, codes of conduct, governance arrangements, as well as improving the communication of club values and expectations to members, implementing interventions to support responsible drinking, improving governance structures, and updating health information available to members. Most of these identified initiatives will be implemented in the 2023 EFNL season.

Maroondah Liquor Accord continues

The Maroondah Liquor Accord was established in 2015 and is a joint initiative between licensees, Victoria Police, Maroondah City Council and the Victorian Commission for Gambling and Liquor Regulation.

Liquor Accords are voluntary arrangements which aim to reduce alcohol-related issues, anti-social behaviour, and violence. All Maroondah licensees can participate and become a member of the Maroondah Liquor Accord. The Maroondah Liquor Accord meets for networking, information and training opportunities and is one of the largest and most dynamic Accords in Victoria, attracting 50 to 80 attendees at each meeting. The most recent forum was held in November 2022.

Alliance for Gambling Reform

Council is a partner in the Alliance for Gambling Reform along with 22 other Victorian Councils.

The Alliance is a national advocacy organisation which works to prevent and minimise harm from gambling. It aims to remove the shame that surrounds gambling addiction, have the problem treated as a public health issue, and achieve the legislative changes needed to protect our communities.

As a member of the Alliance, Council has supported advocacy efforts relating to cashless gaming; operating hours of poker machines; gambling advertising reform; stopping stigma relating to gambling harm; highlighting donations to political parties; and supporting activities during Gambling Harm Awareness Week.

During Gambling Harm Awareness Week in October 2022, Council partnered with the cities of Monash, Kingston, Knox, Whitehorse, Manningham, and Yarra Ranges to offer a session titled 'gambling harm and young people' which included a panel discussion, including several leading experts speaking about online gambling issues affecting young people.



Reformer Pilates at Maroondah Leisure

fit reformer



A safe, healthy and active community

Our achievements

Working towards a healthy community

Mental health initiatives to support the community

Council was involved in many community events to promote mental health and wellbeing during the 2022/23 financial year, with some continuing to be in response to the sustained impacts of the coronavirus (COVID-19) pandemic.

Council offered two key wellbeing events to our community, with the first on 5 October 2022, partnering with Communities of Wellbeing, The Foothills Foundation and Eastland to run a screening of 'How to Thrive' which included networking and Q&A sessions with the Director and Producer. The second was held in November 2022, with Council partnering with EACH, Eastern Regional Libraries, Neami National and Communities of Wellbeing to bring 'The Resilience Project' to Karralyka. The Resilience Project is a well-known organisation that provides evidence-based, practical wellbeing strategies to build resilience. This event was live-streamed for those who could not attend in person and included a mini expo where participants were able to talk to local wellbeing organisations.

A series of mental health and wellbeing workshops were also held on the following topics: Mental Health First-Aid, The Science of Stress; Gratitude; Responding to Emotions; Finding your Superpowers; and Talking about Mental Health. Our Mindful Walking program has continued during 2022/23 and is now running once a term. This is a six-part walking program where participants learn and practice important mindfulness practices.

Council also partnered with Neami National and LifeConnect to deliver a Remembrance Walk around Ringwood Lake to recognise World Suicide Prevention Day. This event was an opportunity for the community to show their support for suicide prevention initiatives, and to remember lost loved ones, as well as the survivors of suicide.

Be Kind Maroondah

The *Be Kind Maroondah* campaign was launched during the coronavirus (COVID-19) pandemic to assist in keeping the Maroondah community connected during social isolation and to encourage kindness and goodwill.

The campaign focused on three major themes; Be kind to yourself; Be kind to others; and Be kind to business. As part of the campaign, Council began the 'Let's Get Neighbourly Maroondah' initiative, which saw Council train and support residents to become community connectors and start their own neighbourhood group. In 2022/23, a total of 19 community connectors were trained leading to six neighbourhood events and approximately 100 people being connected because of the program.

Maroondah Lift Project

Council launched the *Maroondah Lift* project in mid-2022, in partnership with EACH, as a 7-week wellbeing program to lift the spirits of residents in response to the coronavirus (COVID-19) pandemic.

Held over June and July 2022, the free program included weekly interactive videos focussing on a series of wellbeing topics providing simple and easy strategies to help improve personal wellbeing. The online sessions were designed to be completed at any time, with content suitable for both adults and children aged over eight years, including practical tools to support individual wellbeing. Nine in person sessions were also offered for community members who wished to complete the program in the company of others.

Positive psychology initiatives to build resilience, wellbeing literacy and community leadership capacity

Council has continued to build wellbeing literacy in Maroondah through workshops with primary and secondary students, school staff and parents as part of the Maroondah Positive Education Network.

The Victorian Government has committed ongoing funding to ensure the work of the network continues and to enable the work to be extended to other areas. Maroondah is working closely with the Department of Education to ensure continued benefits to our school networks and communities.

Immunisation program

Council's immunisation service continues to offer free National Immunisation Program vaccines as well as some user paid vaccines to the community from community facilities in Maroondah. During 2022/23, 16,169 vaccinations were administered, six public flu vaccination sessions were held, as well as five Council employee and six workplace flu vaccination sessions.

Council was successful in receiving both a Victorian Department of Health grant and an HPV vaccine grant to increase adolescent vaccinations. Two additional follow up immunisation sessions were held for adolescents/students up to 19 years of age, which saw an additional 187 students vaccinated in 2022/23 in addition to the 3,711 students vaccinated at schools.

Supporting the mental and physical wellbeing of women through targeted programs and initiatives

Council delivered a range of targeted initiatives and programs aimed at supporting the mental and physical health of women during 2022/23.

The 'Women on the Go' event series has been running for 15 years in partnership with Maroondah, Knox, and Yarra Ranges councils, enabling thousands of women in business to network and learn from each other through informative and interactive sessions.

The '2023 Women on the Go: Bold in Business' event will be held in July 2023 featuring former Australian netballer Bianca Chatfield and Jasmine Zapka from The Pole Room.

Initiatives to support older people to foster social connections and positive mental health and wellbeing

Council continues to support older people with their social connections, mental health and wellbeing, and physical health through the implementation of programs and events. These programs aim to be inclusive and accessible for all to ensure that they can participate in a meaningful way.

The Virtual Engagement Recreation Activity (VERA) program at Kerrabee included a series of interactive, fun, social health and wellbeing group programs conducted online, following 1:1 training regarding digital navigation. The program was designed to include everyone, from people who use a computer or tablet confidently, through to people who had no computer experience.

Maroondah's older people have continued to be offered monthly community outings and events. Many of these activities were booked out during 2022/23 as people's confidence to engage in these activities have strengthened as we moved into a post COVID-19 environment. The social support team has increased these offerings to twice a month to meet the social connection needs of our older community members.

The shopping and library bus programs run weekly and are supported by volunteers. They continue to offer door-to-door transport for people who are otherwise independent, to ensure they can travel to and from their shopping and library visits in the company of other community members.

A two-part program in 2022 and 2023 about growing garlic was held to build capacity and enhance social connections. Presented by Kirsten Jones from Mirboo Farm, a total of 50 Maroondah residents attended the first session in June 2022, with a follow up session held in January 2023 enabling several participants to showcase their harvest. The event was repeated at Glen Park Oaks Community Garden in April 2023 due to popular demand, with 80 participants attending. Volunteers from the Community Garden have subsequently suggested additional gardening topics/presentation to promote active participation in the local community.

As part of the Maroondah Lift Project in June and July 2022, facilitated weekly sessions were held for older participants in addition to online delivery to local residents. The program involved 219 adult participants aged over 50 years. 86% of the total program participants reported improvements in their mental health and wellbeing.



A safe, healthy and active community

Providing accessible and inclusive physical activity programs for older people

The 'Come and Try Walking Sports for Seniors' event featured low impact sporting activities for residents aged over 50 to enable participants to increase their movement, improve their mental health, maintain muscle mass and flexibility and to help participants retain their independence as well as meet new friends. Around 140 community members and volunteers participated in seven low-impact and walking sports activities.

A Movement Expo was held at Maroondah Nets in May 2023 delivered by Council in partnership with various community clubs and organisations. There were 175 participants and volunteers who attended the event with 11 sporting activities showcased on the day (walking sports, pickleball, darts, bowls, volleyball, badminton, table tennis). Eleven stallholders also promoted various sporting and recreational activities, such as dance, seated exercise, and martial arts for seniors.

Raising awareness around ageing

In partnership with Eastern Regional Libraries, a Health Ageing event, Meet the Author, was held with Dr Cassandra Szoeki – author of *Secrets of Women's Healthy Ageing* at Realm Library in June 2023. Dr Szoeki spoke about promoting personal wellness, as well as providing key ingredients for living a long and healthy life.

A film screening of *Still Alice* was held in September 2022 at Karralyka, to raise dementia awareness. The event was delivered in partnership with Yarra Ranges Men's Health Project and saw 63 people registered to attend the event. After the film, there was a presentation by Sarah Yeates, CEO of Caladenia Dementia Care.

Occupational Therapy service continues to respond to community needs

Council's occupational therapy service aims to improve safety in the home as well as maximising independence by providing home safety assessments, recommending appropriate equipment, and assisting with strategies to complete daily tasks independently. Funded by the Australian Government's Commonwealth Home Support Program, the service places importance on group programs, with a focus on using resources to maximise the benefit to most people.

Group activities are offered in person and online and encourage people to make changes to their home environment to enhance their health and wellbeing. Programs include supporting people who are impacted by hoarding behaviour, including a 16-week Buried in Treasures (BITS) self-help group for people motivated to make changes, as well as a BITS peer support group.

Meals on Wheels and volunteering

Council's Meals on Wheels service, in partnership with the Karralyka kitchen, continued to support Commonwealth Home Support Program recipients, as well as those residents who obtain Home Care Package funding.

Meals are home delivered by a large team of dedicated volunteers, to those people who may be nutritionally at risk, have difficulty preparing meals themselves, or are socially isolated. The benefit of delivered meals is the regular contact with the volunteers who deliver nutritious three-course meals from Monday to Friday.

Promoting better nutrition for older people

In 2022/23, Council offered healthy eating modules to teach older people practical ways to improve wellbeing and independence through a better understanding of nutrition, relevant to life-stage.

The Good Food for Me program provided information about the dietary needs of older people, while learning how to prepare easy everyday meals, on a budget, with minimal waste. The program was funded by the Commonwealth Home Support Program (individual Home Care Packages).

Implementation of Victorian Government's Healthy Choices framework in Council facilities

Council continued the implementation of the Victorian Government's Healthy Choices Framework at Maroondah Nets, Dorset Golf and Ringwood Golf.

Healthy Choices aims to improve the availability and promotion of healthy food and beverages in community settings as well as sport and recreation centres. Council has developed policies and implementation plans for identified Council facilities.

In November 2021, Council was selected to collaborate with Deakin University in a trial to promote behavioural change and implement healthy food options in Council. This project will continue until 2024/25.

Promoting parent confidence and better nutrition for infants

Council's Maternal and Child Health (MCH) Infant Nutrition and Play Program is an evidence-based program, developed by Deakin University in partnership with the National Health and Medical Research Council.

This new program combines a focus on community connection with the delivery of a broader range of information, in an interactive way with smaller groups while ensuring alignment to a child's stage of development at 3, 6, 9 and 13 months. Sessions help develop parental confidence across a range of topics including introduction to solids, active play ideas as well as providing opportunities to share parenting experiences through building connections with other participants. The program also promotes healthy eating, reducing infant screen time and addressing fussy eating. The program complements the key age and stage Maternal and Child Health service by providing additional opportunities to engage with MCH nurses without the need for an appointment.

Maroondah Hoarding and Squalor website

The Maroondah Hoarding and Squalor Network commenced in 2014 and includes agencies and community groups working with people who have hoarding and squalor support needs. The Network provides partner organisations with the opportunity to share skills and knowledge and establish collaborative working relationships leading to positive outcomes. In 2022/2023 the Network expanded to include Knox and Yarra Ranges local government areas.

A major achievement of the Network is the development and implementation of a dedicated website for support workers, and the family and friends of people impacted by hoarding behaviours. In addition, the Network website contributes to an increased awareness of the complexities of hoarding and provides information about the available avenues for assistance. The current website, while Outer Eastern Melbourne-focussed, is accessed as a resource by people from across Victoria.



A safe, healthy and active community

Our achievements

Working towards an active community

Continued delivery of health and fitness programs

Maroondah Leisure continued to facilitate many successful programs and initiatives to work towards an active community. During 2022/23, Council delivered a range of new programs including: the introduction of new Reformer Pilates group fitness sessions; *Maroondah Group Training Plus (MGT+)*, a new group session offering three different formats to target specific areas of fitness; Launch of the Accredited Exercise Physiologists (AEP) program; and promoting the Active Adults program through retirement villages.

Expansion of walking sport programs

Council has continued to offer several modified sport programs including walking football, netball, cricket, table tennis, badminton and pickleball. These sports bring together a variety of fitness components including low-intensity cardio, strength, flexibility, and balance. These programs have been designed to allow everyone, regardless of age, ability, or fitness level to participate. These programs are targeted at participants aged over 50, aiming to improve the physical and mental health outcomes for older residents and empower them to be physically active every day. Council has continued to partner with Melbourne East Netball Association (MENA) for Walking Netball and U3A Croydon for Walking Football and Walking Cricket to deliver these sports.

Run Maroondah and Maroondah Night Run

In October 2022, 320 people participated Run Maroondah's 5km or 10km walk/run along the picturesque Dandenong Creek, commencing at HE Parker Reserve. In addition, 34 children participated in a 1.2km mini fun run.

In April 2023, the Maroondah Night Run, held at Ringwood Golf Course, saw record numbers of people brave adverse weather conditions to run/walk the 18-hole golf course, in darkness. 680 participants followed glow sticks and lights around the 5km night course. There was double the number of registrations from the previous year.

Increase in Pickleball participation

Pickleball was launched at Maroondah Nets in early 2020 with 72 participants taking part. Program participants have continued following impacts of the coronavirus (COVID-19) pandemic with the total number of participants in 2022/23 rising to 5,836.

Report on Maroondah Golf State of Play

The *Maroondah Golf State of Play Report* revealed that despite the impact of the coronavirus (COVID-19) pandemic on golf operations, key initiatives to diversify offerings and increase participation have been successfully implemented.

Dorset Golf course improvements

The Dorset Golf capital improvement program for 2022/23 focused on improving winter playability and building infrastructure to ensure golf carts could be utilised more consistently.

Additional concrete cart paths were constructed on 10 holes across the course whilst drainage works were undertaken on six holes.

Annual sportsfield improvement program

The sportsfield improvement program for 2022/23 focused on the redevelopment of the Town Park soccer field in Croydon, to include a natural turf soccer pitch with extensive sub surface drainage, sand profile, irrigation system and significant stormwater harvesting infrastructure.

In addition, a new 5-wicket practice facility has been constructed at JW Manson Reserve in Wantirna along with installation of an 18 metre high safety net at the southern end of the Springfield Reserve gridiron field in Croydon, as part of a ball flight trajectory study.

Looking ahead

Working towards a safe, healthy, and active community during 2023/24, Council will:

Review, update and implement Council's *Physical Activity Strategy*; and develop and implement a *Stadium Sports Strategy*

In 2023/24, Council will finalise and implement the recommendations from the *Stadium Sports Strategy* and will continue to engage with the Maroondah community to develop actions to increase the level of participation in regular physical activity in line with recommendations from the Physical Activity Strategy.

Finalise and implement the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031* including the *Health and Wellbeing Action Plan 2021-2023* and *Positive Ageing Framework and Action Plan 2021-2025* in accordance with the *Public Health and Wellbeing Act 2008*

In 2023/24, Council will implement actions associated with the *Maroondah Health and Wellbeing Action Plan 2023-2025*. Actions will be undertaken across priority areas of healthy lifestyles, liveable neighbourhoods, safe communities, social inclusion, embracing diversity and social harms. Notable actions include delivering the Dads Connect pilot program, developing a Climate Change Plan, conducting a review of Council's Community Grants Program, and developing a new Maroondah Reconciliation Plan.

Work in partnership with a broad range of service providers and agencies to develop and deliver services and cultural experiences in the Croydon Community Wellbeing Precinct

In 2023/24, Council will work with stakeholders in the community to continue the development of the precinct working toward the community's vision for the area. This will include establishing operational models for the hubs and spaces in the precinct, identifying partnership and collaborative opportunities as well as funding opportunities that support bringing the vision for the precinct to life.

Continue to monitor the social and economic impacts of the COVID-19 pandemic and provide responses aligned to community needs

In 2023/24, Council will continue to monitor the impact of the coronavirus (COVID-19) pandemic and provide appropriate messaging and information to the community, to protect their health and wellbeing.

Work will continue to develop effective methods of communication with hard to reach and vulnerable community members. This will be achieved with the assistance and support of Council's service areas along with service provider networks.

Develop a Tobacco Policy to underpin the work undertaken to prevent the harms of smoking

In 2023/24, Council will continue to develop a Tobacco Policy to outline Council's intentions to reduce the harms associated with tobacco, tobacco-related products and e-cigarettes (vaping). This will include mapping the current work of Council and the future work to be undertaken, to encourage a healthy and safe community.

Educate operators of onsite wastewater systems and manage failing systems to reduce harm to health and the environment

In 2023/24, Council will continue to conduct education visits with property owners/occupiers operating onsite wastewater management systems and collate the results of the visits to inform the development of an OWMS Policy. Alongside property owners, Council will initiate action to address systems impacting the health of people and/or the environment as required.

Manage the registration/notification process for temporary and mobile food premises

In 2023/24, Council will implement the changes introduced by the Victorian Government for the FoodTrader database. The database registers temporary and mobile food premises to ensure businesses and event organisers are well informed of their obligations.



A safe, healthy and active community

Our key services

Council delivers a wide range of initiatives and services aimed at promoting a safe, healthy and active community, including:

Community Health (Community Safety)

Council aims to achieve a healthy and safe community through capacity building and education, as well as developing and implementing prevention programs. Concurrently, the department initiates regulatory interventions when there is a risk to the health, wellbeing and/or the safety of the Maroondah community.

A broad range of proactive and reactive activities and services are undertaken, including registration and assessment of food and health businesses; statutory food and water sampling; communicable disease investigations; preventative health services; immunisation services; and health promotion and educative activities.

Emergency Management (Community Safety)

Emergency Management facilitates Council's planning and readiness to mitigate, respond to and recover from emergencies within Maroondah, and the surrounding Eastern region (in partnership with neighbouring councils).

Leisure and Aquatics (Leisure and Major Facilities)

Council operates three aquatic and leisure facilities – Aquanation, Aquahub and Croydon Memorial Pool, providing a wide range of activities and programs at affordable prices, to ensure that the Maroondah community, and visitors to Maroondah can access healthy lifestyle options.

The Maroondah Leisure Sales and Membership team, work in conjunction with Leisure and Aquatics and Communications and Citizen Experience teams to attract new perpetual members, as well as managing existing Maroondah Leisure members.

Local Laws (Community Safety)

Local Laws provide a broad range of services to maintain and improve the amenity and safety of the Maroondah municipality. Services include the registration and management of domestic animals; ensuring the management of safe and accessible car parking; protection of resident and business amenity and safety; fire prevention; managing the prosecution and appeal functions of Council; and managing Maroondah's 76 school crossings.

Maroondah Golf courses and sportsfields (Leisure and Major Facilities)

Council operates two 18-hole golf courses – Ringwood Golf and Dorset Golf, providing the community with a complete golfing experience. The function also provides maintenance and capital development of Council's sportsfields across the municipality.

Maternal and Child Health (Community Services)

Maternal and Child Health (MCH) is a state-wide universal service for families with children from birth to school age.

The service is delivered from seven Maternal and Child Health centres across the municipality and is provided in partnership with the Department of Health. The service supports families, and their children, in the areas of parenting, development and assessment, promotion of health and development, wellbeing and safety, social supports, referrals and relevant links to the community.

The MCH service offers parent education programs, including sleep and settling workshops (online and face to face), infant nutrition and first-time parent groups, toddler talks. Individualised support programs include lactation support, sleep, and a settling day-stay program.

MCH provides a range of services to support families with more complex needs, with programs such as the enhanced MCH Service and supported playgroups (including CALD-specific groups).

Sport, Recreation and Events (Leisure and Major Facilities)

Sport, Recreation and Events support and encourage increased community involvement in physical activity by coordinating the delivery of programs, activities, and events such as Run Maroondah and the Walking Sports program.

The area also seeks to maximise community-based physical activity by supporting club capacity and improving infrastructure; as well as managing occupancy of Council's sporting facilities and pavilions, including seasonal allocations, leases, licences, and casual use.

Additionally, Sport, Recreation and Events manage Council's community events, including Maroondah Festival, Maroondah Carols, Australia Day, Run Maroondah, Night Run, Tri Maroondah and the Celebrate Maroondah series.

Stadiums (Leisure and Major Facilities)

This team operates Council's two stadium facilities and added Maroondah Edge (an indoor cricket training centre) to the suite in June 2023.

The Rings is a four-court indoor stadium in Ringwood mainly catering for basketball and netball. Maroondah Nets caters for netball, volleyball, badminton, table tennis and pickleball, with both indoor and outdoor facilities. Both facilities offer a range of junior and adult competitions and programs, as well as holiday programs and casual hire.

Maroondah Edge has five indoor cricket training lanes and a modified netball court, catering for local and regional cricket training and facilitating a netball training space for Ringwood Football and Netball Club and Eastern All Abilities Netball.



Outdoor exercise stations help the community stay fit and active



A prosperous and learning community

Our vision

In 2040, Maroondah will be a thriving regional centre of economic activity and education, where the sustainable growth of local businesses is supported, and diverse lifelong learning opportunities are accessible for all community members.

Our commitments

Four priority actions were identified for delivery in the *Council Plan 2021-2025 (2022/23 Update)* to progress towards a prosperous and learning community.

Advance planning and implementation of the Local Neighbourhood initiatives, including the completion of a strategic review of shopping centres in Maroondah



Status: In progress

Responsibility: People and Places

Council has continued to advance the planning of Local Neighbourhood initiatives and was invited to participate in a Municipal Planning Project, providing access to grant funding and the opportunity to work with the Victorian Government to better plan Local Neighbourhoods in Maroondah.

The strategic review of shopping centres resulted in a *Liveable Neighbourhoods Strategy*, which is currently being finalised. A five-year capital works program is being developed that will see a significant infrastructure investment to support local businesses in centres where local neighbourhood characteristics have been identified.

Work in partnership to implement the *Bayswater Business Precinct Transformation Strategy* and investigate and implement opportunities to enhance business capability, skill development, employment, and education pathways for the manufacturing sector



Status: In progress

Responsibility: People and Places

Maroondah City Council is working in partnership with Knox and Yarra Ranges councils to implement the *Bayswater Business Precinct Transformation Strategy*, adopted in December 2022. Working together can transform this vital economic asset into a dynamic, future-focused precinct to create high-value employment opportunities, robust local supply chains, business diversification and strategic investment attraction. In addition to collaboration, the key themes of the Transformation Strategy are centred around improving urban planning guidance; amenity and greening; and continued advocacy for transport investment.

The Strategy is aimed at maintaining and strengthening the economic value of the Bayswater Business Precinct (BBP) in the eastern region.

The external consultant has presented a governance structure for consideration by the partner councils. Economic activities continue to focus on building awareness of the precinct and understanding and strengthening local business connections.

Work has progressed on a business case to establish a Hub in the Precinct that would provide a connecting space for business and support agencies/organisations.

Work in partnership with the Victorian Government to plan for and support the rollout of funded three and four-year-old kindergartens in Maroondah



Status: In progress

Responsibility: People and Places

Council is working with the Department of Education regarding the Victorian Government's Best Start Best Life kindergarten reforms.

Funded three-year-old kindergarten is continuing to roll-out across Victoria. Children in Maroondah can now access between five and 15 hours of funded three-year-old kindergarten per week, with all kindergartens expected to transition to the full 15 hours by 2029. According to the reforms four-year-old children will be able to access 30 hours of funded kindergarten (up from the current 15 hours) by 2032 and will commence transitioning to increased hours from 2030.

Council is supporting kindergartens to understand, plan for and transform their services in line with the 'Best Start Best Life' reforms and has obtained Victorian Government funding to employ a Kindergarten Initiative Project Officer to work with kindergartens to understand the impact of the reforms on their future services.

Facilitate co-working opportunities and spaces in Maroondah



Status: In progress

Responsibility: People and Places

The BizHub Co-working space in Realm, Ringwood, continues to provide a flexible and professional space for Maroondah businesses.

The co-working space is a dynamic, professional office space suited to small teams and solo operators, conveniently located and directly supported by Council's BizHub team and its associated services. The space continues to attract enquiries and tours, predominantly from those seeking casual use of the space.

Council continues to build the co-work community through facilitating engagement and networking opportunities, social events, and marketing/promotions, including a new breakfast networking opportunity and a members Christmas networking lunch.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Unemployment rate for Maroondah	Decrease	3.2%	3.7%	6.2%	3.7%
Economic output for Maroondah	Increase	\$17.96B	16.456B	\$16.2B	\$15.2B
Number of businesses in Maroondah	Increase	Result not available until late 2023	10,228	9,571	9,665
Herfindahl Index for Maroondah	Decrease	1,983	1,813	1,804	1,589
Median weekly household income in Maroondah	Increase	\$1,866	\$1,867	Result not available	Result not available
Percentage of preschool aged children in Maroondah attending a government funded kindergarten service	Increase	Result not available**	Result not available**	Result not available	Result not available
Maroondah school leavers actively undertaking education, training or employment	Increase	Result not available*	Result not available	95.4%	90.7%
Percentage of Maroondah residents with Bachelor or higher degree	Increase	30.1%	Result not available	Result not available	Result not available

The full suite of community indicators of progress is available in the table on page 135

* Next data update expected in 2024

** Next data update unknown

Service delivery performance measures

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Participant satisfaction with business support workshops	Increase	98.54%	98.1%	96.7%	97.1%
Increase business skills and networking achieved through BizWeek activities	Increase	88.54%	Result not available *	91.0%	Result not available *
Active library borrowers in Maroondah	Increase	10.7%	12.0%	13.8%	15.9%
Value of non-residential building approvals	Increase	\$287.9M	\$127.8M	\$174.1M	\$175.1M

* BizWeek postponed due to the coronavirus (COVID-19) pandemic.



Women on the Go 2023 at Karralyka



A prosperous and learning community

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a prosperous and learning community. Some of the highlights from the year are detailed below.

Working towards a prosperous community

Ringwood Metropolitan Activity Centre and Croydon Major Activity Centre development

The Ringwood Metropolitan Activity Centre and Croydon Major Activity Centre are identified in the Victorian Government's *Plan Melbourne*, Metropolitan Planning Strategy. Council has progressed a range of key projects within both activity centres. These include the development of a landscape masterplan for Staley Gardens, commencement of the Maroondah Boulevard upgrade project and the Reignite Croydon Laneway Lights project. A successful bid for \$110,000 of funding through the Victorian Government's Living Local fund was announced in late 2022 for the *Reignite Croydon* project which will see three laneways adjacent to Main Street in Croydon upgraded through an exciting arts place activation.

BizHub supports our local businesses

Council continues to provide ongoing assistance and information to businesses as they adapt to the post-COVID environment. This support has included access to mentors, workshops and training events, while information on funding opportunities was made available to strengthen businesses. Monthly BizBites info sessions were introduced to enable businesses to share their expertise and make new connections.

BizWeek23 Success

The successful BizWeek23 event, held in April 2023, saw over 450 business owners participating in a week of targeted events aimed at supporting Maroondah's local businesses. The week included four major events and a range of workshops and mentoring sessions.

Businesses formed new connections with other local businesses and gained new insights and ideas to enhance their business. Ways to more effectively promote businesses utilising current social media and marketing platforms were shared by guest speakers, and business owners also participated in tailored mentoring sessions and workshops.

Improving the business permit experience

Council continues to build on the work and success of the Better Approvals Project through the provision of a BizHub concierge to provide initial advice on business permits and facilitate internal approvals for business related permits and enquiries.

Council was successful in receiving grant funding of \$1.027 million for four major projects from the Department of Treasury and Finance as part of the Regulation Reduction Incentive Funding and the Business Acceleration Funding. The combined projects involve working with Services Victoria on a State-wide pilot project to expand the business permit/licence capability of the Services Victoria portal and link directly to Council's core systems to simplify the permit application process for businesses.

In addition, an initiative to standardise processes for a number of business permit types was implemented, enabling businesses to experience the same process across jurisdictions within the local region.

The final funded project provides tools for Council to implement a customer relationship management system, which will add value to interactions with businesses during their start up, growth and overall life cycle.

Better Business Approvals Project

The Better Business Approvals Project, which is a collaboration between Council and Small Business Victoria, aims to improve the small business customer experience. This offers a streamlined approach to obtaining business permits from Council. Improved customer information is available on Council's website and a business concierge links businesses with all the BizHub support offerings.

Small Business Friendly Charter

Council continued to roll out the *Small Business Friendly Charter* (SBFC) to provide small business owners with the support they need to undertake business. The SBFC outlines shared goals from the Victorian Small Business Commission (VSBC) and participating local councils, to work together to create a fair and competitive trading environment for small businesses.

When signing the Charter, local councils make important commitments to pay small business supplier invoices within 14 days; support local businesses in managing the disruption caused by infrastructure projects; streamline approval processes for people looking to open a business in the area; and help to set up and support local business networks.

Working with our main street traders

Council continues to work in partnership with the Ringwood East Traders Association, Croydon Main Street Traders Association, and individual business owners to provide support for events, resolve maintenance issues and respond to requests for placemaking activities and enhancement projects.

Supporting the Maroondah Business Group

Council continues to participate as an active member and supporter of the Maroondah Business Group (MBG). The MBG supports local businesses by promoting shared learning, collaboration, engagement, and advocacy.

The MBG partnered with Council on BizWeek23, Think BIG events and is also a member of the Maroondah Business Advisory Committee.

Continue to develop Regional Service Partnerships such as procurement efficiencies, services, and advocacy

The Eastern Regional Group of Councils (ERG) comprises the municipalities of Maroondah, Knox, Manningham, Monash, Whitehorse, and Yarra Ranges.

Over the past 12 months, the ERG has progressed joint advocacy for a range of initiatives and capital works projects to support our collective communities, grow our economy, and enhance the sustainability of our built and natural environments.

Key advocacy issues highlighted by the ERG during 2022/23, included diverse local employment opportunities; addressing the decline in manufacturing jobs' being a region known for environmental stewardship and being responsive to sustainability, resilient and cohesive communities that enjoy better health and wellbeing and can easily access the services they need; and buildings and infrastructure to promote social cohesion and equality of opportunity, where active or public transport is preferred for short distances.

Over the next four years, the ERG will continue to draw on the shared strengths – knowledge, experience, and data, to address challenges around four focus areas: community, environment, economy and infrastructure.

Progressing the actions of the Bayswater Business Precinct Transformation Strategy

Maroondah, Knox, and Yarra Ranges councils have strengthened their ongoing commitment to the Bayswater Business Precinct (BBP) over the past year. All three councils endorsed the *Bayswater Business Precinct Transformation Strategy* in December 2022 and agreed on actions to contribute to the revitalisations and prosperity of the region.

The priority is the creation and implementation of a new cross-council governance structure to coordinate and leverage resources to deliver the remaining actions in the Transformation Strategy.

Urban planning is highlighted as a significant initiative to drive investment attraction and enable future land development opportunities. Commitment from the partner Councils was obtained to develop this collaboration further, as a unified and innovative approach to industrial land revitalisation.

Economic activities continue to focus on building awareness of the precinct, understanding and strengthening local business connections and ensuring businesses have access to resources regarding employment attraction and skills development.

Work has progressed on the case for a Local Connector Hub to provide a central space for business, industry associations, agencies, and government to come together to support each other as well as networking and collaboration opportunities. The Local Connector Hub aims to put BBP on the map as an innovative precinct with significant strengths in advanced manufacturing capability.

Working towards a learning community

Education seminars for the community including financial support and parent support programs

Council, in partnership with the Family Relationship and Carer Service (a program of EACH), delivered a Centrelink Carers Information Forum. The event covered topics such as Disability Support Pension (DSP) and Carer Introduction, DSP Eligibility, Carer Payments, Temporary Cessation of Carer Respite, Help for Carers and the DSP, Special Disability Trust Overview, Choices at Age Pension time, Age Pension Qualifications, Pension Assets Test and Thresholds, the Pension Income Test and Investment Considerations and Taxation for older people.

Council is also a partner in the *Porn is not the Norm* project, which delivered three parent/carer education events and three professional learning workshops during 2022/23.

Kinder Expo

Over 200 families looking to enrol their children in kindergarten in 2024 attended Council's free Kinder Expo on 2 March 2023 at Karralyka. The Expo was timed to align with kindergarten enrolments for 2024 and focussed on services for preschool years, a time of enormous growth and development for children. The wide array of stallholders included 25 Kindergartens, the Department of Education, Maroondah Integrated Kindergarten Association, Council's Maternal and Child Health and Immunisation teams, and Council's NDIS Coordinator. Families had the opportunity to speak to educators from local kindergartens to learn about the service and the kindergarten enrolment process. Council's Outreach officers were also in attendance to support families from culturally and linguistically diverse backgrounds, assisting with translations in Hakha Chin, Falam, Chin and Burmese.

Providing library services for the community

Library services at both Realm in Ringwood and at Civic Square in Croydon continued to see an increase in visitor numbers, loans and take up of other services including Story Time, author talks, technology sessions, local history presentations and sustainability programs.

More young drivers obtain their licence through the Maroondah TAC L2P program

During 2022/23, the Maroondah TAC L2P program continued to match young learner drivers with a fully licensed volunteer mentors to help people to gain the required 120 hours of driving experience, to be eligible for a probationary driver's licence.

The program is particularly valuable for those learner drivers who do not have easy access to either a car or a supervisor with a full licence. Volunteer mentor drivers are provided with comprehensive training and support. Over the past 12 months six young learner drivers have successfully gained their probationary licence as a result of participating in the program.

Road safety education programs delivered

Council continued to participate as an active member of RoadSafe Eastern Metro which provides funding and resources to Council to deliver education programs for drivers, pedestrians, and cyclists.

In the past 12 months, a 'Safe Drive' course and a 'Wiser Driver' course were organised by Council and implemented by local community houses.

Schools participated in National Ride2School Day and National Walk Safely to School Day. In October 2022, there was also a community event for National Ride to Work Day.

Continued implementation of the Volunteer and Student Placement program

Council continued to deliver its volunteering and student placement program during 2022/23. The student placement program provides opportunities for secondary and tertiary students to gain practical work experience and to meet their education requirements, while securing quality training in an environment where they are given the opportunity to support the community.

Council volunteers assist with the delivery of programs such as meals on wheels; maintaining our bushland areas, reserves and community gardens; and social, arts and cultural programs.

Council's volunteering opportunities provide opportunities to strengthen and extend the social, environmental, and cultural dimensions of our community, while providing volunteers with a sense of purpose, meaning and connection. In addition, the program provides an opportunity for Council to further engage with the Maroondah community.



A prosperous and learning community

Looking ahead

In continuing to work towards a prosperous and learning community during 2023/24, Council will:

Support our network of local neighbourhoods

In 2023/24, Council will continue advance the planning and implementation of a network of local neighbourhoods in Maroondah, including upgrades to local shopping centres, activity centre improvements, and delivery of place activation projects

Plan for and support the Victorian Government's kindergarten reforms

Funded three-year-old kindergarten is continuing to roll-out across Victoria. Maroondah City Council is supporting kindergartens to understand, plan for and transform their services in line with the Best Start Best Life reforms, Department of Education funding has been secured to employ a Kindergarten Initiative Project Officer to work with kindergartens to understand the impact of the reforms on future service needs.

In 2023/24, Council will continue to work closely with the Department of Education to understand the impacts of the Victorian Government kindergarten reforms.

Successfully transition of the Eastern Regional Libraries service to a Beneficial Enterprise Model

In 2023/24, Council will continue to provide library services at Realm and at the Croydon library in partnership with member Councils (Knox and Yarra Ranges).

The governance of libraries will finalise a transition from the Eastern Regional Libraries Corporation, to *Your Library Limited* (a company limited by guarantee) in line with the requirements of the *Local Government Act 2020*.

Under these new governance arrangements, the Maroondah community will continue to experience the same excellent range of library services and offerings as they have come to expect.

Our key services

Council delivers a number of services aimed at promoting a prosperous and learning community. These services include:

Business and Activity Centre Development (Business and Precincts)

Business and Activity Centre Development is responsible for facilitating business development, investment attraction and local employment opportunities in Maroondah. The function manages the relationships between Council and the business community; stewards investment attraction; manages place activation and development of the Ringwood Metropolitan Activity Centre; Croydon Major Activity Centre and 31 neighbourhood, community, and local shopping centres.

The BizHub coworking space is also managed by the team and delivers a collaborative co-working space, programs, information, training, and networking opportunities for businesses throughout Maroondah and the Eastern region.

The function also stewards the growth of the Bayswater Business Precinct (in partnership with Knox and Yarra Ranges councils). This project will establish a framework for the revitalisation and continued growth of the precinct to encourage investment attraction and development, skills development and employment for Melbourne's eastern region.

Libraries (Community Services)

Council provides two library facilities - one at Realm in Ringwood and one at Civic Square in Croydon.

The libraries are managed by Eastern Regional Libraries (transitioning to Your Library Limited in 2023/24) on behalf of Council and provide a range of services including book borrowing, e-reading loans, computer and internet access, children's and young people's programs, genealogy programs and outreach services.



Realm library in Ringwood Town Square



What I wish I told you exhibition - ArtSpace at Realm



A vibrant and culturally rich community

Our vision

In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression, and diverse entertainment options.

Our commitments

Council identified two priority actions to be delivered during the 2022/23 financial year in the *Council Plan 2021-2025 (2022/23 Update)*, to work towards a vibrant and culturally rich community.

Design the Karralyka redevelopment, and undertake staged redevelopment works



Status: In progress

Responsibility: Projects and Asset Management and Business and Precincts

Design has commenced on the staged Karralyka redevelopment. Work will continue over the next few years, subject to funding.

The proposed redevelopment will include a new multi-purpose foyer expansion, outdoor paved terraced area leading from the enhanced foyer space and accessibility improvements.

During 2022/23, Council undertook a renewal program of the Karralyka theatre, including new carpet and seating and improvements to the loading dock.

Implement the *Arts and Cultural Development Strategy 2020-2025* and work with the Maroondah Arts Advisory Committee to maximise arts and cultural opportunities across Maroondah



Status: In progress

Responsibility: Business and Precincts

Implementation of the *Arts and Cultural Development Strategy 2020-2025* is well underway. It is centred on key strategic themes: a culturally active, engaged and connected community; vibrant places and spaces and a city that is creative, flourishing and values the arts. Visitation and participation across art and cultural venues continues to grow and has returned to pre-pandemic levels.

Key public art projects delivered in 2022/23 include; the delivery of significant public art commissions for the Croydon multi-level carpark; Melview Reserve in Ringwood North as well as the recently completed mural at the GloBird headquarters in Ringwood. Arts participation and exhibition projects have engaged with target groups including disability and intersectional communities. Special events including Halloween House at Wyreena Community Arts Centre and ArtsBus creative workshops at the Maroondah Festival were delivered to 1200+ people, alongside regular programming across sites.

Council also received \$110,000 of grant funding from the Victorian Government for the Reignite Croydon Laneway Lights public art project to revitalise the night-time economy in Croydon Main Street and the Activity Centre. Planning has commenced for the integration of arts and cultural facilities within the Croydon Community Wellbeing Precinct (CCWP). In addition, Council is continuing progress on scoping a Wyreena Heritage Masterplan.

Our strategic indicator results

Service delivery performance measures

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Attendance at Karralyka	Increase	54,687	58,000	18,081	76,822
Arts and Cultural Grants Program recipients	Maintain	7	6	6	7
Community satisfaction with community and cultural activities	Increase	69	67	64	70

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Visitors to the Ringwood Arts Precinct (ArtSpace at Realm, Maroondah Federation Estate) and Wyreena	Increase	210,017	135,792	99,154	168,389
Participants in arts and culture activities in the Ringwood Arts Precinct and Wyreena	Increase	6,177	4,195	1,708	10,043
Individual Maroondah artists/arts and cultural groups supported to produce and present their work	Increase	248	159	37	148
Local artists/community members participating in arts networks and related events	Increase	146	83	59	99

The full suite of community indicators of progress is available in the table on page 136



A vibrant and culturally rich community

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a vibrant and culturally rich community. Some of the highlights from the year are detailed below.

Working towards a vibrant and culturally rich community:

Another successful Maroondah Festival

Approximately 25,000 people visited the Maroondah Festival in November 2022. The Festival was relocated at short notice from its original planned site at Town Park to the Aquahub carpark and precinct due to severe rainfall and flooding in the weeks leading up to the event.

Over 75 community groups showcased their services through interactive displays and come and try activities with the event also including a Freedom of Entry by the 22nd Engineer Regiment, based in Ringwood East. After two years of cancellations due to the coronavirus (COVID-19) pandemic, the community enjoyed a fun filled day of activities and entertainment.

Cultural tourism and supporting local creative industries

Council continued to provide subsidised use of cultural facilities for local arts and cultural groups and creative practitioners for rehearsing and presentations, in addition to providing exhibition spaces at Karralyka, Maroondah Federation Estate, Wyreena Community Arts Centre, and halls across Maroondah.

Cultural tourism initiatives are being incorporated into arts activation strategies in planning for local neighbourhoods and in key activity centres. These initiatives provide opportunities for our artists and creative industries to become increasingly sustainable, thereby adding to the cultural vibrancy and social value of these centres.

After many months of limited activity due to impacts of the coronavirus (COVID-19) pandemic, Council's art galleries implemented their usual programming, as well as several new exhibitions featuring local artists.

Celebrating First Peoples arts and culture

During the year, Council continued to support and collaborate with the local community as well as with artists, community leaders and organisations from across Victoria and Australia to present and promote a wide range of First Peoples arts and cultural practice within Maroondah.

Key projects included *The Artistic Magnitude of Mullum Mullum* exhibition at Maroondah Federation Estate in partnership with Mullum Mullum Indigenous Gathering Place, as well as performances in Ringwood Town Square in partnership with Mullum Mullum Indigenous Gathering Place and Eastland, both during NAIDOC week in July 2022.

For Reconciliation Week from 27 May to 3 June 2023, the *From our Elders* video installation by Blak Crow filmmaker Daen Sansbury-Smith featured in ArtSpace at Realm, alongside a large-scale double portrait of local Elders on Realm Windows by local artist Amanda Wright, and an ArtWall mural collaboration with local schools. A launch event attracting 250 people was held on 2 June 2023 with the Welcome to Country performed by Uncle Bill Nicholson, as well as performances by Kutcha Edwards, Yeng Gali Mullum choir, and the Eastwood Primary School choir, in collaboration with Mullum Mullum Indigenous Gathering Place and Maroondah Movement for Reconciliation.

Karralyka events and performances

The annual Karralyka theatre season was launched in March 2023 with guests treated to a taste of the shows and performances. The season included Cirque Mother Africa, the Melbourne Comedy Festival Roadshow, Victorian State Ballet and performances inspired by Queen, Joni Mitchell, John Denver and Christine McVie as well as the Morning Music and Karrakids series. Other events at Karralyka included The Rhythms of Ireland, The Billy Joel Story, The Johnny Cash and June Carter Show and the Soweto Gospel Choir.

All-ages live music event at EV's Youth Centre

The Maroondah FReeZA Program (Baseline Productions) continued to deliver successful, high quality live music events for the local community. The young people who have participated in the program have developed their event management and sound production skills.

Events over the past 12 months have included an LGBTIQ+ drag performance and live music event; a live music event headlined by 'Slowly Slowly'; a retro gaming event with live music; and a trivia event featuring local acoustic performers. Over 550 community members attended these events.

Christmas in Maroondah

Christmas decorations were installed across Maroondah at our local centres. These included bin surrounds, Christmas tree pole toppers and nativity scenes at Ringwood and Croydon. In December 2022, Council trialled new decorations at the Heathmont and Burnt Bridge centres. These new decorations were extremely well received by the community. As a result of the success of the trial, new decorations will be installed on annual basis at other centres across the municipality.

Council's annual Maroondah Carols event was held at Croydon Park in early December 2022 and was well attended with over 5,000 people gathering to celebrate the festive season.

Ringwood Arts Precinct attractions

Ringwood Arts Precinct, including Realm, Ringwood Town Square, the Backyard and Maroondah Federation Estate, continued to attract interest, visitation and participation. Stand-out attraction *Enlighten* was presented by *Born in a Taxi* in *The Cube*, a performance integrating dance, comedy and participatory theatre with interactive lighting and projections over several nights in September 2022 in Ringwood Town Square. The activation was supported by the Victorian Government's Outdoor Activation Fund and attracted around 800 people. The Backyard outdoor venue featured new music series *Maroondah Mix* in March 2023 which showcased diverse genres and talents from Maroondah and beyond, drawing interest of around 350 people. Regular urban art tours also highlighted the innovative public art within this precinct.

Engaging with diverse perspectives

A number of projects during 2022/23 engaged with diverse groups including people with a disability to intersectional communities. At ArtSpace at Realm, the *What I Wish I Told You* exhibition platformed the experiences of 70 artists and people with a disability, curated by Chelle DeStefano and Claire Bridge. This exhibition was supported in part by an Arts and Cultural Grant from Maroondah City Council and toured Footscray Community Arts and Hyphen-Wodonga Gallery. Other exhibitions, including *Social Fabric* with Nadrasca Studio Artists and *On the Wild Side: YourDNA Creative Arts*, showcased the dynamic work and creativity of many local artists considered to have a disability.

Wyreena Community Arts Centre milestone

In 2023, the main building at Wyreena celebrated its 100th year and new guided tours of the venue were introduced as part of the National Heritage Festival (National Trust). A Wyreena Heritage Masterplan is set to begin the first phase of initial outdoor improvements in 2023/24. There has been strong visitation and participation at Wyreena during the year, with arts classes and workshop attendance returning to pre-COVID levels, and special events such as Halloween House in partnership with creative resident True Fairies attracting 775 people. Wyreena continues to host Arts Lounge exhibitions, Meet the Artist and Music Café events, in partnership with Eastern Radio FM, that regularly profile local artists and musicians.

Cultural Tourism and Supporting Local Creative Industries

Council continues to provide subsidised use of cultural facilities for local arts and cultural groups and creative practitioners including rehearsal, presentation, and exhibition spaces at Karralyka, Maroondah Federation Estate, Wyreena Community Arts Centre, and halls across Maroondah.

Cultural tourism initiatives are being incorporated into arts activation strategies within local neighbourhoods and key activity centres, providing opportunities for our artists and creative industries to regain sustainability and add to the cultural vibrancy and social value of these centres. In 2022/23, Council's Arts and Cultural Grant program supported local artists and groups to deliver public art, music, performance and poetry projects in Maroondah, and local artists featured strongly in exhibitions at the Arts Lounge in Wyreena and Maroondah Federation Estate. The space is now provided free of charge to artists who are selected to exhibit at Maroondah Federation Estate Gallery.

In-person events for the Maroondah Arts Collective were re-introduced, focussing on networking and professional development opportunities.

Engaging Arts and Cultural Experiences in Parks and Open Spaces

Several local performance and cultural experiences were offered across Maroondah, including Jazz Notes performance and Blossoms of Life public artwork at Ringwood Lake, roving performances and concerts at Ringwood Town Square, Croydon Main Street and Wyreena Community Arts Centre, and a new public artwork at Melview Reserve, Ringwood North. At Maroondah Festival in November 2022, fun, participatory art-making experiences were offered by ArtBus and Council to more than 360 people.



Maroondah Festival



A vibrant and culturally rich community

Looking ahead

Continuing to work towards a vibrant and culturally rich community during 2023/24, Council will:

Design the Karralyka redevelopment, and undertake staged redevelopment works

In 2023/24, Council will continue to design and construct the redevelopment of Karralyka, including the foyer extension works, outdoor paved terraced area leading from the function rooms, accessibility improvements and an additional function room and a new video-conferencing board room, both of which will enable Karralyka to increase its offering for training and conference activity.

Implement the *Arts and Cultural Development Strategy 2020-2025* and work with the Maroondah Arts Advisory Committee to maximise arts and cultural opportunities across Maroondah

Implementation of the Arts and Cultural Development Strategy 2020-2025

In 2023/24, key projects and focus areas include the delivery of multiple public art commissions as part of the *Reignite Croydon Laneway Lights* project in the Croydon Major Activity Centre, funded jointly by the Victorian Government and Council. The new Promoting Creativity Everyday project with young people aged 18-25 years, delivered within the VicHealth Local Government Partnership, will also be a focus for activation and engagement at Maroondah Federation Estate.

Further development of arts activations aimed at revitalising local shopping centres and local neighbourhoods will take place, including in the Ringwood Metropolitan Activity Centre. Planning for the integration of arts and cultural facilities within the future Croydon Community Wellbeing Precinct (CCWP) will also be a priority for 2023/24. Advice from the Maroondah Arts Advisory Committee will be sought on maximising arts and cultural opportunities and the review of the *Maroondah Art Collection Policy*.



Karralyka Theatre launch

Our key services

Council delivers a number of services aimed at promoting a vibrant and culturally rich community. These services include:

Arts and Culture (Business and Precincts)

Arts and Culture delivers a range of facilities, programs and services at Maroondah arts and culture venues – ArtSpace at Realm, Wyreena Community Arts Centre in Croydon, Maroondah Federation Estate Gallery, and the Maroondah City Council Art Collection; as well as the Public Art Collection located across various sites in Maroondah.

Support provided to local artists, creative industry professionals, the community and cultural groups through capacity building and training, skill development, and networking opportunities. In addition, financial support is also provided through the Arts and Cultural Grants program.

Cultural planning advice contributes to creative placemaking and the appreciation of cultural heritage. It also embeds the value of the arts and creativity in enhancing for wellbeing and quality of life across social, environmental, and economic domains.

Karralyka, Maroondah Federation Estate and Community Halls (Business and Precincts)

Karralyka, is Council's premier theatre and function centre – a 428 seat theatre and flexible function venue with a total capacity for 550 seated guests.

Karralyka's kitchen facilities are used to prepare delivered meals for Maroondah and Knox City Council's aged and disability service.

Maroondah Federation Estate is a community, cultural and arts facility for the residents of Maroondah and the outer eastern region of Melbourne. Used by a wide range of community groups, the facility contains modern function rooms, meeting, and performance spaces.

The management and booking of Maroondah Federation Estate and eight Maroondah community halls is also a component of the work carried out by the Karralyka team.



Reconciliation week at Ringwood Town Square



A clean, green and sustainable community

Our vision

In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.

Our commitments

The *Council Plan 2021-2025 (2022/23 Update)*, Council identified six priority actions to be delivered during the financial year to work towards a clean, green and sustainable community.

Review, update and implement Council's Sustainability Strategy, and Climate Change Risk and Adaptation Strategy



Status: In progress

Responsibility: Strategy and Development

Council adopted the *Maroondah Sustainability Strategy 2022-2031* in August 2022, to guide sustainability outcomes identified in the *Maroondah 2040 - Our future together* community vision.

The Strategy includes actions that will promote environmental, social, and economic sustainability by addressing and responding to the themes of the built environment, climate change, community connections, a green economy, green infrastructure, governance, evaluation and improvement. A *Sustainability Action Plan 2022-2024* is being developed to support the implementation of the Strategy.

The *Climate Change Risk and Adaptation Strategy* will be combined with the *Carbon Neutral Strategy* to produce a *Climate Change Plan*, which will support key directions outlined in the *Sustainability Strategy 2022-2031*.

Work in partnership to implement the Reimagining Tarralla Creek project



Status: In progress

Responsibility: Strategy and Development

Council is working with the Maroondah community and project partners to transform a two-kilometre section of Tarralla Creek into community open space and waterway.

The *Reimagining Tarralla Creek* project is enhancing Tarralla Creek and the surrounding area in Croydon, through a partnership with Melbourne Water, Yarra Valley Water, and the Department of Environment, Land, Water, and Planning (DELWP).

The Maroondah project is one of five trial sites across Melbourne for Melbourne Water's *Re-imagining Your Creek* program which enhances the natural environment; creates a place for the community to connect to nature and each other; improves connectivity; creates a space for arts, culture, and education; and delivers a resilient and maintainable waterway.

The project also seeks to create a space for arts, culture, and education opportunities. Objectives of the project include 'daylighting' the creek by opening watercourses and restoring them to natural conditions; promoting opportunities to interact with the creek; providing habitat and increased biodiversity; and improving local and regional connections.

During 2022/23, Council continued its partnership with Melbourne Water to deliver the next stage of the *Re-imagining Tarralla Creek* project. Discussions are underway to identify opportunities to align works on the upcoming Kilsyth to Croydon South Water Mains Renewal Project with the delivery of the Swinburne section (Stage 4) of the project.

Review, update and implement Council's *Carbon Neutral Strategy*, including participation in the power purchasing agreement



Status: In progress

Responsibility: Strategy and Development

Council's *Carbon Neutral Strategy* is in the process of being combined with the *Climate Change Risk and Adaptation Strategy*, to form a single *Climate Change Plan*. The Plan will provide a holistic approach to managing climate change mitigation strategies, adaptation, and risk across Council and the community.

Maroondah switched to renewable energy through the Victorian Energy Collaboration (VECO) renewable power purchasing agreement in July 2021, which enables Council to source 100% renewable energy generated from Victorian wind farms, into the future.

Develop and implement Council's *Waste, Litter and Resource Recovery Strategy 2020-2030*



Status: In progress

Responsibility: Chief Financial Officer

A range of initiatives have been undertaken as part of Council's *Waste, Litter and Resource Recovery Strategy 2020-2030*, including rolling out the new Food Organics and Garden Organics (FOGO) service. The FOGO service commenced in May 2023 and included the standardisation of the garden bin lid from maroon to lime green, delivery of FOGO kits to households, along with delivery of a comprehensive education, communication, and engagement plan.

New receipt and sort, general waste processing, collections and hard waste contracts have come into effect, including allowing an additional paid hard waste collection and bookings for collection of green waste.

General waste bin lids continue to be standardised to red, when bins reach the end of their life, which reduces the costs associated with replacing these lids as part of a bulk replacement roll out.

Prepare and implement a *Maroondah Habitat Connectivity Action Plan*



Status: In progress

Responsibility: Strategy and Development

During 2022/23, a group of key stakeholders from Council and community, have been brought together to develop the *Maroondah Habitat Connectivity Action Plan*. The group has agreed on a shared vision for the project and selected seven focal species. This selection is based on the understanding that addressing the habitat requirements of these species will inherently cater to the broader needs of numerous other species within Maroondah. Also identified was a range of potential actions and locations needed to create a functioning wildlife corridor within the municipality. The draft action plan will be finalised in early 2023/24.

Implement a streetscape enhancement program, including a significant increase in tree planting



Status: Ongoing

Responsibility: Operations

The streetscape enhancement program continued in 2022/23 with significant tree planting. There were four street tree renewal projects where existing trees with low life expectancies were removed to make way for natural growth. Several larger specimens were also planted into selected parks and reserves to replace trees lost in recent storm events.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	Increase	56.22%	55.5%	56.7%	56.8%
Maroondah's tree canopy cover	Maintain	Result not available	Result not available	27.6%	23.8%
Council's greenhouse gas emissions (T CO ₂ -e)	Decrease	6,691	Result not available	16,031	13,662
Community perception of Council's performance in relation to environmental sustainability	Increase	63	62	61	61

The full suite of community indicators of progress is available in the table on page 137

*From 2023/24 onwards, Council will be utilising the Tree Ledger product to measure Maroondah's tree canopy cover on an annual basis, including retrospective measurements for 2021/22 and 2022/23

Service delivery performance measures

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Plant and Tree Planting within Maroondah (bushland, street, and parks trees only)	Increase	45,808	40,708	31,650	23,000
Potable water consumption	Decrease	154,766	175,637	120,428	131,309
Community satisfaction with waste management	Increase	72	74	74	71



A clean, green and sustainable community

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a clean, green and sustainable community. Some of the highlights from the year are detailed below.

Working towards a clean community

Care for animals

Council partnered with Animal Aid and several other Councils to purchase an Emergency Response Trailer to provide the best care for animals during emergency events. The trailer contains a range of items required during an emergency and can be deployed at short notice to emergency relief centres.

Embedding the changes to *Environment Protection Act – 2017 Onsite wastewater systems*

The *Environment Protection Act 2017* (the Act) was introduced in July 2021, transforming Victoria's environment protection laws and the Environment Protection Authority Victoria (EPA). The new laws change Victoria's focus for environmental protection and human health, to a preventative approach. The reforms are the most significant to Victoria's environment protection framework, in two generations. These changes significantly impact domestic wastewater management.

Council is proactively undertaking onsite education visits to embed new responsibilities with owners and occupiers operating onsite wastewater management systems as well as address observed or potential impacts to the environment and people's health from failing septic systems. Information gathered will be collated to inform owners on how to best manage their system and other longer-term options.

Reusable nappy program

Maroondah is one of 12 Councils working together to explore how to successfully implement a reusable nappy program, to reduce waste going to landfill.

The Best Practice Reusable Nappy Program Implementation, led by Glen Eira City Council, was awarded \$128,000 from Sustainability Victoria, through the Victorian Government's Circular Economy Councils Fund. It offers families and expectant parents more support to learn about and use modern reusable options.

Maroondah participated in a collaborative Reusable Nappy Feasibility Study to understand current behaviours and barriers to using reusable nappies. The study recommended a best practice model to support community members with targeted education, easy to understand information and increased opportunities to learn how to make best use of reusable nappies.

The Best Practice Reusable Nappy Program will implement the findings of the study and aims to make it easier for parents and caregivers to use reusable nappies, or a combination of reusable and disposable. The program delivered a joint communications and education campaign and increased learning opportunities for how to make best use of reusable nappies.

New recycling station opens at Realm

A modular recycling station, which accepts small e-waste, compact fluorescent globes, CDs, VHS tapes, sharps, batteries and x-rays, was installed at Realm in Ringwood. A communications campaign was implemented to inform the community of the improved recycling service.

Litter and illegal dumping prevention and enforcement

Council has undertaken significant work over the past year to reduce dumping of hard waste on nature strips. New education processes, combined with the CCTV monitoring of illegal dumped rubbish, use of investigative techniques and camera surveillance, has seen a significant improvement regarding the volume and number of illegal dumping instances across Maroondah.

Recycling drop-off events

Two e-waste and recycling drop off events and one chemical collection event was successfully implemented during 2022/23 at Council's Operations Centre.

Over 13 tonnes of e-waste, gas bottles, polystyrene, light globes, metals, and textiles were recovered for recycling from the recycling drop off events and early in the year 8.5 tonnes of household chemicals were collected for recycling from the household chemical collection event.

Collaborative cross-Council multi unit dwelling project

Maroondah partnered with five other metropolitan Melbourne councils to research and implement a food waste diversion project in collaboration with multi-unit dwellings. The aim of the project was to assess and share learnings about how different systems work to divert food waste, in multi-unit dwellings.

The final audit for this project is due in 2023/24. The learnings from participating Councils will be shared to help inform the development of strategies to assist with food waste diversion regarding multi-unit dwellings.

Proactive monitoring of former landfill sites

Council continues to proactively monitor former landfill sites in Maroondah, including Ringwood Golf; Mullum Mullum Reserve; Quambee Reserve; Dorset Recreation Reserve; and Dorset Golf.

Proactive building site inspections and compliance

Council has restructured its inspection program to increase proactive inspections of building sites over the past year to maintain the safety, cleanliness and general amenity of road reserves adjoining building sites. The ongoing monitoring and enforcement of active building sites helps reduce the quantity of mud, debris and loose building waste exiting the site and being deposited on footpaths and roads, reducing the pollutants entering Council stormwater drainage network, waterways and creeks when it rains. The proactive monitoring and enforcement of building sites also reduces the likelihood of damage being caused to Council's infrastructure, leading to improved longevity and sustainability of Council's infrastructure.



A clean, green and sustainable community

Our achievements

Working towards a green community

Citizen science events to connect people with nature

2022 Great Southern Bioblitz

The Great Southern BioBlitz is a four-day southern hemisphere spinoff of the City Nature Challenge, with Maroondah participating in the October 2022 event. Like the City Nature Challenge, community members are encouraged to spend time outside and log their observations about nature using the online citizen science platform, iNaturalist.

As part of this event, 493 observations of 217 different species were made in Maroondah, resulting in a total of 23 new species added to the "Nature in Maroondah" iNaturalist project. The most observed species, with 13 observations, was the Australian Magpie (*Gymnorhina tibicen*).

2023 City Nature Challenge

With the aim of connecting more people to nature, and building a local network of citizen scientists, Maroondah again participated in the City Nature Challenge from 28 April to 1 May 2023, an annual global citizen science event coordinated by the California Academy of Sciences and the Los Angeles County Natural History Museum (that was first run in 2016).

During the Challenge, Maroondah teamed up with 26 other Melbourne metropolitan Councils, along with nine organisations to represent Greater Melbourne and 'compete' against 481 other cities across the world. Residents were encouraged to find, photograph, and document the native fauna and flora living and growing locally during the Challenge's four-day observation period. The numbers of observations, species, and those people undertaking the observations, were then used to compare the participating cities.

Council delivered eight 'nature discovery' activities over the four days, attracting a total of 133 people in reserves across the municipality, who had the opportunity to learn from an expert activity leader. In Maroondah, 60 people made 1301 observations of about 269 different species. This resulted in 59 new species being added to the overall list of species found in Maroondah. On the global stage, Greater Melbourne finished 20th out of the 482 participating cities, and achieved its best result to date.

Nature play

Council hosted a Nature Ninjas Play Day at Barnegeong Reserve in April 2023 to celebrate Nature Play Week.

The event was a partnership between Council, Nurture in Nature and Eastern Regional Libraries, with activities suitable for children aged 2 to 8 years. The aim was to inspire nature adventurers, care for our local nature and have fun outside.

Families of preschool and primary school aged children were encouraged to attend and interact with the creative activities on offer, including a nature hunt, story book trail, cubby building and more.

Neighbourhood Character and Vegetation Reviews

Implementation of the *Maroondah Vegetation Strategy 2020-2030* continues following its adoption in March 2020.

One of the critical actions from the Strategy involves the identification of the best routes through the municipality for improving habitat connectivity, to support an increase in “nature” throughout Maroondah. An advisory group comprising of Council and community representatives, who have local knowledge/expertise, has guided the project.

A sophisticated spatial modelling program has been used to map existing connectivity, based on specific parameters regarding key species of interest. This information was then used to identify locations that offer the greatest opportunity for improving connectivity.

These priority locations have enabled the mapping of eight Biolink Habitat Corridors, representing the best opportunities for improving habitat connectivity across Maroondah. From this, the Mullum Mullum Creek Biolink was selected as the first to take through a more detailed action planning process.

Action plans for the remaining biolinks will be prepared to enable progressive implementation over the coming years.

The *Maroondah Neighbourhood Character Review* has been adopted by Council. Implementation will commence after the development of a Municipal Planning Statement (MPS) as well as a residential development framework map, in accordance with Victorian Government requirements.

Community garden volunteer program

Community gardens provide an opportunity for people from diverse backgrounds and ages to come together, encouraging and promoting social connections while gardening.

Council operates a volunteer program at Glen Park Oaks Community Garden in Bayswater North, supporting communal gardening in a community setting.

Through their participation in Council's community garden program, volunteers are provided with an opportunity to grow, nurture and harvest produce; attend regular working bees and BBQs; and participate in social outings to other gardens.

There are a range of other non-Council managed community gardens operating in Maroondah with some of these modelled on communal gardening while others are individual plot-based gardens.

Council's annual street tree planting program

Council commenced its annual street tree planting program in Winter 2022 with approximately 2,000 new trees being planted on nature strips across the municipality to sustainably build and maintain the leafy character of Maroondah.

The new trees are a mixture of native and exotic species, with the most appropriate species being selected for each site, based on available space and existing tree character. Trees provide many benefits to our community such as filtering urban pollutants, providing food and protection for birds and other wildlife.

A total of 6,650 understory plants and grasses and 540 trees have been planted in Maroondah parks and reserves during 2022/23, contributing to Maroondah's 25,000 indigenous plants and trees across bushland reserves.

Maintaining our bushland

Council, in partnership with volunteer groups, undertook a continuous maintenance program during 2022/23 that involved controlling weed species, planting new trees to maintain tree canopy and other works to both conserve the bushland reserves and enhance their biodiversity.

As part of the initial investigative works for the preparation of a *Cultural Heritage Management Plan*, in collaboration with the Wurundjeri Woiwurrung Aboriginal Corporation, Council undertook weed management and access clearing along the creek channel at Jumping Creek in Warranwood in December 2022. These land management works will enable access to the reserve and the creek channel for further investigative work and flora data collection.

Council's bushland refurbishment program

In partnership with volunteer groups, Council undertook a cyclical maintenance program during 2022/23, which involved the control of weed species, planting new trees to maintain tree canopy and other necessary works to both conserve the bushland reserves and enhance biodiversity.

Participation in National Tree Day

Council in conjunction with the First Friends of Dandenong Creek, Friends of Tarralla Creek and Friends of Eastfield Park planted 4,500 indigenous tube stock for National Tree Day along the Tarralla Creek Trail, in Eastfield Park. Approximately 350 people attended the event in July 2022.

Regular and enhanced maintenance of parks, gardens, foot, and bike paths

Council, in partnership with volunteer groups, undertook a continuous maintenance program during 2022/23 that involved control of weed species, planting of new trees to maintain tree canopy and other works to both conserve the bushland reserves and enhance their biodiversity. In addition, major works were carried out to clear dead and fallen trees and debris, and to remove weeds.

Council completed landscape improvement works at Erica Reserve in Heathmont, including creating a lawn area; rock and log edging, providing informal seating; a play area; a formalised pathway; drainage improvements; site clearing with garden bed improvements. In addition, replanting took place at The Range, in Croydon.

Planting partnership with Marlborough Primary School

Council, in conjunction with Marlborough Primary School, planted 800 indigenous tube stock at Scott Street Reserve, Heathmont. The day provided an educational opportunity for students to learn about the diverse range of indigenous plants that are found in Maroondah.



Councils bushland refurbishment program has focussed on weed control



A clean, green and sustainable community

Our achievements

Working towards a sustainable community

Solar Savers Project

Solar Savers provides support to Maroondah residents and businesses wanting to install rooftop solar systems and battery storage with assistance in accessing technical guidance and advice, and all available rebates and financial support.

The number of households who engaged with Solar Savers over the 2022/23 period declined compared to previous years, with a total of 14 households currently in the process between enquiry and invoicing.

Victorian Energy Collaboration (VECO) project

Maroondah is one of 51 councils to have switched to renewable energy through the Victorian Energy Collaboration (VECO), which enables Councils to source clean renewable energy generated from Victorian wind farms.

In the first year of joining VECO, Maroondah and VECO partner Councils have collectively saved \$2.6 million in energy costs, while local carbon emissions have been cut by approximately 5900 tonnes. VECO is the largest-ever emissions reduction project undertaken by local government in Australia.

New Energy from Waste project

In October 2022, Maroondah became the first Victorian council to contract the supply of municipal solid waste to a new thermal Energy from Waste (EfW) facility to be built in Maryvale. EfW refers to treatment technologies which drive the energy value from waste and turn it into electricity, biogas, heating or fuel. Sending waste to the Maryvale EfW facility instead of landfill avoids methane emissions. An estimated 325,000 tonnes of non-recyclable residual waste from Councils and businesses will be used to produce energy for the Maryvale Mill. It is estimated that the facility will achieve a net reduction of 270,000 tonnes per annum in greenhouse gas emissions, equivalent to removing 50,000 cars from the road annually.

Eastern Alliance for Greenhouse Action membership

Council has worked in partnership with eight other councils in the eastern region, as part of the Eastern Alliance for Greenhouse Action (EAGA), to deliver regional programs that reduce greenhouse gas emissions and facilitate regional adaptation.

EAGA has continued to lead the sector's work to understand the costs of climate impacts on community assets and infrastructure. The Adaptive Community Assets project assessed the financial risks to road, buildings, drainage, and natural assets for each council in Greater Melbourne. This information will be critical for assisting local governments to incorporate climate change impacts into their long-term financial planning and ensure they are meeting their risk management obligations under the *Local Government Act 2020*.

EAGA has also been working with AusNet to facilitate an LED upgrade program across all 31 local government areas within the AusNet distribution region. The project enables Maroondah to receive a contribution of up to \$400,095 to upgrade inefficient mercury vapour streetlights across the municipality.

EAGA has also provided a letter of support for the proposed Victorian Climate Resilient Councils (VCRC), which will support councils to navigate the complexities of climate change adaptation and managing the associated risks. This project will be led by the Western Alliance for Greenhouse Action (WAGA) and, if successful, will be supported by a grant from Emergency Management Victoria. Ongoing programs including Energy Savers and Solar Savers continue to provide support to local Maroondah residents and businesses who are looking to reduce their energy consumption and associated greenhouse gas emissions.

EAGA has recently completed a technical analysis of the lowest cost emissions reduction opportunities across the region. The analysis demonstrates the region can save \$3-5B by transitioning to net zero by 2030. EAGA councils are currently prioritising a list of council lead interventions to assist the community to unlock these opportunities.

Partner with the Eastern Alliance of Sustainable Learning to boost education about sustainability, the environment and indigenous culture

The Eastern Alliance for Sustainable Learning (EASL) is an alliance of councils working together to offer services and supports to schools and early childhood education, to better incorporate sustainability into their curriculum, facilities, and policies. EASL promotes lifelong learning and action that improves the health, wellbeing, and environmental sustainability of local communities.

Major initiatives and services of EASL include: the annual Learning for Sustainability Conference; teachers and early years educators professional development training; competitions; monthly newsletters; subscriber networks; and an online resource hub.

Building capacity as well as resources for early childhood educators has been a focus area for 2022/23.

In 2023, 10 Maroondah schools are actively participating in the Resource Smart School Program and progressing through program modules. Eastwood Primary School, the Deaf Facility and the Croydon Community School have nominated for the Resource Smart Schools Awards 2023. EASL is made up of Maroondah, Knox, Manningham, Whitehorse and Yarra Ranges councils.

Maroondah Business Excellence Awards encourages environmental sustainability

The 2022 Maroondah Business Excellence Awards, held in October 2022, saw the introduction of an Environmental Sustainability category as one of five categories, plus the overarching Business of the Year award. The new award category recognised businesses that demonstrated excellence through products, processes, construction, energy savings or the circular economy. Local business, Total Solar Solutions won the 2022 Environmental Sustainability Award.

Looking ahead

Working towards a clean, green and sustainable community during 2023/24, Council will:

Implement Council's Sustainability Strategy 2022-2031, including development of a Climate Change Plan integrating carbon reduction and climate adaptation measures

In 2023/24, Council will continue to progress the *Climate Change Plan* which will integrate the *Climate Change Risk and Adaptation Strategy* and *Carbon Neutral Strategy* to create a holistic approach in mitigating and adapting to climate across the Maroondah community.

Implement Council's Waste, Litter and Resource Recovery Strategy 2020-2030

In 2023/24, Council will monitor and evaluate the new FOGO service and begin planning for the next kerbside transition projects including introduction of a new glass service in 2026/27 financial year and changing over of recycling bin lids from blue to the required yellow lids. Council will be supporting the Victorian Government's Container Deposit Scheme roll out through community education. A new litter and illegal dumping communications and education plan will be developed. Several cross-Council collaborative projects will be undertaken including Circular Resource Practices at Retail Business Precincts, Improving Resource Recovery in MUDs project, and the Best Practice Reusable Nappy Program.

Review of years one to four of the waste strategy will begin and realignment of the waste strategy with new Federal and State Government legislation and policy requirements will begin.

Prepare and implement a series of Biolink Action Plans that implement the Maroondah Habitat Connectivity Study

In 2023/24, Council will release a draft *Mullum Mullum Creek Biolink Action Plan* for community input and feedback. Once finalised, the action plan will guide Council's management of the biolink corridor and will be a tool to advocate for external action and investment.

Council will also commence the action planning processes for two further biolink corridors in 2023/24.



A clean, green and sustainable community

Our key services

Council delivers a range of services aimed at promoting a clean, green and sustainable community. These services include:

Bushland Management (Operations)

Bushland Management is responsible for the care of 46 bushland areas, waterways, and revegetation reserves including: proactively supporting, conserving and enhancing biodiversity; promoting effective regeneration in sites of biological significance; fauna/flora conservation; indigenous planting programs; wetland vegetation management; weed control; path maintenance; friends/community group assistance; maintaining appropriate fire breaks; and community dialogue through a monthly *Nature News* electronic news publication.

The team also maintains water sensitive urban design elements and waterways that are under Council management.

Park Maintenance (Operations)

Park Maintenance maintains Council managed parks, gardens and open space areas including proactive and reactive maintenance of landscaped areas; grass mowing; gardening; shopping/business strip maintenance; and programmed tree planting in parks and reserves.

The function also maintains Council's playgrounds in accordance with the Australian Standards and Best Practice guidelines. In addition to Council's reserve fence line (half cost fencing program), and Marveloo bookings.

Tree Maintenance (Operations)

Tree Maintenance maintains all of Council's tree assets (street trees and trees within parks and reserves) including proactive tree inspections; remedial tree work and reactive inspections in response to customer requests or storm events; programmed tree planting; and power-line clearance management.

Waste Management (Finance and Commercial)

Waste Management provides residential and commercial waste services to the Maroondah community including weekly garbage collections, fortnightly recyclables and garden organics collection and a twice yearly on call hard waste collection, as well as public recycling bins, street litter bins, parks and reserves bins, and Council facility bins.

The team also manages the contracts for kerbside waste collection, receipt and sorting, green organics, land fill collection, as well as providing school and community waste education programs, and strategic planning to meet future waste management needs.

A key priority for the team is the implementation of Council's 10-year *Waste, Litter and Resource Recovery Strategy*.



A new suite of branding was rolled out across our fleet of waste vehicles



An accessible and connected community

Our vision

In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.

Our commitments

The *Council Plan 2021-2025 (2022/23 Update)*, identified five priority actions to be delivered during the 2022/23 financial year, to work towards an accessible and connected community.

Work in partnership with the Victorian Government to implement road improvement works at New Street, Ringwood; Reilly Street and Wantirna Road, Ringwood; Eastfield Road, Ringwood East; Plymouth Road and Kirtain Drive, Croydon; and undertake carpark improvement works at McAlpin Reserve, Ringwood North and Dorset Recreation Reserve, Croydon



Status: In progress

Responsibility: Strategy and Development

Road rehabilitation works in New Street, Ringwood (south of Maroondah Highway) were completed in July 2022 and funded through the Australian Government's Local Roads and Community Infrastructure Program. The works involved renewal of kerb and channel, localised asphalt patching, pavement reconstruction, asphalt resurfacing, traffic management device renewal and the introduction of a parking lane.

Council worked closely with VicRoads to upgrade the intersection of Reilly Street and Wantirna Road in Ringwood with works completed in December 2022. The upgraded intersection includes new traffic lights, a dedicated right turn lane into Reilly Street, and two signalised pedestrian crossings. This \$3 million project was funded by the Australian Government.

During 2022/23, infrastructure enhancement works were undertaken on Eastfield Road, Ringwood East funded through the Australian Government's Local Roads and Community Infrastructure Program. Works included construction of footpath, two pedestrian refuges, concreting of the laneway opposite Miller Grove, widening of the Dunn Street intersection, reconstruction of kerb and channel, and renewal of road pavement.

Council is working closely with VicRoads on the improvements to Plymouth Road between Narr-Maen Drive and Yarra Road, including new traffic lights and a pedestrian crossing at the Kirtain Drive intersection. Road widening, drainage and footpath works have been undertaken to date with further works to continue into 2023/24. This \$4.4 million project has been funded by the Australian Government under the Infrastructure Investment Program

Carpark improvement works at McAlpin Reserve in Ringwood North were completed, and the carpark upgrade at Dorset Recreation Reserve in Croydon was also completed in 2022/23.

Design and construct activity centre carpark in Croydon and Ringwood



Status: In progress

Responsibility: Projects and Asset Management

Planning is underway for a new carpark to be built in the Ringwood Metropolitan Activity Centre, with construction scheduled to commence in 2023/24. The carpark at 1 Bedford Road, is proposed to provide additional parking spaces for commuters, residents, and visitors, reduce parking congestion on the nearby local streets, improve amenity and connectivity to Ringwood train station and bus interchange, improve connectivity to surrounding streets, retain heritage elements, provide an extended Shared User Path, enhance environmental amenity and vegetation and be compatible with the *Ringwood Metropolitan Activity Centre Masterplan*. Delivery of this project is supported through provision of funding from the Australian Government.

The Australian Government funded \$18 million for the construction of the Devon Street Carpark in Croydon which was opened in December 2021. Providing 402 car parking spaces for the community over four levels.

In October 2022, the Australian Government withdrew funding for proposed carparks in the Heathmont Activity Centre and at Heatherdale Station.

Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood, Dublin Road Ringwood East and Coolstore Road Croydon, and the construction of new stations at Ringwood East and Croydon



Status: In progress

Responsibility: Strategy and Development

Council continued to work in partnership with Level Crossing Removal Projects (LXRP) on the level crossing removal projects at Bedford, Dublin, and Coolstore roads and the design for new stations at East Ringwood and Croydon. Following project announcements and initial public consultation for both the Bedford and Dublin level crossing removals, the Bedford Road level crossing removal project has been enhanced to include a shared walking and cycling path connecting the Heathmont Rail Trail to Bedford Park alongside the Belgrave line. Bedford Road early works commenced in late 2022, with major construction works commencing in 2023.

Major construction works for the Dublin Road crossing removal in Ringwood East have commenced, with trains running in the new trenches. It is expected that Bedford and Dublin roads will be level crossing free by 2025.

As part of the works at East Ringwood, approximately 460 upgraded car parking spaces at Ringwood East Station will be provided, including 200 spaces funded by the Victorian Government's Car Parks for Commuters program.

The LXRP began early investigation works at Croydon in October 2022, with preparatory works commencing in July 2023. The design for the new station and bus interchange includes an elevated station and a new rail bridge over Coolstore Road, creating improved pedestrian and vehicle connections in the Croydon Town Centre.

Further community engagement and engineering assessments will continue in 2023/24 regarding these projects.

Advocate to the Australian and Victorian Governments for provision of new and upgraded major transportation infrastructure in Maroondah, including public transport enhancements



Status: In progress

Responsibility: Senior Executive

Council continued to advocate to highlight the major transport needs of the Maroondah community in 2022/23.

The Victorian Government has announced that the level crossings at Bedford Road in Ringwood; Dublin Road in East Ringwood; and Coolstore Road in Croydon will be removed as well as new stations established in Croydon and East Ringwood. In addition, the Victorian Government will fund significant improvements at the intersection of Canterbury Road and Heathmont Road in Heathmont and at the intersection of Canterbury Road, Great Ryrie Street and Waterloo Street in Heathmont.

Work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principal Pedestrian Network



Status: In progress

Responsibility: Strategy and Development

Council continued to work in partnership to progress renewal works on the Mullum Mullum Creek and Colchester Road shared trails.

Preliminary design plans for the section of the Mullum Mullum Creek trail between Marilyn Crescent and Kalinda Road are complete, with community consultation and construction to commence in 2023/24.

Council continued to construct footpaths as part of Maroondah's Principal Pedestrian Network 2022/23 with 4.5 kilometres of footpath constructed at a total value of \$1.35 million.

Completed works include:

Eastfield Road (Mt Dandenong Road to Railway Avenue and Shane Crescent to Pleasant Rise); Sunhill Avenue (Wonga Road to Hendra Grove); Sang Court (Ambrie Avenue to Hendra Grove); Hendra Grove (Graeme Avenue to 27 Hendra Grove); Ambrie Avenue (Sang Court to 7 Ambrie Avenue); Lavender Street (Great Ryrie Street to Ford Street); Belle Vue Avenue (Great Ryrie Street to Heathmont Road); Pearwood Street (Great Ryrie Street to Ford Street); Gardini Avenue (Shared User Pathway, Greenwood Avenue to Thomas Street); Devon Avenue (Great Ryrie Street to Leoni Avenue); Erica Court (Great Ryrie Street to 23 Erica Court); Leoni Avenue (Devon Avenue to Viviani Crescent); Dresden Avenue (Great Ryrie Street to Leoni Avenue); Viviani Crescent (Leoni Avenue to Balfour Avenue); Langley Street (Knaith Road to School); Anzac Street (Mt Dandenong Road to Mena Avenue); Bond Street (New Street to Market Street); Parsons Street (Dorset Road to Morgan Avenue); Jenkins Lane (along Dorset Recreation Reserve); Gordon Street (16 Gordon Street to End); and Yarra Road (Panorama Drive to Holloway Road).

Our strategic indicator results

Service delivery performance measures

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Percentage of households / dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus and/or 800 metres of a train station	Increase	90.7%	90.7%	Result not available	Result not available
Daily number of public transport services operating in Maroondah	Increase	2,467	1,386	Result not available	Result not available
Kilometres of bicycle lanes and shared paths in Maroondah	Increase	86km	83km	Result not available	Result not available
Average number of cars owned by a Maroondah household	Decrease	1.67	1.7	Result not available	Result not available
Average Maroondah Pavement Condition Index	6-8	7.1	7.1	7.5	8.0
Kilometres of constructed footpaths in Maroondah's Principal Pedestrian Network	Increase	4.5	3.1	3.5	3.0

The full suite of community indicators of progress is available in the table on page 138

Service delivery performance measures

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Sealed local roads maintained to condition standards	Maintain	97.71%	98.65%	98.85%	99.06%
Community satisfaction with local streets and footpaths	Increase	59	58	63	60
Community satisfaction with traffic management	Increase	59	60	60	60



Maroondah has a network of shared pathways



An accessible and connected community

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards an accessible and connected community. Some of the highlights from the year are detailed below.

Working towards an accessible and connected community

Infrastructure renewal and accessibility improvement works

The Australian Government committed funding through the Local Roads and Community Infrastructure Program for infrastructure renewal and accessibility improvement works in Tintern Avenue, Ringwood East to address the deteriorated condition of the existing kerb, channel, road pavement and raised school crossing. Key elements of the works included reconstruction and realignment of the existing north side concrete kerb and channel to protect existing mature trees and improve road safety; relocation of the existing raised school crossing to support pedestrian and cyclist safety along the Tarralla Creek Trail; installation of additional drainage infrastructure; construction of an intersection splitter island; installation of a series of protective energy absorbing bollards and the application of new asphalt surfaces. The infrastructure renewal and accessibility improvement work in Tintern Avenue commenced in January 2023 and was completed in March 2023.

The Australian Government also committed funding through the Local Roads and Community Infrastructure Program for infrastructure renewal and road safety improvements along Kent Avenue in Croydon to address the deteriorated condition of the road pavement and ongoing run-off-road incidents. Road pavement rehabilitation and resurfacing works were completed in March 2023, whilst the application of a high friction surface treatment is scheduled to be completed in early 2023/24.

Local area traffic management improvements

Council allocated funds in its Capital Works Program for intersection safety improvements at the Stirling Road and Toorak Road intersection in Croydon. Completed works include alterations to the roundabout kerb to improve access for waste vehicles, and new pedestrian crossings to improve accessibility.

The Australian Government committed funding through the Roads to Recovery Program for the rehabilitation and upgrade of Yarra Road, between Panorama Drive and Gatters Road in Croydon North and Wonga Park. The works were completed in June 2023 and included construction of kerb and channel; pavement resurfacing; vehicle crossing reconstruction; drainage installation and construction of concrete footpaths on both sides of the road.

Extensive traffic assessments and preliminary design work has been completed for future improvements to the Old Lilydale and Carcoola Road intersection in Ringwood East.

Maroondah Carparking Framework action plan

The Maroondah Carparking Framework provides greater consistency to Council's approach to planned parking, resolving issues, applying restrictions and the issuing of parking permits throughout the municipality. In 2022/23, Council has continued to implement the Framework including parking guidelines for specific land use areas; enhancing traffic safety; increasing the use of sustainable transport modes; adopting a best practice approach to dealing with parking complaints and safety concerns; reviewing the Ringwood and Croydon Activity Centre Parking Strategies; reviewing the parking management strategy around Maroondah Hospital; and addressing overflow parking issues across the municipality.

Travel enhancement plans for local activity centres

Council has continued to explore opportunities to make improvements for pedestrians, cyclists and those using public transport within the municipality.

Over three years, a series of walkability studies were undertaken to determine the street network's ability to support walking and bike riding. A study was produced for the five neighbourhood activity centres identified as potential local neighbourhoods. The study's findings and proposed treatment solutions are featured in an enhancement plan for each local centre.

Healthy Streets project

Healthy Streets is a people centred framework that focusses on 10 evidence-based indicators, each describing an aspect of the human experience when using local streets. The framework and supporting tools are used to appraise streets, to determine how safe, welcomed, and relaxed people feel when walking or riding their bike.

The Bedford Road Shopping Centre and McAdam Square Shopping Centre Enhancement Plan Project introduced 15 local people to the *Healthy Streets Framework* and trained them to apply an easy-to-understand assessment tool.

These volunteer community members selected local streets to assess from a list and completed one or more assessments. A total of 20 assessments were completed with consistent findings across the assessments. The findings and subsequent recommendations were reported back to the volunteers at a second workshop.

A series of pop-up community engagement activations at the Winter Wonderland Event at McAdam Square in August 2022, presented the Healthy Streets findings to the local community for feedback. This innovative community engagement approach to Healthy Streets, was recognised at the 2022 Planning Institute for a Victorian Awards for Excellence. Council and Stantec were also presented with the award for Exceptional Stakeholder Engagement.

Eastern Regional Trails Strategy

Council chaired the Eastern Regional Trail Strategy Working Group (ERTSWG) during 2022/23, which is responsible for the coordination of the Eastern Regional Trail Strategy (2018) across seven councils including: Maroondah, Boroondara, Knox, Manningham, Monash, Whitehorse, and Yarra Ranges.

The Working Group provides specialist advice, information and recommendations about policy matters and project priorities, including the Eastern Region Group of Council (ERG) and the Eastern Transport Coalition (ETC).

Asphalt resurfacing

As part of Council's annual road rehabilitation program, New Street in Ringwood (between Sylvia Grove and Albert Street); Yarra Road in Croydon North (between Panorama Drive and Gatters Road); Kent Avenue in Croydon (between Stirling Road and Eva Court); Eastfield Road in Ringwood East (between Mt Dandenong Road and Dunn Street); and Tintern Avenue, Bayswater. Road rehabilitation and resurfacing enhances the longevity of the road pavement and provides a smoother trafficable surface.



An accessible and connected community

Looking ahead

In continuing to work towards an accessible and connected community during 2023/24, Council will:

Design and construct an activity centre carpark in Ringwood

In 2023/24, Council will continue to design and construct the Ringwood Activity Centre Carpark that considers improving connectivity, amenity, vegetation, heritage and the Ringwood Metropolitan Activity Centre Masterplan. The remaining portion of the original Blood Brothers storefront will be retained and relocated to a prominent position on the site.

Work in partnership with the Victorian Government to support the removal of level crossings at Bedford Road Ringwood; Dublin Road Ringwood East and Coolstore Road Croydon; and the construction of new stations at Ringwood East and Croydon

In 2023/24, Council will continue to work with the Victorian Government to support the removal of the identified level crossings, and construction of new stations in Maroondah. Construction works at the Dublin road and Coolstore road sites will commence in mid-2023.

Advocate to the Australian and Victorian Governments for the provision of new and upgraded transportation infrastructure in Maroondah

In 2023/24, Council will continue its robust advocacy to both levels of Government to seek funding to address a range of key priority transportation infrastructure and improvement projects that will benefit the Maroondah community.

Work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails; and continue footpath construction in the Principal Pedestrian Network

In 2023/24, Council will consult with the community on the preliminary design plans produced to renew and enhance the Mullum Mullum Creek Trail between Marilyn Crescent and Kalinda Road. Following community engagement, Council will commence construction of the Mullum Mullum Creek Trail enhancements.

Our key services

Council delivers a number of services aimed at promoting an accessible and connected community. These services include:

Built Environment (Operations)

Built Environment provides proactive and reactive maintenance and construction services for Council's infrastructure assets. This includes road and footpath maintenance, proactive cleansing of all drainage infrastructure within the road reserve, programmed street sweeping, reactive and proactive graffiti removal, proactive activity centre cleansing, and logistical and fleet maintenance services for Council.

The team also provides the emergency/after-hours call out service and provides a seven day a week activity centre cleansing service.

Engineering Services

(Engineering and Building Services)

Engineering Services provides technical expertise in areas of traffic and transportation strategic planning and advocacy, including pedestrian, cycling and public transport improvements, drainage investigation and strategy including flood mitigation planning and works and integrated water outcomes, engineering development plan approvals and work inspections, and development related asset protection and infrastructure compliance.

The team also delivers the engineering related component of Council's Capital Works Program, including: the project management of design consultants, tendering and contract administration, and supervision/approvals of construction works.



Tintern Avenue, Ringwood East, road improvements



An attractive, thriving and well built community

Our vision

In 2040, Maroondah will be an attractive, sustainable, and well built community with thriving activity centres and a network of neighbourhoods where everyone has the opportunity to live, work and play locally.

Our commitments

The *Council Plan 2021-2025 (2022/23 Update)* identified four priority actions to be delivered during the 2022/23 financial year, to work towards an attractive thriving and well built community.

Develop a new Croydon Structure Plan and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme



Status: In progress

Responsibility: Strategy and Development

Council has continued to develop a new Croydon Structure Plan and planning scheme amendment to reflect the significant changes to the Croydon Major Activity Centre since the first structure plan was developed in 2006.

In 2022/23, Council prepared the draft Croydon Structure Plan for the Croydon Major Activity Centre. The draft plan will be made available for community consultation in 2023/24.

Work in partnership to implement the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment in identified residential precincts



Status: In progress

Responsibility: Strategy and Development

Greening of the Greyfields is an innovative approach to residential renewal, which involves landowners working together and redeveloping at the same time, to positively transform neighbourhoods to be more sustainable and have greater neighbourhood character and appeal.

In early 2021, Council exhibited Planning Scheme Amendments to establish two Greening the Greyfields precincts in Ringwood and Croydon South. At the Council Meeting in March 2021, Council resolved to request Planning Panels Victoria to appoint a Panel for the consideration of submissions. The Planning Panel, which convened in June 2021, supported the Amendments and Council subsequently adopted the Panel recommendations.

The Minister for Planning approved the amendments in November 2022. Additional precincts may be identified, and a similar approach would be applied.

Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct



Status: In progress

Responsibility: Projects and Asset Management and City Futures

Transformation of the Croydon Civic Precinct into the Croydon Community Wellbeing Precinct (CCWP) will focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children's facilities, sport and recreation facilities, and open space. These combined elements are proposed to become integrated community hubs and will also enhance the accessibility and connectivity of the area, for the community.

Several community organisations and Council services moved into Community Hub B during 2021/22 from other locations in the precinct. Further community engagement, design planning and early works were also undertaken for the precinct to support the staged concept plans for Hubs A and C. These concept plans were utilised for funding advocacy to the Australian and Victorian Governments in 2022/23.

Undertake flood mitigation works in New Street, Ringwood, Sherbrook Avenue catchment in Ringwood, and Scenic Avenue and Wingate Avenue catchments in Ringwood East; and work in partnership to develop flood mitigation solutions for central Croydon



Status: In progress

Responsibility: Strategy and Development

Council has continued to develop flood mitigation solutions for central Croydon along with New Street in Ringwood; Sherbrook Avenue catchment in Ringwood; and Scenic Avenue and Wingate Avenue catchments in Ringwood East.

Drainage upgrade works in New Street (south of Maroondah Highway) commenced in 2020/21 and were completed in August 2022. Design of the Sherbrook East drainage catchment from Nelson Street to Maroondah Highway and drainage upgrade works in New Street, from Nelson Street to Bourke Street were completed in 2021/22. The next stage of the Sherbrook catchment drainage upgrade works (stage 3) commenced in June 2023 and is expected to be completed in December 2023. The final stage (stage 4) of the Scenic Avenue, Ringwood East catchment project was completed in April 2023

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Public open space in Maroondah (hectares)	Maintain	645.5	652.8	649.1	Measure not in use
Community satisfaction with the appearance of public areas	Increase	71	71	73	71
Community satisfaction with Council's general town planning policy	Increase	56	57	59	57
Maroondah population per square kilometre	Not applicable	1,882.3	1,889.5	1,923	1,918.5
Percentage of residential properties in Maroondah at risk of flooding	Decrease	Result not available*	Result not available	Result not available	8.9%
Percentage of Maroondah residents that work in Maroondah	Increase	26.5%	Result not available	Result not available	Result not available

The full suite of community indicators of progress is available in the table on page 139

* Next data update unknown

Service delivery performance measures

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Asset renewal and upgrade compared to depreciation	110%	139.24%	135.32%	118.98%	131.48%
Planning applications assessed within statutory timeframes	≥80%	73.99%	84%	83%	86%



Drainage improvement work in Tintern Avenue, Ringwood East



An attractive, thriving and well built community

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a range of other activities in working towards an attractive, thriving and well built community. Some of the highlights from the year are detailed below:

Working towards an attractive, thriving, and well built community

Opening of Maroondah Edge

Council has completed the Jubilee Stage 2 Indoor Cricket Training Centre in line with the Council endorsed Jubilee Reserve Enhancement Plan. Completed in June 2023 and named Maroondah Edge, the new \$4.1m centre includes: a five-lane indoor cricket training centre, half netball court, multipurpose room, and office space. This project was delivered with \$2.9m in funding support from the Victorian Government.

Enhancements to Yarrunga Reserve

Council was successful in advocating for \$600,000 in Victorian Government funding for enhancements to Yarrunga Reserve in Croydon Hills and McAlpin Reserve in Ringwood North.

The Yarrunga Reserve enhancements included a new mountain bike/BMX facility to provide a safer space for pre-teens and young adults. Council engaged with the local community and BMX users to help co-design the trails and new bike jumps at this new facility. Works included enhanced BMX jumps, two trail lines catering for different skills and abilities, along with a shelter with drinking fountain. The project was undertaken in response to the construction of unauthorised bike jumps in bushland and significant vegetation areas over recent years. Other improvements at Yarrunga Reserve were also completed during the year including bridge renewal and lake desilting works, with the formal opening in September 2022.

Enhancements to McAlpin Reserve were completed in 2021/22.

Play Space renewal works

Council has completed play space renewal works at Packham Place Reserve in Wonga Park and Munro Street Reserve in Ringwood in 2022/23. Council also replaced and enhanced existing open space infrastructure at these reserves as part of the works.

Design and construction activities will continue into 2023/24 regarding play space redevelopments at Longview Reserve in Croydon South; Danielle Crescent Reserve in Heathmont; Laura Court in Bayswater North; Chandra Avenue Reserve in Kilsyth South; and Cantala Crescent Reserve in Ringwood North.

Living Local Strategy

Since 2018, Council has been working with the Victorian Government to progress planning for Local Neighbourhoods enabling people to meet most of their everyday needs within a walkable distance from home, with access to safe and convenient cycling and local transport options.

Council has focused on delivering Victorian Government policy objectives as outlined in *Plan Melbourne*, while also developing its own understanding of what a Local Neighbourhood means for Council and communities across Maroondah.

Following the success of Stage 1, Council was awarded two Victorian Government grants of \$120,000 and \$100,000 to deliver place activation projects at Croydon South and Ringwood East. These projects sought to trial a new approach for Council in encouraging community connection to place, as well as supporting social and economic recovery through the delivery of temporary place activations, infrastructure, and community events in local activity centres.

The delivery of these place activation works demonstrated the role that a Local Neighbourhoods planning approach can play in empowering communities and enhancing resilience in Maroondah's neighbourhoods.

New Heritage Action Plan

Council has adopted a new *Maroondah Heritage Action Plan* to ensure local heritage has greater protections.

Over the past six years, Council has considered several planning scheme amendments seeking to apply heritage controls to protect the heritage fabric of several individual sites at risk of demolition.

The *Maroondah Heritage Action Plan* supports Council's ability to analyse and improve the support for local heritage and its identification, protection, and promotion. It has been prepared in accordance with Heritage Victoria's *Municipal Heritage Strategies: A Guide for Councils* (and was the result of internal and targeted engagement with Maroondah's Heritage Reference Group).

Council has completed Action 1 of the *Maroondah Heritage Action Plan* (a high priority action) being the completion of the *Maroondah Heritage Study Review*. The proposed controls were provided to affected property owners as a non-statutory consultation process (prior to initiating the planning scheme amendment process) during 2022. The affected property owners were engaged throughout the various stages of the process.

Significant progress has been made in Action 5 and Action 13 of the Action Plan with the implementation of the municipal wide heritage study review by way of Planning Scheme Amendment C148maro which incorporates heritage design guidelines. The Amendment has been formally exhibited to the community and the submissions received will be referred for Council consideration.

Considerable progress has also been made in Action 20 in terms of informing the community on the value of heritage, which has included the production of two information videos on heritage matters available on Council's website.



An attractive, thriving and well built community

Priority Open Space and Enhancement Plans

Priority open space and enhancement plans have been developed to ensure Council's open spaces continue to meet the evolving needs of the Maroondah community.

During 2022/23, several engagement activities were undertaken relating to Woodland Park in Croydon South, including a section of the former Croydon South Primary School site that Council took ownership of in 2021, resulting in Woodland Park nearly doubling in size. Council sought community feedback on future enhancements to the site.

Community engagement activities were also undertaken for Norwood Park in North Ringwood following an assessment of the mature pine trees which determined that they were at the end of their useful life and required removal.

Enhancement plans for Woodland Park and Norwood Park were endorsed by Council in March 2023, following community engagement and feedback on the proposed plans.

In 2022/23 community engagement was undertaken regarding Maroondah's *Play and Gathering Space Strategy*. Further work on this project will continue into 2023/24.

Infrastructure renewal at parks and reserves

A range of open space across Maroondah received updated signage during 2022/23 to replace existing signage that had become weathered and worn. In addition, enhanced park inventory assets including durable seating and picnic tables were installed at a number of open spaces across the municipality.

Tarralla Creek Stormwater Harvesting Scheme

In partnership with the former Department of Environment, Land, Water and Planning (DELWP), Yarra Valley Water and Melbourne Water, Council has delivered the Tarralla Creek Stormwater Harvesting Scheme.

The harvesting scheme provides irrigation for four sportsfields within the Croydon precinct. The project included construction of a Gross Pollutant Trap, a 1000kL underground storage tank within the Town Park athletics field, a 500kL header tank at Croydon Park Oval, along with associated treatment, pumping and irrigation infrastructure. The formal opening of the project is expected to take place in 2023/24.

Flood mapping study to better identify flood affected areas

Council has completed a Flood Mapping Study of drainage catchments across Maroondah to better understand the risks and reduce the impacts of flooding.

Identification of flood affected areas assists Council, emergency services and the community to plan for future flood events, plan for future infrastructure upgrades as well as the implementation of improved building and town planning controls to guide future development.

The flood study adopted an industry best practice approach and has been peer reviewed by Melbourne Water. Residents in each Council Ward were asked to provide feedback on the flood mapping results.

Drainage improvement program and drainage flood mitigation program

The delivery of Council's \$4.1 million drainage improvement program and drainage flood mitigation program for 2022/23 has been completed.

In delivering this project, drainage upgrades were completed in Crossman Drive in Croydon Hills; Vernon Street in Croydon; The Boulevard in Heathmont; Charles Smith Drive in Wonga Park; the Scenic Avenue Catchment; Lionel Crescent in Croydon; Dumosa Avenue in Croydon; Sonia Street in Ringwood; and Plymouth Road in Warranwood. Drainage relining works were completed in: Danielle Crescent in Heathmont; Kemp Street in Ringwood East; Maroondah Highway in Ringwood; New Street in Ringwood; Grant Crescent in Ringwood; Toolimerin Avenue in Bayswater North; and Armstrong Road in Heathmont.

Carpark improvement program

Significant carpark improvement works were completed over the past year, to complement recent pavilion, sportsfield and open space upgrade works within Maroondah. These include carpark improvement and expansions at Dorset Recreation Reserve in Croydon; Springfield Park and Ainslie Park in Croydon; and Parkwood Reserve in Ringwood North. Jubilee Park carpark improvement works in Ringwood commenced in April 2023 with completion expected in September 2023.

Looking ahead

Working towards an attractive, thriving and well built community during 2023/24, Council will:

Develop a new *Croydon Structure Plan* and prepare a planning scheme amendment to incorporate the policy into the Maroondah Planning Scheme

During 2023/24, Council will make the draft Croydon Structure Plan available for community consultation. The structure plan will define the long-term vision for Croydon Major Activity Centre incorporating future direction for housing, businesses, environment, urban design, transport, and community infrastructure.

Continue to work in partnership to implement the Greening the Greyfields project, to facilitate a sustainable approach to urban redevelopment in identified residential precincts

Following the approval of two Greening the Greyfield precincts in Ringwood and Croydon South during 2022/23, Council will continue to identify additional precincts in 2023/24 that meet the criteria for this innovative approach to residential renewal.

Continue to design and construct the Croydon Community Wellbeing Precinct in stages and in accordance with the Council endorsed Masterplan.

In 2023/24, Council will engage the community to progress the design of Hub A. This Hub is proposed to include a brand-new ground level library, multi-purpose spaces, meeting rooms, event space and customer service facilities. These areas will form a hub that will be activated by Council and various community groups.

Undertake flood mitigation works in New Street, Ringwood, Sherbrook Avenue catchment in Ringwood, and Scenic Avenue and Wingate Avenue catchments in Ringwood East; and work in partnership to develop flood mitigation solutions for central Croydon

In 2023/24, Council will continue to work in partnership to develop flood mitigation solutions for central Croydon and Maroondah as a whole. Sherbrook catchment drainage upgrade works (stage 3) will be completed, with the next stage of design works through Charter Street (stage 4) to commence.

Our key services

Council delivers a range of services aimed at promoting an attractive, thriving and well built community. These services include:

Asset Management (Projects and Assets Management)

Asset Management is responsible for the strategic long-term planning and management of Council's community assets, with a focus on roads, facilities, and open space asset groups.

The team provides specialist advice and support to maximise service delivery potential, longevity, and improved asset management capabilities, including advice on strategic direction, policy development and capital works.

Asset Projects and Facilities (Projects and Assets Management)

Asset Projects and Facilities is responsible for the delivery of building and open space projects including design management, construction management and contract administration; and provides specialist advice and support in relation to all major building construction works and building regulatory/compliance inspections/ assessments.

The team also provides oversight for the ongoing maintenance and management of Council's community facilities.

Building Services (Engineering and Building Services)

Building Services provides building related approval and compliance services prescribed by statutory and legislative requirements, to ensure that Council buildings within Maroondah are safe and suitable for use.

Services include building permit and inspection services, building safety and regulatory compliance advice and inspections; essential services management; swimming pool and spa registration; barrier compliance program; general building regulatory administrative duties; as well as requests for information.

Statutory Planning

Statutory Planning is responsible for delivering town planning land use and development advice, assessments, and decisions for the Maroondah, in accordance with the provisions of the *Planning and Environment Act 1987*, *Subdivision Act 1988*, Building Regulations (amongst others), and the Maroondah Planning Scheme.

The team engage with the community to ensure that land use and development changes benefit the social, environmental, and economic aspects of Maroondah.

Strategic Planning and Sustainability (City Futures)

Strategic Planning and Sustainability is responsible for shaping and delivering land use and environmental strategies and policies for Council, and the community, in a way that improves quality of life, both now and in the future.

The team works with the Council and the community to develop a Planning Scheme that reflects Maroondah's vision to encourage, develop and manage urban design, landscapes, buildings, and land uses across Maroondah.

The team also enables the integration of sustainability practice into Council and community activities and operations. Council's holistic and strategic approach includes focusing on reducing Council's environmental footprint; helping the community to adapt to a changing climate; enhancing the quality of the local environment; and promoting sustainable transport and active travel options.



Tarralla Creek in Croydon



An inclusive and diverse community

Our vision

In 2040, Maroondah will be an inclusive and equitable community where all people are valued, supported, and socially connected, and diversity is embraced and celebrated.

Our commitments

The *Council Plan 2021-2025 (2022/23 Update)*, identified five priority actions to be delivered during the 2022/23 financial year, to work towards an inclusive and diverse community.

Work in partnership to support volunteer-based organisations and facilitate volunteerism within Maroondah



Status: In progress

Responsibility: Strategy and Development

In recent years, Council has partnered with Eastern Volunteers to provide a suite of training programs for volunteer-led community organisations in Maroondah in response to the coronavirus (COVID-19) pandemic. This partnership continues supporting Eastern Volunteers to promote and support volunteerism across Maroondah.

Council will continue to implement its volunteering and student placement programs during 2022/23. These programs provide opportunities for volunteers and students to gain skills while supporting the wider Maroondah community.

Investigate and implement additional female changing facilities at local sporting venues



Status: In progress

Responsibility: Assets and Leisure

Council has invested significant resources to upgrade sporting venues across Maroondah to install female and unisex changing facilities.

During 2022/23, Council undertook design work for female-friendly upgrades for Hughes Park Pavilion in Croydon North and North Ringwood Pavilion in preparation for advocacy to seek future funding.

Implement the Children and Families Strategy and Action Plan, and the Youth Strategy and Action Plan



Status: In progress

Responsibility: People and Places

The Maroondah Children and Families Strategy is Council's commitment to creating a connected community where all children and their families thrive. A supporting Action Plan supplements the Strategy outlining the actions that Council will undertake to deliver the Strategy during 2021/22 and 2022/23 with a focus on initiatives and services relating to: transformed service systems and spaces; health and wellbeing; respect and inclusion; informed and connected communities; valuing the voices of children; and education and learning for life.

The Maroondah Youth Strategy is Council's key strategic document regarding its work with, and for, young people aged 10-25 who live, work, study or play in Maroondah. A supporting Action Plan supplements the Strategy outlining the actions that Council will undertake to deliver the Strategy with a focus on initiatives and services that work towards Maroondah's young people being health, connected, engaged and prepared.

During 2022/23, Council undertook an extensive community engagement with children, young people, families, and stakeholders, which will inform the development of two-year Action Plans for the *Children and Families Strategy* and the *Youth Strategy* relating to the 2023/24 and 2024/25 financial years.

Implement the *Gender Equality Act 2020*, including Council's *Gender Equality Action Plan*



Status: In progress

Responsibility: People and Places

Council, has continued to implement positive workplace change and a range of new initiatives in line with its *Gender Equality Action Plan* (GEAP).

Council is embedding gender impact assessments into reviews of existing policies, programs, and services. Council has again actively participated in the People Matters survey which is independently run by the Victorian Public Sector Commission. The survey results will assist Council to monitor its progress against previous survey results, while also informing future initiatives and helping to meet Council's statutory reporting obligations to the Gender Equality Commission.

Continue to monitor and respond to Australian Government Aged Care Reforms to ensure that Council services adapt appropriately to meet current and future community needs



Status: In progress

Responsibility: People and Places

Council continued to monitor and respond to the My Aged Care reform agenda. The Australian Government has announced that reforms will now not occur prior to July 2025.

The Commonwealth My Aged Care Regional Assessment Service has been extended to June 2025 with a new single assessment service model being designed by the Commonwealth and implemented by July 2024. Council's assessment service has been participating in the trial for the new model.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Percentage of private rental properties in Maroondah that are affordable to people on statutory incomes	Increase	1.6%	1.7%	1.6%	1.7%
Percentage of Maroondah residents who agree people in their neighbourhood can be trusted	Increase	Result not available*	Result not available	Result not available	92.0%
Percentage of residents who actively volunteer	Increase	Result not available**	15.4%	Result not available	Result not available
Number of migrants and refugees settling in Maroondah	Not applicable	Result not available	Result not available	473	795

The full suite of community indicators of progress is available in the table on page 140

* Next data update expected in 2023

** Next data update expected in 2027

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Community Grants Funding Program recipients	Maintain	73	60	64	72
Number of volunteers engaged within the organisation	Increase	440	429	386	369
Community satisfaction with family support services	Increase	67	67	69	66
Community satisfaction with elderly support services	Maintain	68	69	67	64
Community satisfaction with disadvantaged support services	Increase	57	65	64	60



An inclusive and diverse community

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards an inclusive and diverse community. Some of the highlights from the year are detailed below.

Working towards an inclusive community

Maroondah Disability Action Plan 2022-2026

The Maroondah *Disability Action Plan 2022-2026* was adopted by Council in July 2022. The Plan outlines Council's commitment to reduce barriers for people with disability and support a more accessible and socially inclusive community. It also outlines Council's vision for social inclusion in Maroondah, with equitable opportunities for people of all abilities, their families, and carers, to participate in community life. A summary of activities that were implemented are detailed throughout this report.

International Day of People with Disability (IDPWD) Change Makers event

Council recognised the International Day of People with Disability, with a community event at Karralyka. Council invited three past members of the Maroondah Disability Advisory Committee whose leadership has inspired and influenced change. Speakers included: Mel Spencer, President, and co-founder at Different Journeys; Liz Ellis, Chair of Accessible Public Transport Advisory Committee and Tricia Malowney OAM Chief Accessibility Advocate – Victorian Department of Transport.

The event, titled Change Makers in Maroondah, included stories and presentations from all three speakers, an opportunity for questions from the audience via a panel discussion and a mini expo of local organisations in Maroondah. The event was so well received that Council will continue to recognise IDPWD into the future, focusing on a topic that is relevant and current.

Positive Ageing Framework and Action Plan

Council is committed to developing an age-friendly community where everybody can fulfil their potential, regardless of age, and actively participate in all aspects of community life.

The Maroondah *Positive Ageing Framework and Action Plan 2021-2025* assists Council to continue to take a leadership role in making Maroondah a vibrant age-friendly city which positively embraces the concept of people being active, connected, valued, and respected as people grow older in our community.

The *Positive Ageing Framework and Action Plan 2021-2025* builds on the foundational success established by being an age-friendly city and addresses the current challenges faced by our ageing population. There are six key priority areas identified for the next five years: social connections, community, quality of life, safety and security, health and wellbeing and respect.

Seniors Festival recognises the contribution of older people in our community

Council's Seniors Festival was held in October 2022 at Karralyka for the first time in three years due to the coronavirus (COVID-19) pandemic. The event attracted 750 guests and included an Expo with 28 stallholders. 240 seniors were treated to a three-course lunch to celebrate our older person community, enjoying meals cooked in the Karralyka kitchen and which are on Council's Meals on Wheels menu.

Guests were entertained by the Victorian State Ballet who performed an intimate extract from *The Nutcracker*. They also heard from Auntie Zita Thompson and Uncle John Baxter who shared information about services available in the community that support seniors to remain independent and active.

Increasing diversity of social support programs

Kerrabee social support team explored innovative service offerings during the year beyond their usual weekday group programmes.

The Dinner at Louisa's initiative presented opportunities for isolated seniors with support needs to participate in an evening meal including entertainment. This was an activity that many had not felt confident or safe to undertake for many years. The initiative provided participants with door-to-door transport, a nutritious three-course meal, and activities to engage their mind and body.

The Kerrabee Moves initiative encouraged participants to regularly engage in physical activity in a supported environment, with adaptations that were inclusive of all people's abilities, including a social gathering afterwards. The program has grown from four to 18 people and is based in the community at Croydon Bowls Club.

Other supported short-term initiatives have accommodated a wide range of diverse interests, for example a nine-week pottery class at Wyreena Community Arts Centre, a 4-week series of Martial Arts for Seniors and 9-week art class based at Tarralla.

GenConnect promotes intergenerational community connection

GenConnect is a social inclusion program that brings older people who may be experiencing loneliness, together with the children at Maroondah's Occasional Care early education and childcare service. The aim of the program is to intergenerationally socialise and interact together, two hours a week.

GenConnect aims to build and maintain meaningful relationships, to improve the wellbeing of all participants and develop a sense of belonging and value to the lives of older people. The GenConnect program was originally designed to be of 8-weeks duration however in 2023 has become ongoing as a result of the benefits of all participants. The program won the Victorian Early Years Award for Creating Collaborative Community Partnerships.

Happy Days disability inclusion program

The *Happy Days* disability inclusion program is a new collaboration between Council's Occasional Care early education and care service, and Monkami. The aim of the program is to break down barriers and the stigmas associated with disability.

The program involves Monkami participants with down syndrome and a carer attending the Maroondah Occasional Care service for two hours per week. The program has been very successful, with the Monkami participants building their confidence and friendships as a result of their mutually meaning social interactions.

Tackling Ageism Together campaign

As part of the Tackling Ageism Together campaign, the EngAge short story competition took place in mid-2022 with the awards ceremony held at Realm during October 2022, in collaboration with Eastern Regional Libraries.

A total of 88 entries from pre-primary, primary and secondary school students were received regarding how an older person influenced their life. All finalists and their families were invited to the ceremony.

Online learning opportunities for older residents to build confidence in digital social technology

Kerrabee continued to assist older community members to develop their confidence in using digital social technology, including engaging with social support groups online and the Virtual Engagement Recreational Activity (VERA) social technology program.

The initiative has been particularly successful in reaching people that might not otherwise engage in in-person social activities. Training has expanded to include three sessions which are focussed on identified topics of interest.

Mature Rainbows peer social support group for people 50 years or over

Kerrabee commenced a monthly peer LGBTI+ social support group titled Mature Rainbows. The group's aim is to support community members 50 years or over who identify as LGBTI+. Maroondah is the second Council in Victoria to facilitate a group that responds to the needs of older people.

Commencing in March 2022 the group now has 18 regular attendees connecting with each other, and who eventually named the group Mature Rainbows. The program has enabled formation of relationships outside formal group meetings and helped participants to be themselves in a safe, welcoming, and supportive environment.



An inclusive and diverse community

Council celebrates IDAHOBIT Day

International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) celebrates LGBTI+ people globally, and is an opportunity to raise awareness for the work still required to address discrimination.

Council prides itself on being an inclusive and supportive workplace, with a commitment to promoting gender equality and gender diversity.

In May 2023, Council celebrated IDAHOBIT Day and the Maroondah LGBTI+ community with messages on social media, along with an event for employees. At the employee IDAHOBIT event, two Council employees shared their experience and passion for working with and supporting LGBTI+ colleagues and community members. For the first time, the event was live-streamed to Council employees and was captured on video and shared at Council sites. Training on Being an Ally was also made available to Council employees.

Events to support LGBTIQA+ young people

Council has supported several events to support the LGBTI+ community over the past year including: YASSSFEST, a youth-focussed event to celebrate *Wear it Purple* day; Poolside Pride hosted at Aquahub in Croydon during the Midsumma Festival; and support for local young people to attend the *Victorian Pride March*. Over 300 community members attended these events.

Workplace equality

The *Gender Equality Act 2020* came into effect from 31 March 2021, placing an obligation on the Victorian public sector to improve workplace gender equality, through programs, initiatives, service delivery, policy, and strategy. As part of obligations under the new Act, Council is required to undertake gender impact assessments/audits, develop an Action Plan, and submit progress reports.

Over the past 12 months, Council has proactively pursued a range of organisational readiness initiatives to fulfil its legislative requirements, including the preparation of a *Gender Equality Action Plan* which was finalised in April 2022.

The Plan outlines three key priorities for Council to focus on comprising: a workplace culture and structures that promote gender equality and challenges the drivers of gender-based violence; Women are actively engaged in Council leadership and decision making; and Gender equality is integrated into existing Council policies, programs, and services.

During 2022/23, Council also commenced undertaking Gender Impact Assessments to consider the different needs of women, men and gender diverse people when developing policies, plans, or delivering programs and services.

International Women's Day breakfast with a focus on gender equity

This year's International Women's Day breakfast was held at Karralyka in March 2023.

More than 200 community members came together to hear from special guest Christine Kennedy, who is the General Manager of Total Solar Solutions Australia, a founding member of Australian Women in Solar Energy (AWISE), a mentor to female apprentices and a member of Solar Victoria's Industry and Consumer Reference Group. Christine shared her career journey from the law industry to the solar industry, and her work to grow a community that encourages skilled women to be successful through education, capacity building, advocacy, strategic partnerships, and networking.

EV's Hangout drop-in program

EV's Hangout is a weekly drop-in program for young people aged 12-25 years. The program provides opportunities for increased social connection, skill building and support from youth workers.

Activities during 2022/23 included therapy animals; virtual reality and comic book creation with Eastern Regional Libraries (ERL); healthy cooking workshops in partnership with EACH; Career pathways with Transition to Work; along with badge making and face painting in celebration of the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT).

Maroondah Youth Awards recognises outstanding young people

The 2022 Maroondah Youth Awards were held at Karralyka and celebrated 170 young people who were nominated for an award in either leadership, teamwork, creativity, or perseverance.

The event was attended by over 300 community members and showcased performances as well as visual art by a range of local young people. In addition, young people were involved in all components of the event including performing the MC role and delivering speeches.

Children's Week activities

Maroondah children and their families celebrated Children's Week with a range of activities on 22 October 2022 at Croydon Park. The theme was "all children have the right to a standard of living that supports their healthy development and wellbeing."

With sponsorship from EastLink, and in partnership with Karralyka, the day included a range of activities, including being up close with a dinosaur; enjoying interactive drumming with Afrobeat; dancing with the IOP hip hop crew; face painting; nature activities; story time and crafts.

Maximising kindergarten attendance for CALD children

Council has employed two roles in the Children's Services team to support the access of culturally and linguistically diverse (CALD) children to early childhood education and care services. The Kindergarten Outreach Officer and Bilingual Children's Services Officer support vulnerable CALD children and their families to attend kindergarten and transition to primary school.

The team members support families to link with services to address engagement barriers and support inclusion and ongoing participation in education, especially families from the Burmese, Hakha Chin, Falam Chin, Mizo and Zomi communities.

An aim has been to increase kindergarten enrolments for three and four-year-old children through practical support with kindergarten applications, along with promotion of the free kindergarten initiative and Early Start Kindergarten for refugee and asylum seeker children.

The team members promote the program to CALD communities in Maroondah by attending kindergarten orientation sessions, community festivals and meetings with community leaders. Through this process, they can build rapport with families and provide them with information and support regarding their children's participation in early childhood education and school transition, as well as providing referrals to support services to meet specific needs of each family.

Advocacy for an increase in social and affordable housing supply, finance and housing subsidies

The Eastern Affordable Housing Alliance (EAHA) aims to ensure that the most disadvantaged people in the Eastern Metropolitan Region can access safe, secure, affordable housing, with a view to better health outcomes and higher quality of life for all. The Alliance works to create enabling environments for increased investment by government and non-government stakeholders in social and affordable dwellings in the Eastern Metropolitan Region. The Alliance is a collaboration between six Local Government Authorities located in the Eastern Metropolitan Region of Melbourne including Maroondah along with the cities of Knox, Manningham, Monash, Whitehorse, and Yarra Ranges.

The EAHA recently received funding to for a research project to build an understanding of older women's (55+) homelessness, in Melbourne's eastern region.

A series of focus group discussions with older women with lived experience of housing insecurity and homelessness, and another with service providers, were held in March 2023. In addition, the *Making it Home* event took place with a screening of the film *Undercover*, which was followed by a panel discussion.

Council also participates in the Inter-Council Affordable Housing Forum, hosted by the Municipal Association of Victoria.



An inclusive and diverse community

Our achievements

Working towards a diverse community

Implementation of the Maroondah Reconciliation Action Plan

Council's first *Maroondah Reconciliation Action Plan* was endorsed by Council in April 2019. Over the past 12 months, Council has included additional information about Reconciliation, Indigenous services, and Indigenous art and culture on Council's website.

A new Reconciliation Partnership Group has been established, which will guide the development of a new Plan. The next *Maroondah Reconciliation Plan* will be developed during 2023/24.

Celebration of National Reconciliation Week

National Reconciliation Week is celebrated between 27 May and 3 June. These dates commemorate two significant milestones in the Reconciliation journey — the successful 1967 referendum, and the High Court Mabo decision.

Council worked in partnership with Mullum Mullum Indigenous Gathering Place (MMIGP) and the Maroondah Movement for Reconciliation (MMR), to plan a number of 2023 Reconciliation Week activities, including an exhibition of *From our Elders*; an installation at ArtSpace at Realm by Daen Sansbury-Smith (Blak Crow) featuring filmed interviews with Aboriginal Elders; and displays by Mullum Mullum Indigenous Gathering Place. The Reconciliation Week event included a Smoking Ceremony and Welcome to Country by Uncle Bill Nicholson (Wurundjeri); and performances by Kutcha Edwards, the Yeng Gali Mullum choir and Eastwood Primary School.

Aboriginal and Torres Strait Islander cultural awareness at Maroondah Occasional Care

Maroondah Occasional Care has developed their fourth *Reconciliation Action Plan* (RAP) in collaboration with Narragunnawali and members of the Aboriginal and Torres Strait Islander communities. The Plan guides Maroondah Occasional Care's practice and identifies areas for improvement within the service.

Every aspect of the program in relation to Aboriginal and Torres Strait Island culture is ethically considered and culturally appropriate. Ethically sourced resources and equipment are embedded into the program to ensure that the Aboriginal and Torres Strait Islander community feel a sense of belonging and safety at the service. Maroondah Occasional Care celebrated National Reconciliation Week 2023 with a community art activity called *Sea of Hearts* where community members were asked to describe what Reconciliation meant to them. These hearts were subsequently displayed at Realm in Ringwood. Visitors to the service have said that Maroondah Occasional Care is a culturally safe environment where they feel welcomed and respected.

Supported playgroups and parent education sessions for culturally diverse groups

Supported playgroups (SPG) encourage social connections, embrace diversity, and encourage integration into the wider community. SPG's provide parents an opportunity to connect and understand their relationship with their child in a safe inclusive group setting with a trained facilitator.

Our facilitators have completed specialist training through the Department of Education, called Small Talk, an evidenced based program that promotes positive parenting/child relationships. Outcomes include increased confidence in parenting and understanding of their child. This leads to improved mental health for parents and children, confidence with social interactions and confidence in seeking community support and reducing social isolation.

There are specific referral criteria, with most referrals made by the MCH service. Other community service areas are encouraged to promote SPG awareness to increase referral pathways outside of the MCH service. As many of the referrals are for families from a refugee background, Council's Maternal Child Health (MCH) service offers a variety of parent education programs for refugee families, with interpreters to support non-English speaking families. The six-week MCH facilitated parent groups have recommenced during 2022/23 for Burmese first time parents, with these groups following on from the supported playgroup program.

Gender diversity is street and place names

Council is participating in the state-wide *Put her name on it* project which aims for gender parity in street and place-naming across the municipality. An audit is being conducted of street and place names across Maroondah to identify gender and diversity. Alongside this project, work is being conducted on the *Finding Her* project to collect the names and stories of notable women and people of diverse backgrounds, connected to Maroondah. This information will be collected in a database and may be utilised when assessing the naming of new streets and places.

Australia Day community event and citizenship ceremony

Maroondah Australia Day Award recipients were announced as part of Australia Day activities at Ringwood Lake Park.

Dennis Johnston was named Citizen of the Year, with Jackson Smith and Alyssa Solidaga named joint recipients for the Young Citizen of the Year.

The Community Event of the Year went to the Chin National Day Festival, which promoted understanding, sense of identity and unity.

The event also involved a citizenship ceremony where 59 new Australian citizens were welcomed to our community.

Maternal and Child Health partnerships

The Maternal and Child Health (MCH) service continues to develop strong partnerships to support parents with children aged 0 to 5 years who live in Maroondah. These include EACH speech therapy and family counselling services, Eastern Health Perinatal Emotional health service (PEHS), and Infant Child and Youth Mental Health Service (ICYMS). Professional practitioners from these partnerships are co-located with the MCH service at the Croydon MCH centre offering easier and familiar locations for clients to attend. They are available to support the MCH team when secondary consults are required.



An inclusive and diverse community

Looking ahead

In continuing to work towards an inclusive and diverse community during 2023/24, Council will:

Investigate and implement additional female changing facilities at local sporting venues

In 2023/24, Council will install portable change facilities at Quambee Reserve to support the participation of junior girls playing football and cricket.

Implement the Gender Equality Act 2020, including the Maroondah Gender Equality Action Plan 2021-2025

In 2023/24, Council will continue to implement the actions identified in the *Maroondah Gender Equality Action Plan* and monitor its progress in relation to improving individual, organisational and community outcomes

Aged Care Reforms

In 2023/24, Council will continue to monitor and respond to the Australian Government's *Aged Care Reforms*, to ensure that Council services adapt appropriately to meet current and future community needs, and advocate for ongoing support and care for Maroondah's older people.

InterGen Project

Council's Aged and Disability and Youth Services teams have partnered with Swinburne University of Technology and Manningham, Knox, Monash, and Whitehorse Councils', as well as Eastern Community Legal Centre, and the Benevolent Society, to develop the InterGen Project.

A team of researchers based at Swinburne University are facilitating the project, which has been commissioned and funded by VicHealth for a two-year period. The co-designed research project will have a focus on supporting intergenerational social connections as well as enhancing wellbeing in the Eastern Metropolitan Area.



Participants in our GenConnect Program

Our key services

Council delivers a range of services aimed at promoting an inclusive and diverse community. These include:

Aged and Disability Services (Community Services)

Council's Aged and Disability Services enable older people with support needs and people with a disability and their carers to remain independent and active through advocacy, information, advice, referrals, and provision of support services.

Services provided include Commonwealth Home Support Program services which comprise of assessment, occupational therapy, delivered meals and social support programs for eligible residents.

The team also provides support to people through the National Disability Insurance Scheme (NDIS) through the provision of information, navigation and advocacy, carer groups, Maroondah Police Seniors Register and specialised support service for vulnerable people, along with positive ageing activities and support to older person's groups.

Community Wellbeing (City Futures)

Community Wellbeing oversees Council's activities regarding community, development, social planning, and the Croydon Community Wellbeing Precinct.

Community Wellbeing undertakes social research, advocacy, strategy and policy development and coordinates Council-wide activities that support the local community's health and wellbeing, including residents with disabilities, culturally and linguistically diverse communities and marginalised and disadvantaged communities.

The team supports and strengthens community health and wellbeing through partnerships and initiatives that seek to identify and respond to community needs, with a particular focus on building the capacity of the community.

The Croydon Community Wellbeing Precinct project facilitates the planning, coordination and oversight of the operations and activities of the Croydon Community Wellbeing Precinct. It represents the interests of end user/service providers and works closely with several key stakeholders. It also oversees stakeholder engagement to maximise outcomes and advance community-led visioning and participation in the precinct.

Youth and Children's Services (Community Services)

Youth and Children's Services provides a range of services and programs focused on enhancing the wellbeing of children, young people, and their families, in Maroondah.

The team delivers a wide range of services including programs, services, and events for the community; the provision of information and resources and professional services across Maroondah; provides support and coordination to the local child and youth sectors; and undertakes strategic planning and advocacy to benefit children, young people and their families in Maroondah.



A well governed and empowered community

Our vision

In 2040, Maroondah will be an empowered community actively engaged in local decision making, led by an innovative community inspired Council that collaborates regionally and proactively champions local needs.

Our commitments

The *Council Plan 2021-2025 (2022/23 Update)*, identified four priority actions to be delivered during the 2022/23 financial year, to work towards a well governed and empowered community.

Implement the new Local Government Act 2020



Status: In progress

Responsibility: People and Places

The new *Local Government Act 2020* (the Act) was implemented in four transitional stages, during which time it co-existed with many of the provisions in the former *Local Government Act 1989*. The first phase of reforms took effect on 6 April 2020, putting in place governance principles that provided the foundational framework for the new Act which required Council to adopt specific policies and plans within set timeframes, commencing from 2020/21 and into 2021/22.

In 2022/23, Council commenced implementation of the new Rating Reform Bill, which was made publicly available in June 2022. All other elements (including the development of plans and policies) of the *Local Government Act 2020* have been implemented. Councils are currently awaiting guidance material to be issued by the Victorian Government regarding the review of statutory policies in the lead-up to the 2024 Council Election.

Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Victorian and Australian Government elections in 2022



Status: In progress

Responsibility: Senior Executive

In 2022/23, Council continued its advocacy to both the Australian and Victorian Governments, to seek funding to address a range of key priority infrastructure, sporting, and transportation improvement projects, for the benefit of the Maroondah community.

Commitments during 2022/23 include Victorian Government funding of \$6.6 million for major traffic safety improvements at Canterbury Road, Waterloo Street and Great Ryrie Road in Heathmont and \$500,000 for sportsfield lighting improvements at East Ringwood Reserve. The Victorian Government also committed \$1 billion for a new Maroondah Hospital.

Develop and implement a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused



Status: In progress

Responsibility: People and Places

Council has developed a *Customer Service Strategy 2021-2025* to assist in responding to customer needs into the future. Adopted in October 2021, the Strategy is based on principles of customer service quality, experience, engagement, and culture.

The future direction of the Strategy has a focus on changing customer expectations, advancing technology, and maintaining strong customer engagement and rich customer experiences. Over the 2021-2025 period, the Strategy will include a focus on the development of effective online engagement channels as well as strengthening internal partnerships.

Deliver a broad range of Council services to meet current and future community needs along with sustainable management of Maroondah's resources, assets, and environment



Status: In progress

Responsibility: All service areas

Council has continued to plan and deliver over 120 services which meet current needs and expectations, and are responsive to future needs and aspirations; national and regional trends; financial sustainability, and the ongoing challenges arising from the coronavirus (COVID-19) pandemic.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Community satisfaction with council (overall performance)	Increase	64	65	65	65
Community satisfaction with council decisions	Increase	58	59	60	58
Net result	> 0%	3.20%	9.34%	30.68%	7.23%
Liquidity ratio	> 1.0	1.50	2.01	1.17	1.57
Internal financing	> 100%	197.96%	113.8%	139.2%	196.7%
Indebtedness	≤ 40%	27.02%	40.14%	15.12%	24.54%
Capital replacement ratio	> 1.5	1.61	1.89	2.56	2.25
Renewal gap ratio	> 1.0	1.39	1.35	1.19	1.31
Community satisfaction with Council customer service	Increase	73	72	72	74
Community satisfaction with consultation and engagement	Increase	56	59	55	56
Community satisfaction with Council informing the community	Increase	64	62	60	61
Community satisfaction with Council lobbying on behalf of the community	Increase	57	56	56	56

The full suite of community indicators of progress is available in the table on page 141

Service delivery performance measures

Community indicators of progress

Indicator/Measure	Goal	Actual 2022/23	Actual 2021/22	Actual 2020/21	Actual 2019/20
Expenses per property assessment	\$2,933	\$3,113	\$2,908	\$2,551	\$2,583
Average rate per property assessment	\$1,634	\$1,611	\$1,601	\$1,565	\$1,520
Average liabilities per property assessment	\$1,109	\$2,003	\$1,912	\$1,727	\$1,785





A well governed and empowered community

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a well governed and empowered community. Some of the highlights from the year are detailed below:

Working towards a well governed community

Engage the community in undertaking a review of *Maroondah 2040 – Our future together*.

In line with the requirements of the *Local Government Act 2020*, Council is required to maintain a Community Vision, with a scope of at least the next 10 years. As a result, Council has commenced planning for the next Maroondah Community Vision which looks towards the year 2050.

During 2022/23, Council developed an evidence-based report on opportunities, challenges and trends facing the Maroondah community and Council. The findings from the report will support the development of the next Maroondah Community Vision, including community and stakeholder engagement activities to be undertaken during 2023/24.

Sexual harassment training

A Sexual Harassment Prevention Program continue during 2022/23 including presentations and webinars for Council leaders and employees. New employees who commence with Council undertake an eLearning Sexual Harassment Prevention course as part of their induction.

Maroondah's Community Grants Funding Program supported local community groups in 2022/23

A total of 73 community organisations received over \$208,000 in funding from Council's 2022/23 Community Grants Funding Program.

These annual grants are allocated to eligible organisations/projects that increase community participation; address a community need; or provide support to community organisations. There are three streams covering community development, small equipment, and emergency relief grants.

Recipients in 2022/23 came from a broad range of community groups, with significant funding being allocated to emergency relief and mental health programs, as well as programs that support children, youth, older people, and disability groups.

Funded projects included a breakfast program for young people, the establishment of a community of practice to support Indigenous mental health, a cross-cultural Harmony Day event, translation of key messages during emergency events, and support for the Maroondah Winter Shelter for homeless people.

Maroondah's Arts and Cultural Grants Program supported artists and groups during 2022/23

The 2022/23 Arts and Cultural Grants Program supported community-initiated projects, initiatives and events that increase the arts profile as well as participation. Over \$23,000 in funding was provided to seven recipients.

Projects included an exhibition and talks exploring art therapy, a reading of a new musical exploring positive ageing, a mural next to a playground, a new musical instrument that can be played by a group of people with disabilities, and a metal public sculpture at a community centre.

Implementation of Domestic Animal Management Plan

Council's *Domestic Animal Management Plan 2021-2025* was adopted by Council in October 2021 after an extensive community engagement process.

In the 2022/23 financial year Council updated the resources available to residents regarding animal nuisance such as barking dogs and dog waste. The Barking Dog collateral consisted of an information booklet, tips for reducing barking and a letter for the barking dog owners, all of which is available on Council's website.

A responsible pet owner campaign aimed at reducing the amount of dog waste in our parks and reserves included a video, signage in Council Reserves, postcard and footpath decals.

Expansion of e-services for Statutory Planning

Additional e-services have been introduced in 2022/23 to continue to provide a more efficient and transparent planning process for Council's customers and the community.

New services include the ability to lodge more application types, as well as improvements to internal systems to ensure electronic communication is delivered in a timely manner.

High level of service delivery in Statutory Planning maintained

Council continued to deliver a high percentage of Statutory Planning decisions within the specified timeframes.

During the 2022/23 period, just 6.3 percent of Council decisions have been set aside by the Victorian Civil and Administrative Tribunal (VCAT). Council's consistent decision making in accordance with the planning scheme continues to be upheld by the Tribunal.

Advocacy for Maroondah to become a Connected Community

Council has engaged in a variety of Connected Community pilot programs which bring together the digital and physical world.

Maroondah has successfully trialled bin sensors which monitor usage and capacity of bins; carpark sensors which monitor the frequency of use of carparks; and people counters which count movements in a specific area, including the numbers of people and how long they stay.

The data collected allows Council to proactively maintain assets as well as enabling enhanced asset planning and strategic investments. All data collected by the sensors is anonymous and cannot be linked to an individual.

Council has become a signatory member of the Smart Cities Community of Practice and is in the process of reviewing and drafting its Open Data policies.

The next phase of Connected Community initiatives will involve the creation of a *Connected Community Strategy and Framework* and accompanying work plan to shape Council's digital strategy and ensure it remains well placed to meet the needs of the community into the future.

Continued implementation of Council's comprehensive integrity framework

Council has implemented a comprehensive integrity framework to mitigate the risk of fraud and corruption and ensure compliance with relevant legislation.

In 2022/23, the major focus was on reviewing risk profiles across Council service areas in response to services returning to standard operations following the impacts of the coronavirus (COVID-19) pandemic. Council also continued to deliver its internal audit program with a focus on cyber security, swimming pool registrations, occupational health and safety, tree management and environmental management.

Implemented a suite of cybersecurity enhancements

Council has commenced a suite of enhancements designed to increase cyber resilience.

Council implemented a Security Incident Event Management (SIEM) tool with a managed Security Operations Centre (SOC) service, along with 24/7 monitoring and alerting.

Council has also implemented a Cybersecurity Incident framework with a suite of Incident and Disaster Recovery procedures and templates.

Lifecycle management of computing devices

As part of routine lifecycle management during 2022/23, Council replaced a total of 651 all computing devices and point of sales systems across all Council sites.

This work ensures that Council's service delivery is enabled by fit for purpose IT equipment capable of running Council's suite of software.

Implementation of Council's *Workforce Plan 2021-2025*

Council has continued to implement its *Workforce Plan 2021-2025* which aims to ensure that a sufficient and appropriate alignment exists between the workforce, the work that Council undertakes and Council's overall organisational objectives. The Workforce Plan also aims to identify the key sources that create the organisational demand for human resources and the requisite skills that are required within these resources.

Ongoing workforce analysis and the dynamic profiling of employee demographics will continue to be monitored, to inform current and planned future actions. Current activities include occupational health and safety, employee health and wellbeing, gender equality initiatives, along with recruitment and selection processes that support and promote diversity and equal employment opportunities.

Working towards an empowered community

Community engagement to inform a range of projects

Council's commitment to community engagement is reflected in the *Maroondah Community Engagement Policy* and toolkit, which was endorsed by Council in March 2021.

The Policy adheres to the International Association of Public Participation (IAP2) principles which is the best practice benchmark for community engagement. Over the past 12 months, there have been over 30 projects where Council has engaged with the Maroondah community, ranging from enhancement plans, infrastructure projects, and strategy and policy development.

Some of these projects include the Year 3 update to the *Council Plan 2021-2025*; the draft *Community Local Law*; the draft *Stadium Sports Strategy*, draft enhancement plans for Woodland Park and Norwood Reserve; development of a *Play and Gathering Places Plan*; Flood mapping; *Children and Families Strategy Action Plan*; *Youth Strategy Action Plan*; Bedford Road bicycle plan design; draft *Maroondah Tennis Strategy*; and the vision for Staley Gardens in Ringwood.

Management of Customer Service Knowledge system

Council has implemented an online customer service knowledge management system which assists with communicating internal knowledge and supports a first point of contact resolution approach, across council services.

The system has improved the ability to resolve customer enquiries the first time that a person makes phone contact with Council. Council aims to provide a seamless and connected experience for all customers with employees developing the knowledge and having the information needed to manage and direct all Council enquiries efficiently and effectively.

Digital services and customer engagement

Council's *Customer Service Strategy 2021-2025* outlines the connection between changing customer expectations, advancements in technology, and the need to maintain strong customer engagement through rich, meaningful experiences. Progressive customer contact centre technology continues to enable Council to deliver responsive digital contact channels including live chat and the short message service (SMS).

Connecting through social media

Council's 22 social media channels continue to connect well with the Maroondah community, with more than 57,000 people following our social media accounts including Facebook, Twitter, and Instagram messaging, with an average weekly engagement rate of more than 9,200 people.

Redevelopment of Council websites

The main Council website was reviewed and redeveloped during 2022/23. The new website will provide additional features including an online mapping tool which can be used to search residential addresses to see local events, consultations, parks, public art, halls and facilities, as well as waste collection dates, Councillor and ward information. Improvements will also be made to the forms and permits sections and the functionality of the Community Directory section. The new website will be launched in August 2023. In 2023/24, work will commence on the redevelopment of the BizHub and Youth websites. These updates will ensure Maroondah City Council's online channels remain relevant, engaging, up-to-date and useful for the Maroondah community.

Enhancing a diverse image library

Work commenced on a Diverse Image Library project which aims to challenge gender (and other stereotypes) as portrayed in photographs and images.

An audit was conducted of Council plans and strategies to identify gaps and as a result Evidenced-based Best Practice Guidelines were developed, including a checklist, to support Council employees with both taking and selecting appropriate photos to use in Council documents and digital channels. Work on this project is ongoing with training being provided to employees and further images being taken.



A well governed and empowered community

Maroondah Youth Wellbeing Advocates Program

The Maroondah Youth Wellbeing Advocates (MYWA) program aims to promote two-way engagement between Council and Maroondah's young people (10-25 years) on matters that affect them and their communities, with a focus on youth wellbeing. It is funded in partnership with the Victorian Government's Department of Families, Fairness and Housing (DFFH) through the *Engage!* grants program.

The Advocates meet monthly over a two-year term, to support Council to engage meaningfully with young people in Maroondah. Over the past 12 months the group has worked closely with several Council service areas, providing insight and feedback to support the development and implementation of the Youth Strategy Action Plan and the Play and Gathering Strategy. In addition, the group informed a range of activities including the Healthy Streets Initiative, Maroondah Youth Centre redevelopment, Prevention of Family and Gender Based Violence Project and the Maroondah Student Voice Forum.

National Disability Insurance Scheme (NDIS) independent information, navigation, and advocacy support

Council's NDIS Coordinator continues to offer support to people who have a disability, and their family/support people who live, work and/or play in Maroondah, to navigate the Commonwealth NDIS system.

The service offers impartial, informed, individualised support and has achieved promising outcomes for support plan applications, along with increased funding arising from advocacy reviews. The service has also been working with local organisations to increase workforce capacity to understand and work effectively in the NDIS sector, as well as providing presentations to various groups to increase their understanding and confidence.

MaroondahConnect

MaroondahConnect commenced during the pandemic to support people with complex needs to link with the community supports relevant to their situation.

Council's customer service team receive the initial call and transfer to MaroondahConnect if required. Information, support, and connections are provided to any community member who needs support for any reason, regarding a broad range of services including material aid, food relief, social connection groups, financial advice, wellbeing and mental health.

Recognition of volunteers from our Corporate Volunteers Program

Council's volunteers are formally thanked and recognised at a Volunteer Recognition Event in December each year. At the event, Council presents the annual Bill Wilkins Volunteer Award. Named in honour of community stalwart Bill Wilkins, the award is presented in honour of those volunteers who inspire and embody the spirit of volunteerism through their exemplary contribution to the community. The 2022 Bill Wilkins Volunteer Award recipient was Geoffrey Moss who has volunteered with the Maroondah Volleyball Association for more than 45 years.

The event also recognised Council volunteers who reached significant service milestones in 2022. Fifteen milestone awards were awarded for a range of years of service, including 10, 15, 20, 25 and 35 years. One volunteer was recognised for 35 years of service, and one for 25 years' service, while 6 other volunteers achieved a 20-year service milestone.



Our meals on wheels service is supported by volunteers



A well governed and empowered community

Looking ahead

In continuing to work towards a well governed and empowered community during 2023/24, Council will:

Maroondah's participation in the VicHealth Local Government Partnership

Council will work in partnership with VicHealth to amplify the voices and experiences of children and young people with the aim of creating a healthier future. As a recent participant to this program, Council has elected to work alongside other Councils in three impact stream areas including: connected and supportive communities; strengthening tobacco control at a local level; promoting everyday creativity at a local level.

Council has received \$30,000 in Module Implementation Funding to undertake a project to improve opportunities for young people to lead creative programs. It will involve employing a young Creative Producer to work with young people aged between 18-25 to develop and deliver creative projects at a Council arts venue.

Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Australian and Victorian Government elections in 2025/26 and 2026/27

Council will continue to advocate on key local issues on behalf of the Maroondah community, including in the lead up to the Victorian by-election for the Warrandyte electorate in August 2023, as well as the Victorian and Australian government elections.

Implement the Customer Service Strategy 2020 and continue to advance Council's commitment to be highly responsive and customer focused

Our Customer Service team will continue working with internal service areas to implement the Strategy and further strengthen the customer service experience across all channels. This includes trialling a welcome call program for new residents to Maroondah and investigating the use of AI to further enhance our online customer engagement channels.

Engage the community in developing a new Community Vision

Council will engage with the community and key stakeholders regarding the development of Councils next Maroondah 2050 Community Vision.

The engagement process will raise awareness of the new Maroondah Community Vision while providing an opportunity for community members to provide their aspirations for Maroondah into the future.

Work in partnership with the Victorian Electoral Commission to coordinate a Council election in October 2024 for the 2024-2028 period.

In 2023/24, Council will work in partnership to coordinate Local Government elections for Maroondah to be held in October 2024. In addition, Council will implement the Caretaker Policy and manage the transition to the new Council following the election, including provision of a comprehensive induction program in accordance with the *Local Government Act 2020*.

Develop a strategy for Connected Communities involving digitising metrics to understand and respond efficiently to community needs

Council will build the Connected Communities Digital Framework and Strategy, engaging across Council to gain input and feedback from all Service Areas.

The framework and accompanying work plan will form the basis of Council's digital strategy. This will allow Council to make data-driven decisions about which Connected Community projects to undertake; the criteria for measuring success for these projects; and guidelines for reporting on the success of projects. The strategy will also ensure Council takes a holistic approach to future initiatives.

Enhance connections between Council's statutory committees (including advisory committees) and the *Integrated Planning Framework* to ensure alignment with emerging community priorities

Council will continue to facilitate and coordinate the delivery of Council's advisory committees. The development of the new Maroondah Community Vision will enable Council to align the advisory committees to respond to the strategic priorities of Council and the community.

Undertake a review of a range of Council technology systems

Council will replace the current financial management system, with a system that is fit for purpose and can address Council's future needs.

In parallel, Council will undertake a full review of other core systems. As vendors increasingly move their businesses to offering Software as a Service (SaaS) products only, Council will review proposed future costs and impacts of these changes, as well as create a comprehensive plan for building modern integration technologies to ensure Council's core systems remain interoperable.

Evolve organisational capacity and implement systems to minimise risks to cybersecurity impacts

Council will continue to build its cyber resiliency capability. This includes evaluating and implementing further technical tools which will be implemented into Council's existing Security Incident Event Management (SIEM) and Intrusion Detection Systems (IDS), to give Council a more comprehensive view of its cybersecurity position.

Council will further expand and harden its cybersecurity incident procedures and will continue to monitor the efficacy of its cybersecurity awareness program and adjust where necessary.

Cybersecurity will continue to be a focus for Council throughout 2023/24 and into the coming years.



A well governed and empowered community

Our key services

Council delivers a broad range of services aimed at promoting a well governed and empowered community. These services include:

Communications and Engagement (Communications and Citizen Experience)

Communications and Engagement promotes the breadth of work and the many achievements/outcomes of Council and keeps the community and employees informed and engaged.

The team is responsible for communication and engagement strategy and planning; content creation; media management; publication development and distribution; community engagement activity; internal communications; and the promotion, branding and marketing of Maroondah City Council's services, activities and events, including Maroondah Leisure facilities.

Corporate Planning, Risk and Information (Governance and Performance)

This unit oversees the corporate strategy, risk management, integrity and the information management function of Council.

The Corporate Planning team coordinates Council's integrated planning framework including the Community Vision, Council Plan, service delivery planning, and performance reporting.

The Risk and Integrity team leads the implementation and review of Council's risk management framework across Council, manages claims and insurances, along with business integrity matters such as freedom of information, privacy and fraud mitigation.

The Information Management team facilitates the successful implementation of Council's records management framework and administers the electronic document management system.

Customer Service (Communications and Citizen Experience)

Customer Service provides proactive and responsive customer service to the Maroondah community. The team is a centralised point of contact for the community to access Council service areas through two service centres, one in the Croydon Library and the other at Realm in Ringwood, either in person or via telephone, email, live chat and social media.

The team provides information and referrals regarding Council services, acts as the customer interface for key Council services such as waste and local laws, refers and triages customer requests, and takes over the counter payment of all Council accounts and fees.

The team also lead the development and implementation of the organisation's Customer Service Strategy and assist the organisation to maintain high Customer Service Standards.

Cyber and Technology

Cyber and Technology manages the lifecycle and service delivery of all Council's core information and communication technologies including physical and virtual infrastructure, corporate business systems and telephony services, to underpin excellence in service delivery to the Maroondah community.

The team is also focused on enhancing the community's ability to interact with Council by securely providing more services online and delivering increased accessibility beyond traditional business hours.

Digital and Online (Communications and Citizen Experience)

Offering a range of online, multimedia and graphic design services, the Digital and Online team works across all service areas to inform, educate and engage our community and employees.

This includes providing advice on best practice, the support for Council's websites, social media management, Electronic Direct Mail (EDM) development and strategy, graphic design, video production and photography.

Executive Office

The Executive Office supports the work of the CEO, Directors, Mayor and Councillors. This includes high level project, administrative and calendar support; the management of civic, corporate, and capital project events; activities related to the Mayor and Councillors; Council Briefings and Meetings; and the coordination of policies, processes and reporting related to the Mayor and Councillors.

The Office also manages Council's advocacy on behalf of the Maroondah community, and stakeholder and government relations.

Financial Services (Finance and Commercial)

Financial Services provides sound financial management that complies with legislative requirements and ensures Council's operations continue by accurately accounting and paying all Council's suppliers in an efficient and timely manner. This includes financial accounting services (statutory), accounts payable, and strategic project analysis.

The team is also responsible for overseeing/managing the production of Council's Annual Financial Statements as well as providing financial and cost-benefit guidance to the organisation, to help make sound financial decisions.

Governance and Procurement (Governance and Performance)

Governance and Procurement provide high quality, timely and reliable governance advice and support to all Council service areas, as well as co-ordinating the meetings of Council, conducting Citizenship Ceremonies in liaison with the Department of Home Affairs, and assisting in the implementation of the *Local Government Act 2020*.

The team also assists service areas in purchasing of goods and services through the coordination of Council's purchasing, tendering and contract management processes.

Management Accounting and Payroll (Finance and Commercial)

Management Accounting and Payroll undertakes planning, budgeting, and forecasting activities to assist the delivery of Maroondah's long-term vision and to ensure Council's long-term financial sustainability. This includes the provision of the Financial Plan, which forecasts Council's budgets for a 10-year period.

The team also delivers Council's payroll function, ensuring all salaries are delivered accurately and on time.

People and Culture (People and Places)

People and Culture seeks to optimise the performance of all Council employees and volunteers.

The team provides services in relation to: strategic human resource management; human resources advice and policies; recruitment, selection and onboarding; learning and development; organisational development; workforce reporting; occupational health and safety; Workcover and injury management; industrial relations; employee relations; volunteer management; and student placements.

Property (Finance and Commercial)

Property has carriage of Council's land portfolio including, buying, selling, encroachments, and statutory requirements in relation to its land holdings.

The team is also responsible for reconciliation of Council's geographic information system (mapping) database with Vicmap - Victoria's primary mapping database.

Realm Operations (Governance and Performance)

Realm Operations facilitates the day-to-day management of the Realm building including building access; meeting room bookings; technical support; catering and invoicing; deliveries, mail, and courier distribution; cleaning and security contracts; parking; and end of trip facility access.

Revenue (Finance and Commercial)

Revenue manages Council's revenue and property valuation functions and provide services to assist ratepayers and property owners to meet their revenue contributions in a timely manner.

This includes rates and charges generation and collection; accounts receivable and sundry debtor billing; debt recovery; property database and valuation contract management; State Fire Services Levy collection; and electoral roll production.



A safe, healthy and active community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Percentage of Maroondah residents who agree that they feel safe when walking alone at night	2014/15	47.0% ¹	Increase
	Offence rate per 100,000 population in Maroondah	2022/23	6,521.2 ²	Decrease
	Percentage of Maroondah residents reporting their health as very good or excellent	2019/20	40.1% ³	Increase
	Subjective Wellbeing Index for Maroondah residents	2014/15	76.6% ¹	Increase
	Maroondah resident satisfaction with life as a whole	2019/20	76.3% ³	Increase
	Percentage of Maroondah residents who are sufficiently physically active	2016/17	58.0% ⁴	Increase
Service Delivery Performance Measures	Attendance at Council aquatic and leisure facilities as a proportion of the residential population	2022/23	9.43 ⁵	Increase
	Delivered meals	2022/23	48,000 ⁵	37,500
	Participation in 4-week key age and stage Maternal and Child Health visit	2022/23	95.72% ⁸	90-110%
	Site assessments/visitations to registered food/health premises	2022	1,726 ⁶	As per requirements
	Community satisfaction with enforcement of local laws	2022/23	62 ⁷	Increase
	Community satisfaction with emergency and disaster management	2022/23	66 ⁷	Increase

¹ VicHealth Indicators Survey 2015

² Crime Statistics Agency – recorded offences year ending June 2023

³ Victorian Population Health Survey 2020

⁴ Victorian Population Health Survey 2017

⁵ Internal data as at 30 June 2023

⁶ Internal data as at 31 December 2022

⁷ 2023 Local Government Community Satisfaction Survey

⁸ 2022/23 Local Government Performance Reporting Framework



A prosperous and learning community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Unemployment rate for Maroondah	2022/23	3.2% ¹	Decrease
	Economic output for Maroondah	2022/23	\$17.96B ²	Increase
	Number of businesses in Maroondah	2021/22	10,228 ³	Decrease
	Herfindahl Index for Maroondah	2022/23	1,983 ⁴	Increase
	Median weekly household income in Maroondah	2022/23	\$1,866 ⁵	Increase
	Percentage of preschool aged children in Maroondah attending a government funded kindergarten service	2018/19	88.4% ⁶	Increase
	Maroondah school leavers actively undertaking education, training or employment	2020/21	95.4% ⁷	Increase
	Percentage of Maroondah residents with Bachelor or higher degree	2022/23	30.1% ⁵	Increase
Service Delivery Performance Measures	Participant satisfaction with business support workshops	2022/23	98.54% ⁸	Increase
	Increase business skills and networking achieved through Bizweek activities	2022/23	88.54% ⁸	Increase
	Active library borrowers in Maroondah	2022/23	10.72% ⁹	Increase
	Value of non-residential building approvals	2022/23	\$287.9M ¹⁰	Increase

¹ Jobs and Skills Australia, Small Area Labour Markets (SALM) March Quarter 2023

² Remplan Output Report Maroondah Release 1 2023

³ ABS Counts of Australian Businesses including Entries and Exits July 2018 – June 2022

⁴ Internal calculation using Remplan Output Report Maroondah Release 1 2023 data

⁵ ABS Census 2021

⁶ Victorian Child and Adolescent Monitoring System (VCAMS) Indicator 31.1a 2019

⁷ On Track survey 2021

⁸ Internal data as at 30 June 2023

⁹ Eastern Regional Libraries data as at 30 June 2023

¹⁰ ABS Building Approvals 2022/23



A vibrant and culturally rich community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Visitors to the Ringwood arts precinct (ArtSpace at Realm, Maroondah Federation Estate) and Wyreena	2022/23	210,017 ¹	Increase
	Participants in arts and culture activities in the Ringwood arts precinct and Wyreena	2022/23	6,177 ¹	Increase
	Individual Maroondah artists/arts and cultural groups supported to produce and present their work	2022/23	248 ¹	Increase
	Local artists/community members participating in arts networks and related events	2022/23	146 ¹	Increase
Service Delivery Performance Measures	Attendance at Karralyka	2022/23	54,687 ¹	Increase
	Arts and Cultural Grants Program recipients	2022/23	7 ¹	Maintain
	Community satisfaction with community and cultural activities	2022/23	69 ²	Increase

¹ Internal data as at 30 June 2023

² 2023 Local Government Community Satisfaction Survey



A clean, green and sustainable community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	2022/23	56.22% ¹	Increase
	Maroondah's tree canopy cover	2020/21	27.6% ²	Maintain
	Total area of natural habitat in Maroondah	2018/19	728.5 ³	Maintain
	Council's greenhouse gas emissions	2022/23	6,691 ⁴	Decrease
	Community perception of Council's performance in relation to environmental sustainability	2022/23	63 ⁵	Increase
Service Delivery Performance Measures	Plant and tree planting within Maroondah (bushland, street and parks trees only)	2022/23	45,808 ¹	Increase
	Potable water consumption	2022/23	154,713 ¹	Decrease
	Community satisfaction with waste management	2022/23	72 ⁵	Increase

¹ Internal data as at 30 June 2023

² Internal data as at 30 June 2021

³ Internal data as at 30 June 2019

⁴ Climate Action Maroondah City Council Public Disclosure Statement 2022/23

⁵ 2023 Local Government Community Satisfaction Survey



An accessible and connected community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Percentage of households/dwellings that are within 200 metres of a bicycle facility and/or 400 metres of a bus and/or 800 metres of a train station	2021/22	90.7% ¹	Increase
	Daily average commute time of a Maroondah resident	2020/21	23.5 min ²	Decrease
	Daily number of public transport services operating in Maroondah	2022/23	2,467 ¹	Increase
	Percentage of journeys (for all purposes) by Maroondah residents using sustainable transport (public transport, walking, cycling)	2021/22	18.6% ²	Increase
	Kilometres of bicycle lanes and shared paths in Maroondah	2022/23	86km ³	Increase
	Average number of cars owned by a Maroondah household	2022/23	1.67 ⁴	Decrease
	Average Maroondah Pavement Condition Index	2022/23	7.1 ⁴	6-8
	Kilometres of constructed footpaths in Maroondah's Principle Pedestrian Network	2022/23	4.5 ³	Increase
Service Delivery Performance Measures	Sealed local roads maintained to condition standards	2022/23	97.71% ⁵	Maintain
	Community satisfaction with local streets and footpaths	2022/23	59 ⁶	Increase
	Community satisfaction with traffic management	2022/23	59 ⁶	Increase

¹ Internal calculation

² Victorian Integrated Survey of Travel and Activity (VISTA) - LGA Profiler - 2008 to 2020

³ Internal data as at 30 June 2023

⁴ Internal calculation using ABS Census 2021 data

⁵ 2022/23 Local Government Performance Reporting Framework

⁶ 2023 Local Government Community Satisfaction Survey



An attractive, thriving and well built community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Public open space in Maroondah (hectares)	2022/23	645.5 ¹	Maintain
	Community satisfaction with the appearance of public areas	2022/23	71 ²	Increase
	Community satisfaction with Council's general town planning policy	2022/23	56 ²	Increase
	Maroondah population per square kilometre	2022/23	1,882.3 ³	N/A
	Community satisfaction with planning for population growth	Future measure		
	RMIT Liveability Index rating (under development)	Future measure		
	Percentage of Maroondah residents that work in Maroondah	2022/23	26.5% ⁴	Increase
	Percentage of residential properties in Maroondah at risk of flooding	2019/20	8.9% ⁵	Decrease
	Council building projects achieve minimum 5 Star certified (\$5m+) or equivalent (\$3m-5m) Green Star - Design and As Built rating	Future measure		
Service Delivery Performance Measures	Asset renewal and upgrade compared to depreciation	2022/23	139.24% ⁶	110%
	Planning applications assessed within statutory timeframes	2022/23	73.99% ⁶	≥ 80%

¹ Internal data as at 30 June 2022

² 2023 Local Government Community Satisfaction Survey

³ Internal calculation using ABS Regional Estimated Resident Population 2021-22

⁴ ABS Census 2021

⁵ Internal calculation

⁶ Internal data as at 30 June 2023



An inclusive and diverse community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Percentage of Maroondah households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs	2015/16	10.2% ¹	Decrease
	Percentage of private rental properties in Maroondah that are affordable to people on statutory incomes	2021/22	1.6% ²	Increase
	Relative Socio-Economic Disadvantage of Maroondah	2022/23	9 ¹	Increase
	Percentage of Maroondah residents who agree people are willing to help in their neighbourhood	2014/15	96.8% ³	Increase
	Percentage of Maroondah residents who agree they live in a close-knit neighbourhood	2014/15	91.9% ³	Increase
	Percentage of Maroondah residents who agree people in their neighbourhood can be trusted	2019/20	92.0% ⁴	Increase
	Percentage of residents who actively volunteer	2021/22	15.4% ¹	Increase
	Number of migrants and refugees settling in Maroondah	2020/21	473 ⁵	N/A
Service Delivery Performance Measures	Community Grants Funding Program recipients	2022/23	73 ⁶	Maintain
	Number of volunteers engaged within the organisation	2022/23	440 ⁶	Increase
	Community satisfaction with family support services	2022/23	67 ⁷	Increase
	Community satisfaction with elderly support services	2022/23	68 ⁷	Increase
	Community satisfaction with disadvantaged support services	2022/23	57 ⁷	Increase

¹ ABS Census 2016

² Department of Families, Fairness and Housing Rental Report March 2023 Quarter

³ VicHealth Indicators Survey 2015

⁴ Victorian Population Health Survey 2020

⁵ Department of Home Affairs Settlement Report 2020-2021 financial year

⁶ Internal data as at 30 June 2023

⁷ 2023 Local Government Community Satisfaction Survey



A well governed and empowered community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Community satisfaction with council (overall performance)	2022/23	64 ¹	Increase
	Community satisfaction with council decisions	2022/23	58 ¹	Increase
	Net result	2022/23	3.20%	> 0%
	Liquidity ratio	2022/23	1.50	> 1.0
	Internal financing	2022/23	197.96%	> 100%
	Indebtedness	2022/23	27.02%	≤ 40%
	Capital replacement ratio	2022/23	1.61	> 1.5
	Renewal gap ratio	2022/23	1.39	> 1.0
	Employee satisfaction	Future Measure		
	Community satisfaction with Council customer service	2022/23	73 ¹	Increase
	Community satisfaction with consultation and engagement	2022/23	56 ¹	Increase
	Community satisfaction with Council informing the community	2022/23	64 ¹	Increase
	Community satisfaction with Council lobbying on behalf of the community	2022/23	57 ¹	Increase
Service Delivery Performance Measures	Expenses per property assessment	2022/23	\$3,113	\$2,933
	Average rate per property assessment	2022/23	\$1,611	\$1,634
	Average liabilities per property assessment	2022/23	\$2,003	\$1,109

¹ 2023 Local Government Community Satisfaction Survey

Corporate Governance

Maroondah City Council is constituted under the *Local Government Act 2020* (the Act) to provide democratic local government for the Maroondah community. The purposes and objectives of Council as well as the functions and powers of a local government are also defined in both Acts.

The *Local Government Act 2020* received Royal Assent on 24 March 2020 and marked the first comprehensive overhaul of local government legislation in Victoria for over 30 years, replacing the *Local Government Act 1989*.

Democratic governance in Maroondah is supported by policies and protocols associated with both the functions of Council and of Council employees.

Transparency in decision-making

There are underlying processes that contribute to Council's decision making; some of which are formal and structured, while others are less formal.

Formal decisions are made by Council at Council Meetings, and at other times by Council Officers under powers of delegation. In this way Council's decision making remains transparent and accountable to the community.

Council meetings

Council determines policy and makes other decisions at Council Meetings.

Policies and budgets endorsed by Council provide the framework for the provision of services, programs, and initiatives to the Maroondah community and for operational decision-making. Council Officers provide advice and expertise to assist Council decision-making.

At formal Council Meetings, the CEO and Directors present written reports on matters requiring a Council decision. These reports make up the Council Meeting Agenda and provide background to, details of and recommendations about each matter being considered.

Councillor Briefing Sessions/workshops

Before making decisions at Council Meetings, Councillors are presented with information to understand details of the issue(s) being considered. As a means of providing this information, Councillor Briefing sessions are held. Councillors do not make decisions in these informal forums.

Briefing sessions are an important forum for providing information about what are often complex issues concerning the municipality, in the lead up to formal decisions being made by Councillors at Council Meetings.

At Councillor Briefings and at other times, Councillors have opportunities to request additional information to assist in the decision-making process. Briefing sessions are not open to the public and are also attended by Council Officers and at times, consultants, to provide Councillors with a detailed information about the issues under consideration, to a level of detail that would inhibit timely decision-making in a Council meeting, where decision-making related debate is governed by strict meeting procedures and time limits.

Councillor Briefings include a planned or scheduled meeting, comprising of at least five Councillors and one Council Officer, involving matters that are intended or likely to be:

- the subject of a decision of the Council
- subject to the exercise of a delegated function, duty, or power of Council.

Live-streaming of Council meetings

Live-streaming of Council Meetings commenced on 20 February 2017 to enhance processes and provide ratepayers with a greater opportunity to observe Council's decision-making as it takes place.

Live-streamed Council Meetings and recordings of meetings can be viewed online at:
www.maroondah.vic.gov.au/About-Council/Council-meetings/Live-streamed-Council-meetings

Community engagement

Council has a strong commitment to community engagement and ensuring that residents within the municipality are empowered to participate in the decision-making processes which affect them.

Council recognises that engaging its residents is essential in achieving effective decision-making and has adopted its *Community Engagement Policy 2021*, which can be viewed on the Maroondah website.

This Policy is a formal expression of Council's commitment to engage the Maroondah community using appropriate, effective, and inclusive practices. The Policy applies to activities initiated by Council, including statutory processes, service provision, projects, strategic planning and policy development, and other key activities that impact on the Maroondah community. Engagement happens through a range of methodologies including surveys, public forums, focus groups, discussion, targeted consultations, Council's online engagement portal, etc.

Council's *Governance Rules* make provision for public participation during Ordinary Meetings of Council via Public Question Time.

Statutory planning process

Council conducts public consultation meetings that are an integral component in the process of considering Planning Applications, in accordance with the *Planning and Environment Act Amendment 2021*.

Ward Councillors determine if a consultation meeting is required, taking into consideration the number of objections received regarding an application. These meetings, which are not decision-making forums, provide opportunities for:

- the applicant(s) to explain the proposed development and provide a response to objections; and
- residents to express their views and ask questions of the applicant(s) and Councillors.

Councillor Code of Conduct

Council's Code of Conduct is intended to ensure all Councillors agree to the standards of conduct and behaviour documented within the Code. The Code of Conduct incorporates the statutory requirements specified for a Code of Conduct in accordance with section 139 of the *Local Government Act 2020* (the Act) which provides the statutory direction for the 2022/23 financial year. Many of the standards of conduct and behaviour are prescribed within the Act.

An elected candidate is not permitted to commence their official Councillor duties until they have read the Councillor Code of Conduct and made a formal declaration stating that they will abide by the Code of Conduct. It is the personal responsibility of individual Councillors to ensure that they understand and comply with, the provisions of the Code.

During the current term, Councillors completed a review of the Code which was adopted at a Council Meeting held on 15 February 2021.

The Code requires that all Councillors:

- act with integrity
- impartially exercise their responsibilities in the interests of the local community
- do not improperly seek to confer an advantage or disadvantage on any person
- avoid conflicts between their public duty as a Councillor and their personal interests and obligations
- act honestly and avoid statements (oral or in writing) or actions, that will or are likely to mislead or deceive a person
- treat all people with respect and have due regard to the opinions, beliefs, rights and responsibilities of other Councillors, Council employees and other persons
- exercise reasonable care and diligence and submit themselves to lawful scrutiny, that is appropriate to their office
- endeavour to ensure that public resources are used appropriately and solely in the public interest
- act lawfully and in accordance with the trust placed in them as an elected representative
- support and promote these principles by their leadership and example, and act in a way that secures and preserves public confidence in the office of Councillor.

Delegations

Council has delegated specific functions to nominated employees, which enables routine decisions to be made in a timely manner and ensures that Council meetings are not taken up with procedural and operational administrative decisions. This also enables Council to utilise the technical knowledge, training, and experience of its employees to provide high quality information to Council, to assist in making informed decisions.

Delegations are made by a resolution of Council at a Council meeting and specify the degree of decision making and action for which employees are empowered to make decisions. In exercising their delegated powers, employees must observe the strategies, policies and guidelines that have been adopted by Council.

All delegations are subject to a formal Instrument of Delegation. There are three types of Instruments:

- Council to the Chief Executive Officer
– with the Chief Executive Officer having power to sub-delegate to nominated Council officer positions
- Council direct to nominated Council officer positions. A selection of Acts does not permit any sub-delegation, and these are delegated direct from Council to nominated Council officer positions. Examples include delegations under the *Planning and Environment Act 1987* and the majority of the *Food Act 1984*
- Chief Executive Officer delegating a number of his powers under the Local Government Act direct to nominated Council officer positions.

The CEO, Directors and Managers, monitor the actions of employees to ensure that they exercise their delegated authority within the adopted framework.

Nominated Council officer positions with delegated authority include the CEO, Directors, Managers, planning employees, environmental health employees, local laws employees, and the Municipal Building Surveyor and building surveyors.

Council must also keep a register of all delegations, which is available for public inspection on Council's website.

Councillor representation

Council appoints Councillor delegates annually at the beginning of a new mayoral term.

There are internal and external bodies/committees requiring formal Council representation. Internal bodies/advisory groups have been initiated by Council and are serviced administratively. They typically consider in-depth issues that are related to Council policy or service delivery activities. Their primary purpose is to advise and provide feedback regarding specific matters and therefore have a high number of community and/or partner agency representatives.

External bodies and committees are those outside the control of Council, operating under their own charter, procedures, policies, and practices. Councillor involvement is about participation and influence for the benefit of the Maroondah community.

Convention states that where the Mayor is a member of an internal Committee of Council, they act as the Chair, unless they relinquish that role. Additionally, in accordance with good governance practices, where the Mayor is not a specific member of a Committee, they may exercise the option to attend in an ex-officio capacity.

Council involvement on internal advisory committees

These committees provide Council advice from key stakeholders on a range of issues.

Representation on Council Advisory Committees	
Council Advisory Committee	Council Representative/s
Maroondah Access, Inclusion and Equity Advisory Committee	July 2022 to November 2022: Cr Graham, Cr Hancock and Cr Stojanovic December 2022 to June 2023: Cr Graham, Cr Spears and Cr Stojanovic
Maroondah Arts Advisory Committee	July 2022 to June 2023: Cr Macdonald, Cr Stojanovic and Cr Symon
Maroondah Audit and Risk Advisory Committee	July 2022 to November 2022: Cr Mike Symon and Cr Kylie Spears December 2022 to June 2023: Cr Rob Steane and Cr Mike Symon
Maroondah Business Advisory Committee	July 2022 to June 2023: Cr Damante, Cr Spears and Cr Steane
Maroondah Community Health and Wellbeing Committee	July 2022 to November 2022: Cr Damante, Cr Dib and Cr Stojanovic December 2022 to June 2023: Cr Damante and Cr Dib
Maroondah Disability Advisory Committee	July 2022 to November 2022: Cr Dib, Cr Spears and Cr Steane December 2022 to June 2023: Cr Dib, Cr Hancock and Cr Spears
Maroondah Environment Advisory Committee	July 2022 to June 2023: Cr Graham, Cr Macdonald and Cr Stojanovic
Maroondah Liveability, Safety and Amenity Committee	July 2022 to June 2023: Cr Damante, Cr Hancock and Cr Steane

Council involvement on external committees

These regional committees provide Council with the opportunity to represent the community on a broad range of issues:

Representation on External Committees	
External Committee	Council Representative/s
Eastern Affordable Housing Alliance	July 2022 to June 2023: Cr Macdonald Substitute representative: Cr Stojanovic
Eastern Regional Group - Mayors and CEO's	July 2022 to November 2022: The Mayor of the Day, Deputy Mayor of the Day and the Chief Executive Officer Substitute representative/s: July 2022 to November 2022: Cr Spears December 2022 to June 2023: The Mayor of the Day, Deputy Mayor of the Day and the Chief Executive Officer Substitute representative: December 2022 to June 2023: Cr Symon
Eastern Regional Libraries Corporation	July 2022 to November 2022: Cr Damante and Cr Spears Substitute representative/s: July 2022 to November 2022: Cr Hancock December 2022 to June 2023: Cr Hancock and Cr Spears Substitute representative: December 2022 to June 2023: Cr Symon
Eastern Alliance for Greenhouse Action	July 2022 to November 2022: Cr Graham Substitute representative: December 2022 to June 2023: Cr Stojanovic July 2022 to November 2022: Cr Stojanovic Substitute representative: December 2022 to June 2023: Cr Graham
Eastern Transport Coalition	July 2022 to November 2022: Cr Graham Substitute representative: July 2022 to November 2022: Cr Damante December 2022 to June 2023: Cr Dib Substitute representative: December 2022 to June 2023: Cr Damante
Maroondah - Communities of Wellbeing Steering Committee	July 2022 to June 2023: Cr Graham and Cr Macdonald
METEC (Metropolitan Training Education Centre Inc.)	July 2022 to November 2022: Cr Steane Substitute representative: Cr Hancock December 2022 to June 2023: Cr Hancock Substitute representative: Cr Steane

Representation on External Committees	
External Committee	Council Representative/s
Municipal Association of Victoria - State Council	<p>July 2022 to June 2023: Cr Symon</p> <p>Substitute representative:</p> <p>July 2022 to June 2023: Cr Spears</p>
Victorian Local Government Women's Charter	<p>July 2022 to June 2023: Cr Damante, Cr Graham, Cr Hancock, Cr Spears, Cr Stojanovic and the Director of People and Places as Council's representatives</p>

Council meeting attendance

From July 2022 to June 2023, 11 Ordinary Council meetings, and one (1) Statutory Council meeting were held. Councillor attendance at the meetings in 2022/23 was as follows:

Councillor attendance at Council Meetings – July 2021 to June 2022					
Councillors	Meetings eligible to attend	Attendance			Leave of absence granted (# of mtgs)
		Ordinary Council Meetings	Statutory Council Meetings	Total attendance	
Barngeong Ward					
Cr Marijke Graham	12	8	1	9	2*
Bungalook Ward					
Cr Tony Dib OAM JP	12	8	0	8	3*
Jubilee Ward					
Cr Mike Symon Mayor - July 2022 to November 2022	12	11	1	12	0
McAlpin Ward					
Cr Suzy Stojanovic	12	9	1	10	1*
Tarralla Ward					
Cr Paul Macdonald	12	10	1	11	0
Wicklōw Ward					
Cr Tasa Damante Deputy Mayor - November 2022 to June 2023	12	10	1	11	0

Councillor attendance at Council Meetings – July 2021 to June 2022					
Councillors	Meetings eligible to attend	Attendance			Leave of absence granted (# of mtgs)
		Ordinary Council Meetings	Statutory Council Meetings	Total attendance	
Wonga Ward (November – December 2021)					
Cr Linda Hancock	12	10	1	11	1*
Wombolano Ward					
Cr Kylie Spears	12	10	1	11	0
Yarrunga Ward					
Cr Rob Steane OAM Deputy Mayor - July 2022 to November 2022 Mayor - November 2022 to June 2023	12	10	1	11	1*

Notes:

* A Leave of Absence was granted to Councillors for the following Ordinary Council Meetings held during 2022/23:

- **18 July 2022**
Cr Marijke Graham
Cr Tony Dib
- **9 November 2022 Statutory Meeting**
Cr Tony Dib
- **21 November 2022**
Cr Tony Dib
- **20 March 2023**
Cr Rob Steane
Cr Linda Hancock
- **19 June 2023**
Cr Marijke Graham
Cr Suzy Stojanovic

Conflict of interest

Councillors act in the best interests of the people of Maroondah. When Council delegates its powers to a Council officer or a committee, the officer or the Committee Members also need to act in the public interest.

The *Local Government Act 2020* defines the circumstances that give rise to a Conflict of Interest for Councillors, Council employees and members of Council special committees. It also specifies the actions that should be taken to resolve a Conflict of Interest.

A person in public office has a Conflict of Interest when they have a personal or private interest that might compromise their ability to act in the public interest. A Conflict of Interest can exist even if there isn't an improper act result from it. *Under the Local Government Act 2020*, there are two types of conflict of interest, Section 127 General Conflict of Interest and Section 128 Material Conflict of Interest.

General conflict of interest relates to matters where an impartial, reasonable person would consider that a person's private interests may result in that person acting in a manner that is contrary to their public duty and subsequently has an impact on an affected person(s).

Material conflict of interest relates to matters where a person(s) would gain a benefit or suffer a loss depending on the outcome of the matter.

(2) The benefit may arise, or the loss incurred:

- (a) directly or indirectly
- (b) in a pecuniary or non-pecuniary form

(3) For the purposes of this section, any of the following is an affected person:

- (a) the relevant person
- (b) a family member of the relevant person
- (c) a body corporate of which the relevant person or their spouse or domestic partner is a director or a member of the governing body
- (d) an employer of the relevant person, unless the employer is a public body
- (e) a business partner of the relevant person
- (f) a person for whom the relevant person is a consultant, contractor, or agent
- (g) a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee
- (h) a person from whom the relevant person has received a disclosable gift.

Declaring conflicts of interest is a standard agenda item for all Ordinary Council meetings, Councillor briefings, and Committee meetings.

While the procedures may vary depending on the circumstances, in general they involve disclosing the relevant conflict of interest in a specific way and then stepping aside from the relevant decision-making process, or from exercising their public duty.

During 2022/23, seven (7) conflict of interest disclosures were made at Ordinary Meetings of Council.

Conflict of Interest Disclosures at Ordinary and Special Meetings of Council			
	Councillor	Officer	Total
General Conflict of Interest (section 127)	6	0	6
Material Conflict of Interest (section 128)	1	0	1



Councillor allowances

In accordance with Section 39 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duty as a Councillor.

The Victorian Government sets the upper and lower limits for all allowances paid to Mayors and Councillors. Councils are divided into three categories based on the income and population of each municipal district. Maroondah City Council is recognised as a Category Two Council.

The following table contains a summary of the Councillor Allowance paid to each Councillor during the 2022/23 financial year.

Councillors	Allowance
Cr Marijke Graham	\$30,739.48
Cr Tony Dib OAM JP	\$30,739.48
Cr Mike Symon Mayor July to November 2022	\$54,492.28
Cr Suzy Stojanovic	\$30,739.48
Cr Paul Macdonald	\$30,739.48
Cr Tasa Damante Deputy Mayor November 2022 to June 2023	\$42,816.77
Cr Linda Hancock	\$30,739.48
Cr Kylie Spears	\$30,739.48
Cr Rob Steane Deputy Mayor July to November 2022 Mayor November 2022 to June 2023	\$81,335.53

Councillor expenses

In accordance with Section 40 and 42 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor.

Council is also required to adopt and maintain a Policy in relation to the reimbursement of expenses for Councillors. The Policy provides guidance for the payment of reimbursements as well as the provision of resources, facilities and other support to the Mayor, Deputy Mayor and Councillors, to enable them to discharge their duties.

A budget of \$102,000 in the 2022/23 financial year was allocated for Councillor expenses and reimbursements.

In the Annual Report Council publishes the details of Councillor expenses, including reimbursement amounts for each Councillor and member of a Council Committee paid by the Council. The details of the expenses for the 2022/23 financial year are set out in the table below

Councillor	TR (\$)	CM (\$)	CC (\$)	IC (\$)	CT (\$)	CCA (\$)	Total (\$)
Tasa Damante	329.00	525.74	631.03	1,327.05	4,157.59	1,739.41	8,709.82
Tony Dib OAM JP	1,054.00	531.93	0	1,327.00	4,855.00	654.00	8,421.93
Marijke Graham	113.41	0	120.24	1,154.16	2,253.18	160.41	3,801.40
Paul Macdonald	3,214.99	284.77	0	1,154.16	6,448.95	1,045.73	12,148.60
Kylie Spears	1,598.22	506.84	0	1,591.59	7,823.45	515.23	12,035.33
Rob Steane OAM Mayor 9 November 2022 to 30 June 2023	1,411.00	#7,690.41	0	1,154.16	2,926.45	885.85	#14067.87
Suzy Stojanovic	0	0	3,593.36	1,496.35	6,178.36	337.46	11,605.53
Mike Symon Mayor 1 July to 9 November 2022	2,891.89	5,717.71	0	1,154.16	6,474.61	632.09	#16,870.46
Total	12024.48	15257.40	4344.63	11329.87	48409.56	8054.41	99,420.35

Legend: TR-Travel, CM-Car Mileage (#A budget allocation of \$12,000 is attached to the Office of Mayor for the provision of a vehicle), CC-Child Care, IC-Information and Communication expenses, CT-Conferences and Training expenses, CCA-Civic and Community Attendance.

Note: No expenses were paid by Council, including reimbursements, to members of Council committees during the year

Accountability

Audit and Risk Committee

The Audit and Risk Committee is established pursuant to Section 53 of the *Local Government Act 2020*. The Committee assists Council in the discharge of its responsibilities regarding financial reporting, maintaining internal controls, protecting the integrity of Council assets, and facilitating good corporate governance. The Committee has an independent monitoring role and reports directly to Council.

Role

The role of the Audit and Risk Committee is to oversee, monitor and report upon the effectiveness of Council (across the organisation) in carrying out its responsibilities regarding accountable financial management, good corporate governance, maintaining a system of internal controls, risk management (identification and mitigation), and fostering an ethical environment.

Responsibilities

The responsibilities of the Audit and Risk Committee include, ensuring:

- Reliable financial and management reporting
- High standards of corporate governance are maintained
- Accounting policies are appropriate
- Council maintains compliance with all relevant legislation and regulations
- Risk management frameworks are effective
- Internal and external audit functions are effective and efficient, and that business continuity and disaster recovery planning is appropriate and effective
- Council fosters and maintains an ethical environment.

Key activities

The Committee met quarterly during 2022/23. Its activities included:

- A detailed review of quarterly and annual financial statements
- A detailed review of the quarterly risk and insurance report, as well as associated risk registers
- Assessing the content and priorities of the internal audit program
- Reviewing results arising from internal audit reviews

Membership

Audit Committee Membership consists of five members: three external members (one of which is the chair), the Mayor and one additional Councillor.

Councillor representatives are appointed annually. External member positions are advertised, and the successful candidates are appointed for a three-year term with a maximum of six years. The Chief Executive Officer and Council's Corporate Management Team attend to provide advice and to present internal reports, while the internal auditor and the external auditor attend meetings by invitation, to assist the committee with their information requests.

During 2022/23, additional Councillors were invited to participate on the committee, as an observer.

Audit and Risk Advisory Committee membership		
Period	July 2022 to November 2022	November 2022 to June 2023
External Members	Mr. John Watson (Chair)	Mr. John Watson (Chair)
	Mr. Bruce Potgieter	Mr. Bruce Potgieter
	Mr. Michael Ulbrick	Mr. Michael Ulbrick
Councillor Members	Cr. Mike Symon (Mayor)	Cr. Rob Steane (Mayor)
	Cr. Kylie Spears	Cr. Mike Symon

External audit

Council is externally audited by the Victorian Auditor-General.

In 2022/23, the Office of the Auditor-General appointed RSM Australia as their representative. An external audit is undertaken each year on Council's Financial and Standard Statements, and Performance Statement.

Risk Management

Maroondah has a mature culture of considering risk and therefore a risk management program that identifies and mitigates strategic, organisational, and operational risk. Council continues its commitment to being proactive in the risk management space, as an integral component of good corporate governance.

Enterprise Risk Management

The purpose of the Risk Management Framework is to align effective risk management practices across Council utilising a common framework, based on the Australian standard.

The reason for embedding a framework is to ensure that the management of Councils risk includes continuous improvement and benchmarking across local governments throughout Australia. Furthermore, Council has developed a risk awareness culture by increasing the risk knowledge of employees and then used this to facilitate decision making processes, leadership commitment, reporting and evaluation.

Risk Register

The Risk Register includes strategic, organisational, and operational risks and is reviewed on a quarterly basis. A comprehensive risk assessment process is implemented in the identification, treatment, and rating of risks. The review includes evaluation of the existing risks and the addition of new or emerging risks. Treatment plans/mitigation strategies are also formulated for any high or extreme level risks, to work toward reducing the level of risk to a more acceptable medium/low risk target.

Risk Management Committee

Council has a Risk Management Advisory Group whose key function is to facilitate the implementation of the Risk Management Strategic Plan and to ensure the collection, sharing and monitoring of risk knowledge throughout Council. The Group meets bi-monthly, and its membership comprises executive and management representation across Council service areas. Activities of this group are routinely reported to Corporate Management Team and Council's Audit and Risk Committee.

Legislation

Council implements a wide variety of services, programs, and initiatives, operating within a highly regulated environment defined by Acts and regulations, these can either:

- have a direct impact on Council and require significant compliance
- contain specific provisions relevant to Council
- have an indirect influence but require knowledge by employees carrying out their duties.

Legislation that impacts upon Council activities (but is not limited to) is identified below:

- *Aboriginal Heritage Act 2006*
- *Aged Care Act 1997 (Commonwealth)*
- *Associations Incorporation Reform Act 2012*
- *Australian Accounting Standards*
- *Building Act 1993*
- *Building Regulations 2018*
- *Carers Recognition Act 2012*
- *Catchment and Land Protection Act 1994*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Child Wellbeing and Safety Act 2005*
- *Children Youth and Families Act 2005*
- *Children's Services Regulations 1998*
- *City of Melbourne Act 2001*
- *City of Melbourne (Electoral) Regulations 2012*
- *Climate Change Act 2017*
- *Conservation, Forests and Land Act 1987*
- *Constitution Act 1975*
- *Country Fire Authority Act 1958*
- *Country Fire Authority (Community Fire Refuges) Regulations 2014*
- *Crown Land (Reserves) Act 1978*
- *Cultural and Recreational Lands Act 1963*
- *Dangerous Goods Act 1985*
- *Dangerous Goods (Explosives) Regulations 2011*
- *Development Victoria Act 2003 (formerly known as Urban Renewal Authority Victoria Act 2003, Victorian Urban Development Authority Act)*
- *Disability Act 2006*
- *Domestic Animals Act 1994*
- *Drugs, Poisons and Controlled Substances Regulations 2017*
- *Education and Care Services National Law Act 2010*
- *Education and Care Services*
- *National Law Regulations 2011*
- *Education and Training Reform Act 2006*
- *Electricity Safety Act 1998*
- *Emergency Management Act 2013*
- *Environment Protection Act 2017*
- *Environmental Protection Regulations 2021*
- *Estate Agents Act 1980*
- *Fences Act 1968*
- *Fire Rescue Victoria Act 1958 (formerly known as the Metropolitan Fire Brigades Act)*
- *Fire Services Property Levy Act 2012*
- *Flora and Fauna Guarantee Act 1988*
- *Flora and Fauna Guarantee Regulations 2020*
- *Food Act 1984*
- *Freedom of Information Act 1982*
- *Gambling Regulation Act 2003*
- *Gender Equality Act 2020*
- *Geographical Place Names Act 1998*
- *Geothermal Energy Resources Regulations 2016*
- *Graffiti Prevention Act 2007*
- *Health (Immunisation) Regulations 1999*
- *Health Records Act 2001*
- *Heavy Vehicle National Law Application Act 2013*
- *Heritage Act 2017*
- *Housing Act 1983*
- *Impounding of Livestock Act 1994*
- *Independent Broad-Based Anti-Corruption Commission Act 2011*
- *Infringements Act 2006*
- *Infringements Regulations 2016*
- *Land Acquisition and Compensation Act 1986*
- *Land Acquisition and Compensation Regulations 2010*
- *Land Act 1958*

- *Liquor Control Reform Act 1998*
 - *Local Government Act 1989*
 - *Local Government Act 2020*
 - *Local Government (Electoral) Regulations 2020*
 - *Local Government (General) Regulations 2015*
 - *Local Government (Governance and Integrity) Regulations 2020*
 - *Local Government (Long Service Leave) Regulations 2012*
 - *Local Government (Planning and Reporting) Regulations 2020*
 - *Magistrates' Court Act 1989*
 - *Major Transport Projects Facilitation Act 2009*
 - *Mineral Resources (Sustainable Development) Act 1990 (formerly known as Mineral Resources Development Act)*
 - *Municipal Association Act 1907*
 - *Municipalities Assistance Act 1973*
 - *Occupational Health and Safety Act 2004*
 - *Occupational Health and Safety Regulations 2017*
 - *Privacy and Data Protection Act 2014*
 - *Planning and Environment Act 2021*
 - *Planning and Environment (Fees) Regulations 2016*
 - *Planning and Environment Regulations 2015*
 - *Privacy Act 1988*
 - *Public Interest Disclosure Act 2012 (formerly the Protected Disclosure Act 2012)*
 - *Public Health and Wellbeing Act 2008*
 - *Public Health and Wellbeing Regulations 2019*
 - *Public Records Act 1973*
 - *Public Records Regulations 2013*
 - *Residential Tenancies Act 1997*
 - *Road Management Act 2004*
 - *Road Management (General) Regulations 2016*
 - *Road Management (Works and Infrastructure) Regulations 2015*
 - *Road Safety (General) Regulations 2019*
 - *Road Safety (Traffic Management) Regulations 2019*
 - *Road Safety (Vehicles) Regulations 2020*
 - *Road Safety Act 1986*
 - *Road Safety Road Rules 2017*
 - *Secondhand Dealers and Pawnbrokers Act 1989*
 - *Sex Work Act 1994 (formerly known as the Prostitution Control Act)*
 - *Sheriff Act 2009*
 - *Sport and Recreation Act 1972*
 - *Subdivision Act 1988*
 - *Subdivision (Fees) Regulations 2016*
 - *Subdivision (Procedures) Regulations 2011*
 - *Subdivision (Registrar's Requirements) Regulations 2011*
 - *Summary Offences Act 1966*
 - *Tobacco Act 1987*
 - *Transfer of Land Act 1958*
 - *Transport (Safety Schemes Compliance and Enforcement) Act 2014*
 - *Transport Integration Act 2010*
 - *Valuation of Land Act 1960*
 - *Victorian Local Government Grants Commission Act 1976 (formerly known as Victoria Grants Commission Act)*
 - *Victoria State Emergency Service Act 2005*
 - *Victorian Inspectorate Act 2011*
 - *Water Act 1989*
- The full list of Victorian Acts and Regulations can be found at www.legislation.vic.gov.au.

Occupational Health and Safety

Council works actively with its employees, contractors, and volunteers to improve positive safety performance and minimise potentially adverse consequences.

Council continues to focus on incorporating safety considerations into all aspects of service delivery and other activities by promoting a positive safety culture. The ongoing maintenance of effective consultative mechanisms such as Council's OHS committee structure continues to assist with fostering a positive and action orientated organisational safety culture. Other aspects of Council's Occupational Health and Safety (OHS) system such as policies, procedures and processes are re-developed and improved, with a particular focus on lone workers; contractor managers; and plant safety.

The outcomes of audit and review processes continue to guide and inform potential opportunities for further improvement to Council's safety management system.

Workplace incidents are actively reported and investigated to facilitate the implementation of effective countermeasures and corrective actions.

The team has worked with Cyber and Technology (IT) and a number of other key stakeholders to investigate an online OHS incident management system to further improve the reporting and investigation process.

Council's proactive injury management process continues to assist with the effective management related to an ageing workforce, while minimising the impacts of work-related injuries or illnesses.

The combination of a positive safety culture, supporting safety management systems, having active safety committees and employee representatives as well as timely and effective injury management practices, have all supported the achievement of a Workcover insurance performance rating that is significantly better than comparable industry averages.

Equal opportunity, harassment and bullying prevention

Council is committed to providing a workplace free of all forms of unlawful discrimination, harassment, victimisation, bullying and vilification, aiming for equality of opportunity for all employees, Councillors, consultants, contractors, and volunteers.

Maroondah City Council is committed to:

- implementing policies, practices, training, and education to ensure compliance with all relevant legislation,
- creating a working environment which is free from unlawful discrimination, harassment, victimisation, bullying and vilification, where all employees, Councillors, consultants, contractors, and volunteers are treated with dignity, courtesy, and respect
- implementing training and awareness raising programs to ensure that everyone knows their rights and responsibilities, as far as is reasonably practicable
- providing a procedure for raising complaints and identifying resolutions, based on the principles of natural justice

- treating all complaints in a sensitive, fair, timely, and confidential manner
- protecting people from victimisation or reprisals
- encouraging the reporting of inappropriate behaviour
- promoting appropriate standards of conduct, always

Council has an Equal Opportunity Consultative Committee (EOCC) that meets several times a year. The purpose of the EOCC is to:

- promote awareness of a fair and equitable workplace
- raise awareness regarding issues and concerns within the workplace
- identify opportunities and issues that relate to the workplace, and facilitate actions to drive change
- raise issues that have been identified within the organisation
- provide direction to the broader organisation regarding diversity and inclusion.

Victorian Local Government Performance Reporting Framework: governance and management checklist

The following statement provides Council results in the prescribed form of Council's assessment, against the governance and management checklist as part of the Local Government Performance Reporting Framework (LGPRF).

#	Governance and Management Items	Assessment	
1	Community Engagement Policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 15 February 2021	<input checked="" type="checkbox"/>
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of commencement of current guidelines: 21 June 2016	<input checked="" type="checkbox"/>
3	Financial Plan (plan under section 91 of the Act outlining financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 19 June 2023	<input checked="" type="checkbox"/>
4	Asset Plan (plan under section 92 of the Act setting out the assets maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: 27 June 2022	<input checked="" type="checkbox"/>
5	Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 19 June 2023	<input checked="" type="checkbox"/>
6	Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Adopted in accordance with section 94 of the Act Date of adoption: 19 June 2023	<input checked="" type="checkbox"/>
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 28 June 2021	<input checked="" type="checkbox"/>
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of commencement of current policy: 10 May 2021	<input checked="" type="checkbox"/>
9	Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 25 May 2023	<input checked="" type="checkbox"/>
10	Procurement Policy (policy under section 186A of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by Council)	Adopted in accordance with section 186A of the Act Date of adoption: 22 November 2021	<input checked="" type="checkbox"/>

#	Governance and Management Items	Assessment	
11	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of commencement: 2 August 2021	<input checked="" type="checkbox"/>
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of commencement: 14 November 2018	<input checked="" type="checkbox"/>
13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 6 June 2021	<input checked="" type="checkbox"/>
14	Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with sections 53 and 54 of the Act Date of establishment: 1 October 1994 At Maroondah, this Committee is known as the Audit and Risk Advisory Committee	<input checked="" type="checkbox"/>
15	Internal audit (independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 October 2020	<input checked="" type="checkbox"/>
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework Date of operation of current framework: 26 April 2017	<input checked="" type="checkbox"/>
17	Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Report Date of report: 20 February 2023	<input checked="" type="checkbox"/>
18	Quarterly budget reports (quarterly reports to Council under section 97 of the Act comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97(1) of the Act Dates reports presented: 29 August 2022 12 December 2022 20 February 2023 15 May 2023	<input checked="" type="checkbox"/>

#	Governance and Management Items	Assessment	
19	Risk Reports (quarterly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports during 2022/23 to Council's Corporate Management Team: 12 September 2022 5 December 2022 30 January 2023 22 May 2023	<input checked="" type="checkbox"/>
20	Performance reports (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Report Date of report for the second six months of 2021/22 financial year: 29 August 2022 Date of report for the first six months of 2022/23 financial year: 20 February 2023	<input checked="" type="checkbox"/>
21	Annual Report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act Date of presentation: 17 October 2022	<input checked="" type="checkbox"/>
22	Councillor Code of Conduct (Code under section 139 of the Act setting out standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 15 February 2021	<input checked="" type="checkbox"/>
23	Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with sections 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date reviewed and adopted: 4 October 2021	<input checked="" type="checkbox"/>
24	Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 28 June 2021	<input checked="" type="checkbox"/>

I certify that this information presents fairly the status of Council's governance and management arrangements.



Steve Kozlowski
Chief Executive Officer
Dated: 29 August 2023



Cr. Rob Steane OAM
Mayor
Dated: 29 August 2023

Statutory information

The information in this section is provided in accordance with Legislative and other requirements that apply to Council.

Topics within this section and the applicable legislation/regulations are listed below:

Topic	Relevant legislation/regulation (if applicable)
Carers Recognition	<i>Carers Recognition Act 2012</i>
Disability Policy and Action Plan	<i>Disability Act 2006</i>
Documents to be made available for public inspection	<i>Local Government Act 2020 and Local Government (General) Regulations 2015</i>
Domestic Animal Management	<i>Domestic Animals Act 1994</i>
Food Act Ministerial Directions	<i>Food Act 1984</i>
Freedom of Information requests	<i>Freedom of Information Act 1982</i>
Infrastructure and development contributions	<i>Local Government Act 2020</i>
Local Laws	<i>Local Government Act 2020</i>
National Competition Policy	<i>Local Government Act 2020</i>
Privacy	<i>Privacy and Data Protection Act 2014 and the Health Records Act 2001</i>
Procurement	<i>Local Government Act 2020</i>
Protected Disclosure	<i>Local Government Act 2020</i>
Road Management	<i>Road management Act 2004</i>
Victorian Local Government Indicators	<i>Local Government Act 2020</i>
Victorian Local Government Performance Reporting Framework: Service Performance Indicators	<i>Local Government (Planning and Reporting) Regulations 2020</i>

Carers recognition

Maroondah City Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012* (the Act). Council has promoted the principles of the Act to people in care relationships who receive Council services, to people in care relationships, and to the wider community by:

- distributing printed material through relevant Council services
- providing information regarding the Act to Maroondah Healthy Ageing Network, Maroondah Police Seniors Register, Senior Citizens Clubs, older people's groups, and clients of Council's Aged and Disability Services
- providing links to resource materials on Council's website
- providing Information regarding the Act in the Active and Healthy Ageing Newsletter, Maroondah Healthy Ageing Network Chatterbox newsletter and Commonwealth Home Support Program Client Information booklet
- providing written information regarding the Act within Client Information Packs
- distributing printed material to all Aged and Disability employees and volunteers

Council has taken all practicable measures to ensure employees, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for employees working in front-line positions with the general community
- internal information sessions for all of Council's Aged and Disability employees and volunteers at team meetings.

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship:

- facilitation of the Maroondah Carer Support Group
- facilitation of Akuna, a Dementia Carers Support Group
- inclusion of people with Dementia and mild memory loss in Social Support Group programs to support carers of people with dementia
- shared training/professional development opportunities with other local services responding to people with dementia and their carers
- ongoing staff professional development
- Council Occupational Therapist will work with carers to solve and improve safety issues in the home and community.

Disability Policy and Action Plan

In accordance with section 38 of the *Disability Act 2008*, Council must report on the implementation of the *Disability Policy and Action Plan* in its *Annual Report*.

During 2022/23, Council undertook a wide range of activities in delivering on the Plan including:

Social and Economic Inclusion

- Council's Leisure Centres are extensively used by groups and individuals with a disability or access restrictions.
- The Porn is not the Norm project (third year) included a series of online and in-person workshops that explored the implications which pornography has on people with autism. Council's role has evolved to providing support and advice through the project steering group, and to assist with the promotion of the workshops. The project received \$900,000 over three years from the Westpac 2020 Impact Grant: Safer Children, Safer Communities Program.
- Council continues to provide various social support programs to seniors who have support needs including the delivery of social connection, mental health and wellbeing, and physical health programs.
- Maroondah's Walking Sports program continued, featuring low impact sports activities for the over 50's including walking cricket, walking soccer, walking netball and Volleyball (modified volleyball).
- Aquabuddies is a casual swimming program focused on inclusion, physical activity, and social connection for adults with disabilities. An average of 20 participants attends each class.
- Aquanation continued to run Age-Friendly Aqua which connects people of all abilities and provides opportunities for social connection, with an average of 22 participants per class.
- Council continued to offer casual shooting at Maroondah Nets, providing an opportunity to delivery of casual basketball sessions for people with disabilities and their carers.
- Council has continued to implement workplace adjustments for Council employees with disabilities including an increase in flexible work hours and locations, office based ergonomic chair assessments and height adjustable desks as well as screen reading tools and technology.
- The 2022/23 Community Grants program provided funding to a range of Eastern All-abilities Netball Association and Ringwood Spiders All-abilities Sports Club.

- Council's BizHub and Community Development teams are exploring ways to assist in facilitating employment / volunteer work connections between local businesses and people with disabilities.
- Maroondah Occasional Care began a partnership with Monkami on the Happy Days initiative to enable people with disabilities to connect with children in a safe and supportive environment.

Services and Information

- Approximately 164 people received over 1098 direct contact hours of support from Council in understanding and navigating the National Disability Insurance Scheme (NDIS). Council also supported the community through 34 group presentations about the NDIS. As a result of this, allied health and professional consultations are increasing, meaning the community is better educated about the NDIS.
- Council's Communications and Citizen Experience team has ensured that all eNews and other print publications are now available in a range of accessible formats including PDF, HTML, and Word, which can be easily read by screen readers and other assistive technologies. They also implemented an update to Council's screen reader technology in 2023, which allows for individual documents to be more easily listened to.
- In October 2022 the Communications and Citizen Experience team conducted a site audit to address user-facing aspects of the Maroondah City Council and Maroondah Leisure websites. Following the audit and restorative work, Council scored 90/100 on the MCC website, and 95.5/100 on the Maroondah Leisure website, for useability. Both results are well above industry benchmark.
- During 2023 the Communications and Citizen Experience team commenced product research for other assistive technologies that allow Council to make more efficient updates to web HTML content and publications, such as PDF's and word documents.
- Since February 2023 the Communications and Citizen Experience team has ensured that all major Council digitised print publications are published on the website and are fully accessible using the Acrobat accessibility tool.

- Council's Disability and Inclusion Officer continues to provide information to carers, people with a disability and service providers regarding relevant events, opportunities, and emerging issues.

Design, Infrastructure and Transport

- In 2022/23, Council delivered 18 projects costing approximately \$645,000 to improve the accessibility of traffic and pedestrian related infrastructure across Maroondah.
- Approximately 4.5 km of critical linkages identified on Council's Principal Pedestrian Network have been filled, including Paxton Street in Ringwood, Stirling Road/Toorak Avenue intersection in Croydon, Eastfield Road in Croydon, and Mt Dandenong Road in Croydon.
- Accessible parking bays were installed at Churchill Way Shopping Centre and the Ainslie Park carpark.
- Kerb ramps and other improvements were created at numerous locations including Kent Avenue in Croydon, Tintern Avenue and Kathleen Close in Bayswater North, and Munro Street Reserve Playground in Ringwood.
- A successful application for a Changing Places Grant of \$180,000 enabled Council to build a Changing Places facility at the Jubilee Park Recreation Precinct. The Design team is working on a project concept design for Hub A at the Croydon Community Wellbeing Precinct which includes a Changing Places facility and a low-sensory Quiet Room.
- The Statutory Planning team continues to consider DDA standards in its assessment of planning applications regarding access to the entry of buildings/dwellings, car parks, the width of pathways, as well as the internal design of dwellings and communal spaces.

Advocacy and Leadership

- The Maroondah Disability Advisory Committee provided feedback to Council on a range of strategic documents and activities, including: Council's *Disability Action Plan 2022-26*, the draft *Community Local Law 2023*, the celebration for International Day of People with Disability, Jubilee Park Precinct, draft *Play and Gathering Places Strategy*, Eastern Regional Libraries facilities (from a disability perspective), Council's Free From Violence project, people centred emergency preparedness, and the *Children and Families Strategy* and *Youth Strategy Action Plans*.
- Maroondah's Disability Advisory Committee met at Maroondah Federation Estate for four meetings in 2022/23. Vacancies were promoted with several new members joining the Committee.
- As a member of the Eastern Transport Coalition, Council continued to advocate for accessible and safe public transport infrastructure and services to deliver inclusion outcomes. The ability for all pedestrians, including those using mobility equipment as well as parents with prams, to safely cross the road to access local bus stops has been a specific advocacy priority in 2022/23. Several identified locations for new pedestrian crossings and bus stop improvements have been the focus of an advocacy campaign, including interchanges to improve disability access and customer amenities as well as seeking safer access to bus stops and bus stop upgrades.
- Council continued to work with the Eastern Affordable Housing Alliance (EAHA) to identify opportunities to achieve more social, affordable, and special needs housing. The EAHA's Making It Home event highlighted the issues faced by older women, those who have experienced family violence and women with a disability (among others). Two focus groups were held in Maroondah to explore older women's experience of housing insecurity as well as a session held for service providers. Council is also a member of the Homelessness and Social Housing Charter, a collation of Councils in the south and eastern metropolitan regions, which also advocates for increased social and affordable housing.
- Council's communication channels, including website, social media and publications, continue to promote facilities with all abilities access and use positive and inclusive images of people with a disability.

Documents to be made available for public inspection

Council is committed to open and transparent governance. In accordance with the *Local Government (General) Regulations 2015*, the following are prescribed documents that are available for public inspection:

- a) A document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- b) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meetings which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- c) a register of delegations kept under sections 87(1) – delegations to special committees – and 98(4) – delegations to staff – of the Act, including the dates on which the last reviews took place under sections 86(6) and 98(6) respectively.
- d) a document containing details of all leases involving land which were entered into by the Council as the lessor, including the lessee and the terms and the value of the lease
- e) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- f) a list of donations and grants made by the Council in the previous 12 months, including the names of persons or bodies which, have received a donation or grant and the amount of each donation or grant

In addition, the following documents are available online via Council's website:

- Annual Report
- Annual Budget
- Council agenda and minutes
- Councillors' Code of Conduct
- Council Plan
- Councillor Expenses and Entitlements Policy
- Local Laws in operation
- Personal interest return summary
- Procurement Policy
- Public Notices

In accordance with Section 57 of the *Local Government Act 2020* inspection of these documents can also be arranged by contacting Council's Governance Team on 1300 88 22 33. These documents are available for inspection at the City Offices, 179 Maroondah Highway, Ringwood. The documents may be viewed, but not removed.

Domestic animal management

The *Domestic Animals Act 1994* (The Act) requires Council's across Victoria to prepare and implement a Domestic Animal Management Plan (DAMP) every four years. Section 68A of the Act requires Councils to periodically evaluate programs, service strategy or reviews, outlined in the DAMP and publish the evaluation in Council's Annual Report.

- Council adopted the *Domestic Animal Management Plan 2021-2025* for 2022-2026 and continues to promote and support responsible pet ownership within Maroondah.
- Responsible pet ownership programs and activities continue to ensure that the community is aware of all aspects of responsible pet ownership and the importance of effective animal management. These include:
 - education programs to inform the community of the responsibilities of pet ownership
 - school visits to educate students on responsible pet ownership
 - programmed and random patrols of parks and reserves
 - property inspections of the owners of dog at large
 - annual inspections for declared dangerous dogs
 - inspections of properties applying for extra animal permits
 - inspections of domestic animal businesses
 - promotion of new and renewal registration for dogs and cats
 - training of animal management officers in best practice responsible pet ownership
 - promotion of de-sexing with vets including vouchers for reduced cost
 - participation and support in community events such as Adventure Dog
 - analysis of trends and statistics on registration rates, reunification of lost animals to ensure best practice principles and seek opportunities for improvement.

Food Act Ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report.

No such Ministerial Directions were received by Council during the 2022/23 financial year.

Freedom of Information requests

The *Freedom of Information Act 1982* (the Act) provides individuals the right to access documents held by Council, subject to certain exceptions and exemptions contained within the Act.

Under the Act:

- Local governments are required to publish information about the documents they hold, particularly those which affect members of the public, in their dealings with Council.
- Individuals have the right to request access to documents, subject to exemptions within the Act (necessary for the protection of the public interest and the private and business affairs of persons from whom information is collected by Council).
- Individuals may request inaccurate, incomplete, out of date or misleading information in their personal records to be amended.
- Individuals may appeal against a decision to not give access to documents, or to not amend a personal record.

Pursuant to the Act sections 65AA 'Report by Council', and section 64(3) the following information is supplied relating to Freedom of Information applications for the period 1 July 2022 to 30 June 2023

	2022/23	2021/22	2020/21	2019/20	2018/19
Total number of new requests	35	26	20	7	9
Access granted in full	7	1	1	0	6
Access granted in part	9	14	13	7	2
Other (Withdrawn, no documents found, Not proceeded with etc.)	9	10	6	-	-
Access denied in full	2	1	0	0	-
Requests still under consideration	7	1	1	0	1
Number of reviews by FOI Commissioner sought (Internal Reviews prior to 2012/13)	1	1	1	0	1
Appeals lodged with VCAT	0	0	0	0	-
Notices served pursuant to section 12(1) of the Act	0	0	0	0	-
Occasions where disciplinary action was taken against any officer regarding the administration of this Act	0	0	0	0	-
Application fees collected	\$639.10	\$812.20	\$592	\$177.60	\$173.40
Access charges collected	\$0	\$0	\$0	\$0	\$36.20

Freedom of information requests must be made in writing and be accompanied by a \$31.80 application fee. Applicants are required to indicate how they would like to receive the documents. Under legislation, Council must decide if the documents will be provided within a 30-day period. All enquiries relating to accessing documents under Freedom of Information should be directed to Council's Risk and Integrity Team.

Information regarding Freedom of Information including an outline of the process, initial application fee and application form is published on Council's website: www.maroondah.vic.gov.au

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, any Council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in Council's annual report.

For the 2022/23 financial year the following information about infrastructure and development contributions is disclosed:

Council has no Infrastructure Contribution Plans.

Development contributions

Total DCP levies received in 2022/23	
Ringwood Metropolitan Activity Centre Development Contributions Plan	Levies received in 2022/23 financial year
Total	\$0

No DCP land, works, services or facilities were accepted in kind in 2022/23

Total DCP contributions received and expended to date				
DCP name (Year approved)	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind)
Ringwood Metropolitan Activity Centre Development Contributions Plan (2019)	\$0	\$41,979	\$0	\$0
Total	\$0	\$41,979	\$0	\$0

Land, works, services or facilities delivered in 2022/23 from DCP levies collected								
Project description	Project ID	DCP name (Year approved)	DCP fund expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
Maroondah Highway Boulevard Treatment - eastern extension - Warrandyte Road to Larissa Avenue.	5	Ringwood Metropolitan Activity Centre DCP March 2019	\$12,434	\$0.00	\$0.00	\$0.00	\$12,434	0.16%
Maroondah Highway Boulevard Treatment - western extension - Wantirna Road to New Street.	6	Ringwood Metropolitan Activity Centre DCP March 2019	\$12,434	\$0.00	\$0.00	\$0.00	\$12,434	0.12%
Signalisation of New Street/Bond Street	9	Ringwood Metropolitan Activity Centre DCP March 2019	\$9,091	\$0.00	\$0.00	\$0.00	\$9,091	0.34%
Staley Gardens Revitalisation	15	Ringwood Metropolitan Activity Centre DCP March 2019	\$8,020	\$0.00	\$0.00	\$0.00	\$8,020	1.08%
Total			\$41,979	\$0	\$0	\$0	\$41,979	

Local Laws

There are Council rules designed to ensure the community is a safe and pleasant place to live in. Local laws are reviewed regularly and altered, if necessary, to meet the needs of the community.

At times new laws are required to control specific issues. Maroondah City Council is responsible for the management and enforcement of various matters covered by local laws.

Local Laws (as at 30 June 2023)	
Local Law No. 11 - General Local Law	<p><i>Local Law No. 11</i> aims to assure equitable, orderly, and enjoyable use by people of community facilities, including roads.</p> <p>The objectives of <i>Local Law No 11 - General Local Law</i> are to:</p> <ul style="list-style-type: none"> • revoke Local Laws 8 and 10 made by Council • provide for and assure equitable, orderly, and enjoyable use by people of community facilities, including roads • protect Council Property and other community assets from loss or unnecessary or avoidable damage • support provision by Council of a safe, clean, and healthy environment in areas under its control and management • provide generally for the peace, order, and good government of the Municipal District. <p><i>Local Law No. 11</i> was adopted by Council on 14 December 2015 and came into effect on Friday 1 January 2016.</p> <p><i>Local Law No. 11</i> was also amended incorporating <i>Local Law No. 13</i> and came into effect on 1 September 2016.</p>
Local Law No. 13 - General (Amendment) Local Law	<p><i>Local Law 13</i> amends <i>Local Law No.11</i> by clarifying when fires can be lit or remain alight in the open air or an incinerator, and allows for fires in the open air for heating purposes by:</p> <ul style="list-style-type: none"> • Amending the existing General <i>Local Law 11</i> • Inserting a new Clause 30.1 – Incinerators and Burning <p><i>Local Law No. 13</i> was adopted by Council on 22 August 2016 and came into effect on 1 September 2016.</p>
Local Law No. 14 - General (Amendment) Local Law	<p><i>Local Law No. 14</i> amends <i>Local Law No. 11</i> by:</p> <ul style="list-style-type: none"> • prohibiting smoking of tobacco products in Ringwood and Croydon Town Squares. <p><i>Local Law No.14</i> was adopted by Council on 26 November 2018 and came into effect on 1 January 2019.</p>
Local Law No. 15 - Common Seal and Conduct at Meeting	<p><i>Local Law No. 15 - Common Seal and Conduct at Meeting</i></p> <p>Maroondah City Council, at its meeting on 26 April 2021, resolved to commence the process for the making of <i>Local Law No. 15</i>.</p> <p>The purpose of <i>Local Law 15</i> is to:</p> <ul style="list-style-type: none"> • regulate the use of the common seal • prohibit unauthorised use of the common seal or any device resembling the common seal • provide for a set of offences and associated penalties relating to conduct at meetings - with reference to the requirements of the Governance Rules document. • revoke <i>Local Law 12</i> made by Council <p><i>Local Law 15</i> was adopted by Council at its meeting on 28 June 2021 and came into effect on 1 July 2021.</p>

Privacy

Council is strongly committed to protecting individuals' private information as well as their right to privacy. Council has adopted a *Privacy Policy* to regulate access and use by Council of the personal and health information that it collects from its residents and clients. The purpose of this policy is to establish the responsible handling of personal information, in accordance with legislative requirements, regulations, and good governance.

Both the *Privacy and Data Protection Act 2014* (the Act) and the *Health Records Act 2001* require all Victorian Councils to comply with a series of privacy principles that are tailored to either the collection and use of personal information, or the collection and use of health information.

Council is committed to fully understanding, complying with, and implementing its obligations under the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

Council adheres to the Information Privacy Principles (IPPs) prescribed within the Act and the Health Privacy Principles (HPPs) as prescribed by the *Health Records Act 2001*.

Maroondah City Council has appointed a Privacy Officer to assist in the handling of any enquiries.

The Privacy Officer can be contacted on 1300 88 22 33 or via email privacy@maroondah.vic.gov.au

Procurement

Council has introduced a revised *Procurement Policy* under the *Local Government Act 2020* (the Act 2020). This Policy provides a framework that ensures Council's purchasing procedures and processes are undertaken in a manner that is aligned with occupational health and safety, risk management practices, relevant legislation, purchasing principles and Council's corporate objectives.

The *Procurement Policy* establishes the framework within which Council employees undertake the purchasing of goods and services for the efficient and effective functioning of their service area.

In accordance with the Policy, between July 2022 and December 2023, Council did not enter into any contracts valued at \$250,000 or greater, in a manner that was contradictory to the requirements of the Policy as specified in section 108 of the Act 2020.

Protected Disclosures

The *Protected Disclosure Act 2012* (the Act) commenced in February 2013 and was amended in 2019 to include new protections for anyone making a public interest disclosure, including changing the name of the legislation to the *Public Interest Disclosure Act 2012* (PID Act). The amendment came into effect on 1 January 2020.

The purpose of the Act is to encourage and facilitate the disclosure of improper conduct. Any person who has reasonable grounds to believe that improper or corrupt conduct has or is occurring, can make a disclosure. For the local government sector, disclosures can be made about Councillors and any Council employees to the Independent Broad-based Anti-corruption Commission (IBAC). Protection is provided by the Act to those persons within an organisation disclosing corrupt behaviour.

Maroondah City Council recognises the value of transparency and accountability in its administrative and management practices. Council is committed to the aims and objectives of the *Public Interest Disclosure Act 2012*. A Policy handling public interest disclosures has been adopted to comply with the provisions of the Act. Copies of this Policy are available on Council's website at www.maroondah.vic.gov.au

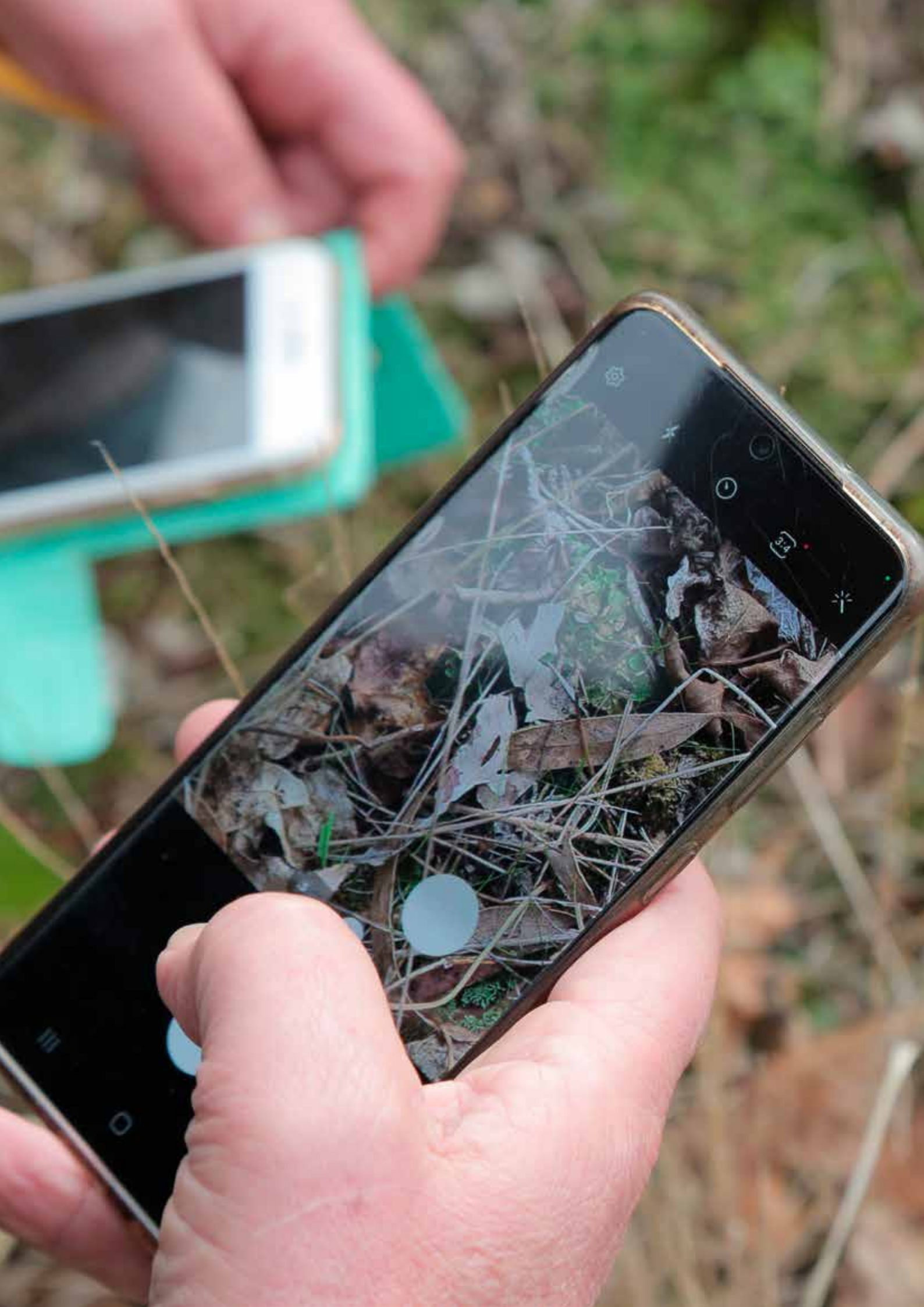
During 2022/23, Council did not receive any public interest disclosures.

Road management

The *Road Management Act 2004* provides Council with the statutory obligation to inspect, maintain and repair public roads, and that a Road Management Plan may be developed to set reasonable standards in relation to the performance of road management functions for the maintenance of its public roads and associated road-related assets.

Council has adopted the *Road Management Plan 2021-2025* to put in place reasonable standards in relation to the performance of road management functions, including the inspection, maintenance, and repair of all Council's roads, as listed in its Register of Public Roads.

In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its Annual Report. No such Ministerial Directions were received by Council during the 2022/23 financial year.



Victorian Local Government Indicators

The following indicators track Council sustainability and performance over time:

Indicator	Target	Actual Results			
	2022/23	2022/23	2021/22	2020/21	2019/20
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.	\$1,975	\$1,963	\$1,915	\$1,871	\$1816
Average rates and charges per residential 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)	\$1,915	\$1,901	\$1,848	\$1,788	\$1736
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.	\$1,109	\$2,003	\$1,912	\$1,727	\$1785
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 a major part of its operating revenue. 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.	\$495	\$103	\$260	\$825	\$202
Community satisfaction rating for overall performance generally of Council Overall satisfaction with Council performance as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	64	64	65	65	65
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.	\$2,885	\$3,110	\$2,862	\$2,535	\$2,583

Indicator	Target	Actual Results			
	2022/23	2022/23	2021/22	2020/21	2019/20
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.	\$998	\$825	\$862	\$1,579	\$893
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.	77%	103%	100%	105%	78%
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.	82%	102%	100%	104%	83%
Community satisfaction rating for Council's Advocacy and Community Representation on key local issues Overall satisfaction with Council performance in advocacy and community representation as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	57	57	56	56	56
Community satisfaction rating for Council's Engagement in decision making on key local issues Overall satisfaction with Council performance in engaging the community in decision making on key local issues as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	56	56	59	55	56

Victorian Local Government Performance Reporting Framework: Statement of service performance

The following statement provides the results of the prescribed Local Government Performance Reporting Framework, service performance indicators and measures, including an explanation of any material variations. Please note, a change of less than +/- 10% compared with the previous year is not considered significant, and therefore is not a material variation.

LGPRF service performance indicator results for 2022/23 will be available online once data is released by the Victorian Government at www.vic.gov.au/know-your-council

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
Aquatic Facilities					
Service standard Health inspections of aquatic facilities Number of health inspections per Council aquatic facility <i>Expected range: 1 to 4 inspections</i>	1.00	1.00	2.00	2.00	The last annual health inspections were conducted in late 2022, meaning they are due late 2023/early 2024.
Utilisation Utilisation of aquatic facilities The number of visits to aquatic facilities per head of municipal population. <i>Expected range: 1 to 10 visits</i>	9.43	4.43	3.34	7.57	The utilisation of aquatic facilities has increased significantly compared to the previous financial year. The increase can be attributed to the success of Council attracting and engaging with patrons. Moving forward, Council will continue to focus on embedding and building on this positive trend.
Service Cost Cost of aquatic facilities The direct cost less any income received of providing aquatic facilities per visit. <i>Expected range: \$0-\$30</i>	\$0.32	\$2.91	\$5.70	\$0.81	This measure considers the overall cost to Council of running its aquatic facilities less revenue received. The cost of running aquatic facilities has reduced significantly compared to previous financial years. This favourable result can be attributed to the increase in utilisation rates, as well as operating efficiencies.
Animal Management					
Timeliness Time taken to action animal requests The average number of days it has taken for Council to action animal management related requests. <i>Expected range: 1 to 10 days</i>	1.01	1.03	1.05	2.01	This measure relates to the average number of days since receipt and the first response for all animal management requests. The time taken to action animal management requests continues to remain low due to the number of animal management requests.

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
<p>Service standard</p> <p>Animals reclaimed</p> <p>The percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed.</p> <p><i>Expected range: 30% to 90%</i></p>	65.45%	70.25%	48.2%	62.55%	This measure considers the percentage of collected registrable animals reclaimed under the <i>Domestic Animals Act 1994</i> . The number of animals being collected may have decreased as a result of changes in legislation relating to reuniting pets.
<p>Service standard</p> <p>Animals rehomed</p> <p>The percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> that are rehomed.</p> <p><i>Expected range: 20% to 80%</i></p>	18.79%	18.99%	44.01%	51.90%	This measure considers the percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> that are rehomed. The number of animals rehomed in the reporting period has remained consistent, in comparison to the previous financial year.
<p>Service cost</p> <p>Cost of animal management service per population</p> <p>The direct cost of the animal management service per municipal population.</p> <p><i>Expected range: \$3 - \$40</i></p>	\$5.25	\$5.33	\$4.20	\$4.03	This measure captures the direct cost of the animal management service per registrable animal under the <i>Domestic Animals Act 1994</i> . There has been a slight reduction in cost of the animal management service compared to previous years. This can be attributed to an increased response to animal registration fee renewal as well as an employee vacancy.
<p>Health and safety</p> <p>Animal management prosecutions</p> <p>Health Inspections of aquatic facilities</p> <p><i>Expected range: 0% - 200%</i></p>	-	100.00%	0.00%	100%	This measure captures the percentage of successful animal management prosecutions under the <i>Domestic Animals Act 1994</i> . The number of animal management prosecutions is tracking well.

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
Food Safety					
<p>Timeliness</p> <p>Time taken to action food complaints</p> <p>The average number of days it has taken for Council to action food complaints received from members of the public about the safety or handling of food for sale.</p> <p><i>Expected range: 1 to 10 days</i></p>	1.53	1.51	1.95	2.01	<p>The indicator measures the average number of days taken for Council to respond to food complaints from receipt to first response action. Data shown is for the 2022 calendar year to align with reporting to the Department of Health (DoH). The number of days taken to action food complaints is less than 2 days. Where possible, Environmental Health Officers (EHOs) ensure they respond to customers as soon as they are received.</p>
<p>Service standard</p> <p>Food safety assessments</p> <p>The percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment.</p> <p><i>Expected range: 50% to 120%</i></p>	98.24%	99.11%	93.61%	100.00%	<p>This measure relates to the percentage of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment. Data shown is for the 2022 calendar year to align with reporting to the Department of Health (DoH). The number of food safety assessments has decreased compared to the same time in the previous year. Where scheduled assessments were not completed, this is due to premises transferring ownership late in the calendar year, meaning assessment for these premises are now not due until 2023.</p>

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
<p>Service cost</p> <p>Cost of food safety service</p> <p>The direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the year.</p> <p><i>Expected range:</i> \$300 to \$1,200</p>	\$737.18	\$641.56	\$599.36	\$690.11	<p>This measure captures the direct cost of providing food safety services per food premises. The cost of food safety service is higher for this period compared to the same time last year. The total number of registered premises is also lower than this time last year, increasing the cost per premises.</p>
<p>Health and safety</p> <p>Critical and major non-compliance notifications</p> <p>The percentage of critical and major non-compliance outcome notifications that are followed up by Council.</p> <p><i>Expected range:</i> 60% to 100%</p>	100.00%	100.00%	100.00%	100.00%	<p>This indicator measures the percentage of critical and major non-compliance outcome notifications that are followed up by Council. Council aims to respond to 100% of these notifications. Data shown is for the 2022 calendar year to align with reporting to the Department of Health (DoH).</p>
Governance					
<p>Transparency</p> <p>Council resolutions at meetings closed to the public</p> <p>The percentage of council resolutions made at an ordinary or special meeting of council, or at a meeting of a special committee consisting only of councillors, closed to the public under section 89(2) of the <i>Local Government Act 1989</i> (the Act).</p> <p><i>Expected range:</i> 0% to 30%</p>	7.79%	15.49%	13.13%	6.59%	<p>This indicator measures the percentage of Council resolutions made at an ordinary or special Council meeting, or at a meeting of a special committee consisting only of Councillors, closed to the public under Section 66 of the <i>Local Government Act 2020</i>. The percentage of Council resolutions at meetings closed to the public has decreased due to the decreased number of tender evaluation recommendations/reports that required Council approval (>\$500,000).</p>

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
<p>Consultation and engagement</p> <p>Satisfaction with community consultation and engagement</p> <p>The community satisfaction rating out of 100 with the consultation and engagement efforts of the council. This includes consulting and engaging directly with the community on key local issues requiring decisions by council.</p> <p><i>Expected range: 40 to 70</i></p>	56.00	59.00	55.00	56.00	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Community satisfaction with "community consultation and engagement" has remained consistent with results received in previous financial years.
<p>Attendance</p> <p>Council attendance at Council meetings</p> <p>The percentage of attendance at ordinary and special council meetings by councillors.</p> <p><i>Expected range: 80% to 100%</i></p>	89.81%	83.33%	92.86%	85.47%	Each year, a range of ordinary and special meetings of Council are held. This indicator measures the overall attendance levels for these meetings. The percentage of attendance of Council meetings has increased compared to the previous financial year.
<p>Service cost</p> <p>Cost of elected representation</p> <p>The direct cost of delivering council's governance service per councillor.</p> <p><i>Expected range: \$30,000 to \$80,000</i></p>	\$60,914.56	\$54,133.44	\$46,640.44	\$47,451.22	This measure captures the direct cost of delivering the governance service per elected representative. The cost of elected representation has increased slightly compared to the same time in the previous financial year due to an increase in activities as the Council term progresses.
<p>Decision making</p> <p>Satisfaction with Council decisions</p> <p>The community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community.</p> <p><i>Expected range: 40 to 70</i></p>	58.00	59.00	60.00	59.00	Community satisfaction is measured in the annual Maroondah Community Satisfaction Survey. Community satisfaction with "community consultation and engagement" has remained consistent with results received in previous financial years.

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
Libraries					
Utilisation Physical Library collection usage The number of physical library collection item loans per physical library collection item. <i>Expected range: 1 to 9 items</i>	8.19	6.22	4.97	9.15	Maroondah is a member of the Eastern Regional Libraries Corporation, which is a co-operative venture serving three outer eastern metropolitan councils. The number of library loans are slowly increasing back to pre-pandemic levels as well as an increase in visitations.
Resource standard Recently Purchased library collection The percentage of the library collection that has been purchased in the last 5 years. <i>Expected range: 40% to 90%</i>	76.97%	78.43%	79.27%	69.81%	This measure refers to the percentage of the library collection that has been purchased in the last five years.
Participation Active library borrowers in municipality The percentage of the municipal population that are active library borrowers. <i>Expected range: 10% to 40%</i>	10.72%	12.03%	13.83%	15.88%	This indicator highlights the percentage of the municipal population that are active library members. The number of active library borrowers within the municipality varies over time. Active Library borrowers over the last 3 years has been low due to pandemic related restrictions. The number of people borrowing from the library services has commence increasing and is expected to return to pre-COVID-19 pandemic rates in the next financial years.
Service cost Cost of library service per population The direct cost of the library service per population. <i>Expected range: \$10 to \$90</i>	\$20.21	\$19.71	\$17.37	\$18.59	This measure captures the direct cost of the library service per municipal population. The cost of library services has slightly increased compared to the previous year but is still within the expected range.

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
Maternal and Child Health					
Service standard Infant enrolments in the MCH service % of infants enrolled in the MCH service <i>Expected range: 90% to 110%</i>	100.97%	101.33%	101.34%	100.99%	The Maternal Child Health (MCH) service enrolls newborn infants in the service at the home visit following receipt of a birth notification from the hospital. All birth notifications received by Council result in a Maternal Child Health enrolment, however the phasing of birth notification and enrolment across reporting periods can result in the reported figure being less than or greater than 100%.
Service cost Cost of the MCH service The cost of the MCH service per hour of service delivered. <i>Expected range: \$50 to \$200</i>	\$76.45	\$76.47	\$97.53	\$82.83	This measure refers to the cost of Council's MCH service per hour of service delivered. The cost of the MCH service has now returned to expected range.
Participation Participation in MCH service The percentage of children enrolled who participate in the MCH service. <i>Expected range: 70% to 100%</i>	75.16%	73.42%	76.19%	76.18%	This measure captures participation of children in key age and stage appointments which can vary due to timing of appointments during the financial year. Participation rates are within the expected range.
Participation Participation in MCH service by Aboriginal children The percentage of Aboriginal children enrolled who participate in the MCH service. <i>Expected range: 60% to 100%</i>	77.08%	84.69%	78.31%	76.24%	This measure captures the percentage of Aboriginal children enrolled who participate in the MCH service, which can vary due to timing of appointments during the financial year.

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
<p>Satisfaction</p> <p>Participation in 4-week Key Age and Stage visit</p> <p>The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit.</p> <p><i>Expected range: 90% to 110%</i></p>	95.72%	101.33%	97.31%	98.17%	This measure considers the percentage of infants enrolled in the Maternal Child Health (MCH) service who participated in 4-week Key Age and Stage visit. The percentage shows 95.72%, which indicates appointments scheduled but not yet attended.
Roads					
<p>Satisfaction of use</p> <p>Sealed local road requests</p> <p>The number of sealed local road requests per 100 kilometres of sealed local road.</p> <p><i>Expected range: 10 to 120 requests</i></p>	131.39	113.31	93.96	115.87	Road requests are customer requests logged on Council's customer service application Infor Pathway. Requests include line marking, pothole repairs, damaged roads and patching, and road sweeping. The number of sealed road requests has increased over the reporting period due to there being more motorists on the road, following the easing of coronavirus (COVID-19) pandemic restrictions.
<p>Condition</p> <p>Sealed local roads maintained to condition standards</p> <p>The percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal.</p> <p><i>Expected range: 80% to 100%</i></p>	97.71%	98.65%	98.85%	99.06%	Council defines the intervention level to be a road condition rating equivalent to 'very poor'. There was only minor variation in this result when compared to the previous year.
<p>Service cost</p> <p>Cost of sealed local road reconstruction</p> <p>The direct reconstruction cost per square metre of sealed local roads reconstructed.</p> <p><i>Expected range: \$20 to \$200</i></p>	\$238.06	\$385.77	\$250.31	\$114.19	The total project cost associated with the reconstruction of a sealed local road is considered. The project cost may include but is not limited to traffic control, road base, road surface, kerb, stormwater drain and traffic management device costs.

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
<p>Service cost</p> <p>Cost of sealed local road resealing</p> <p>The direct resealing cost per square metre of sealed local roads resealed.</p> <p><i>Expected range: \$4 to \$30</i></p>	\$29.90	\$36.89	\$25.37	\$34.24	Council only uses asphalt products for resealing in line with community expectations. Generally, where advanced pavement deterioration is present (i.e. crocodile cracking) Council undertakes deep lift patching prior to resealing. Only reseals for a full road block as defined in Council's asset register has been included in this figure.
<p>Satisfaction</p> <p>Satisfaction with sealed local roads</p> <p>The community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.</p> <p><i>Expected range: 50 to 100</i></p>	61.00	63.00	67.00	64.00	Community satisfaction is measured as part of the annual Community Satisfaction Survey. The satisfaction rating of "sealed local roads" is within the expected range.
Statutory Planning					
<p>Timeliness</p> <p>Time taken to decide planning applications</p> <p>The median number of days taken between receipt of a planning application and a decision on the application.</p> <p><i>Expected range: 30 to 110 days</i></p>	35.00	29.00	28.00	28.00	This measure looks at the median number of days taken between receipt of a planning application and a decision relating to that application. The time taken to make decisions on planning applications remains low at 35 days (on average). This is within Council's target timeframe of between 30 and 110 days.
<p>Service standard</p> <p>Planning applications decided within required time frames</p> <p>The percentage of regular and VicSmart planning application decisions made within legislated time frames.</p> <p><i>Expected range: 40% to 100%</i></p>	73.99%	83.52%	86.87%	88.60%	In accordance with the Planning and Environment Act 1987, a Council is permitted 60 statutory days to make a determination on a planning application. Planning Applications decisions are within the expected range but are lower compared to the same time in the previous financial year. This space has been impacted by employee movements and vacancies.

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
<p>Service cost</p> <p>Cost of statutory planning service</p> <p>The direct cost of the statutory planning service per planning application received</p> <p><i>Expected range: \$500 to \$4,000</i></p>	\$2784.56	\$1917.15	\$1918.93	\$1851.06	<p>This measure looks at the direct cost to Council to provide the statutory planning service, per planning application received. The direct cost of the statutory planning service was higher than the same time in the previous financial year, due to the increased expenditure regarding the need for additional resources to assist with an increased workload, as a result of employee vacancies.</p>
<p>Decision making</p> <p>Planning decisions upheld at VCAT</p> <p>The percentage of planning application decisions subject to review by VCAT that were not set aside.</p> <p><i>Expected range: 0% to 100%</i></p>	95.45%	89.19%	81.82%	89.19%	<p>If an applicant disagrees with the decision of Council in relation to a planning application, that person has the opportunity to appeal the decision at the Victorian Civil and Administrative Tribunal (VCAT). This indicator measures the percentage of planning application decisions made by Council, which are subsequently appealed by an applicant and are then subject to a review by VCAT and which were not set aside (i.e. VCAT agreed with the decision of Council). Of the 15 VCAT decisions made in the reporting period, 13 have been upheld by the Tribunal, resulting in a success rate of 95.45% of Council decisions being supported.</p>

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
Waste Collection					
<p>Satisfaction</p> <p>Kerbside bin collection requests</p> <p>The number of kerbside bin collection requests per 1000 kerbside bin collection households</p> <p><i>Expected range: 10 to 300 requests</i></p>	86.34	88.87	76.91	68.93	Council provides a comprehensive waste management service that strives to meet best practice standards in terms of kerbside collection. There was a slight variation on the kerbside bin collection requests compared to the same time in the previous financial year.
<p>Service standard</p> <p>Kerbside collection bins missed</p> <p>The number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts.</p> <p><i>Expected range: 1 to 20 bins</i></p>	4.65	4.79	4.55	4.06	This indicator identifies the ratio of bins missed, compared to scheduled bin collections, this includes 120L, 80L, second bins and fortnightly recycling kerbside bin collection. There was a slight decrease in the amount of missed collections, compared to the same time in the previous financial year
<p>Service cost</p> <p>Cost of kerbside garbage bin collection service</p> <p>The direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin.</p> <p><i>Expected range: \$40 to \$150</i></p>	\$133.26	\$131.30	\$109.55	\$107.56	This measure captures the direct cost of Council providing the kerbside garbage bin collection service (per kerbside garbage bin). The variation in cost of the kerbside garbage collection is due to increases in the landfill levy as well as fuel price increases, but has also decreased as Council's new disposal site is located closer than the previous one which results in less disposal costs.
<p>Service cost</p> <p>Cost of kerbside recyclables bin collection service</p> <p>The direct cost of the kerbside recyclables collection service (including the contract cost of collection) per kerbside recyclables collection bin.</p> <p><i>Expected range: \$10 to \$80</i></p>	\$66.22	\$75.74	\$77.43	\$71.43	This measure looks at the direct cost of Council to provide the kerbside recyclables collection service per kerbside recyclables bin. The cost of kerbside recycling processing has decreased due to obtaining a better rate with the new processing contract

Service/indicator/ measure	Result 2022/23	Result 2021/22	Result 2020/21	Result 2019/20	Comment
<p>Waste diversion</p> <p>Kerbside collection waste diverted from landfill</p> <p>The percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.</p> <p><i>Expected range: 20% to 60%</i></p>	56.22%	55.50%	56.71%	56.83%	<p>This measure refers to the percentage of garbage, recyclables and green organics collected from kerbside bins, that is diverted from landfill. The cost of kerbside recycling processing has slightly increased in the reporting period compared to the previous financial year. The slight increase is attributed to the introduction of Councils Food Organics Garden Organics service on 1 May 2023.</p>



Annual Financial Report and Performance Statement

For the year ended 30 June 2023

Understanding the Financial Report

Introduction

The Financial Report shows how Council performed financially during the 2022/23 financial year and shows its overall financial position at the end (30 June 2023) of the financial year.

Council presents its financial report in accordance with Australian Accounting Standards.

Particular terms required by the Standards may not be familiar to some readers. Further, Council is a government organisation and some of the generally recognised terms used in private sector company reports are not appropriate for Council's reports.

Council is committed to accountability and transparency. It is in this context that the plain English guide has been developed to assist readers to understand and analyse the financial report.

What is contained in the Annual Financial Report?

Council's financial report has two sets of Statements:

1. Financial Statements
2. Performance Statement

Each of these Statements is prepared by Council employees, examined by Council's Audit and Risk Advisory Committee and by the members of Council, and are audited by the Victorian Auditor-General.

Financial Statements

The Financial Statements report on how Council performed financially during the year and shows its overall financial position as at the end of the year.

The face of the Financial Statements include a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. The Financial Statements also contain Notes, which set out Council's accounting policies and details of the line item amounts contained in the face of the statements.

Comprehensive Income Statement

The Comprehensive Income Statement is sometimes referred to as a 'Profit and Loss Statement' in the private sector and shows the:

- Sources of Council's revenue under various income headings
- Expenses incurred in running the Council during the year. These expenses relate only to the 'Operations' of Council, and do not include the costs associated with the purchase or building of assets. While asset purchase costs are not included in Expenses, asset depreciation costs are included.

The surplus or deficit for the year is the key figure to look at on the Comprehensive Income Statement to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues.

The comprehensive result on the Comprehensive Income Statement includes items that will not be reclassified to surplus or deficit in future periods. The main item affecting the comprehensive income/expense of Council relates to the revaluation of its assets.

Balance Sheet

The Balance Sheet is a summary of Council's financial position as at 30 June. It shows what Council owns as assets and what it owes as liabilities. The bottom line of this Statement is Net Assets. This is the equity or net worth of Council, which has been built up over the life of the Council.

The assets and liabilities are separated into Current and Non-Current. Current generally means those assets which will be received or liabilities which will be paid within the next 12 months. Non-Current are all those assets and liabilities which are held for a longer term.

The net current assets or working capital as it is sometimes called is an important measure of Council's ability to meet its debts as and when they fall due.

Balance Sheet

The components of the Balance Sheet are:

Current and Non-Current Assets

Cash and cash equivalent assets include cash and investments i.e. cash held in the bank and in petty cash and the market value of Council's investments with a maturity of less than 90 days.

Trade and other receivables are monies owed to Council by ratepayers and others.

Financial assets are the market value of investments held with a maturity of greater than 90 days.

Inventories are stocks held for sale or consumption in Council's services.

Other assets include prepayments of expenses that Council has paid for in advance and assets held for resale which are in a position of being marketed and sold.

Investments in associates represent Council's investment in Eastern Regional Libraries Corporation and Narre Warren User Group.

Intangibles represent non-current assets held by Council that are not tangible.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drains, vehicles, equipment etc. which has been built up by Council over many years.

Right-of-use assets represent Council's right to use an underlying asset as agreed to under the terms of a lease agreement.

Current and Non-Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Trust fund and deposits represent monies held in trust by Council i.e. security deposits.

Provisions represent estimates of future obligations and include accrued Long Service and Annual Leave owed to employees.

Interest-bearing liabilities are borrowings of Council.

Unearned income represents amounts received by Council in exchange for the provision of services or products that are yet to be delivered or fully completed.

Lease liabilities represent Council's obligations as a result of entering into lease agreements.

Net Assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June.

Total Equity

This always equals Net Assets. It is made up of the following components:

- Assets revaluation reserve, which reflects the net change in the value of Council's revalued assets given their current valuation. This component of equity is impacted by Other Comprehensive Income in the Comprehensive Income Statement.
- Accumulated surplus, which is reflective of the cumulative surplus/deficits Council has achieved over its lifetime, as stated in the Comprehensive Income Statement for each financial year.

Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This Statement is presented according to a very specific Accounting Standard and needs some care in analysis. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this Statement refers to bank deposits and other forms of highly liquid investments that can be readily converted to cash.

Council's cash arises from, and is used in, three main areas.

1. Cash flows from operating activities:
 - Receipts – all cash received into Council's bank account from ratepayers and others who owe money to Council. Receipts also include the interest earnings from Council's cash investments. It does not include the costs associated with the sale of assets.
 - Payments – all cash paid by Council from its bank account to employees, creditors and other persons. It does not include the costs associated with the creation of assets.
2. Cash flows from investing activities:
 - This section shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets and the cash received from the sale of these assets. This section also shows Council's activity from investing in term deposits throughout the period.
3. Cash flows from financing activities:
 - This is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the Cash Flows Statement is the cash and cash equivalents at end of financial year. This shows the capacity of Council to meet its cash debts and other liabilities.

Statement of Changes in Equity

During the course of the year the value of Total Equity as set out in the Balance Sheet changes. This Statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- the 'surplus or deficit' from operations, described in the Comprehensive Income Statement as Comprehensive Result for the year
- a revaluation of assets which takes place on a regular basis to ensure the most up-to-date value is included in Council's books.

Notes to the Financial Statements

The Notes are a very important and informative section of the Financial Statements. The Australian Accounting Standards are not prescriptive regarding a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the face of the Statements are established, it is necessary to provide details of Council's significant accounting policies.

Apart from the accounting policies, the Notes also give details and context behind many of the summary figures contained in the face of the Statements. The Note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity and the Statement of Cash Flows, and should be read in conjunction with these items to give a clearer picture of the accounts.

The Notes also include information that Council wishes to disclose but which cannot be incorporated into the face of the Statements. Other notes include:

- The breakdown of expenses, revenues, reserves and other assets
- Contingent liabilities
- Transactions with persons related to Council.

Certification by the Principal Accounting Officer, Chief Executive Officer (CEO) and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements.

The Certification of the CEO and Councillors is made by two Councillors and the CEO on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading or inaccurate.

Performance Statement

The Performance Statement reflects the Council performance on indicators included in the Local Government Performance Reporting Framework. Please note that the source for some of the data included in this framework is derived from external sources such as the Local Government Satisfaction Survey, the Australian Bureau of Statistics and the Department of Health.

Auditor General's Report

The Independent Audit Report provides the reader with an external and independent opinion on the Financial Statements. It confirms that the Financial Report has been prepared in accordance with relevant legislation and professional standards and that it represents a fair picture of the financial affairs of the Council.

A separate Independent Audit Report is also provided with respect to the information contained within Council's Performance Statement.

Table of Contents – Annual Financial Report

Financial Report

Certification of the Financial Statements	195
Victorian Auditor-General's Office Audit Report	196

Financial Statements

Comprehensive Income Statement	198
Balance Sheet	199
Statement of Changes in Equity	200
Statement of Cash Flows	201
Statement of Capital Works	202

Overview

Notes to Financial Report 203

Note 1	Overview	203
Note 2	Analysis of our results	205
	2.1 Performance against budget	205
	2.1.1 Income and expenditure	205
	2.1.2 Capital works	207
	2.2 Analysis of Council results by program	209
Note 3	Funding for the delivery of our services	211
	3.1. Rates and charges	211
	3.2. Statutory fees and fines	211
	3.3. User fees	212
	3.4. Funding from other levels of government	212
	3.5. Contributions	215
	3.6. Other income	215
Note 4	The cost of delivering services	216
	4.1. Employee costs	216
	4.2. Materials and services	217
	4.3. Depreciation	218
	4.4. Amortisation - intangible assets	218
	4.5. Amortisation - right of use assets	218
	4.6. Borrowing costs	219
	4.7. Finance costs - leases	219
	4.8. Other expenses	219

Note 5	Our financial position	220
	5.1. Financial assets	220
	5.2. Non-financial assets	222
	5.3. Payables, trust funds and deposits and unearned income/revenue	223
	5.4. Interest-bearing liabilities	224
	5.5. Provisions	225
	5.6. Financing arrangements	226
	5.7. Commitments	227
	5.8. Leases	228
Note 6	Assets we manage	230
	6.1. Property, infrastructure, plant and equipment	230
	6.2. Investments in associates, joint arrangements and subsidiaries	237
Note 7	People and relationships	239
	7.1. Council and key management remuneration	239
	7.2. Related party disclosure	242
Note 8	Managing uncertainties	243
	8.1. Contingent assets and liabilities	243
	8.2. Change in accounting standards	243
	8.3. Financial instruments	244
	8.4. Fair value measurement	246
	8.5. Events occurring after balance date	247
Note 9	Other matters	248
	9.1. Reserves	248
	9.2. Reconciliation of cash flows from operating activities to surplus/(deficit)	250
	9.3. Superannuation	251
Note 10	Changes in accounting policies	253

Performance Statement 254

Certification of the Performance Statement	255
Independent auditors report	256

Certification of the Financial Statements

For the Year Ended 30 June 2023

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Antonio Rocca, CA
Principal Accounting Officer
Dated: Tuesday, 29 August 2023
Melbourne

In our opinion, the accompanying financial statements present fairly the financial transactions of Maroondah City Council for the year ended 30 June 2023 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



R. Steane
Mayor
Dated: Tuesday, 29 August 2023
Melbourne



M. Symon
Councillor
Dated: Tuesday, 29 August 2023
Melbourne



S. Kozlowski
Chief Executive Office
Dated: Tuesday, 29 August 2023
Melbourne

Victorian Auditor General's Report Financial Statements



Independent Auditor's Report

To the Councillors of Maroondah City Council

Opinion

I have audited the financial report of Maroondah City Council (the council) which comprises the:

- balance sheet as at 30 June 2023
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cashflows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and applicable Australian Accounting Standards.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors' responsibilities for the financial report

The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
12 September 2023

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2023

	Notes	2023 \$ '000	2022 \$ '000
Income / Revenue			
Rates and charges	3.1	102,531	99,239
Statutory fees and fines	3.2	5,449	4,853
User fees	3.3	28,993	19,257
Grants - operating	3.4	11,230	12,984
Grants - capital	3.4	9,476	17,496
Contributions - monetary	3.5	5,355	8,145
Net gain on disposal of property, infrastructure, plant and equipment		405	132
Other income	3.6	4,416	873
Total income / revenue		167,855	162,979
Expenses			
Employee costs	4.1	63,624	57,824
Materials and services	4.2	55,930	52,277
Depreciation	4.3	26,786	25,917
Amortisation - Intangible assets	4.4	246	323
Amortisation - Right of use assets	4.5	1,563	947
Bad and doubtful debts		82	10
Borrowing costs	4.6	1,035	756
Finance Costs - Leases	4.7	314	58
Other expenses	4.8	12,265	10,216
Share of net losses of associates and joint ventures	6.2	619	1,199
Total expenses		162,464	149,527
Surplus/(deficit) for the year		5,391	13,452
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	76,367	70,219
Total items which will not be reclassified subsequently to the operating result		76,367	70,219
Total other comprehensive income		76,367	70,219
Total comprehensive result		81,758	83,671

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2023

	Notes	2023 \$ '000	2022 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	74,061	45,875
Trade and other receivables	5.1	9,795	28,869
Other financial assets	5.1	14,575	23,981
Inventories		424	480
Other assets		881	724
Total current assets		99,736	99,929
Non-current assets			
Trade and other receivables	5.1	313	447
Investments in associates, joint arrangements and subsidiaries	6.2	1,915	2,533
Property, infrastructure, plant and equipment	6.1	2,087,642	2,014,272
Intangible assets	5.2	1,054	748
Right-of-use assets	5.8	8,652	1,308
Total non-current assets		2,099,576	2,019,308
Total assets		2,199,312	2,119,237
Liabilities			
Current liabilities			
Trade and other payables	5.3	32,935	9,759
Provisions	5.5	14,805	14,193
Unearned income/revenue	5.3	8,216	15,950
Trust funds and deposits	5.3	6,065	6,371
Interest-bearing liabilities	5.4	2,836	2,715
Lease liabilities	5.8(b)	1,451	645
Total current liabilities		66,308	49,633
Non-current liabilities			
Trust funds and deposits	5.3	132	293
Unearned income/revenue	5.3	11,043	25,661
Provisions	5.5	1,111	1,223
Interest-bearing liabilities	5.4	18,726	21,562
Lease liabilities	5.8(b)	7,294	699
Total non-current liabilities		38,306	49,438
Total liabilities		104,614	99,071
Net assets		2,094,698	2,020,166
Equity			
Accumulated surplus		846,929	848,764
Reserves	9.1	1,247,769	1,171,402
Total Equity		2,094,698	2,020,166

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2023

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2023					
Balance at beginning of the financial year		2,020,166	848,764	1,159,402	12,000
Adjustment for prior periods – property, infrastructure, plant and equipment	6.1	(7,226)	(7,226)	–	–
Adjusted opening balance		2,012,940	841,538	1,159,402	12,000
Surplus/(deficit) for the year		5,391	5,391	–	–
Other comprehensive income					
Net asset revaluation increment/(decrement)	6.1	76,367	–	76,367	–
Other comprehensive income		76,367	–	76,367	–
Total comprehensive income		81,758	5,391	76,367	–
Balance at end of the financial year		2,094,698	846,929	1,235,769	12,000
2022					
Balance at beginning of the financial year		1,938,387	837,204	1,089,183	12,000
Adjustment for prior periods – property, infrastructure, plant and equipment	6.1	(1,892)	(1,892)	–	–
Adjusted opening balance		1,936,495	835,312	1,089,183	12,000
Surplus/(deficit) for the year		13,452	13,452	–	–
Other comprehensive income					
Net asset revaluation increment/(decrement)	6.1	70,219	–	70,219	–
Other comprehensive income		70,219	–	70,219	–
Total comprehensive income		83,671	13,452	70,219	–
Balance at end of the financial year		2,020,166	848,764	1,159,402	12,000

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2022

	Notes	2023 Inflows/ (Outflows) \$ '000	2022 Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Rates and charges		102,950	99,007
Statutory fees and fines		5,366	4,788
User fees		32,892	22,349
Grants - operating		11,057	13,148
Grants - capital		26,202	9,908
Contributions - monetary		5,470	8,325
Interest received		2,305	232
Trust funds and deposits taken		19,518	19,866
Other receipts		1,341	—
Net GST refund/payment		7,008	7,145
Employee costs		(63,745)	(57,851)
Materials and services		(63,584)	(62,603)
Short-term, low value and variable lease payments		95	(99)
Trust funds and deposits repaid		(20,187)	(19,796)
Net cash provided by/(used in) operating activities	9.2	66,688	44,419
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(43,163)	(48,951)
Proceeds from sale of property, infrastructure, plant and equipment		826	802
Payments for investments		(174,864)	(68,099)
Proceeds from sale of investments		184,269	83,092
Net cash provided by/(used in) investing activities		(32,932)	(33,156)
Cash flows from financing activities			
Finance costs		(1,035)	(756)
Proceeds from borrowings		—	8,459
Repayment of borrowings		(2,715)	—
Interest paid - lease liability		(314)	(58)
Repayment of lease liabilities		(1,506)	(947)
Net cash flow provided by/(used in) financing activities		(5,570)	6,698
Net Increase (decrease) in cash and cash equivalents		28,186	17,961
Cash and cash equivalents at the beginning of the financial year		45,875	27,914
Cash and cash equivalents at the end of the financial year		74,061	45,875
Financing arrangements	5.6	1,800	1,800

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the Year Ended 30 June 2023

	2023 \$ '000	2022 \$ '000
Property		
Land	—	268
Total land	—	268
Buildings	19,069	24,678
Total buildings	19,069	24,678
Total property	19,069	24,946
Plant and equipment		
Plant, machinery and equipment	1,960	1,535
Fixtures, fittings and furniture	2,217	507
Computers and telecommunications	68	3
Total plant and equipment	4,245	2,045
Infrastructure		
Roads	3,407	1,957
Footpaths and cycleways	3,639	2,040
Drainage	3,118	5,569
Waste management	87	13
Parks, open space and streetscapes	6,826	7,702
Off street car parks	2,300	149
Other infrastructure	391	260
Total infrastructure	19,768	17,690
Total capital works expenditure	43,082	44,681
Represented by:		
New asset expenditure	5,785	9,611
Asset renewal expenditure	25,494	25,848
Asset upgrade expenditure	11,803	9,222
Total capital works expenditure	43,082	44,681

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 1. Overview

Introduction

The Maroondah City Council ("The Council") was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate.

The Council's main office is located at 179 Maroondah Highway Ringwood, VIC 3134.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1.).
- the determination of employee provisions (refer to Note 5.5.).
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 1. Overview (continued)

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

1.2 Impact of Covid-19

During 2022-23 the COVID-19 pandemic continued to impact on Council's operations and the financial implications of the pandemic have been considered in the preparation of these financial statements.

The significant effects on the 2022-23 financial statements and estimates, as a result of the pandemic, have mainly related to materials, services and labour supply impacting the delivery of capital works and services. These are outlined in Note 2.1 Performance against budget.

This Financial year 22/23 Council received a \$0.09M in grant funding for COVID19 Rapid Antigen Test Program.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 2. Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 22 June 2022. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

	Budget 2023 \$ '000	Actual 2023 \$ '000	Variance \$ '000	Variance %	Ref
2.1.1 Income / Revenue and expenditure					
Income / Revenue					
Rates and charges	102,337	102,531	194	0.19%	
Statutory fees and fines	5,190	5,449	259	4.99%	
User fees	28,262	28,993	731	2.59%	
Grants - operating	8,760	11,230	2,470	28.20%	1
Grants - capital	23,374	9,476	(13,898)	(59.46)%	2
Contributions - monetary	6,136	5,355	(781)	(12.73)%	3
Net gain on disposal of property, infrastructure, plant and equipment	(93)	405	498	(535.48)%	4
Other income	1,178	4,416	3,238	274.87%	5
Total income / revenue	175,144	167,855	(7,289)	(4.16)%	
Expenses					
Employee costs	63,388	63,624	(236)	(0.37)%	
Materials and services	56,292	55,930	362	0.64%	
Depreciation	27,209	26,786	423	1.55%	
Amortisation - intangible assets	—	246	(246)	100%	
Amortisation - right of use assets	862	1,563	(701)	(81.32)%	6
Bad and doubtful debts	—	82	(82)	100%	
Borrowing costs	926	1,035	(109)	(11.77)%	7
Finance costs - leases	61	314	(253)	(414.75)%	8
Share of net losses of associates and joint ventures	—	619	(619)	100%	9
Other expenses	769	12,265	(11,496)	(1,494.93)%	10
Total expenses	149,507	162,464	(12,957)	(8.67)%	
Surplus/(deficit) for the year	25,637	5,391	(20,246)	(78.97)%	

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 2.1 Performance against budget (continued)

(i) Explanation of material variati

Variance Ref	Explanation
--------------	-------------

- | | |
|-----|--|
| 1. | The favourable variance in operating grants is due to 100% of the 2023/24 Australian Government Financial Assistance Grant funding being brought forward to 2022/23 resulting in a variance of \$1.456M; and carried forward grants received in 2021/22 mainly for maternal child health and youth services being recognised as income in 2022/23. |
| 2. | The Ringwood Activity Centre Carpark development schedule has been extended into 2023/2024 and \$18M of capital funding received will be recognised in 2023/24. This is partially offset by \$6.5M of grants received in 2021/2022 being recognised as income in 2022/23 for capital works delivered including Jubilee Park Indoor Cricket Facility and JW Manson Pavilion improvements. |
| 3. | The unfavourable variance is due to timing of Open space Contributions (\$0.656M) and Ringwood Developer contributions (\$0.6M), previously budgeted in 2022/23 and now expected to be received in 2023/2024. |
| 4. | Favourable variance due to sale of 4 land parcels totalling \$0.121M which were not budgeted for. |
| 5. | Higher return on Investments than anticipated due to rise in interest rates. Insurance claim The Nets having been flooded and the Flooring needing to be removed and replaced \$1.1M. |
| 6. | Unfavourable variance is due to the recognition of Right of Use assets under AASB 16 Leases for Waste Trucks. This was not included in the Adopted budget as contracts were still in negotiation at the time the budget was prepared. |
| 7. | Higher borrowing costs due to timing of the approval of the loan and the loan schedule being received for the TCV loan which occurred after the budget was finalised. |
| 8. | The \$0.253M unfavourable variance relates to the recognition of Right of Use asset related to waste trucks in 2022/2023. |
| 9. | Share of Net Loss in Eastern Regional Libraries (\$0.6M) is not budgeted for |
| 10. | This category includes expenses related to assets written off during the period (\$11.7M), which is subject to variation and relates to old infrastructure assets reviewed prior to maintenance work. Refer to Note 4.8. |

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 2.1 Performance against budget (continued)

	Budget 2023 \$ '000	Actual 2023 \$ '000	Variance \$ '000	Variance %	Ref
2.1.2 Capital works					
Property					
Land	—	—	—	100%	
Total land	—	—	—	100%	
Buildings	30,137	19,069	(11,068)	(36.73)%	1
Total buildings	30,137	19,069	(11,068)	(36.73)%	
Total property	30,137	19,069	(11,068)	(36.73)%	
Plant and equipment					
Plant, machinery and equipment	2,413	1,960	(453)	(18.77)%	2
Fixtures, fittings and furniture	920	2,217	1,297	140.98%	3
Computers and telecommunications	359	68	(291)	(81.06)%	4
Total plant and equipment	3,692	4,245	553	14.98%	
Infrastructure					
Roads	2,638	3,407	769	29.15%	5
Footpaths and cycleways	3,446	3,639	193	5.60%	
Drainage	4,292	3,118	(1,174)	(27.35)%	6
Waste management	2,550	87	(2,463)	(96.59)%	7
Parks, open space and streetscapes	3,398	6,826	3,428	100.88%	8
Off street car parks	500	2,300	1,800	360.00%	9
Other infrastructure	1,045	391	(654)	(62.58)%	10
Total infrastructure	17,869	19,768	1,899	10.63%	
Total capital works expenditure	51,698	43,082	(8,616)	(16.67)%	
Represented by:					
New asset expenditure	27,845	5,785	(22,060)	(79.22)%	11
Asset renewal expenditure	18,919	25,494	6,575	34.75%	12
Asset upgrade expenditure	4,934	11,803	6,869	139.22%	13
Total capital works expenditure	51,698	43,082	(8,616)	(16.67)%	

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

1. Underspend in Buildings is largely related to the Ringwood Activity Centre Carpark works (\$19M) being postponed into 2023/2024, with limited works carried out in 2022/2023. The underspend is partially offset by works being completed at a number of pavilions including Dorset Multipurpose Pavilion Redevelopment (\$1.5M), Jubilee Park Indoor Cricket Facility (\$4.1M with funding allocation of \$2.2M).
2. Plant and Equipment underspend is due to ongoing supply chain issues as a result of COVID and other external global factors. The underspend is partially offset against lower than anticipated income received from the budgeted sale of items given assets were not turned over as planned.
3. Overspend mainly relates to bins required as part of the Food Organics Garden Organics (FOGO) rollout completed in May 2023. These were budgeted under Waste Management below (\$2.5M). Taking this into consideration, there is an overall underspend of \$1.2M mostly related to Leisure equipment replacement postponed to next financial year due to supply availability with funding allocated to 2023/2024.
4. Overspend in Computers and Telecommunications is due to Council obtaining funding for two separate projects Regulation Reform Incentive Fund (RRIF) Initiative and Customer Relationship Management (CRM) System Integration), expenditure on these projects totalled \$0.38M.
5. Overspend in Roads is attributed to a number of large projects being completed this financial year due to COVID impacts on supply of both materials and labour, including the New St Road Renewal and Eastfield Rd Renewal projects which are part of the Local Road and Community Infrastructure project initiative totalling \$1.34M; Yarra Rd project works \$0.4M and Major Patching works \$0.22M.
6. Underspend in Drainage is mainly due to project delays for the Ringwood Activities Area drainage program Sherbrook Avenue stage 3 works (\$1M), with the works now expected to commence in early 2023/2024.
7. Underspend relates to FOGO bins actual spend being accounted for under Fixtures, Fittings and Furniture as per comment above.
8. There was a number of large Parks, Open Space and Streetscapes projects that were carried forward into 2022/2023 due to COVID and works extending over multiple years which have now been completed including: Cheong Park Sporting Pavilion (\$1.6M) and Dorset Multipurpose Pavilion (\$1.4M). Works were also undertaken this year for East Ringwood Reserve Sport Lighting (\$0.5M).
9. With a large number of Pavilion Redevelopment works completed in 2022/2023, this included works on a number of carparks to accommodate the new Pavilions including the Dorset Recreational Reserve carpark (\$0.75M) and Ainslie Park carpark (0.52M).
10. Ringwood Metro Activity Centre had three projects commence in the year up to the study and/or design stage with overall spend in comparison to budget down \$0.5M. Works are anticipated to expand in 2023/24.
11. The timeframe for the Ringwood Activity Centre Carpark was postponed into 2023/2024, with limited works carried out in 2022/2023 resulting in an underspend in comparison to budget (\$19M).
12. A number of pavilion or sporting facility projects were carried forward into the 2022/2023 year for completion as a result of delays in prior years, these projects have now been completed including renewal works for: JW Manson Pavilion (\$2.4M), Jubilee Indoor Cricket (\$2.1M) and Dorset Multipurpose Pavilion (\$1.2M), and Eastfield Rd Renewal (\$1.2M).
13. A number of pavilion or sporting facility projects were carried forward into the 2022/2023 year for completion as a result of delays in prior years, these projects have now been completed including upgrades for: JW Manson Pavilion (\$2.4M), Jubilee Indoor Cricket (\$2.1M), Ainslie Park Pavilion (\$1.3M), Cheong Park Pavilion (\$0.8M) and Scenic Avenue drainage (\$1.2M).

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Strategy and Community

The directorate is responsible for:

- Business and Development, which coordinates Council's efforts in major projects such as the Ringwood Metropolitan Activity Centre, including Realm. The team also facilitates and supports the sustainable growth of the local economy and business networks
- Community Services, which provides maternal & child health, children's, youth, and aged and disability services to meet the needs of a diverse community, as well as Arts and Cultural Development
- Integrated Planning which looks after strategic land use, environmental sustainability, Maroondah Planning Scheme amendments, and community and policy development

Assets and Leisure

The directorate is responsible for:

- Projects and Asset Management, which includes strategic asset management, open space strategic direction and policy development, capital works renewal program development for roads, car parks, community facilities and public open spaces, and the delivery of community facility and open space capital works improvement projects. This area also includes the maintenance and management of Maroondah's community facility assets
- Leisure and Major Facilities, which provides opportunities, activities and events to encourage increased community involvement and physical activity. This area manages Council's Maroondah Leisure facilities, including Aquanation, Aquahub, Ringwood and Dorset Golf, The Rings, The Nets, Maroondah Edge and Croydon Memorial Pool. It is also responsible for overall occupancy of Council's sporting facilities and pavilions including seasonal allocations, leases, licences and casual use, as well as the maintenance and management of Maroondah's sportsfields
- Operations maintains Maroondah's built and natural environment community assets, including parks, gardens, bushland, trees, waterways, stormwater drainage, roads and footpaths, as well as fleet management and maintenance. This area also includes cleansing, street sweeping, public toilet cleaning, and graffiti management.

Chief Executive Office

The Chief Executive Officer is the principal advisor to Council and the key liaison between the elected Council and Council administration. The responsibility of the office is to ensure that Council's vision is realised through the organisation's activities and that policies and programs of Council are effectively managed. The office provides support to the Mayor and Councillors and undertakes principal advocacy and stakeholder management activities on behalf of the City.

Chief Financial Office

The directorate is responsible for the provision of several corporate services to operational areas of Council, and includes:

- Finance & Commercial Services
- Cyber & Technology
- Governance & Performance

This includes the provision of efficient, effective and proactive support services across council to enable the delivery of policy commitments, council plan and vision. The provision of these service areas listed above includes finance services, delivering technological infrastructure to deliver council services, property, governance & procurement, risk management and waste management services and program delivery and program integration and development.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 2.2 Analysis of Council results by program (continued)

People and Places

The Directorate is responsible for four (4) service areas:

- Business and Precincts manages the relationship between Council and the business community to facilitate economic prosperity for Maroondah and the Eastern Region; providing placement at activity centres; working with the creative community and managing a range of arts, performance and cultural facilities.
- Communications and Citizen Experience manages public relations, communications, community engagement and corporate marketing via a range of channels and sites, and to keep the community and employees informed and engaged with associated strategies and planning across printed publications, online and digital, brand management, graphic design, social media, multimedia and customer service across two sites at Realm and Croydon Library, live chat, phone.
- Community Services works with and supports all ages, abilities and diverse cultural groups essential in planning and building community wellbeing across Maternal and Child Health; Childrens and Youth Services, Family Services and Aged and Disability Services.
- People and Culture optimises service delivery outcomes as delivered and facilitated by employees, student placements and volunteers across strategy, policy, procedures to meet best practice contemporary employee relations and legislative requirements. These include change management, employee and leadership development, employee relations, Gender Equality, OH&S and Work Cover and Injury management.

Strategy and Development

The directorate is responsible for:

- City Futures, which coordinates consultation for and delivery of key strategic policies, plans and actions relating city planning, liveability, environmental sustainability, community development and community wellbeing.
- Engineering and Building Services, provides engineering expertise in areas of transportation planning, drainage, engineering development approvals, asset protection, and capital works project management. It also provides building related approval permits, siting and hoarding consents, property information, and a range of other essential service and compliance activities set as legislative requirements.
- Statutory Planning facilitates Council's statutory land use and development decisions, environmental and planning compliance activities, delivering on key obligations under the Planning and Environmental Act and the Maroondah Planning Scheme
- Community Safety manages Council's statutory and compliance activities under the Public Health and Wellbeing Act, Food Act, Emergency Management Act and Council's Local Laws. It includes Environmental Health, Immunisation, Emergency Management and Local Laws

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
2023					
Unattributed	—	—	—	—	(610)
Assets and Leisure	36,074	82,606	(46,532)	9,577	2,088,008
Chief Executive Office	4	1,531	(1,527)	—	—
Chief Financial Office	109,436	33,479	75,957	6,810	111,914
People and Places	10,634	26,863	(16,229)	3,849	—
Strategy and Community	—	241	(241)	—	—
Strategy and Development	11,707	17,134	(5,427)	470	—
Total functions and activities	167,855	161,854	6,001	20,706	2,199,312
2022					
Chief Executive Office	341	2,893	(2,552)	—	—
Corporate Services	109,776	38,382	71,394	7,625	89,279
Development and Amenity	10,045	11,438	(1,393)	157	—
Operations, Assets and Leisure	37,144	81,906	(44,762)	18,830	2,029,958
Strategy and Community	5,671	14,907	(9,236)	3,868	—
Total functions and activities	162,977	149,526	13,451	30,480	2,119,237

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services

	2023 \$ '000	2022 \$ '000
--	-----------------	-----------------

3.1 Rates and charges

Council uses capital improved value ("CIV") as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of land and improvements.

The valuation base used to calculate general rates for 2022/23 was \$44.86 billion (2021/22 \$38.49 billion).

General rates	83,080	81,019
Waste management charge	18,167	17,052
Special rates and charges	160	123
Supplementary rates and rate adjustments	697	631
Interest on rates and charges	408	396
Cultural and recreational	19	18
Total rates and charges	102,531	99,239

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2023, and the valuation will be first applied in the rating year commencing 1 July 2023.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

	2023 \$ '000	2022 \$ '000
--	-----------------	-----------------

3.2 Statutory fees and fines

Infringements and costs	1,675	1,092
Court recoveries	253	188
Town planning fees	1,573	1,631
Land information certificates	109	137
Permits	1,699	1,671
Other	140	134
Total statutory fees and fines	5,449	4,853

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services (continued)

	2023 \$ '000	2022 \$ '000
3.3 User fees		
Active leisure centres	21,967	14,083
Aged and health services	637	514
Asset Protection	303	352
Child care and children's programs	220	204
Community facilities recreation	739	507
Community health	36	18
Local laws	69	71
Occupation road reserve	121	226
Performing arts, functions and conferences	3,534	2,306
Public notices	89	93
Youth programs	—	4
Other fees / charges	1,278	879
Total user fees	28,993	19,257
User fees by timing of revenue recognition		
User fees recognised at a point in time	28,993	19,257
Total user fees	28,993	19,257

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

	2023 \$ '000	2022 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	10,180	19,732
State funded grants	10,526	10,748
Total grants received	20,706	30,480

(a) Operating Grants

Recurrent - Commonwealth Government

Aged care	1,011	968
Community health	14	7
Financial Assistance Grants	6,506	6,595
Youth and Children services	334	364
Other	—	39

Recurrent - State Government

Aged care	567	551
Community Health	107	—
Maternal and child health	1,239	1,335
Youth and Children services	92	66
Other	—	73
Total recurrent operating grants	9,870	9,998

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services (continued)

	2023 \$ '000	2022 \$ '000
Non-recurrent - Commonwealth Government		
Asset management	92	55
Youth and Children services	—	9
Other	20	—
Non-recurrent - State Government		
Activity Centre Development	82	—
Aged care	—	5
Asset management	—	40
Building Services	49	—
Community health	36	23
Community wellbeing	69	—
Council and community planning	—	1
COVID-19	283	851
Engineering services	11	53
Integrated planning	—	89
Maternal and child health	142	177
Sport and recreation	10	1
Waste management	—	140
Strategic Planning and Sustainability	167	—
Working 4 Victoria	—	1,146
Youth and Children services	383	298
Other	16	98
Total non-recurrent operating grants	1,360	2,986
Total operating grants	11,230	12,984
(b) Capital Grants		
Non-recurrent - Commonwealth Government		
Buildings	250	6,198
Car parks	975	2,943
Footpaths and cycleways	—	298
Recreational, leisure and community facilities	15	539
Roads	963	1,715
Non-recurrent - State Government		
Buildings	5,200	3,348
Commercial centres	335	11
Car parks	—	28
Drainage	766	1,391
Footpaths and cycleways	—	15
Parks and open space	3	865
Recreational, leisure and community facilities	482	146
Roads	—	(1)
Other	487	—
Total non-recurrent capital grants	9,476	17,496
Total capital grants	9,476	17,496

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services (continued)

	2023 \$ '000	2022 \$ '000
--	-----------------	-----------------

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	6,506	6,595
Specific purpose grants to acquire non-financial assets	9,476	17,496
Other specific purpose grants	—	—

Revenue recognised under AASB 15 Revenue from Contracts with Customers

Specific purpose grants	4,724	6,389
	20,706	30,480

(d) Unspent grants received on condition that they be spent in a specific manner:

Operating

Balance at start of year	11,529	12,713
Received during the financial year and remained unspent at balance date	915	8,103
Received in prior years and remained unspent at balance date	—	1,713
Received in prior years and spent during the financial year	(11,398)	(11,000)
Balance at year end	1,046	11,529

Capital

Balance at start of year	30,082	23,229
Received during the financial year and remained unspent at balance date	558	5,800
Received in prior years and remained unspent at balance date	—	12,141
Received in prior years and spent during the financial year	(12,427)	(11,088)
Balance at year end	18,213	30,082

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services (continued)

	2023	2022
	\$ '000	\$ '000

3.5 Contributions

Monetary contributions

Monetary	5,355	8,145
Total monetary contributions	5,355	8,145

Monetary and non monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

	2023	2022
	\$ '000	\$ '000

3.6 Other income

Interest on investments	2,541	230
Interest other	1	1
Rent	752	642
Other	1,122	–
Total other income	4,416	873

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 4. The cost of delivering services

	2023 \$ '000	2022 \$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	56,445	51,775
WorkCover	623	399
Superannuation	5,999	5,144
Fringe benefits tax	557	506
Total employee costs	63,624	57,824
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	194	215
	194	215
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,823	2,507
Employer contributions - other funds	2,982	2,422
	5,805	4,929
Total superannuation costs	5,999	5,144

Refer to Note 9.3. for further information relating to Council's superannuation obligations.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 4. The cost of delivering services (continued)

	2023 \$ '000	2022 \$ '000
4.2 Materials and services		
Agency staff	609	383
Apprentices	492	479
Bank charges	379	307
Cleaning	1,118	1,087
Communications, postage and advertising	1,125	1,326
Consultants	1,108	928
Cost of goods sold	1,143	868
Fire services levy	121	122
Food costs - meals on wheels	642	548
Fuels, oil, registrations and running costs - plant and fleet	1,309	1,090
Grants to the community	530	506
Insurance	1,444	1,235
Legal fees	801	443
Library contribution	2,799	2,774
Licence fees	445	390
Maintenance	5,527	4,524
Marketing and promotion	138	168
Materials - depot and golf courses	1,755	1,169
Memberships and subscriptions	229	216
Printing and stationary	156	142
Security	514	797
Training	453	396
Uniforms	121	101
Utilities	3,345	3,349
Other	4,267	3,548
Contract payments - waste	14,167	14,200
Contract payments - operations	5,189	4,625
Contract payments - valuations	60	59
Contract payments - election	1	86
Contractors - other	5,943	6,411
Total materials and services	55,930	52,277

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 4. The cost of delivering services (continued)

	2023 \$ '000	2022 \$ '000
4.3 Depreciation		
Property		
Buildings - non specialised	8,152	7,970
Total depreciation - property	8,152	7,970
Plant and equipment		
Plant machinery and equipment	1,455	1,456
Fixtures fittings and furniture	454	414
Computers and telecomms	48	71
Total depreciation - plant and equipment	1,957	1,941
Infrastructure		
Roads	7,225	7,234
Footways and cycleways	1,792	1,467
Drainage	4,520	4,214
Parks open spaces and streetscapes	2,772	2,728
Off street car parks	368	363
Total depreciation - infrastructure	16,677	16,006
Total depreciation	26,786	25,917

Refer to note 5.2(c), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

	2023 \$ '000	2022 \$ '000
4.4 Amortisation - Intangible assets		
Software	246	323
Total Amortisation - Intangible assets	246	323

	2023 \$ '000	2022 \$ '000
4.5 Amortisation - Right of use assets		
Vehicles	439	—
Photocopiers	50	47
IT Equipment	807	673
Leisure equipment	262	223
Land	5	4
Total Amortisation - Right of use assets	1,563	947

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 4. The cost of delivering services (continued)

	2023	2022
	\$ '000	\$ '000

4.6 Borrowing costs

Interest - Borrowings	1,035	756
Total borrowing costs	1,035	756

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

	2023	2022
	\$ '000	\$ '000

4.7 Finance Costs - Leases

Interest - Lease Liabilities	314	58
Total finance costs	314	58

	2023	2022
	\$ '000	\$ '000

4.8 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	69	73
Auditors' remuneration - Internal Audit	74	81
Councillors' allowances	366	332
Short term and low value leases	—	99
Assets written-off / impaired	11,646	9,631
Other	110	—
Total other expenses	12,265	10,216

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position

	2023 \$ '000	2022 \$ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	23	23
Cash at bank	69,155	9,000
Term deposits	4,883	36,852
Total current cash and cash equivalents	74,061	45,875
(b) Other financial assets		
Current		
Term deposits - current	14,575	23,981
Total current other financial assets	14,575	23,981
Total current financial assets	88,636	69,856
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.		
Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		
Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.		
(c) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	3,752	4,061
Garbage charges - debtors	799	830
Infringement debtors	343	248
Net GST receivable	505	829
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	15	21
Interest accrued - other investments	338	80
Other debtors	4,056	22,827
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - other debtors	(13)	(23)
Provision for doubtful debts - infringements	—	(4)
Total current trade and other receivables	9,795	28,869

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
Non-Current		
<i>Statutory receivables</i>		
Rates debtors	34	34
Infringement debtors	–	2
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	14	18
Interest accrued - other investments	–	21
Other debtors	265	372
Total non-current trade and other receivables	313	447
Total trade and other receivables	10,108	29,316

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	2,214	3,031
Past due by up to 30 days	317	463
Past due between 31 and 180 days	139	4,864
Past due between 181 and 365 days	2,243	14,569
Past due by more than 1 year	279	412
Total trade and other receivables	5,192	23,339

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$20,179 (2022: \$113,348) were impaired. The amount of the provision raised against these debtors was \$20,179 (2022: \$113,348). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due by more than 1 year	20	113
Total trade and other receivables	20	113

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
5.2 Non-financial assets		
(c) Intangible assets		
Software	1,054	748
Total intangible assets	1,054	748
	Software \$ '000	Total \$ '000
Gross Carrying Amount		
Balance at 1 July 2022	1,231	1,231
Additions from internal developments	—	—
Other additions	551	551
Disposals	(294)	(294)
Balance at 30 June 2023	1,488	1,488
Accumulated amortisation and impairment		
Balance at 1 July 2022	483	483
Amortisation expense	246	246
Disposals	(294)	(294)
Balance at 30 June 2023	435	435
Net book value at 30 June 2022	748	748
Net book value at 30 June 2023	1,054	1,054

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	31,095	7,536
Accrued expenses	1,840	2,223
Total current trade and other payables	32,935	9,759
(b) Trust funds and deposits		
Current		
Refundable deposits	4,796	4,742
Fire services levy	482	545
Retention amounts	626	926
Special rate assessment	161	158
Total current trust funds and deposits	6,065	6,371
Non-current		
Refundable deposits	6	6
Special rate assessment	126	287
Total non-current trust funds and deposits	132	293

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable Deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Special Rate Assessment - Council is the collection agent for Promotional expenditure on behalf of Various Traders Associations. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the Traders associations in line with that process.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
(c) Unearned income/revenue		
Current		
Grants received in advance:		
Grants received in advance - operating	1,046	11,529
Grants received in advance - capital	7,170	4,421
Total grants received in advance	8,216	15,950
Total current unearned income/revenue	8,216	15,950
Non-current		
Grants received in advance:		
Grants received in advance - capital	11,043	25,661
Total grants received in advance	11,043	25,661
Total non-current unearned income/revenue	11,043	25,661

Non-current unearned income amounts represent grant funding received by Council in relation to large, multi-year capital construction agreements. The non-current portion has been identified via planned expenditure and progress towards the projects as per Council's 10 year capital works program and adopted budget.

	2023 \$ '000	2022 \$ '000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	2,836	2,715
Total current interest-bearing liabilities	2,836	2,715
Non-current		
Borrowings - secured	18,726	21,562
Total non-current interest-bearing liabilities	18,726	21,562
Total	21,562	24,277

Borrowings are secured by a deed of charge over Council rates.

a) The maturity profile for Council's borrowings is:

Not later than one year	2,836	2,715
Later than one year and not later than five years	14,027	12,125
Later than five years	4,699	9,437
	21,562	24,277

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

	Employee provisions \$ '000	Total \$ '000
5.5 Provisions		
2023		
Balance at the beginning of the financial year	15,416	15,416
Additional provisions	5,705	5,705
Amounts used	(5,159)	(5,159)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(46)	(46)
Balance at the end of the financial year	15,916	15,916
Provisions		
Provisions - current	14,805	14,805
Provisions - non-current	1,111	1,111
Total Provisions	15,916	15,916
2022		
Balance at the beginning of the financial year	15,896	15,896
Additional provisions	4,110	4,110
Amounts used	(4,047)	(4,047)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(543)	(543)
Balance at the end of the financial year	15,416	15,416
Provisions		
Provisions - current	14,193	14,193
Provisions - non-current	1,223	1,223
Total Provisions	15,416	15,416
	2023	2022
	\$ '000	\$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,674	3,219
Long service leave	1,072	1,062
Service gratuities	18	7
	4,764	4,288
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,462	1,526
Long service leave	8,540	8,335
Service gratuities	39	44
	10,041	9,905
Total current employee provisions	14,805	14,193
Non-Current		
Long service leave	1,111	1,223
Total Non-Current Employee Provisions	1,111	1,223

Aggregate Carrying Amount of Employee Provisions:

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
Current	14,805	14,193
Non-current	1,111	1,223
Total Aggregate Carrying Amount of Employee Provisions	15,916	15,416

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:

- weighted average discount rate	4.04%	3.33%
- inflation rate	4.35%	3.85%

	2023 \$ '000	2022 \$ '000
--	-----------------	-----------------

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2023.

Bank overdraft	1,500	1,500
Corporate purchasing cards	300	300
Total Facilities	1,800	1,800
Used facilities	(141)	(159)
Used facilities	(141)	(159)
Unused facilities	1,659	1,641

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2023					
Operating					
Recycling	1,668	1,735	5,577	13,542	22,522
Waste management	14,993	15,592	50,122	58,820	139,527
Cleaning contracts for council buildings	941	805	1,000	—	2,746
Other	3,181	2,284	3,230	—	8,695
Total	20,783	20,416	59,929	72,362	173,490
Capital					
Buildings	2,442	1,405	3,218	—	7,065
Roads	5,493	4,508	6,594	—	16,595
Parks and reserves	246	8,500	—	—	8,746
Total	8,181	14,413	9,812	—	32,406
2022					
Operating					
Recycling	1,450	1,520	4,935	14,630	22,535
Waste management	13,175	14,117	45,845	77,967	151,104
Cleaning contracts for council buildings	1,178	284	90	—	1,552
Other	2,169	2,012	4,668	—	8,849
Total	17,972	17,933	55,538	92,597	184,040
Capital					
Buildings	11,236	2,433	1,149	—	14,818
Roads	2,189	855	—	—	3,044
Parks and reserves	2,296	—	—	—	2,296
Total	15,721	3,288	1,149	—	20,158

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

(a) Right-of-Use Assets

	Vehicles \$ '000	Photocopiers \$ '000	IT equipment \$ '000	Leisure equipment \$ '000	Land \$ '000	Total \$ '000
2023						
Balance at 1 July	–	123	629	552	4	1,308
Additions	7,051	–	1,833	–	–	8,884
Amortisation charge	(439)	(50)	(807)	(262)	(5)	(1,563)
Other	–	14	6	–	3	23
Balance at 30 June	6,612	87	1,661	290	2	8,652
2022						
Balance at 1 July	–	135	1,301	706	7	2,149
Additions	–	35	–	70	1	106
Amortisation charge	–	(47)	(672)	(224)	(4)	(947)
Balance at 30 June	–	123	629	552	4	1,308

	2023 \$ '000	2022 \$ '000
--	-----------------	-----------------

(b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	1,819	675
One to five years	4,170	720
More than five years	4,867	–
Total undiscounted lease liabilities as at 30 June:	10,856	1,395

Lease liabilities included in the Balance Sheet at 30 June:

Current	1,451	645
Non-current	7,294	699
Total lease liabilities	8,745	1,344

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:

Short-term leases	–	99
Total	–	99

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	–	7
Total lease commitments	–	7

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2022 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Depreciation \$ '000	Disposal \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2023 \$ '000
Property	1,288,431	15,241	–	(15,118)	(8,152)	(121)	(1,350)	7,446	1,286,377
Plant and equipment	9,569	4,226	–	–	(1,957)	(300)	(11)	77	11,604
Infrastructure	692,617	15,643	–	91,485	(16,677)	–	(10,286)	8,092	780,874
Work in progress	16,430	7,972	–	–	–	–	–	(15,615)	8,787
Total	2,007,047	43,082	–	76,367	(26,786)	(421)	(11,647)	–	2,087,642

Adjustments for prior periods

Council has brought to account a number of assets inadvertently omitted, overstated or not discovered during prior recognition processes. This has been adjusted against opening asset balances for Property, Infrastructure, Plant and Equipment and Accumulated Surplus at 1 July 2022.

	At fair value 30 June 2022 \$'000	Adjustments for prior periods \$'000	Adjusted fair value 30 June 2022 \$'000
Property			
Plant and equipment	1,288,207	224	1,288,431
Infrastructure	8,982	587	9,569
Work in progress	700,653	(8,037)	692,617
	16,430	–	16,430
Total	2,014,272	(7,226)	2,007,047

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	8,729	3,828	–	(7,940)	4,617
Plant and equipment	77	19	–	(77)	19
Infrastructure	7,624	4,125	–	(7,598)	4,151
Total	16,430	7,972	–	(15,615)	8,787

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Total land and land improve- ments \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
Property							
At fair value 1 July 2022	269,693	752,981	1,022,674	365,800	365,800	8,729	1,397,203
Accumulated depreciation at 1 July 2022	–	–	–	(100,267)	(100,267)	–	(100,267)
	269,693	752,981	1,022,674	265,533	265,533	8,729	1,296,936
Movements in fair value							
Additions	–	–	–	15,241	15,241	3,828	19,069
Revaluation	(15,118)	–	(15,118)	–	–	–	(15,118)
Disposal	–	(121)	(121)	–	–	–	(121)
Write-off	–	–	–	(3,433)	(3,433)	–	(3,433)
Transfers	–	(494)	(494)	7,940	7,940	(7,940)	(494)
Prior period adjustment	–	–	–	210	210	–	210
	(15,118)	(615)	(15,733)	19,958	19,958	(4,112)	113
Movements in accumulated depreciation							
Depreciation and amortisation	–	–	–	(8,152)	(8,152)	–	(8,152)
Accumulated depreciation of disposals	–	–	–	–	–	–	–
Revaluation	–	–	–	–	–	–	–
Prior period adjustment	–	–	–	13	13	–	13
Transfers	–	–	–	–	–	–	–
Write off	–	–	–	2,084	2,084	–	2,084
	–	–	–	(6,055)	(6,055)	–	(6,055)
At fair value 30 June 2023	254,575	752,367	1,006,942	385,757	385,757	4,617	1,397,316
Accumulated depreciation at 30 June 2023	–	–	–	(106,322)	(106,322)	–	(106,322)
Carrying amount	254,575	752,367	1,006,942	279,435	279,435	4,617	1,290,994

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
Plant and Equipment						
At fair value 1 July 2022	12,640	7,086	1,235	20,961	77	21,038
Accumulated depreciation at 1 July 2022	(7,189)	(3,622)	(1,168)	(11,979)	–	(11,979)
	5,451	3,464	67	8,982	77	9,059
Movements in fair value						
Additions	1,959	2,217	50	4,226	19	4,245
Contributions	–	–	–	–	–	–
Disposal	(1,129)	(431)	–	(1,560)	–	(1,560)
Write-off	–	(1,233)	(911)	(2,144)	–	(2,144)
Transfers	–	77	–	77	(77)	–
Prior period adjustment	186	401	–	587	–	587
Revaluation	–	–	–	–	–	–
	1,016	1,031	(861)	1,186	(58)	1,128
Movements in accumulated depreciation						
Depreciation and amortisation	(1,455)	(454)	(48)	(1,957)	–	(1,957)
Accumulated depreciation of disposals	937	323	–	1,260	–	1,260
Revaluation	–	–	–	–	–	–
Prior period adjustment	–	–	–	–	–	–
Transfers	–	–	–	–	–	–
Write off	–	1,233	901	2,134	–	2,134
	(518)	1,102	853	1,437	–	1,437
At fair value 30 June 2023	13,656	8,118	373	22,147	19	22,166
Accumulated depreciation at 30 June 2023	(7,708)	(2,520)	(315)	(10,543)	–	(10,543)
Carrying amount	5,948	5,598	58	11,604	19	11,623

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

	Roads \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Parks open spaces and streetscapes \$ '000	Off street car parks \$ '000	Total \$ '000	Work in progress \$ '000	Total infrastructure \$ '000
Infrastructure								
At fair value 1 July 2022	450,014	170,156	509,142	79,625	22,499	1,231,436	7,623	1,239,059
Accumulated depreciation at 1 July 2022	(172,191)	(133,078)	(182,541)	(38,670)	(4,302)	(530,782)	–	(530,782)
	277,823	37,078	326,601	40,955	18,197	700,654	7,623	708,277
Movements in fair value								
Additions	3,070	2,422	2,576	6,016	1,559	15,643	4,125	19,768
Contributions	–	–	–	–	–	–	–	–
Revaluation	23,223	8,898	96,695	–	1,344	130,160	–	130,160
Disposal	–	–	–	–	–	–	–	–
Write-off	(4,280)	(4,711)	(5,181)	(1,886)	(1,478)	(17,536)	–	(17,536)
Transfers	726	549	2,298	4,446	73	8,092	(7,598)	494
Prior period adjustment	(2,544)	(339)	(7,793)	–	1,930	(8,746)	–	(8,746)
	20,195	6,819	88,595	8,576	3,428	127,613	(3,473)	124,140
Movements in accumulated depreciation								
Depreciation and amortisation	(7,225)	(1,792)	(4,520)	(2,772)	(368)	(16,677)	–	(16,677)
Accumulated depreciation of disposals	–	–	–	–	–	–	–	–
Prior period adjustment	(281)	7	1,064	–	(81)	709	–	709
Transfers	–	–	–	–	–	–	–	–
Revaluation	(12,603)	37,052	(62,741)	–	(383)	(38,675)	–	(38,675)
Write off	2,623	1,671	2,095	672	190	7,251	–	7,251
	(17,486)	36,938	(64,102)	(2,100)	(642)	(47,392)	–	(47,392)
At fair value 30 June 2023	470,208	176,974	597,738	88,201	25,926	1,359,047	4,151	1,363,198
Accumulated depreciation at 30 June 2023	(189,676)	(96,140)	(246,643)	(40,770)	(4,944)	(578,173)	–	(578,173)
Carrying amount	280,532	80,834	351,095	47,431	20,982	780,874	4,151	785,025

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$ '000
Land and land improvements		
land		–
Buildings		
buildings	25 - 150	10
Plant and Equipment		
plant, machinery and equipment	2 - 10	3
fixtures, fittings and furniture	2 - 15	1
works of art		–
computers and telecommunications	2 - 10	1
Infrastructure		
road pavements and seals	36 - 65	20
road substructure	36	20
road formation and earthworks	150 - 200	20
road kerb, channel and minor culverts	65	5
road appurtenance	10 - 65	5
drainage	110	5
footpaths and cycleways	50 - 80	5
Parks, reserves and recreational		
sub-surface drainage	10	5
irrigation	10	5
lake improvement works	60 - 80	5
sporting grounds surfaces	20 - 50	5
playground equipment	15 - 20	5
public seating	15 - 20	5
Intangible assets		
Intangible assets	5	2

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Alvin Lee - Certified Practising Valuer No. 62944. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or un-serviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was conducted by a qualified independent valuer Alvin Lee - Certified Practising Valuer No. 62944, a full revaluation of these assets will be conducted in 2023/24.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land	—	13,500	738,867	Jun/22	Full Revaluation
Specialised land	—	—	254,575	Jun/23	Indexed
Buildings	—	12,736	266,700	Jun/22	Full Revaluation
Total	—	26,236	1,260,142		

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by [Alvin Lee - Certified Practising Valuer No. 62944].

The date of the current valuation is detailed in the following table.

An index based revaluation was conducted in the current year, this valuation was based on Rawlinsons Australian Construction Handbook 2023 - Edition 41.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	—	—	280,532	Jun/23	Indexed
Footpaths and cycleways	—	—	80,834	Jun/23	Indexed
Drainage	—	—	351,095	Jun/23	Full Revaluation
Off street car parks	—	—	20,982	Jun/23	Indexed
Total	—	—	733,443		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values average \$595.53 per square metre.

Non specialised land is valued using a market based mass modelling technique. Significant unobservable inputs include the extent and impact of restriction of use. The extent and impact of restrictions on use varies, and the market value of land varies significantly depending on the location of the land and the current market conditions.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	2023 \$ '000	2022 \$ '000
Land under roads	254,575	269,693
Total specialised land	254,575	269,693

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

	2023 \$ '000	2022 \$ '000
--	-----------------	-----------------

6.2 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Investments in associates accounted for by the equity method are:

Eastern Regional Library Corporation	1,679	2,289
Narre Warren User Group	236	244
Total investments in associates and joint arrangements	1,915	2,533

Associates and joint arrangements - in loss

Eastern Regional Library Corporation	(610)	(1,182)
Narre Warren User Group	(9)	(17)
Total deficit for year in associates and joint arrangements	(619)	(1,199)

Eastern Regional Library Corporation

Background

Council's equity share in the Eastern Regional Library Corporation as at 30 June 2023, based on the Corporation's unaudited financial report, is disclosed as a non-current investment.

The equity holders in the Eastern Regional Library Corporation are:

Maroondah City Council - 24.89%

Knox City Council - 36.39%

Yarra Ranges Shire Council - 38.72%

The motion to wind up ERLC by 30 June 2023 in accordance with section 330(4) of the Local Government Act 2020 (LGA) was adopted by Council on the 19 June 2023. A beneficial enterprise, Your Library Ltd (a public company limited by guarantee), has been established in accordance with section 110 of the LGA to deliver library services from 1 July 2023 on behalf of the Knox, Maroondah and Yarra Ranges City Councils. Council share in equity will remain the same under Your Library Ltd.

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	2,289	3,471
Reported surplus(deficit) for year	(610)	(1,182)
Council's share of accumulated surplus(deficit) at end of year	1,679	2,289

Narre Warren User Group

Background

Council holds a 15.94% interest in the net assets relating to the use of the now closed Narre Warren regional landfill facility. The investment held by the Narre Warren User Group is used for monitoring of the site, receipt of royalties and interest on the investment. Refer to Note 8.1 Contingent assets and liabilities.

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	244	261
Reported surplus(deficit) for year	(9)	(17)
Council's share of accumulated surplus(deficit) at end of year	235	244

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Community Asset Committee

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Maroondah City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.2.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

R. Steane (Mayor November 2022 - current) (Deputy Mayor July - November 2022)
A. Damante (Deputy Mayor November 2022 - current)
M. Graham
T. Dib
M. Symon (Mayor July - November 2022)
S. Stojanovic
P. Macdonald
K. Spears
L. Hancock

Key Management Personnel

Chief Executive Officer - Steve Kozlowski
Director - People and Places - Marianne Di Giallardo
Director - Strategy and Development - Andrew Fuau
Director - Assets and Leisure - Adam Todorov
Director - Strategy and Community - Phil Turner (July to November 2022)*
Director - Chief Financial Officer - Antonio Rocca (November 2022 to Current)*
* The departure of the Director Strategy and Community provided an opportunity to review the organisation's functional responsibilities and better align resourcing to meet emerging challenges.

	2023 No.	2022 No.
Total Number of Councillors	9	10
Total of Chief Executive Officer and other Key Management Personnel	6	5
Total Number of Key Management Personnel	15	15

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 7. People and relationships (continued)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2023 \$ '000	2022 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,918	1,631
Other long-term employee benefits	(94)	29
Post-employment benefits	202	167
Total	2,026	1,827

	2023 No.	2022 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	—	1
\$10,000 - \$19,999	—	1
\$20,000 - \$29,999	—	5
\$30,000 - \$39,999	6	1
\$40,000 - \$49,999	1	—
\$50,000 - \$59,999	1	1
\$80,000 - \$89,999	1	1
\$220,000 - \$229,999	1	—
\$240,000 - \$249,999	—	1
\$250,000 - \$259,999	1	—
\$260,000 - \$269,999	—	1
\$270,000 - \$279,999	1	2
\$280,000 - \$289,999	2	—
\$400,000 - \$409,999	—	1
\$430,000 - \$439,999	1	—
	15	15

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 7. People and relationships (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP. *

Total remuneration of other senior staff was as follows:

	2023 \$ '000	2022 \$ '000
Short-term employee benefits	2,431	2,324
Other long-term employee benefits	23	33
Post-employment benefits	254	232
Total	2,708	2,589

The number of other senior staff are shown below in their relevant income bands:

	2023 No.	2022 No.
Income Range:		
\$160,000 - \$169,999	1	1
\$170,000 - \$179,999	3	1
\$180,000 - \$189,999	3	7
\$190,000 - \$199,999	7	4
	14	13

	2023 \$ '000	2022 \$ '000
Total Remuneration for the reporting year for Senior Officers included above amounted to:	2,708	2,589

* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the Local Government Act 1989.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 7. People and relationships (continued)

	2023	2022
	\$ '000	\$ '000

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

There were 4 transactions that occurred during the current period with one related party, as contributions to the Eastern Regional Libraries. The total of these transactions was \$2,798,914.

2,799	2,758
-------	-------

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

There were no outstanding balances with related parties for the period ending 30 June 2023.

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

No loans to / from related parties for the 2022/23 year.

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

Commitments to related parties noted for the 2022/23 year.	—	2,806
--	---	-------

No transactions other than the Council contributions, remuneration payments or the reimbursement of approved expenses were entered into by ERLC with related parties during the reporting year.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. As at 30 June 2023, Council is not aware of any contingent assets.

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Insurance claims

Council receives claims arising from incidents which occur on its land or in its facilities, as well as incidents which arise from the actions or omissions of Council.

Council holds \$600m of public liability insurance and \$600m of professional indemnity insurance with the MAV Liability Mutual Insurance Scheme, with both having a policy excess of \$50,000. This means the maximum financial exposure to Council in any single claim is no greater than \$50,000.

Council is not aware of any above excess claims that would fall outside of the terms of Council's insurance policy or that has not been reported to the MAV Liability Mutual Insurance (LMI) Scheme.

Legal matters

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As the matters are yet to be finalised, and the financial outcomes are unable to be estimated, no allowance for these contingencies have been made in the financial report.

Liability Mutual Insurance

Council is a participant in the MAV Liability Mutual Insurance (LMI) Scheme, which provides public liability and professional indemnity insurance cover.

The Scheme states that each participating Council is required to contribute to the scheme, in each insurance year it participates, regarding its share of any shortfall in the provisions. Furthermore, coverage is still provided for previous years, regardless of whether Council remains in the scheme in future years.

Other contingent liabilities

Approximately \$1,480,648 (\$1,534,308 in 2022) is held by Whitehorse City Council in a Landfill Site Aftercare Reserve in relation to the Narre Warren Landfill Site to deal with any environmental problems that could arise in relation to the completed landfill site. Based on experience during operation no problems are expected but the Reserve will continue to be held for approximately the next 20 years until the site is safe. Council's exposure is 15.94% per cent of any works that are required to be completed.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 8. Managing uncertainties (continued)

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Credit risk exists in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 8. Managing uncertainties (continued)

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 4.10%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 8. Managing uncertainties (continued)

8.4 Fair value measurement

Fair Value Hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Revaluation frequency
Land	2 years
Buildings	2 years
Roads	4 years
Footpaths and cycleways	4 years
Drainage	8 years
Parks, open space and streetscapes	At Cost
Other infrastructure	2 to 5 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 8. Managing uncertainties (continued)

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2023			
Property			
Land	599,117	(15,118)	583,999
Buildings	64,777	–	64,777
	663,894	(15,118)	648,776
Infrastructure			
Roads	249,124	10,620	259,744
Footpaths and cycleways	32,654	45,950	78,604
Drainage	213,617	33,954	247,571
Offstreet car parks	113	961	1,074
	495,508	91,485	586,993
Total asset revaluation reserves	1,159,402	76,367	1,235,769
2022			
Property			
Land	581,620	17,497	599,117
Buildings	57,932	6,845	64,777
	639,552	24,342	663,894
Infrastructure			
Roads	252,319	(3,195)	249,124
Footpaths and cycleways	28,045	4,609	32,654
Drainage	168,647	44,970	213,617
Offstreet car parks	620	(507)	113
	449,631	45,877	495,508
Total asset revaluation reserves	1,089,183	70,219	1,159,402

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
(b) Other reserves				
2023				
Restricted reserves				
General	12,000	—	—	12,000
Total restricted reserves	12,000	—	—	12,000
Total Other reserves	12,000	—	—	12,000
2022				
Restricted reserves				
General	12,000	—	—	12,000
Total restricted reserves	12,000	—	—	12,000
Total Other reserves	12,000	—	—	12,000

The general reserve is used to record funds set aside for future possible contingencies e.g. unfunded superannuation call, unplanned capital expenditure.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

	2023 \$ '000	2022 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	5,391	13,452
Depreciation/amortisation	28,595	27,187
Assets written off and adjustments	11,646	9,621
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(405)	(132)
Net share of net profits of associates and joint ventures	619	1,199
Amounts disclosed in financing activities	1,349	814
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	19,208	(15,482)
(Increase)/decrease in inventories	56	(59)
(Increase)/decrease in prepayments	(224)	614
Increase/(decrease) in accrued income	67	—
Increase/(decrease) in trade and other payables	22,705	(1,082)
Increase/(decrease) in provisions	500	(479)
Increase / (decrease) in trust funds and other deposits	(467)	70
Increase/(decrease) in Unearned income /revenue	(22,352)	8,696
Net cash provided by/(used in) operating activities	66,688	44,419

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

9.3 Superannuation

Council makes the majority employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.8% pa.

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa
Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI) 3.00% pa.

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). Vision Super has advised that the estimated VBI at June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2022 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	44.6	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	111.9	285.2

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

Notes to the Financial Statements

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

The 2023 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2023 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2023.

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.7% pa	5.6% pa 2.50 %pa
Salary inflation	3.5%pa	for the first two years and 2.75%pa thereafter
Price inflation	2.8% pa	2.0% pa

Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of scheme	Rate	2023 \$ '000	2022 \$ '000
Vision Super	Defined benefits	10.5% (2022:10.0%)	194	215
Vision Super	Accumulation	10.5% (2022:10.0%)	2,823	2,507
Other Schemes	Accumulation	10.5% (2022:10.0%)	2,982	2,421

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$241,849 (This does not include any pay increases as we are not aware of what this amount will be).

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2022-23 year.

There are no pending accounting standards that are likely to have a material impact on council.

Performance Statement

For the Year Ended 30 June 2023

Description of municipality

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 115,645 residents¹ and 46,933 households with an average of 2.53 people per household.²

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 Waranwood. 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 shared paths on major trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.

About the 2022/23 Performance Statement

This Performance Statement reflects Council performance on indicators included in the Local Government Performance Reporting Framework. Please note that the source for some of the data included in this framework is derived from external sources such as the Local Government Community Satisfaction Survey, the Australian Bureau of Statistics and the Department of Health.

¹ Estimated Residential Population, Australian Bureau of Statistics, 2022.

² Maroondah Population Forecasts, Id Consulting, 2022.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Antonio Rocca CA

Principal Accounting Officer

Dated: 29 August 2023

In our opinion, the accompanying performance statement of the Maroondah City Council for the year ended 30 June 2023 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.

R Steane

Mayor

Dated: 29 August 2023



M Symon

Councillor

Dated: 29 August 2023



S Kozlowski

Chief Executive Officer

Dated: 29 August 2023



Independent Auditor's Report

To the Councillors of Maroondah City Council

Opinion

I have audited the accompanying performance statement of Maroondah City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2023
- sustainable capacity indicators for the year ended 30 June 2023
- service performance indicators for the year ended 30 June 2023
- financial performance indicators for the year ended 30 June 2023
- other information and
- certification of the performance statement.

In my opinion, the performance statement of Maroondah City Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020*.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors' responsibilities for the performance statement

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

**Auditor's
responsibilities for the
audit of the
performance
statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
12 September 2023



Travis Derricott
as delegate for the Auditor-General of Victoria

Sustainable Capacity Indicators

For the Year Ended 30 June 2023

Results				
Indicator / measure (Formula)	2020	2021	2022	2023
Population				
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,113	\$1,090	\$1,263	\$1,405
This indicator measures Council's total expenditure over the municipal population. The increase in expenditure relates to an increase in employee cost as a result of the new enterprise agreement and increases in material and services costs related to supply shortages and CPI increases. Additionally, current period population size is 1,800 less than at the same time of last year 2021/22.				
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$7,369	\$7,823	\$8,440	\$9,345
The value of infrastructure assets has been increasing at a higher level than the population growth as Council's investment in capital works increases post pandemic where works were delayed due to lock downs. Additionally, current period population size is 1,800 less than at the same time of last year 2021/22.				
Population density per length of road [Municipal population / Kilometres of local roads]	248	245	241	237
No material variation.				
Own-source revenue				
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,007	\$1,070	\$1,048	\$1,226
This measures Council's own sourced revenue. Revenue it generates that on the most part, is not considered statutory, compared to the municipal population. User fees has improved as Council services returned to a post covid normal and facilities opened throughout the year and municipal population decrease has also contributed to the increase of the measure.				

Results					
Indicator / measure (Formula)	2020	2021	2022	2023	Comments
Recurrent grants					
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$68	\$68	\$85	\$85	No material variation.
Disadvantage					
Relative socio-economic disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	9	9	9	8	This measure looks at the relative socio-economic disadvantage of the municipality as derived from the ABS census of population and housing undertaken every five years. The updated census data made available for this measure in 22/23.
Workforce turnover					
Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	8.5%	9.4%	20.7%	17.1%	Even though this measure has decreased compared to last year, it is still high compared to the previous two years during COVID. The higher turnover is largely driven by an ageing workforce with long term staff retiring or reconsidering their future working options post pandemic.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

For the Year Ended 30 June 2023

Service / indicator / measure	Results				Material Variations
	2020	2021	2022	2023	
Aquatic facilities					
Utilisation					The municipality has three Council-owned and operated aquatic facilities, which have experienced significant increases in their utilisation rates, compared to previous years. One reason for this increase can be attributed to the success of Council attracting and engaging with patrons, thereby solidifying Council's aquatic facilities as both popular and preferred destinations which meet the needs of the community. Moving forward, Council will continue to focus on embedding and building on this positive trend.
Utilisation of aquatic facilities	7.57	3.34	4.43	9.43	
<i>[Number of visits to aquatic facilities / Municipal population]</i>					
Animal management					
Health and safety					
Animal Management Prosecutions	100.00%	NA	100.00%	100.00%	No material variation
<i>[Number of successful animal management prosecutions / Total number of animal management prosecutions] x 100</i>					
Food safety					
Health and safety					
Critical and major non-compliance outcome notifications	100.00%	100.00%	100.00%	100.00%	No material variation
<i>[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about a food premises] x100</i>					

Service / indicator / measure	Results				Material Variations
	2020	2021	2022	2023	
Governance					
Satisfaction					
Satisfaction with council decisions	59	60	59	58	No material variation
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Libraries					
Participation					
Active library borrowers in municipality	15.88%	13.83%	12.03%	10.72%	This indicator highlights the percentage of the municipal population that are active library members. The number of active library borrowers within the municipality varies over time. Active Library borrowers over the last 3 years has been low due to pandemic related restrictions.
[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100					
Maternal and child health					
Participation					
Participation in the MCH service	76.18%	76.19%	73.42%	75.16%	No material variation
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					

Service / indicator / measure	Results				Material Variations
	2020	2021	2022	2023	
Participation					
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	76.24%	78.31%	84.69%	77.08%	No material variation
Roads					
Satisfaction					
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	64	67	63	61	No material variation
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	92.59%	81.82%	89.19%	95.45%	No material variation

Service / indicator / measure	Results				Material Variations
	2020	2021	2022	2023	
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill	56.83%	56.71%	55.50%	56.22%	No material variation
<i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100</i>					

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library borrower" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under section 98 of the Act

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

Financial Performance Indicators

For the Year Ended 30 June 2023

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2020	2021	2022	2023	2024	2025	2026	2027	
Efficiency									
Revenue level									
Average rate per property assessment	\$1,520	\$1,565	\$1,601	\$1,611	\$1,678	\$1,715	\$1,756	\$1,794	Over the reporting period, this indicator is increasing marginally, in line with the expected rate increases within the rate cap and the forecast growth within the municipality.
<i>[Total rate revenue (general rates and municipal charges) / Number of property assessments]</i>									
Expenditure level									
Expenses per property assessment	\$2,583	\$2,551	\$2,908	\$3,124	\$3,013	\$3,080	\$3,124	\$3,176	This measure looks at the total expenses per property assessment. Over the reporting period, this indicator is increasing marginally, in line with the growth in the municipality and increases in expenditure as a result of price increases for contracts, materials, utilities and enterprise agreement and remains in line with previous years and the range expected by Council.
<i>[Total expenses / Number of property assessments]</i>									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2020	2021	2022	2023	2024	2025	2026	2027	
Liquidity									
Working capital									
Current assets compared to current liabilities	157.2%	161.7%	201.3%	150.4%	142.8%	139.7%	134.1%	126.8%	Prior period fluctuations were mainly driven by the changes in Accounting Standards, which increased the value of Council's short-term liabilities. The decrease in the current year and future years largely relates to capital grant funding mainly for car park constructions which are recognised as unearned income until spent, resulting in higher current liabilities for 2022/23 compared to previous years.
$[Current\ assets / Current\ liabilities] \times 100$									
Unrestricted cash									
Unrestricted cash compared to current liabilities	14.1%	30.5%	79.0%	73.5%	63.9%	59.8%	45.8%	43.3%	Higher cash balance in 2022/23 and 2023/24 largely related to borrowings undertaken in May 2022; delays in capital works and maintenance programs due to COVID and supply chain issues over the past couple of years; and additional grant funding for car parks. Future forecasts expect this ratio to then stabilise again from 2024/25 onwards with no additional borrowings anticipated and funds are spent in line with the 10 year financial plan.
$[Unrestricted\ cash / Current\ liabilities] \times 100$									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2020	2021	2022	2023	2024	2025	2026	2027	
Obligations									
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation	131.5%	118.9%	135.3%	139.2%	108.5%	110.5%	103.5%	103.6%	Given some delays in some new capex spend in the current period, the level of maintenance/renewal was higher than anticipated with more capex spend invested in renewal and upgrade. Future forecasts are predicted on the 10-year capital works program, with anticipated levels of maintenance/renewal dropping with key new infrastructure being focused on.
<i>[Asset renewal and asset upgrade expenses / Asset depreciation] x100</i>									
Loans and borrowings									
Loans and borrowings compared to rates	19.9%	16.5%	24.5%	21.0%	17.4%	14.1%	10.9%	7.9%	This indicator measures total interest-bearing liabilities compared to rate revenue and reflects anticipated increased borrowings undertaken in May 2022 of \$10M. From 2022/23 onwards, with no new borrowings currently projected in the long-term planning, this ratio drops year-on-year.
<i>[Interest bearing loans and borrowings / Rate revenue] x100</i>									
Loans and borrowings									
Loans and borrowings repayments compared to rates	1.2%	3.6%	0.8%	3.7%	3.5%	3.4%	3.2%	3.1%	The higher repayments on loans and borrowings in 2022/23 compared to rates is due to the additional borrowings undertaken in May 2022. As the repayments increase in earlier periods, this percentage is expected to increase across the next three years, before it starts to trend down in 2025/26.
<i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>									

Dimension / Indicator / measure	Results					Forecasts				Material Variations
	2020	2021	2022	2023		2024	2025	2026	2027	
Indebtedness										
Non-current liabilities compared to own source revenue	24.5%	15.1%	40.1%	27.0%		15.4%	12.3%	11.0%	7.6%	During the 2021/22 period, the non-current liabilities were higher than prior periods, mainly due to large levels of unearned income, which related specifically to grant funding that could not be recognised as income until project milestones are met and the income is recognised in latter periods. This is projected to trend downwards each of the next four years, with less unearned income anticipated.
<i>[Non-current liabilities / Own source revenue] x 100</i>										
Operating position										
Adjusted underlying result										
Adjusted underlying surplus (or deficit)	1.1%	12.5%	(2.8%)	(2.6%)		2.4%	2.2%	3.2%	3.9%	The adjusted underlying result for the 2022-23 financial year has improved slightly from 2021/22 where Council had the one-off impact of the net loss in associates and joint ventures. However, higher assets write off over 2021/22 and 2022/23 as part of improvement initiatives has had a negative impact on this measure. The adjusted underlying surplus when these assets write offs are added back are 3.9% and 5.8% respectively. This measure is expected to improve over future years as reviews are completed in asset management.
<i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x 100</i>										

Dimension / Indicator / measure	Results				Forecasts				Material Variations
	2020	2021	2022	2023	2024	2025	2026	2027	
Stability									
Rates concentration									No material variation.
Rates compared to adjusted underlying revenue	69.4%	64.5%	68.7%	64.6%	66.9%	67.3%	67.7%	67.7%	
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
Rates compared to property values	0.26%	0.25%	0.26%	0.23%	0.24%	0.25%	0.25%	0.26%	No material variation.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the Year Ended 30 June 2023

Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).








The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its financial plan on 30 June 2023 and which forms part of the council plan. The financial plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The financial plan can be obtained by contacting council.



Our integrated service delivery

Council delivers a broad range of services that all play a role in delivering on the Maroondah 2040 Community Vision and the associated outcome areas. The table below indicates the range of primary outcome areas for different services delivered by Council.

Council service	       							
	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Aged and Disability Services	●	●			●		●	●
Arts and Culture		●	●			●	●	●
Asset Management	●			●	●	●	●	●
Asset Projects and Facilities	●			●	●	●	●	●
Building Services	●			●	●	●		
Built Environment	●			●	●	●		
Bushland Management	●			●		●		
Business and Activity Centre Development	●	●	●			●		
Communications and Engagement	●	●	●		●		●	●
Community Health	●			●				
Community Wellbeing	●	●			●		●	
Corporate Planning, Risk and Information								●
Customer Service							●	●
Cyber and Technology								●
Digital and Online	●	●	●		●		●	●
Emergency Management								●
Engineering Services	●			●	●	●		
Executive Office								●
Financial Services								●
Governance and Procurement								●



Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Karralyka, Maroondah Federation Estate and Community Halls			•				•	
Leisure and Aquatics	•						•	
Libraries		•	•					
Local Laws	•				•		•	•
Management Accounting and Payroll								•
Maroondah Golf and Sportsfields	•			•			•	
Maternal and Child Health	•	•					•	•
Park Maintenance	•			•	•	•		
People and Culture	•	•					•	•
Property						•		•
Realm Operations								•
Revenue						•	•	•
Sport, Recreation and Events	•			•	•		•	
Stadiums (The Rings, Maroondah Nets and Maroondah Edge)	•						•	
Statutory Planning	•			•		•		•
Strategic Planning and Sustainability				•	•	•		•
Tree Maintenance	•			•		•		
Waste Management				•		•		
Youth and Children's Services	•	•	•				•	•

Glossary

Activity centre: Areas that provide a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major suburban centres and larger metropolitan centres.

Advisory Committee: Committees established by Council who meet several times each year to consider in-depth issues that are related to Council activities and community needs. These seven (7) committees consist of Councillor representatives along with a mix of appointed community members, partner agency representatives, relevant industry representatives, and/or business representatives. Each committee provides advice and recommendations to Maroondah City Council on a range of matters relating to the development and delivery of strategies, services, and activities.

Advocacy: To provide support to a cause or to make public recommendation on behalf of others.

Annual Report: A report on the activities of Council over the previous financial year. The report includes a report of operations, audited financial statements and an audited performance statement.

Aquahub: Aquahub is located in Croydon. The facility comprises a fully equipped gym, group fitness studio, cycle room, multipurpose room, multisport indoor stadium, family leisure pool, 25m pool, warm water program pool, spa and sauna.

Aquanation: A state of the art regional and leisure centre in Ringwood that incorporates a 66.5 metre ten lane swimming and diving pool, warm water pool, a dedicated learn to swim pool, a large gym with three separate group fitness rooms, dry diving training room, childcare facilities, and a cafe.

Asset: An asset is a facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.

Asset expansion expenditure: Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.

Asset Plan: Provides information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets under the control of Council over a rolling 10-year period.

Asset renewal and maintenance gap: The variance between what Councils need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what Councils does spend on renewal and maintenance.

Asset renewal expenditure: Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

Asset upgrade expenditure: Expenditure that either enhances an existing asset to provide a higher level of service or increases the life of the asset beyond its original life.

Average liabilities per property 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.

Average rate per property assessment: The average revenue derived by Council out of general rates for each residential property in the municipality (i.e., excluding all commercial and industrial properties).

Auditor-General: An independent parliamentary officer appointed by legislation to examine and report to State Parliament and the community on the management of public sector resources and provide assurance on the financial integrity of Victoria's system of government.

Bayswater Business Precinct: A regionally significant precinct which is home to over 5,000 businesses and supports more than 30,000 jobs. It crosses the borders of Maroondah, Knox and Yarra Ranges who have formed a collaborative partnership for managing the precinct.

Benchmarking: Qualitative and quantitative comparisons with similar services/service organisations that provide a benchmark for service standards and therefore, ensure Council is providing services to the municipality at or above the best possible service quality standards.

Best Practice: To adopt or develop standards, actions, or processes for the provision of goods, services or facilities which are equal to or better than the best available on a state, national or international scale.

Biodiversity: Different plants, animals and microorganisms make a variety of life incorporating their genes and the ecosystems.

Biolink: Wildlife corridors that connect pockets of native vegetation, allowing animals to move between these areas and increase the genetic diversity of breeding populations.

Bizhub: Resource for Maroondah business which includes education, skill and business development opportunities, collaborative workspaces, and meeting spaces.

Budget: Documents the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

Canopy cover: The fraction of ground area covered by the vertical projection of tree crown perimeters.

Capital replacement ratio: Compares the rate of spending on infrastructure, property, plant and equipment, and intangibles with its depreciation and amortisation. A ratio less than 1.0 means the spending on capital works has not kept pace with consumption of assets.

Capital Works: Projects undertaken to establish, renew, expand, upgrade, and dispose of assets owned by Maroondah City Council in the community.

Capital works expenditure: Expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.

Carbon Neutral certification: Endorsement that entity that has met the requirements of the Climate Active Carbon Neutral Standard.

Charter of Human Rights and Responsibilities Act 2006: Legislation created to protect and promote human rights. It sets out freedoms, rights, and responsibilities.

Climate Active: An ongoing partnership between the Australian Government and Australian businesses to drive voluntary climate action. Climate Active is the only government accredited carbon neutral certification scheme in Australia.

Community engagement: The process of Council working with residents, businesses, and community groups to address issues that impact their wellbeing. Council adopted principles regarding community engagement are outlined in the Community Engagement Policy 2021.

Community Engagement Policy: A formal expression of Council's commitment to engaging with the Maroondah community and understanding the different views, experiences, and expertise our community has to offer.

Community Grants: Council funding made available to local not-for-profit community groups and organisations to assist in the provision of activities and services not available through state, federal and private resources.

Community indicators of progress: Selected indicators that will be used to identify how successful the initiatives of Council, businesses, community groups and individuals have been in working towards the future outcomes and key directions outlined in the Maroondah 2040 Community Vision.

Community Satisfaction Survey: A Victorian Government survey conducted annually to gauge community satisfaction levels with Council services.

Community Vision: Description of the municipal community's aspirations for the future of the municipality for at least the next 10 financial years. The Maroondah 2040 Community Vision represents the strategic direction of Council as required by section 90 of the Local Government Act 2020. Also see Maroondah 2040 Community Vision.

Continuous improvement: The process that ensures ongoing review and improvement practices are built into operational activities.

Core services: External and internal facing services of Council.

Corporate governance: Council's responsibility for the economic and ethical performance of the municipality.

Corporate Management Team: A team comprising of the Chief Executive Officer and four Directors, responsible for overseeing and managing the operations of Council, and strategic and policy issues.

Council: The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community

Glossary

Council Plan: A four-year plan which provides the medium-term framework for Council operations by outlining: the strategic direction of Council (Community Vision); strategic objectives for achieving the strategic direction (future outcomes); strategies for achieving the objectives for a period of at least the next four financial years (key directions); strategic indicators for monitoring the achievement of objectives (Council Plan indicators); and a description of Council's initiatives and priorities for service, infrastructure and amenity (priority actions).

Council Plan indicators: Performance measures that assist Council to monitor progress toward achievement of future outcomes (strategic objectives) and the Community Vision (strategic direction). The Council Plan indicators comprise of both community indicators of progress and service delivery performance measures and represent the strategic indicators for monitoring the achievement of objectives as required by section 90 of the Local Government Act 2020.

Councillor: A member of the community elected in accordance with the *Local Government Act 2020* to represent the residents of a ward within the municipality, as a member of Council.

COVID-19 pandemic: a global pandemic caused by the transmission of the severe acute respiratory syndrome coronavirus.

COVIDSafe: A system of measures including the use of the COVIDSafe App, wearing masks and social distancing to prevent the spread of coronavirus (COVID-19).

Croydon Community Wellbeing Precinct: An integrated wellbeing and recreational precinct for the community located in Croydon.

Croydon Memorial Pool: A seasonal outdoor heated 50m pool, with toddlers' pool, grandstand, and shaded lawn areas.

Croydon Town Square: A vibrant public open space in the heart of Croydon, providing pedestrian connections between Croydon Railway Station and the Main Street shopping precinct.

Current Assets: Assets where Council expects to receive the future economic benefit within the next 12 months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.

Current Liabilities: Liabilities where Council expects to fulfil its obligation within the next 12 months unless the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after reporting date.

Deliberative engagement: An approach which encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs, and evidence to reach a consensus or make recommendations.

Development Contributions Plan: A plan developed by Council that identifies financial contributions required from developers towards the provision of shared community infrastructure to service new developments and communities. Items or infrastructure funded by way of a Development Contributions Plan may include (but are not limited to) the construction or widening of roads, provision of bus stops, public parks and recreation facilities, provision of stormwater drainage and community centres.

Dorset Golf: A secluded 18-hole public golf course located in Trawalla Rd, Croydon offering a fully stocked golf shop and golf lessons.

Eastern Alliance for Greenhouse Action: A formal collaboration of eight councils in the eastern metropolitan region which was formed to address community concerns about climate change and ensure a coordinated approach.

Eastern Affordable Housing Alliance: A formal collaboration between six councils in the eastern metropolitan region to advocate for access to safe, affordable housing for disadvantaged people.

Environment Protection Authority: A statutory authority established under the Environment Protection Act 1970 to ensure the protection and control of air, land and water pollution, and industrial noise.

Equal Employment Opportunity: A program that supports diversity in the workplace which can include having employees of different ages, gender, ethnicity, physical ability, sexual orientation, religious belief, work experience, and educational background. In Australia, national and state laws cover equal employment opportunity and anti-discrimination in the workplace.

Equity: Financial term referring to residual interest in the assets of Council after deductions of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.

Feasibility study: An analysis and evaluation of a proposed project to determine if it is technically feasible, is feasible within the estimated costs, and will be profitable. Studies also often consider the potential impact of the project and discuss options.

Financial Plan: Takes the outcome areas and key directions as specified in the Council Plan and expresses them in financial terms over a rolling 10-year period

Financial resources: Includes income, expenditure, assets, liabilities, equity, cash, and capital works required to deliver the services and initiatives in the Budget.

Fire Services Levy: A Victorian Government levy collected through council rates to fund Victoria's fire services.

Food Organics and Garden Organics service: Waste and recycling services that aim to reduce the amount of waste going to landfill.

Future outcomes: Key areas of future opportunity and challenge as identified by the community in the Maroondah 2040 Community Vision. They describe the ideal future for Maroondah in very broad terms. Each Council Plan priority action contributes to one or more future outcomes. The primary relationship is the future outcome area that the priority action makes a major contribution to. Secondary relationships are the future outcome areas that the priority action makes a supporting contribution to. These future outcomes represent the strategic objectives of Council in accordance with section 90 of the *Local Government Act 2020*.

Gender Equality Action Plan: Strategies and measures for promoting gender equality in the workplace. Under the *Gender Equality Act 2020*, Council is required to develop a Gender Equality Action Plan every four years.

Governance: How Council operates as a decision-making body, its relationship with the administration and the ways that Council engages with their community.

Greenfield: Undeveloped land identified for residential or industrial/commercial development, generally on the fringe of metropolitan Melbourne.

Herfindahl Index: Measure of industry diversity based on share of jobs by industry in Maroondah relative to that of the Victorian economy.

Home and Community Care: Council service which assists elderly and disabled residents with essential house cleaning and daily living tasks so that they can remain living independently in their own homes.

Indebtedness: Ability to pay the principal and interest on borrowings, as and when they fall due, from the funds generated (own-sourced revenue). The lower the ratio, the less revenue required to repay total debt.

Indigenous: Originating in a particular geographic region or environment and native to the area and/or relating to Aboriginal and Torres Strait Islander people.

Infrastructure: Constructed assets required for the functioning of the community, such as roads, drains, footpaths, lighting, paths, play equipment, public buildings, signage, streetscapes, and waste systems.

Infrastructure renewal/maintenance ratio: Variance between what Council need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what Council spends on renewal and maintenance, expressed as a ratio.

Initiatives: Budget initiatives are actions that are one-off in nature and/or lead to improvements in service. These are a sub-set of the Council Plan priority actions.

Integrated Planning Framework: A hierarchy of strategic documents and processes that ensure all of Council's activities and financial resources are aligned to meet the aspirations, needs and expectations of the Maroondah community. This framework includes the key statutory planning and reporting documents that are required to be prepared by Council to ensure accountability to the local community in the performance of functions and exercise of powers under the *Local Government Act 2020*.

Internal financing: Ability to finance capital works using cash generated by operating cash flows. The higher the percentage, the greater the ability to finance capital works from own funds.

International Association for Public Participation: peak body for the community and stakeholder engagement sector.

Glossary

Karralyka: An architecturally award-winning function venue and theatre located on Mines Road, Ringwood East. The venue offers outstanding facilities and services for live theatre, corporate events, wedding receptions, private celebrations, conventions, and exhibitions.

Key directions: Strategies to achieve the Maroondah 2040 Community Vision and future outcomes. These directions guide Council service delivery and inform priority actions for each financial year. These key directions represent the strategies for achieving the objectives (future outcomes) of Council over the 2021-2025 period in accordance with section 90 of the *Local Government Act 2020*.

Key Performance Indicator: A set of quantifiable measurements used to measure a company's overall performance, determine strategic, financial, and operational achievements, and compare these to those of other businesses within the same sector.

Liabilities: Future sacrifices of economic benefits that Council is presently obliged to make to other entities because of past transactions or other past events.

Liquidity ratio: Ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.

Local Laws: The laws adopted by Council that prohibit, regulate, and control activities, events, practices and behaviours within Maroondah.

Local Government Act 2020: This Victorian Government legislation outlines the intention for Councils to provide a democratic and efficient system of local government in Victoria. It provides Councils with the authority to meet the needs of their communities and provides the basis for an accountable system of local governance in Victoria.

Local Government Performance Reporting Framework: A Victorian Government planning and reporting framework that seeks to provide a comprehensive picture of Council performance. The framework comprises four indicator sets: service performance, financial performance, sustainable capacity and governance and management.

Local Government (Planning and Reporting) Regulations 2020: Supports the operation of the Local Government Performance Reporting Framework for Councils under the *Local Government Act 2020*.

Local Planning Policy Framework: The Framework provides the strategic basis for land use planning as controlled by the Maroondah Planning Scheme. The Framework consists of the Municipal Strategic Statement together with local planning policies.

Major Activity Centre: A place that provides a suburban focal point for services, employment, housing, public transport, and social interaction. Plan Melbourne identifies 121 existing and future Major Activity Centres across Melbourne (i.e., Croydon).

Major Initiatives: Budget major initiatives are significant activities of Council that will directly contribute to the achievement of the Council Plan during a given financial year and have a major focus in the budget. They are determined on an annual basis and represent a sub-set of the Council Plan priority actions for the financial year.

Maroondah 2040 Community Vision: The long-term community and Council vision for the City of Maroondah. The Vision identifies the future outcome areas and key directions for Maroondah looking ahead to the year 2040. Also see Community Vision.

Maroondah Edge: A five indoor cricket training lanes and a modified netball court, catering for local and regional cricket training.

Maroondah Federation Estate: A community, cultural and arts facility located on the site of the former Ringwood Primary School in Greenwood Avenue, Ringwood. The facility incorporates the Maroondah Art Gallery, a cultural centre, a lifestyle centre, the 'AMazing Space' accessible play space, landscaped gardens, tree sculptures, Sensory Time Trail, and a courtyard.

Maroondah Nets: An indoor four court, multisport complex that enables training and competition for netball, volleyball, badminton and table tennis with grandstand seating for approximately 300 people. There are also four outdoor netball courts with spectator viewing areas. The stadium has a cafe, male and female toilets, a Changing Places toilet facility, change facilities, officials and first aid rooms, sport association offices, a gym, and a multipurpose room.

Maroondah Planning Scheme: A planning scheme sets out policies and requirements for the use, development, and protection of land. The Maroondah Planning Scheme consists of a written document and any maps, plans or other documents incorporated in it. It contains: the objectives of planning in Victoria; purposes of the planning scheme; a Planning Policy Framework; a Local Planning Policy Framework (including the Municipal Strategic Statement); zone and overlay provisions; particular and operational provisions; and incorporated documents.

Medium density housing: housing typically associated with units, townhouses, and semi-detached dwellings.

Metropolitan Activity Centre: A higher-order centre (i.e., Ringwood) intended to provide a diverse range of jobs, activities and housing for regional catchments that are well served by public transport. The centre plays a major service delivery role, including government, health, justice, and education services, as well as retail and commercial opportunities. Plan Melbourne identifies nine existing and two future Metropolitan Activity Centres across Melbourne.

Mission Statement: The overall corporate philosophy that articulates how the Maroondah 2040 community vision will be achieved.

Municipal Emergency Management Plan: Addresses the prevention of, response to, and recovery from emergencies within the municipality of Maroondah.

Municipal Planning Strategy (MPS): The MPS is part of the Maroondah Planning Scheme. It sets out the vision for future use and development and provides an overview of important planning issues in Maroondah. It includes thematic strategic directions relating to how Maroondah is expected to change through the application of the policy and controls in the planning scheme. Council must consider and give effect to the MPS when making planning decisions.

Municipal Public Health and Wellbeing Plan: Sets the broad mission, goals, and priorities to promote municipal public health and wellbeing; and inform the operational processes of Council and local organisations. In Maroondah, this Plan is incorporated within the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.

Municipal Strategic Statement (MSS): Outlines the key land use and development objectives and strategies for the municipality. The MSS provides the basis for zones, overlays, and particular provisions. Council will review the MSS every three years.

Municipality: A geographical area that is delineated for the purpose of local government.

Neighbourhood centre: Local centres that provide access to local goods, services and employment opportunities and serve the needs of the surrounding community (i.e., Heathmont, Ringwood East).

Net assets: Financial term referring to the difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.

Net result: How much of each dollar collected as revenue translates to net result. A positive result indicates a surplus, and the larger the percentage, the stronger the result.

New asset expenditure: Expenditure that creates a new asset that provides a service that does not currently exist.

Non-financial resources: Resources other than financial resources required to deliver the services and initiatives.

Occupational Health and Safety: A multidisciplinary field concerned with the safety, health, and welfare of people at work.

Our mission: A shared understanding of the purpose of the organisation that articulates how Council will work towards the achievement of the Maroondah 2040 Community Vision in conjunction with the community.

Our values: Represent attitudes and beliefs within Council that underpin organisational practices, processes, and behaviours.

Our vision: A statement of the preferred direction for the City of Maroondah that defines the aspirations of the community and serves to guide all Council activities.

Outcome areas: See future outcomes.

Overarching governance principles: The expected standards that Councils should adhere to in ensuring accountability defined in section 9 of the *Local Government Act 2020*.

Glossary

Pavement condition index: A number derived by Council's pavement management system considering a road's use, condition, and performance. Condition scores range between zero and ten, with a higher score representing a better condition road.

Performance statement: A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report.

Plan: A focused and structured detail of action to be undertaken, involving a series of specific steps, to implement the outcomes and key directions of an overarching strategy.

Plan Melbourne: The metropolitan planning strategy prepared by the Victorian Government.

Planning Scheme: The planning scheme sets out policies and requirements for the use, development and protection of land located within the City of Maroondah.

Policy: A set of principles intended to influence and provide direction for Council decisions, actions, programs, and activities.

Power purchasing agreement: A project to secure renewable energy to power municipal offices, leisure centres, streetlights, and community buildings.

Principal Pedestrian Network: A designated network of existing and planned routes in each area that provides pedestrian facilities which support walking trips into and around key destinations, such as activity centres, schools, and transport nodes.

Priority actions: Initiatives to be undertaken by Council that will significantly contribute to the achievement of the four-year Council Plan key directions (strategies). These actions include the major initiatives of Council for each financial year as identified within the Budget in accordance with section 94 of the *Local Government Act 2020*.

Productivity Commission: The Australian Government's independent research and advisory body established to consider a range of economic, social, and environmental issues that affect the welfare of Australians. Its role is to help governments make better policies in the long-term interest of the Australian community.

Public statutory body: An agency that performs one or more functions of a public nature for the benefit of the community; does so under authority granted by or under Victorian legislation to perform a public purpose; and is accountable to, and subject to control by, the State of Victoria in the performance of those functions.

Rate and Charges Income: Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.

Rapid Antigen Test: A test which detects coronavirus proteins in the mouth and throat, which is used to determine whether a patient is infected with coronavirus (COVID-19).

Realm: Council's library, learning and cultural centre on Maroondah Highway in Ringwood located within Ringwood Town Square. The facility integrates a library, a learning centre, an art gallery, and Council service centre. Council's administrative offices and Council Chamber are also located at Realm.

Renewal gap ratio: Compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.

Revenue: Revenue is the amount of money that Council receives from its activities, mostly from rates and services provided to customers and ratepayers.

Revenue and Rating Plan: Describes how Council will generate income to deliver on the Council Plan, programs and services, and capital works commitments over a 4-year period.

Ringwood Golf: An 18-hole public golf course located at the corner of EastLink and Canterbury Rd offering golf lessons, a fully stocked golf shop and a café.

Ringwood Town Square: Ringwood Town Square provides public open space in the heart of Ringwood, linking Ringwood Station, Realm and Eastland.

Risk Management: A discipline for developing appropriate procedures to minimise or eliminate the risk of adverse effects resulting from future events and activities. Principles for managing risk are set out in the Australian Standards for risk management AS/NZS ISO 31000:2018.

Service Area Managers: Employees with specialist skills to develop, implement, manage, and deliver the operational, service, and administrative activities of Council required to meet the needs and expectations of the community.

Service Centre: Council's customer service centres handle requests, enquiries, and payments from the general community.

Service delivery performance measures: Selected indicators that will be used to identify how successful the initiatives and service of Council have been in meeting community needs and expectations.

Service Delivery Plan: A detailed four-year work plan to guide how a particular Council service area will support the achievement of relevant Maroondah 2040 Community Vision future outcomes and key directions as outlined in the Council Plan.

Small to Medium Enterprise: Businesses that maintain revenues, assets or several employees below a certain threshold.

Socio-economic advantage and disadvantage: People's access to material and social resources, and their ability to participate in society.

Statement of capital works: A statement which shows all capital expenditure of a Council in relation to non-current assets and asset expenditure type.

Statement of human resources: A statement which shows all council employee expenditure and numbers of full-time equivalent council employees.

Statements of non-financial resources: A statement which describes the non-financial resources including human resources, and is made of the Statement of human resources, and summary of planned human resource expenditure (including a summary of the planned number of fulltime equivalent Council employees categorised according to the organisation structure of the Council and full-time/part-time status).

Statutory Authority: Organisations established under an Act of the Victorian Parliament or Australian Parliament for a public purpose.

Statutory incomes: Incomes that are derived from Government payments and allowances.

Statutory timeframes: Timeframe stimulated by legislation in which an activity, service or outcome must be delivered or determined.

Strategic direction: See Community Vision.

Strategic indicators: See Council Plan indicators.

Strategic objectives: See future outcomes or outcome areas.

Strategy: A long term systematic plan of action to achieve defined outcomes in an area of Council activity or responsibility. A series of key directions is set out to meet these outcomes and specific actions are outlined to deliver on these key directions.

Structure Plan: A land-use document that provides direction for planning and development of a defined geographic area or precinct. Structure plans are subject to community consultation and may be incorporated into the Maroondah Planning Scheme.

Subjective wellbeing index: Ratings of personal wellbeing across the domains of standard of living, health, achievements in life, community connection, personal relationships, safety, and future security; converted into an index score with a range of 0 (completely dissatisfied) to 100 (completely satisfied).

Summary of planned human resources

expenditure: A summary of permanent Council employee expenditure and numbers of full-time equivalent employees categorised according to the organisational structure of Council.

Summary of planned capital works expenditure:

A summary of capital expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source.

Supporting strategies and plans: A long-term systematic plan of action to achieve defined outcomes in an area of Council activity or responsibility.

Sustainability: The principle of providing for the needs of the present community without compromising the ability of future generations to meet their own needs. The principle seeks to achieve long-term health and well-being across social, economic, environmental, and cultural domains.

The Rings: The Rings is a four-court indoor stadium in Ringwood, catering primarily for basketball and netball competitions and user groups.

Values: Represent underlying attitudes and beliefs within Council that are demonstrated through organisational practices, processes, and behaviours.

Glossary

Victorian Auditor General's Office: A public sector audit organisation providing auditing services to the Victorian Parliament and Victorian public sector agencies and authorities.

Vision: A statement of direction that defines the shared aspirations of Council and the Maroondah community. The Maroondah 2040 Community Vision serves to guide all of Council's service delivery and operations.

Wards: A geographical area which provides a fair and equitable division of a local government area. The City of Maroondah is divided into nine wards, each with nine elected Council representatives.

Water Sensitive Urban Design: A holistic approach to water management that integrates urban design and planning with social and physical sciences to deliver water services and protect aquatic environments in an urban setting.

Working for Victoria: A \$500 million Victorian Government initiative that assisted local governments to employ Victorian jobseekers, including people who have lost their jobs because of the coronavirus (COVID-19) pandemic, into roles that support the community.

Wyreena Community Arts Centre: A classic English Tudor-style building set on four acres of lawns and gardens on Hull Road, Croydon. The facility incorporates a recently redeveloped Adventure Playground, the Wyreena Gallery, and the Conservatory Café. A range of short courses, ongoing courses, after school programs and school holiday programs are offered in the creative arts.



Hayden Dewar Time and Place 2022, Maroondah Highway Ringwood

Commonly used acronyms

AAS: Australian Accounting Standards	EASL: Eastern Alliance of Sustainable Learning
ABS: Australian Bureau of Statistics	EBA: Enterprise Bargaining Agreement
AHRI: Australian Human Resources Institute	ECLC: Eastern Community Legal Centre
AICD: Australian Institute of Company Directors	EDMS: Electronic Document Management System
ALGA: Australian Local Government Association	EDVOS: Eastern Domestic Violence Service
AS/NZS ISO 31000:2018: Australian Standards for Risk Management	EEAN: Eastern Elder Abuse Network
ATO: Australian Taxation Office	EEO: Equal Employment Opportunity
BAP: Better Approval Process	EFT: Equivalent full-time
BBP: Bayswater Business Precinct	EMPHN: Eastern Melbourne Primary Health Network
BCP: Business Continuity Plan	EMR: Eastern Metropolitan Region
BITS: Buried in Treasures	EOC: Equal Opportunity Commission
CALD: Culturally and Linguistically Diverse	EOCC: Equal Opportunity Consultative Committee
CBD: Central Business District	EOI: Expression of Interest
CCTV: Closed Circuit Television	EP: Environmental Protection
CCWP: Croydon Community Wellbeing Precinct	EPA: Environment Protection Authority
CEDA: Committee for Economic Development Australia	ERL: Eastern Regional Libraries
CEO: Chief Executive Officer	ERG: Eastern Region Group of Councils
CFA: Country Fire Brigade	ESD: Environmentally Sustainable Design
CFCC: Child Friendly City and Community	ETC: Eastern Transport Coalition
CHYMS: Child, Youth and Mental Health Services	FDC: Family Day Care
CIV: Capital Improved Value	FOGO: Food Organics and Garden Organics service
CMT: Corporate Management Team	FOI: Freedom of Information
COAG: Council of Australian Governments	FSL: Fire Services Levy
COVID-19: Novel coronavirus disease 2019	GEAP: Gender Equality Action Plan
CP: Council Plan	GIS: Geographic Information System
CPA: Certified Practising Accountants	GST: Goods and Services Tax
CPTED: Crime Prevention through Environmental Design	GTP: Green Travel Plan
CRCC: Central Ringwood Community Centre	HACC: Home and Community Care
DARTA: Drug and Alcohol Research and Training Australia	HRAR: High Risk Accommodation Response
DCP: Development Contributions Plan	IBAC: Independent Broad-based Anti-Corruption Commission
DELWP: Department of Environment, Land, Water and Planning	ICT: Information and Communications Technologies
DFFH: Department of Families, Fairness and Housing	ICPCP: Inner East Primary Care Partnership
DH: Department of Health	IDAHOBIT: International Day Against Homophobia, Biphobia and Transphobia
DHHS: Department of Health and Human Services	IFRS: International Finance Reporting Standards
DJPR: Department of Jobs, Precincts and Regions	IML: Institute of Managers and Leaders
DVD: Digital Video Disk	IOE: Interchange Outer East
EAGA: Eastern Alliance for Greenhouse Action	IPAA: Institute of Public Administration Australia
EAHA: Eastern Affordable Housing Alliance	IT: Information Technology

Commonly used acronyms

KPI: Key Performance Indicator	PPA: Power Purchase Agreement
KSA: Key Strategic Activity	PC: Personal Computer
LASPLAN: Local Authorities Superannuation Plan	PCP: Primary Care Partnership
LGBTIQA+: Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual	PEHS: Eastern Health Perinatal Emotional Health Service
LGPA: Local Government Professionals Australia	QIC: Queensland Investment Corporate
LGPro: Local Government Professionals	RAT: Rapid Antigen Test
LGV: Local Government Victoria	RDA: Regional Development Australia
LLEN: Local Learning and Employment Network	REMPC: Regional Emergency Management Planning Committee
MAC: Metropolitan Activity Centre	RETA: Ringwood East Traders Association
MAV: Municipal Association of Victoria	REV: Recognising Extra Value
MBS: Municipal Building Surveyor	SBFC: Small Business Friendly Council
MCC: Maroondah City Council	SDA: Sustainable Design Assessment
MCH: Maternal and Child Health	SDP: Service Delivery Plan
MBG: Maroondah Business Group	SES: State Emergency Service
MENA: Melbourne East Netball Association	SME: Small to Medium Enterprise
MEM: Municipal Emergency Manager	SMP: Sustainability Management Plan
MEMP: Municipal Emergency Management Plan	SRV: Seniors Rights Victoria
MEMPC: Municipal Emergency Management Planning Committee	SWAT: Student Wellbeing Action Team
MERC: Municipal Emergency Response Coordinator	TAC: Transport Accident Commission
MEREDG: Melbourne East Regional Economic Development Group	UDF: Urban Design Framework
MERO: Municipal Emergency Resource Officer	VECCI: Victorian Chamber of Commerce and Industry
MFPO: Municipal Fire Prevention Officer	VERA: Virtual Engagement Recreational Activity
MFB: Melbourne Fire Brigade	VCAT: Victorian Civil Administrative Tribunal
MMIGP: Mullum Mullum Indigenous Gathering Place	VCRC: Victorian Climate Resilient Councils
MPS: Municipal Planning Statement	VLGA: Victorian Local Governance Association
MRM: Municipal Recovery Manager	VPELA: Victorian Planning and Environmental Law Association
MSS: Municipal Strategic Statement	VSBC: Victorian Small Business Friendly Commission
MYWA: Maroondah Youth Wellbeing Advocates	WAGA: Western Alliance for Greenhouse Action
NAC: Neighbourhood Activity Centre	WfV: Working for Victoria
NAIDOC: National Aborigines and Islanders Day Observance Committee	WHE: Women's Health East
NBN: National Broadband Network	YCC: Yarrunga Community Centre
NCP: National Competition Policy	YVW: Yarra Valley Water
OH&S: Occupational Health and Safety	VCAMS: Victorian Child and Adolescent Monitoring System
OELLEN: Outer Eastern Local Learning and Employment Network	VECO: Victorian Energy Collaboration
OEPCP: Outer East Primary Care Partnership	
OEYSPN: Outer East Youth Service Providers Network	
OWMS: Onsite Wastewater Management Systems	



To contact Council






- phone 1300 88 22 33 or (03) 9298 4598
- SMS 0480 020 200
- visit our website at www.maroondah.vic.gov.au
- email maroondah@maroondah.vic.gov.au

Translating and Interpreter Service

13 14 50

National Relay Service (NRS)

13 36 77

-  MaroondahCityCouncil
-  maroondahcitycouncil
-  Maroondah City Council
-  CityofMaroondah
-  Maroondah City Council

