

Glossary

Access Key: Customised accessibility guides that provide convenient and accurate information about venues or events including but not limited to venue layout, parking, access in and around including ease of movement, customer service/ticketing, toilets including environmental specifications, accessible offerings, procedural and sequential information on accessing services and sensory elements.

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: Specialist appointees who form a committee that provides advice and recommendations to Maroondah City Council on matters relating to the 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: Formerly known as Croydon Leisure and Aquatic Centre, Aquahub 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 the State Diving Centre, a 66.5 metre 10 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, child care 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 actually 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.

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: Business precinct within the suburbs of Bayswater, Bayswater North, Croydon South, Boronia, Kilsyth and Kilsyth South which is home to over 5,000 businesses that support more than 30,000 jobs.

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.

Bizhub: Resource for Maroondah business which includes education, skill and business development opportunities, collaborative workspaces and meeting spaces.

Black Spot program: A road safety program to identify and raise awareness of hazardous spots on Victoria's roads initiated by the State and Australian Governments.

Budget: Documents the financial and non-financial resources required by Council to implement the key directions and priority actions identified in the Council Plan.

Biodiversity: Different plants, animals and microorganisms make a variety of life incorporating their genes and the ecosystems.

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 meet 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.

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 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 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

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).

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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 1989* and the new *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: Was opened in 2019 and provides new vibrant open space in the heart of Croydon, providing improved pedestrian connections between the railway station with Main Street.

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.

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.

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.

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*.



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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.

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 actually 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 in order 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.

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*.

Liabilities: Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result 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: The new *Local Government Act 2020* (the Act 2020) marks the first comprehensive overhaul of local government in Victoria for over 30 years. 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 Act 1989: 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. Most of Council's statutory requirements under this Act remained in place for the full 2019/20 financial year.

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 - Our future together: 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 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 playspace, landscaped gardens, tree sculptures, Sensory Time Trail, and a courtyard.

Maroondah Nets: An indoor four court, multisports 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.

Medium density housing: housing usually 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 Coordination Centre (MECC): The centre responsible for the coordination of the provision of human and material resources within the municipality, during response and recovery phases of emergencies.

Municipal Emergency Management Plan: Addresses the prevention of, response to, and recovery from emergencies within the municipality of Maroondah.

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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 take into account 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.

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*.

Pavement condition index: A number derived by Council's SMEC pavement management system taking into account 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 State 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.

Principle Pedestrian Network: A designated network of existing and planned routes in a given area that provides pedestrian facilities which support walking trips into and around key destinations, such as activity centres, schools and transport nodes.



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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.

Rate and Charges Income: Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.

Realm: Council's new library, learning and cultural centre on Maroondah Highway in Ringwood that is the centrepiece of the new Ringwood Town Square. The facility integrates a library, a learning centre, an art gallery and Council service centre.

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 actually 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 was opened in October 2015 and integrates with the Ringwood Station and Realm, Council's library, learning and cultural centre.

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.

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 staff expenditure and numbers of full-time equivalent council staff.

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 staff 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 staff expenditure and numbers of full-time equivalent staff 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: Formerly known as Maroondah Indoor Sports Centre, The Rings is a four court indoor stadium, catering primarily for basketball and netball users.

Values: Represent underlying attitudes and beliefs within Council that are demonstrated through organisational practices, processes, and behaviours.

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.

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.

X Space: A children's playground and activity space adjacent to the Y Space in Croydon Park.

Y Space: An outdoor activity space in Croydon Park designed to enable a variety of activities that meet the needs of young people and the wider community.

20-minute neighbourhood: Principle is based on the idea that all residents should have access to the places, services and facilities they use daily within a 20-minute journey from home. This includes local shops, schools, parks, jobs, recreation facilities, and a range of community services.

Commonly used acronyms

AAS: Australian Accounting Standards	ICT: Information and Communications Technologies
ABS: Australian Bureau of Statistics	IFRS: International Finance Reporting Standards
ALGA: Australian Local Government Association	IPAA: Institute of Public Administration Australia
AS/NZS ISO 31000:2018: Australian Standards for Risk Management	IT: Information Technology
ATO: Australian Taxation Office	KPI: Key Performance Indicator
BBP: Bayswater Business Precinct	KSA: Key Strategic Activity
BCP: Business Continuity Plan	LASPLAN: Local Authorities Superannuation Plan
CALD: Culturally and Linguistically Diverse	LGPA: Local Government Professionals Australia
COVID-19: Novel coronavirus disease 2019	LGPro: Local Government Professionals
CBD: Central Business District	LGV: Local Government Victoria
CCTV: Closed Circuit Television	LLEN: Local Learning and Employment Network
CCWP: Croydon Community Wellbeing Precinct	MAV: Municipal Association of Victoria
CEO: Chief Executive Officer	MAC: Metropolitan Activity Centre
CFA: Country Fire Brigade	MBS: Municipal Building Surveyor
CIV: Capital Improved Value	MCC: Maroondah City Council
CMT: Corporate Management Team	MCH: Maternal and Child Health
COAG: Council of Australian Governments	MECC: Municipal Emergency Coordination Centre
CP: Council Plan	MENA: Melbourne East Netball Association
CPA: Certified Practising Accountants	MEM: Municipal Emergency Manager
DCP: Development Contributions Plan	MERC: Municipal Emergency Response Coordinator
DH: Department of Health	MEREDG: Melbourne East Regional Economic Development Group
DHHS: Department of Health and Human Services	MERO: Municipal Emergency Resource Officer
DELWP: Department of Environment, Land, Water and Planning	MFPO: Municipal Fire Prevention Officer
DFHH: Department of Families, Fairness and Housing	MFB: Melbourne Fire Brigade
DJPR: Department of Jobs, Precincts and Regions	MRM: Municipal Recovery Manager
DVD: Digital Video Disk	MSS: Municipal Strategic Statement
EAHA: Eastern Affordable Housing Alliance	NAC: Neighbourhood Activity Centre
EBA: Enterprise Bargaining Agreement	NBN: National Broadband Network
EDMS: Electronic Document Management System	NCP: National Competition Policy
EEO: Equal Employment Opportunity	OH&S: Occupational health and safety.
EFT: Equivalent full-time	OEPCP: Outer East Primary Care Partnership
EMR: Eastern Metropolitan Region	PC: Personal Computer
EOC: Equal Opportunity Commission	PCP: Primary Care Partnership
EPA: Environment Protection Authority	SBFC: Small Business Friendly Council
ERL: Eastern Regional Libraries	SDP: Service Delivery Plan
FDC: Family Day Care	SME: Small to Medium Enterprise
FOI: Freedom of Information	SWAT: Student Wellbeing Action Team
FSC: Fire Services Levy	TAC: Transport Accident Commission
GIS: Geographic Information System	UDF: Urban Design Framework
GST: Goods and Services Tax	VCAT: Victorian Civil Administrative Tribunal
HACC: Home and Community Care	VLGA: Victorian Local Governance Association
IBAC: Independent Broad-based Anti-Corruption Commission	