Maroondah at a glance

Maroondah is home to...

- 118,558 people
- 46,324 households
- 9700 businesses
- 31 neighbourhood centres

We provide...

- 129 public playgrounds
- 26 facility playgrounds
- 3 skate parks
- 3 aquatic centres
- 2 golf courses
- 2 indoor sports stadiums
- 3 arts & cultural centres
- 2 libraries
- 557 parks & reserves
- 51 sporting ovals
We maintain...

- 478.4 kms of local roads
- 785 kms of stormwater drainage pipes
- 38 kms of shared trails
- 632 kms of footpaths
- 77,914 street trees
Our city

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne’s outer east, 22 kilometres from the Central Business District. The area is a substantially developed peri-urban residential municipality, with an estimated population of 118,558 residents and 46,324 households with an average of 2.56 people per household.

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

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

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and a large number of bus routes linking the City with other regions. Our sustainable transport links continue to expand, with on-road cycling paths and 38km of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.
Our history

The first settlers to the area prior to European colonisation were the Indigenous Australians of the Kulin nation approximately 40,000 years ago.

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

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

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

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

During its early days, Croydon was part of the Shire of Lillydale’s South-West Riding. Unlike some neighbouring towns, it had not been planned and proclaimed a town by the Department of Crown Lands and Survey, but resulted from the private subdivision of crown land in the Parishes of Warrandyte, Mooroolbark and Ringwood. Severance of Croydon from Lillydale Shire was requested in 1957 since it was the most densely populated part of the Shire. The Shire of Croydon was declared in 1961.

Considerable suburban expansion during the post-war period gave rise to the declaration of the City of Ringwood in 1960 and formal recognition as part of the broader metropolitan region. Eastland was established in 1967 as a major ‘new format’ retail centre. In 1971, the City of Croydon was declared, reflecting increased residential development and population growth in this area.

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

Maroondah has an estimated population of 118,558 residents and 46,324 households with a similar age structure to the State’s average.

Compared with metropolitan Melbourne, Maroondah has a slightly higher proportion of residents aged 50 and over and a lower proportion of residents aged between 18 to 35 years.

According to the 2016 census, cultural diversity in Maroondah continues to increase with 23.1% of people born overseas. In the 2019 calendar year, there were 934 migrants who settled in Maroondah.

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

Our environment

Maroondah has 44 bushland reserves that offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands. There are more than 750,000 trees (mostly native species) in parks and reserves providing shade and shelter, helping to control water runoff, evaporation and erosion and providing a home for wildlife.

There are many areas of recreational open space in Maroondah. The city has 557 parks and reserves with 51 sports ovals. Open space areas include two golf courses, 129 public playgrounds, three skate areas, and five outdoor exercise equipment locations. Mobility and connectiveness is supported by 38kms of shared trails associated with these open space areas.

Maroondah’s residents and businesses are great recyclers: over 26,520.73 tonnes of recycling and green waste was diverted from landfill in 2019/20. Maroondah continues to have a high diversion rate of waste from landfill.

Hundreds of people came to the Jazz in the Park event at Ringwood Lake Park
Our health

Maroondah residents report a good level of life satisfaction, consistent with ratings across both the Eastern Metropolitan Region (EMR) and Victoria. Maroondah is below both the Victorian and Greater Melbourne rates in a number of avoidable mortality fields. The self-reported health of Maroondah residents is higher for men in comparison with the eastern region and Victoria, but lower for women.

Self-reported health results from Victorian Population Health Survey (DHHS 2017):

<table>
<thead>
<tr>
<th></th>
<th>Excellent/Very Good</th>
<th>Good</th>
<th>Fair/Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Women</td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>Maroondah</td>
<td>39.9</td>
<td>55.8</td>
<td>44.4</td>
</tr>
<tr>
<td>Eastern Region</td>
<td>42.9</td>
<td>43.9</td>
<td>37.3</td>
</tr>
<tr>
<td>Victoria</td>
<td>41.5</td>
<td>41.8</td>
<td>37.2</td>
</tr>
</tbody>
</table>


Our economy

Over 9700 businesses operate within the city with over 97 percent being small business, employing less than 20 people. The majority of businesses are in the construction, property and business services, finance and insurance, retail trade and manufacturing sectors.

The key industries in terms of output continue to be manufacturing and construction, representing 48 percent of the total $14.5 billion output and 25 percent of the 44,100 local jobs. These industries are also the key drivers of the local economy and employment, followed closely by retail and health care.

Maroondah is well positioned to take advantage of Victoria’s future growth. Ringwood is a Metropolitan Activity Centre and Croydon a key activity centre meaning both provide commercial and retail opportunities together with increased housing development and access to transport.

In addition, a range of key service and retail precincts are clustered along the Maroondah Highway corridor and 31 neighbourhood shopping centres are spread throughout the municipality.

The Bayswater Business Precinct (BBP) is a regionally significant industrial precinct serviced directly by Victoria’s principal freight network. BBP is home to a diverse range of industries servicing local, national and international markets with strong internal supply chains. BBP is also a key employment hub as well as major contributor to the local and regional economy.
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 with the community to develop a vision for the future of Maroondah which was adopted in June 2014. Over the past 18 months, Council has revised the Maroondah 2040 Community Vision to capture the latest community aspirations and priorities, along with emerging themes and trends.

This refreshed Maroondah 2040 Community Vision was adopted by Council on 22 June 2020. Maroondah 2040 ‘Our future together’ provides the strategic blueprint for Council and the community to continue to work together to shape the future of Maroondah to the year 2040.

Maroondah 2040 ‘Our future together’ identifies a range of preferred outcomes for the community looking ahead to the year 2040. The community’s future vision is:

A safe, healthy and active community
In 2040, Maroondah 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

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 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 every voice is heard, valued and respected.
- We are brave, bold and achieve excellence.
How we plan

Council’s strategic documents are linked to an Integrated Planning Framework. The Framework seeks to ensure Council’s activities and resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community.

The Maroondah 2040 ‘Our future together’ and the Council Plan 2017-2021, along with associated legislation and regulatory requirements, provide the direction for Council strategy, policies, plans and service delivery.

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

The Framework includes a number of other key planning documents, the Long Term Financial Strategy and Annual Budget, as well as a range of supporting strategies and policies adopted by Council.

All community focused plans, strategies and policies have been formally adopted by Council and can be accessed on Council’s website.
Maroondah 2040
‘Our future together’

Council’s Integrated Planning Framework is underpinned by the shared long term community vision outlined in Maroondah 2040 ‘Our future together’, which was updated in 2019/20 following extensive community engagement and consideration of emerging trends.

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

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

Council Plan

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

The Council Plan outlines the role of Council in delivering on the Maroondah 2040 community vision.

A refreshed Council Plan 2017-2021 (Year 3: 2019/20) was adopted on 20 May 2019 to guide Council’s activities for the 2019/20 and 2020/21 years.


Other major plans

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

These include:

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

Other Council policies, strategies and plans

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

Service Delivery Plans

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

Long Term Financial Strategy

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

The Annual Budget documents the financial and non-financial resources required by Council to implement the outcome areas, key directions and priority actions identified in the Council Plan 2017-2021.

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

Key principles

Overarching governance principles

Maroondah City Council is committed to performing its role in accordance with the overarching governance principles of the Local Government Act 1989 and the new Local Government Act 2020, and supporting principles relating to community engagement, public transparency, strategic planning, financial management and service performance.

Charter of Human Rights

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

Risk management

Council continues to build upon its culture of risk management as an integral part of corporate governance and operations, developing strategies and systems to minimise risks. This ensures the sustainable delivery of services and amenities enjoyed by ratepayers, residents and visitors. The identification and management of risk will continue to be undertaken in a systematic process, implementing the principles set out in the Australian Standards for Risk Management AS/NZS ISO 31000:2018. The Maroondah City Council Strategic Risk Management Plan and Policy provide the framework for this to be achieved.
Community engagement

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

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

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

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

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

The Local Government Act 1989 and the new Local Government Act 2020 and a range of other legislation set out community engagement requirements for some specific consultations.

In many instances, Council will go above and beyond the minimum requirements of the Act to gain a strong understanding of our community’s wants and needs to ensure we are achieving the best possible outcomes for our community.
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 Councils having the functions and powers that the Parliament considers are 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 1989 and the new 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.

At Maroondah City Council, our role is to:

- deliver services that meet the needs and expectations of the Maroondah community;
- advocate on behalf of community needs to other levels of Government; and
- facilitate the delivery of outcomes by working in partnership with residents, businesses, community organisations and 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, community health, immunisation, parks and reserves, planning and building, drainage, roads and footpaths, and waste and recycling.
Our Councillors and wards

The municipality is divided into three wards: Arrabri, Mullum and Wyreena. Each ward is represented by three Councillors.

Councillors are responsible for the stewardship and governance of Council.

The nine Councillors are the elected representatives of all residents and ratepayers across the city.

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

- participate in the decision making of the Council
- represent the interests of the municipal community in that decision-making; and
- contribute to the strategic direction of the Council through the development and review of key strategic documents of the Council, including the Council Plan.

Mayor and Deputy Mayor

Cr Mike Symon was unanimously elected to the position of Mayor on 13 November 2019. Cr Symon is Maroondah’s 24th Mayor. During the financial year, Cr Symon served as Mayor from 13 November 2019 to 30 June 2020.

As Mayor of Maroondah, Cr Symon is the Deputy Chair of the Eastern Region Group of Councils and Member of the MAV Board representing the Metro East Region.

Cr Marijke Graham was elected to the position of Deputy Mayor on 13 November 2019. The Deputy Mayor position provides support to the Mayor during the mayoral term.

From 1 July to 12 November 2019, Cr Rob Steane held the position of Mayor, and Cr Kylie Spears was Deputy Mayor.

Maroondah City Council’s civic and administrative offices are located in Realm at Ringwood Town Square
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 22 October 2016. The next general election for Council will be held on 24 October 2020.

Following the next Council Election on 24 October 2020, the Minister for Local Government has determined that Maroondah’s electoral structure will change to have nine wards. Each of these nine Wards will be represented by a single Councillor.

Mayoral election

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

Arrabri Ward

Cr Tony Dib OAM JP
Mobile: 0438 515 089
tony.dib@maroondah.vic.gov.au
Sworn in February 2010

Cr Paul Macdonald
Mobile: 0436 001 760
paul.macdonald@maroondah.vic.gov.au
Elected in October 2016

Cr Kylie Spears
Mobile: 0436 003 660
kylie.spears@maroondah.vic.gov.au
Elected in October 2016

Mullum Ward

Cr Nora Lamont
Mobile: 0428 394 581
nora.lamont@maroondah.vic.gov.au
First elected in November 2008

Cr Samantha Mazzuchelli
Mobile: 0408 145 110
samantha.mazzuchelli@maroondah.vic.gov.au
First elected in November 2012

Cr Mike Symon (Mayor)
Mobile: 0436 002 080
mike.symon@maroondah.vic.gov.au
Elected in October 2016

Wyreena Ward

Cr Tasa Damante
Mobile: 0436 704 819
tasa.damante@maroondah.vic.gov.au
Sworn in July 2018

Cr Marijke Graham (Deputy Mayor)
Mobile: 0418 109 015
marijke.graham@maroondah.vic.gov.au
Elected in October 2016

Cr Rob Steane
Mobile: 0407 519 986
rob.steane@maroondah.vic.gov.au
First elected in November 2008
Corporate Management Team

Within the framework of strategic leadership and representative government, a position of Chief Executive Officer (CEO) is established by the Local Government Act 1989 to oversee the day-to-day management of Council operations in accordance with the strategic directions of the Council Plan.

At Maroondah, the CEO, together with four Directors, form the Corporate Management Team (CMT) that lead the organisation. CMT meets formally on a weekly basis to oversee and manage the operations of Council, discuss forthcoming Council agendas and strategic and policy issues. Members of CMT attend all Council meetings to provide information and advice enabling the 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, service and administrative activities required to meet the needs and expectations of the community.

Chief Executive Officer - Steve Kozlowski

Steve has 31 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 the start of 2004, he was Chief Executive Officer at East Gippsland Shire until he rejoined 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 Metropolitan Regional Development Australia (RDA) Committee having been jointly appointed to the position by the State and Federal 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 Chair of the Eastern Region Economy and Planning Working Group, 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 a number of professional associations including the Australian Institute of Company Directors and LGPro. He holds an MBA, Grad.Dip. in Business Administration and a Bachelor of Business (Local Government).

Director Corporate Services - Marianne Di Giallonardo

Marianne is responsible for Finance and Governance; Workplace People and Culture; Information Technology; and Revenue, Property and Customer Service.

Marianne has over 39 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 qualifications include Certified Manager with the Institute of Managers and Leaders and a Masters of Business Administration. She is a member of a number of sector boards including representing Asia Pacific on the Infor Global Customer Experience Board and Local Government Professionals Director Special Interest Group Executive.
Director Development and Amenity - Andrew Fuaux

Andrew is responsible for Engineering & Building; Health, Local Laws and Emergency Management; and Statutory Planning.

Andrew has 21 years local government experience. He commenced with Maroondah City Council in 2010 as Manager Statutory Planning, bringing a 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 & Planning and a Degree in Social Science (Environmental Assessment & Policy). He is a Fellow of the Institute of Managers and Leaders (previously AIM), and member of the Victorian Planning & Environment Law Association, and the Australian Institute of Company Directors.

Director Operations, Assets and Leisure - Adam Todorov

Adam is responsible for Operations, Assets and Leisure, including the Maroondah Leisure facilities.

Adam joined Maroondah City Council in 2001 and has over 19 years experience spanning Engineering, Infrastructure Management, Assets and Facilities. He was responsible for leading the development of the Infor Public Sector Asset Management System which supports the management of Council’s $1.9 billion in community assets. It is now recognised as an industry leader in the management of community assets.

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, and a Member of Engineers Australia.

Director Strategy and Community - Phil Turner

Phil is responsible for Business and Activity Centre Development (including Council’s involvement in the Ringwood Metropolitan Activity Centre); Community Services; and Integrated Planning.

Phil commenced with the former City of Ringwood in 1985 and has over 35 years experience in local government. His experience spans the management of Town Planning; Economic Development; Corporate and Business Planning; Local Laws; and Building Services.

Phil’s tertiary qualifications include a Bachelor of Applied Science in Town Planning and a Graduate Diploma in Business Administration and Urban Research and Policy.
Organisation structure

The following chart details the organisational structure of Maroondah City Council as at 30 June 2020. There are 14 service area managers and 1154 employees (469.50 EFT) that work to deliver outcomes for the local community.
Chief Executive Officer
The position of Chief Executive Officer (CEO) is established by the Local Government Act 1989 to oversee the day-to-day management of Council’s operations in accordance with the strategic directions of the Council Plan. Steve Kozlowski is Council’s Chief Executive Officer.

Directors
Reporting to the CEO are four Directors who each provide oversight of a Directorate which comprises a number of service areas. As at 30 June 2020, the four Directors are:
- Marianne Di Giallonardo – Director Corporate Services
- Andrew Fuaux – Director Development and Amenity
- Adam Todorov – Director Operations, Assets and Leisure
- Phil Turner – Director Strategy and Community

Direct reports to the CEO
There is one service area manager who reports directly to the CEO:
- Sherryn Dunshea – Manager Communications and Engagement

Corporate Services Directorate - Service Area Managers
There are four service area managers who report to the Director Corporate Services. As at 30 June 2020, these managers are:
- Tony Rocca – Manager Finance and Governance
- Les Schneider – Manager Information Technology
- Dale Muir – Manager Revenue, Property and Customer Service
- Stephen Bishop – Manager Workplace People and Culture

Development and Amenity - Service Area Managers
There are three service area managers who report to the Director Development and Amenity. As at 30 June 2020, these managers are:
- Andrew Taylor – Manager Engineering and Building Services
- Kirsten Jenkins – Manager Health, Local Laws and Emergency Management
- Angela Kechich – Manager Statutory Planning

Operations, Assets and Leisure - Service Area Managers
There are three service area managers who report to the Director Operations, Assets and Leisure. As at 30 June 2020, these managers are:
- Steve McIntosh – Manager Assets
- Tim Cocks – Manager Leisure
- Vincent King – Manager Operations

Strategy and Community Directorate - Service Area Managers
There are three service area managers who report to the Director Strategy and Community. As at 30 June 2020, these managers are:
- Chris Zidak – Manager Business and Activity Centre Development
- Debra Styles – Manager Community Services
- Grant Meyer – Manager Integrated Planning
Corporate performance and values

The CEO, directors and service area managers are employed under fixed-term employment contracts and their performance is measured and reviewed annually against key performance indicators.

Councillors review the performance of the CEO, whilst the CEO reviews the performance of directors and service area managers. Employee activities are strongly guided by Council’s values.

These values guide the behaviour of employees and service areas across the organisation, contributing to Council’s ability to meet community needs and expectations.

Allocation of resources for service delivery

The diagram below outlines how Maroondah City Council allocates available resources for the provision of a broad range of services to the community.

For more information on Council’s financial performance during 2019/20, please see the Financial Report on page 159.

In 2019/20, for every $100 of rates, Council spent:

- Leisure & Culture: $25.41
- Environment: $25.27
- Capital Works: $17.93
- Community Support: $11.36
- Transport & Access: $10.96
- City Development: $9.07
Organisational profile

There was a total of 1154 employees at Maroondah City Council as at 30 June 2020. This included 337 full-time, 301 part-time, and 516 casual employees; resulting in an equivalent of 469.50 full-time employees. The following provides an overview of Council’s workforce:

Total equivalent full-time employees (annually as at 30 June 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>EFT</th>
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<tbody>
<tr>
<td>2019/20</td>
<td>469.50</td>
</tr>
<tr>
<td>2018/19</td>
<td>473.28</td>
</tr>
<tr>
<td>2017/18</td>
<td>482.09</td>
</tr>
<tr>
<td>2016/17</td>
<td>471.5</td>
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Notes:
- A number of positions are dependent on external funding.
- Casual employees are not included in the figures above.

Equivalent full-time employees by Directorate (as at 30 June 2020)

<table>
<thead>
<tr>
<th>Directorate</th>
<th>EFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO Office</td>
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</tr>
<tr>
<td>Corporate Services</td>
<td>84.7</td>
</tr>
<tr>
<td>Development &amp; Amenity</td>
<td>91.4</td>
</tr>
<tr>
<td>Operations, Assets &amp; Leisure</td>
<td>181.7</td>
</tr>
<tr>
<td>Strategy &amp; Community</td>
<td>98.0</td>
</tr>
<tr>
<td>Total</td>
<td>448.38</td>
</tr>
</tbody>
</table>

Note: A number of positions are externally funded
Categories of Employees (% of total employees as at 30 June 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Full-time</th>
<th>Part-time</th>
<th>Casual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>29.2%</td>
<td>26.1%</td>
<td>44.7%</td>
</tr>
<tr>
<td>2018/19</td>
<td>28.8%</td>
<td>26.5%</td>
<td>44.5%</td>
</tr>
<tr>
<td>2017/18</td>
<td>30.2%</td>
<td>28.8%</td>
<td>41.0%</td>
</tr>
<tr>
<td>2016/17</td>
<td>29.6%</td>
<td>30.1%</td>
<td>40.3%</td>
</tr>
</tbody>
</table>

Resignations and new starts

<table>
<thead>
<tr>
<th>Year</th>
<th>Resignations</th>
<th>New Starts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>63</td>
<td>51</td>
</tr>
<tr>
<td>2018/19</td>
<td>48</td>
<td>43</td>
</tr>
<tr>
<td>2017/18</td>
<td>43</td>
<td>48</td>
</tr>
<tr>
<td>2016/17</td>
<td>58</td>
<td>58</td>
</tr>
</tbody>
</table>

Note: Data represents full-time employees only

Employee recognition

Major milestones of long service for employees at Maroondah City Council are acknowledged and recognised in June each year. These service milestones demonstrate strong people leadership within the organisation. In 2019/20, 25 Council employees achieved 10 years of service, 17 employees achieved 20 years of service, eight employees achieved 30 years of service and one employee achieved 40 years of service.

Employees achieving exceptional performance are recognised through the Recognising Extra Value (REV) Program with 13 employees receiving a REV Award during 2019/20.

Recognition is also given to employees for successful study completion. In 2019/20, five employees successfully completed their studies.
Workplace People and Culture

Workplace 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 and innovation ensures an ongoing review of our organisational systems and processes, continually looking for better ways of working, creating greater effectiveness and increased efficiency.

Council is a people business. Given that change is inevitable in today’s world, human resources initiatives and strategies must evolve and respond to changing business, community, market and regulatory needs and demands whilst maintaining a desired workplace culture.

Maroondah City Council’s Workforce People and Culture Strategy operates from values-based principles that place ‘people’ at the heart of Council operations and simultaneously seeks improvement in service effectiveness for the community and employee wellbeing.

Workforce People and Culture Strategy 2016-2020

The Workforce People and Culture Strategy 2016–2020 has been developed as part of Council’s strategic planning framework. The Strategy aims to provide an organisational road map for the development, implementation, review and measurement of Workforce People and Culture initiatives, activities and systems for the next four years.

Council recognises the need to attract quality people and to optimise their performance and retention in order to continue to provide vital services to the community. Furthermore, implementing active workforce strategies in an environment of continuous change, potential uncertainty and continuous improvement requires a considered approach.

To ensure long term sustainability in meeting the needs and aspirations of the Maroondah community as articulated in Maroondah 2040 - Our future together and the Council Plan 2017-2021, the Workforce, People and Culture Strategy 2016-20 includes a set of outcome areas, each with supporting key directions and priority actions.

The Strategy covers the short, medium and long term and is formally reviewed on an annual basis as part of Council’s Annual Reporting Process and Service Delivery Planning process.

Consistent with an increased focus on managing risk, corporate governance and people, the development and implementation of this Strategy constitutes an essential document for Council’s Corporate Management Team, line management, key organisational stakeholders and human resource professionals.

Valuing diversity

Maroondah City Council promotes a culture of awareness and acceptance of diversity. Council values and promotes equality in the workplace and commits to providing redress for people who have been discriminated against, harassed, or bullied. Council continues to pride itself on ensuring our employees are well educated in all aspects of equal opportunity and valuing diversity.

Workplace giving

Employees at Maroondah City Council continue to donate to various charities on a monthly schedule, through direct payroll deductions. The charities selected reflect employee interest or involvement, with all charities being registered fundraisers in Australia. A total of $22,693 was donated by employees in 2019/20.