

Maroondah City Council Annual Report 2021/22





Croydon

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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.

Cover: GenConnect program at Maroondah Occasional care

Welcome to the Maroondah City Council Annual Report 2021/22

The Annual Report provides a record of the achievements, performance and financial management of Maroondah City Council for the 2021/22 financial year in delivering a wide range of services to its community.

Council is committed to transparent reporting and accountability to the community. This Annual Report is a key tool used to advise the Maroondah community of Council's performance during the financial year against the *Council Plan 2021-2025 (Year 1: 2021/22)* and *Annual Budget 2021/22*.

The *Local Government Act 2020* states that all Victorian Councils must prepare an annual financial year report.

Requirements include 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.

Council endorsed the financial report in principle at its meeting on 29 August 2022 and the Audit and Risk Committee reviewed these financial statements at its meeting on 25 August 2022.

The Standard and Performance Statements were certified by the Principal Accounting Officer (Manager Finance and Governance), the Chief Executive Officer and two nominated Councillors. The Victorian Auditor General's office has certified the Performance Statement and the Financial Report including the Standard Statements.

How to use this Annual Report

The 2021/22 Annual Report is divided into seven sections:

1	Our Highlights	Provides reflections from the Mayor and CEO and outlines key capital works and highlights from 2021/22.
2	Our City	Profiles the City of Maroondah, outlines our vision, and details Council's integrated planning framework.
3	Our Council	Provides details of our Councillors, Wards and the Council organisation.
4	Our Performance	Identifies 2021/22 achievements relating to Council's eight outcome areas outlined in the <i>Council Plan 2021-2025 (Year 1: 2021/22)</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 procedures and risk management.
6	Statutory Information	Provides information linked to statutory requirements including the Victorian Local Government performance indicators and the Local Government Performance Reporting Framework.
7	Financial Report	Includes detailed financial statements which fulfil Council's reporting requirements.

Our highlights

Message from the Mayor and Chief Executive Officer

We are pleased to present the *2021/22 Maroondah City Council Annual Report* to the Maroondah community and to the Minister for Local Government.

While the Annual Report reflects on Council's activities during 2021/22, we continue to have our sights firmly set on the future. To ensure we are well placed for the future, we have successfully completed the first year of the new four year Council Plan, and reviewed and updated the delivery of the Year 2 Council Plan in June 2022.

The Council Plan 2021-2025 has been updated to reflect Year 2 initiatives, based on the community directions in *Maroondah 2040 - Our future together*, and a range of community consultation activities undertaken throughout 2021/22.

Other strategic and long term planning has taken place resulting in the completion of a new *Maroondah Heritage Action Plan*; *Maroondah Positive Ageing Framework and Action Plan 2021-25*; *Gender Equality Action Plan*; and a *Domestic Animal Management Plan 2021-25*. In response to the ongoing COVID-19 pandemic, 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 with 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 adopted by Council in November 2018 replacing the 2004 Ringwood Transit City Masterplan. The final stage of the Masterplan was completed in December 2021 when the Victorian Government gazetted Amendment C130 to the Maroondah Planning Scheme. This will guide the land use, development and investment in central Ringwood over the next 15 years.

Council has continued to work with key stakeholders, user groups, and the community on the development of the Croydon Community Wellbeing Precinct Masterplan and the development of concept plans for the various community and recreational hubs. This has seen construction commence on the former Croydon Civic building, now known as Hub B, which will be home to a range of community groups including Croydon Central Kindergarten, Maroondah Occasional Care, Croydon U3A, and Council's



Maternal and Child Health service. This long term transformational project will bring together a range of community services, programs and activities for people of all ages and abilities within a parkland setting in the Croydon Activity Centre.

Council continued its advocacy to the Victorian Government and the Australian Government to seek funding opportunities for a range of significant projects that will benefit the Maroondah community. Commitments during 21/22 include Victorian Government funding of \$5 million for intersection and safety improvements at Canterbury Road and Waterloo/ Great Ryrie Streets; and \$500K for sportsfield lighting upgrades at East Ringwood Reserve. Federal election commitments from the Labor government include \$5 million for the development of the Cultural Hub in the Croydon Community and Wellbeing Precinct, and \$500K for upgraded sportsfield lighting at Croydon Park, as well as other funding from both levels of government for a range of sporting and community facilities and activities.

We continue to actively support and participate in regional partnerships and initiatives, including the Eastern Regional Group of Councils (ERG). The ERG works collaboratively to achieve integrated advocacy and planning as well as joint procurement for shared services, which is supported by a new four-year plan. The ERG works closely with other regional groups including the Eastern Alliance for Greenhouse Action, Eastern Transport Coalition, Eastern Affordable Housing Alliance and the Homelessness and Social Housing Group Charter.

We have successfully completed our Year One Council Plan activities under the continuing impacts of the COVID pandemic, which was declared on March 11, 2020. with a profound impact on our community.

While having a profound impact on our community and organisation, Council has continued to provide the majority of its services during the various stages of the pandemic and the government restrictions over the past 12 months.

However, the long-term closures during 2020 and 2021, and short, reactive shutdowns during the first half of 2021 and the COVID restrictions during the first half of 2022 has resulted in a cumulative loss of approximately \$30 million across the past three financial years. These closures and shutdowns particular impacted our leisure facilities, including Karralyka, Aquanation, Aquahub, our stadiums and golf courses. It has also meant a redirection of resources and/or funding in excess of \$10 million to respond to COVID in the 2019/20, 2020/21 and 2021/22 financial years.

While noting the above, Council's 2021/22 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 COVID-19 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 2021/22 rate cap of 1.5 per cent over the average property rate of Council.

While we continue to manage the impacts of the COVID pandemic, 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

The COVID pandemic continued to significantly impact the Maroondah community in 2021/22, and Council continued to manage and implement a coordinated relief and recovery framework. The framework aims to support a community led recovery through: the provision of up-to date community information and engagement; coordination of personal support; referrals for emergency shelter, food, material aid, relief and counselling; recovery initiatives that build on community strengths and needs; monitoring of the social and economic impacts of COVID-19; support for our CALD community; support for local business and economic activity; while ensuring the continuation of Council service delivery. Further information can be found on page 12 and 13, and throughout this report.

Review of general amenity local law 11 that addresses public safety

Councils use Local Laws to respond to issues and community needs within a municipality and they complement responsibilities and powers under both state and federal laws. The review of the Local Law 11 commenced in April 2022 and seeks to: provide for and assure equitable, orderly and enjoyable use 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; and provide generally for the peace, order and good government of the municipal district.

Implementation of new Child Safe Standards

Council commenced the implementation of the eleven new *Child Safe Standards* which replaced the previous seven standards and principles. An internal review to determine any gaps and identify actions required to become compliant with the new standards was completed, and Council developed a compliance implementation plan and new *Child Safety and Wellbeing Policy*, including a *Child Safe Code of Conduct*. Child safety training has been rolled out to all employees and Council is working to ensure that the standards are embedded within the organisation to create and maintain a child-safe and child-friendly organisation where all children and young people are valued and protected from harm and abuse. Coming into effect on 1 July 2022, the new standards support greater national consistency and reflect the *National Principles for a Child Safe Organisation* developed following the Royal Commission into Institutional Responses to Child Sexual Abuse.

Promoting men's mental and physical health

As part of Men's Health Week in June 2022, the Maroondah community was invited to participate in an online 'Men's Habits for Health' seminar. The presentation and interactive discussion with Dr Tim Sharp delivered the fundamentals of how to live a happier existence, complete with practical tools and easy-to-apply methods regarding: how to thrive, not just survive; how to develop optimism and positivity; and ways to improve happiness, health and wellbeing. This regional event was held in partnership with Boroondara, Kingston, Knox, Monash, Whitehorse and Yarra Ranges councils. Council also partnered with the Western Bulldogs Community Foundation to bring the 'Sons of the West' program to Maroondah. The 11 week health program is aimed at helping men to learn more about their health in a safe, inclusive space while connecting with new friends. The program was delivered in partnership with Eastern Health, EACH and Neami National.

New Maternal and Child Health Services

Council received Australian and Victorian Government funding for the redevelopment of the Taralla Kindergarten and Maternal and Child Health site. The site has expanded from a two room to three room centre enabling additional services and partnerships to be delivered. The new centre opened in June 2022 and programs and services are gradually rebuilding following the significant impacts of the COVID pandemic. The Maternal and Child Health Centre at Ringwood East has also been fully renovated and refurbished and reopened in March 2022.

Support for the community to re-engage with Maroondah Leisure facilities and physical activity

Council continued to support Aquahub and Aquanation members and the broader community to keep active from home during the COVID-19 restrictions through a variety of activities including: Facebook stories showcasing group fitness classes and instructors at home and group fitness classes; Facebook videos with a variety of classes such as HIIT training, body weight exercises and Active Adult classes; the Maroondah Leisure app with 'Workouts of the Day' for beginners, intermediate and experts; and Health and Fitness Blogs. The return of gymnastics, basketball, netball and other stadium sports following the easing of COVID-19 restrictions saw participation rates return close to pre-COVID levels. Community participation has continued to grow for both Ringwood and Dorset Golf facilities over 2021/22, with an increase of 13 percent. Council also developed a Return to Play process to support and ensure a safe and effective way for sporting clubs and community groups to recommence non-competitive training and competitive sport following the easing of COVID-19 restrictions.

Improvements to sporting and multipurpose facilities

A \$3.25 million redevelopment of the Proclamation Park Sporting Pavilion was completed in April 2022 and included new female-friendly change facilities to meet the growing female participation in cricket and baseball; an accessible public toilet; social rooms; storage for clubs; and a first-floor level multipurpose room with kitchen, kiosk and spectator viewing area.

Redevelopment works for Cheong Pavilion commenced in February 2022 with completion expected in late 2022. The redevelopment will include: female friendly change rooms; umpire change rooms; game day toilets; a social space and kitchen; and improvements to accessibility.

The \$1.9 million redevelopment of Ainslie Park sporting pavilion also commenced in February 2022 and will include female friendly player and umpire change rooms; first-aid room; accessible shower and toilet amenities; match day public toilets; social space; and a kitchen and kiosk.

The \$9 million redevelopment of the Dorset Recreation Pavilion funded by Council and the Australian and Victorian governments will include a new multipurpose community and sports hub. The Pavilion will be home to Croydon City Soccer Club and Maroondah's Burmese/Myanmar community. The redevelopment includes two new soccer pitches (one synthetic and one turf), volleyball courts and sportsfield lighting. Additional works to the Reserve will include upgrades to the open space and accessibility within the precinct with improved lighting, signage and carparking.

A number of new facilities were formally opened including the new \$3.5 million redevelopment of the multipurpose pavilion at Springfield Park in July 2021 and the redeveloped RO Spencer Pavilion at Jubilee Park in March 2022. This pavilion is part of the Jubilee Park enhancement plan, which also includes a new five lane indoor cricket training centre which commenced construction in April 2022.

Support for young people facing barriers to employment

Council, in partnership with the Outer East Youth Service Providers Network (OEYSPN), delivered the 'Youth Employment: Information session for carers and parents of young people' webinar on 14 October 2021. OEYSPN is a partnership between Maroondah, Knox and Yarra Ranges councils. Council also supported the Outer Eastern Local Learning and Employment Network to deliver the Maroondah youth careers expo at Central Ringwood Community Centre to provide young people with an opportunity to hear from a range of services about employment and education pathways.

Cultural tourism and supporting local creative industries

Council provided 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 were also incorporated into arts activation strategies within 20-Minute 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. After many months of limited activity galleries returned to their usual programming, with a number of new exhibitions featuring local artists.

Citizen science events connect people with nature

The Great Southern BioBlitz event in October 2021 was a continuation of Maroondah's successful participation in the 2021 City Nature Challenge. As with the City Nature Challenge, members of the community are encouraged to get outside and log their observations of nature (photos or sound recordings) on the online platform, iNaturalist, during the four-day blitz. The iNaturalist platform compiled statistics on the numbers of different species observed, the number of observations, and the number of observers, to compare with competitors across the southern biosphere. 33 new species were added to iNaturalist for Maroondah (10 plants, 15 insects, three arachnids and one new bird, planarian, lichen, reptile and fungi).

Council also participated in the 2022 City Nature Challenge which is an annual global event coordinated by the California Academy of Sciences and the Los Angeles County Natural History Museum. In 2022, Maroondah teamed up with twenty other metropolitan Melbourne Councils along with the Field Naturalists Club of Victoria, the Entomological Society of Victoria and Scouts Victoria, to compete against 445 cities from 47 countries under the collaborative banner 'Greater Melbourne'. To encourage participation, Council organised eight 'nature discovery' activities over the four days in April/May, each led by someone with local knowledge and expertise of nature in different reserves across the municipality. This resulted in 77 new species being added to iNaturalist for the Maroondah municipality.

Pond and dam rehabilitation works

Throughout January and February 2022, pond and dam rehabilitation works were undertaken as part of the ongoing maintenance schedule that began in 2017. Desilting and pond restoration has been completed at Yarrunga Reserve. Desilting and creekline re-shaping and rock stabilisation works were also undertaken at Kardinia creekline in Warranwood Reserve.

Level crossing removals in Maroondah

Following advocacy by Council over the past five years, the Victorian Government announced in July 2021 that the three level crossings in Maroondah have been added to the removal program including: removal of the level crossing at Bedford Road in Ringwood; removal of the level crossing at Coolstore Road in Croydon and a new station and bus interchange; and removal of the level crossing at Dublin Road in Ringwood East as well as a new station. The designs for all three level crossing removals and for the new stations have progressed, with the three-level crossings planned to be removed by 2025.

Eastfield Road, Railway Avenue and Morinda Street safety improvements

Council has undertaken a study of the Eastfield Road, Railway Avenue and Morinda Street intersection in Ringwood East to identify potential safety improvements. The study has been conducted in partnership with a specialist traffic engineering consultant and included a review of: regular traffic volumes and movements within the precinct; current function and operation of the intersection for pedestrians and motorists; and the viability of alternative intersection designs including the installation of traffic signals. A preliminary assessment has been developed and the recommendations have been submitted to the Department of Transport for incorporation into the Safety Improvement Study. Council is advocating to the Australian and Victorian governments to secure funding for these important safety improvements.



Tarralla Creek Stormwater Harvesting Scheme

In partnership with Department of Environment, Land, Water and Planning and Yarra Valley Water, Council has committed funding and commenced the delivery of the Tarralla Creek Stormwater Harvesting Scheme. The harvesting scheme will provide irrigation for four sportsfields within the Croydon precinct and include the construction of a Gross Pollutant Trap, a 900kL underground storage tank within the Town Park Athletics field, a 500kL header tank at Croydon Park Oval and associated treatment and pumping infrastructure. This work complements the recently completed Tarralla Creek daylighting and open space project.

GenConnect

GenConnect is a social inclusion program that involves bringing older people to the Maroondah Occasional Care service to socialise and interact with the children for two hours a week over an 8-week period. With no nursing home in walking distance to the Occasional Care, it was decided to trial the activity with older people living independently in the Maroondah community. The emphasis of the program is to build and maintain meaningful relationships between children and older people which has many positive benefits such as sense of belonging, increased self-esteem and independence. While the face-to-face program was postponed during 2021, young and older participants were supported to maintain contact through cards, letters and hand drawn story books.



Websites and digital projects connect community

A new look Maroondah Leisure website was launched in October 2021. The new website is responsive to all devices and offers improved structure for our community to access information and engage with our seven Council owned and managed leisure facilities, including Aquanation, Aquahub, stadiums and golf courses. A new Perfect Gym app enables Maroondah Leisure members to manage their memberships and activity, and our customer service team continue to offer new ways of connecting with Council through social media, live web chat and sms.

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 2020/21 are highlighted below:

Finalist – 2021 LGPro Active Ageing & Wellbeing Awards – Outstanding Program/Project (non grant based) Category Finalist

Walking Sports encourage older people to keep an active lifestyle and meet new friends. Walking Sports can be adapted to popular sports like netball and cricket to be played at a slower pace. It provides the opportunity for those individuals with or without mobility issues to support and maintain their mobility skills safely like turning and transferring of weight, which aid in improved balance and help reduce the risk of falls. The program emphasises the health impact of physical activity amongst the older population, and what councils can do to address healthy ageing and social isolation, while ensuring popular community sports can be safe and accessible for older people.

Commendation – 2021 Planning Institute of Australia Awards – Community Wellbeing & Diversity Award

Inspired during the COVID pandemic, the Be Kind Maroondah initiative is a strategic community wellbeing project with a focus on empowering our community during a period where there was little control over individual circumstances. The program saw community members empowered to help establish or rebuild an active and integrated community with inclusion and wellbeing as the focus. Initiatives were developed in partnership with individuals and local organisations to build a more socially cohesive and strongly connected community.

Commendation – 2021 Planning Institute of Australia Awards – Climate Change & Resilience Award

Maroondah is one of 46 Victorian Councils participating in VECO, the Victorian Energy Collaboration, the largest ever emissions reduction project by local government in Australia. Led by Darebin City Council and facilitated with the Victorian Greenhouse Alliances, VECO demonstrates the benefits of renewable energy for the environment and the economy. By pooling their energy contracts, this partnership will power 45 per cent of all Victorian Council electricity with renewables, reducing greenhouse emissions by 260,000 tonnes of CO₂-e every year.

President's Award – 2021 Planning Institute of Australia Awards



Greening the Greyfields is a pilot project by Maroondah City Council, The Centre for Urban Transitions at Swinburne University, the CRC for Low Carbon Living and FrontierSI, in partnership with Department of Environment, Land, Water and Planning (DELWP). By working together with local property owners, developers, and the broader community, the pilot program explored and identified possible areas for land amalgamation - where Landowners can work with their neighbours to amalgamate individual housing lots into one larger parcel of land - known as a "Precinct". This "precinct" approach not only provides financial benefits for landowners, but through careful design, can transform our local neighbourhoods into vibrant, active, healthy places to live.

Finalist – 2021 MainStreet Australia Awards – Main Street Public Space and Streetscape Design Award

The Ringwood East Place Activation Project provided a unique opportunity to bring together project partners RETA and MMIGP. These groups worked collaboratively with each other and Council to deliver tangible outcomes for local traders and the community with a rejuvenated laneway. Works included new pathways, landscaping, planter boxes and an Indigenous wall mural "Dancing with creation".

Winner – 2022 LGPro Corporate Planning Awards – Corporate and Community Planning Award

The *Maroondah COVID-19 Recovery Plan* provides a strategic overview of the intended community recovery outcomes in response to the global coronavirus (COVID-19) pandemic. The priorities highlighted in the plan are based on input from over 3000 responses to a community survey, local social and economic data, and feedback from local agencies, organisations and specialist advisory committees and groups. It provides clear strategic direction to guide and focus Council's priorities for recovery for our community who live, work, study or play in the City of Maroondah.

Finalist – 2022 LGPro Awards for Excellence – Service Delivery Initiative category

Maroondah's Social Technology Project known as VERA (Virtual Engagement Recreation Activities) evolved out of the COVID-19 restrictions which severely impacted clients of Council's CHSP Social Support Groups. Group gatherings were banned and clients' self-reported negative impacts on their wellbeing, mental health and feelings of loneliness. This was despite staff providing weekly social and welfare phone calls and activity packs delivered to their homes. The ripple effect of this Project has been heartening with significant growth in clients' understanding of the potential technology devices offer, such as email, exploring the apps staff uploaded that encouraged skill practice/development such as launching, closing, 'swiping', brain games and games of interest.

Australia Day awards

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 Terri Verberne was recognised for her incredible service and leadership in the community.

Terri has contributed 20 plus years of service to Scouts Victoria, including five years as Maroondah District Commissioner. She is a mentor to over 20 adults and is currently a Group Leader.

Throughout the COVID-19 pandemic and lockdowns, Terri showed impeccable leadership, resilience, care and initiative. From continuing to champion the 600 youth and 130 adults through Zoom meetings, to working on multiple hall upgrades for our young people, Terri epitomises what it means to be a dedicated volunteer.

Young Citizen of the Year was awarded to Lily Van Sui Cer Kingbawl for her passion and commitment to supporting the broader Maroondah community.

Lily is an active member in Council's Youth Services programs and is involved in Eastern Access Community Health's campaigns to raise awareness of safety over the continued effects of the pandemic.

Lily is strongly connected to her Chin (Myanmar) culture and is a Chin Cultural Liaison, supporting many young Chin students and their families. Lily is also an active member of the Chin Family Strengths and Project Advisory Group with Foundation House. She has recently become the Assistant Secretary of the Youth Department in the Australia Chin Community – Eastern Melbourne Inc. Lily also volunteers her time at the Victoria Chin Baptist Church, teaching Sunday school to children.

The Community Event of the Year was awarded to The Ringwood Eisteddfod. The 2021 Eisteddfod was one of the very few community competition events able to take place in that year. With a large span of awards in performing arts as well as music, the Eisteddfod provided the opportunity for over 700 community members to participate.

Not just an event for young aspiring musicians – the Ringwood Eisteddfod offers awards which are open to any age, encouraging an inclusive opportunity to compete in skill level, not just age.

As lockdowns approached, rather than cancel, the Eisteddfod committee worked around the clock to quickly modify performance schedules to be COVID-19 safe and fit with the rapidly changing regulations. All the sections of the event were delivered "in-person" culminating in the Gala Concert on 10 July 2021.



Community endorsement

Council's overall Community Satisfaction Survey results provided good news with the Maroondah community continuing to rate Council's overall performance at a level significantly higher than the state-wide average. This is evidence of the high standard of work across all areas of Council, including our strategic leadership.

Council's 2022 results remain steady when compared with the past five years and continues to perform well in terms of 'overall performance' (65) when compared the state-wide average results (59). Performance across some individual service areas has improved in the past year.

Other highlights from the 2022 survey include:

- The Maroondah ratings for 'community consultation and engagement' (54 to 59), and 'community cultural and activities' (64 to 67) increased significantly compared with results for the previous year.
- The Maroondah rating for 'elderly support services', 'recreational facilities' and 'waste management' are significantly higher compared to the metropolitan Melbourne average.
- Perceptions of Council performance on most services evaluated are consistent with 2021 results. The survey provider noted this is a positive result for Maroondah City Council in what has been a year of decline for many other Councils due to the COVID-19 pandemic.

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 of the community.

Cr Mike Symon
Mayor

Steve Kozlowski
CEO

Impacts of COVID-19

Following on from the *Maroondah COVID-19 Initial Impact Assessment* undertaken by Council in mid-2020, the *Maroondah COVID-19 Secondary Impact Assessment* was completed in late 2021. This assessment focused on the social impacts of the COVID-19 pandemic on the Maroondah community and was the result of over six months of information gathering, community consultation and data analysis.

The assessment identified social isolation, mental health and wellbeing, and managing changes due to COVID-19 restrictions as the most significant medium-term impacts of the COVID-19 pandemic on the Maroondah community. The assessment also looked at the supports needed by the Maroondah community over the next 12 months with community connectedness, safety, health and wellbeing, and business aid recognised as the highest priorities.

Council also commissioned work to better understand the economic and business impacts of the COVID-19 pandemic on Maroondah. Businesses continue to experience shortages of suitable staff, staff absences due to infection isolation, supply chain issues, and long-term changes to modes of operation. Despite this, the number of business in Maroondah has grown, and employment numbers are beginning to plateau and/or grow following the decline over the pandemic period. Both employment and gross regional product are expected to increase, based on the most probable forecasts, suggesting the future for Maroondah looks stable to improving, pending the impact of future variants.

The insights and results obtained by Council through ongoing social and economic monitoring continue to inform future recovery planning, service delivery and support to the Maroondah community, beyond the priority actions of the *Maroondah COVID-19 Recovery Plan*. The longer-term recovery needs of the Maroondah community will be integrated into new and future strategic planning and service delivery at Council. The Maroondah community continues to need significant support both now and into the future.

The lockdowns experienced early in 2021/22 resulted in the closure of Council's leisure, customer service, library, arts and youth facilities for around 100 days. The reopening of facilities in November 2021 was under strict COVIDSafe requirements, which weren't fully eased until late April 2022. Essential Council services (i.e. emergency relief, waste collection, road and footpath repair) adapted to workplace directions and continued to operate throughout COVID-19 restrictions.

Council continued to adapt its many services to the community throughout 2021/22. However, as restrictions were eased, Council's service delivery has needed to evolve to keep pace with changes in community sentiment towards COVID-19, combined with the shift in community priorities and needs that has been noticeable through community engagement and feedback.

Cumulative financial losses to Council across the three financial years of the COVID-19 pandemic now total approximately \$30 million. In 2021/22 alone, revenue across seven key Council facilities was impacted by close to \$9 million, compared to the adopted budget, as a result of the long-term closures experienced in the second half of 2021 and the COVID-19 restrictions in place during the first half of 2022. Despite this, Council remains in a sound position financially with all Victorian Auditor-General's Office financial sustainability risk indicators showing results within acceptable low to medium risk levels.

Supporting the Maroondah community

Following considerable background research, liaison with agencies and engagement with our community, the *Maroondah COVID-19 Recovery Plan* was developed to provide clear strategic direction to guide and focus Council's priorities for the immediate and medium term recovery of the City of Maroondah community.

In pursuing community recovery, Council and its partners have continued to deliver a broad range of initiatives and services throughout the 2021/22 year. Highlights include the following, with many other activities detailed further in this Annual Report.

- continuing to provide information on available services and supports, as well as information about changes to restrictions and the COVID-19 vaccine and booster rollouts, that is accessible, repeated, includes translations and in different formats
- working closely with the Eastern Metropolitan Primary Health Network and the Department of Health to rollout rapid antigen tests to local vulnerable individuals and households, and improve vaccination rates in vulnerable communities
- supporting agencies in the rollout of the COVID-19 vaccination program
- supporting community relief agencies through the Maroondah Emergency Relief Network to meet increased demand from vulnerable individuals and households
- continuing the MaroondahConnect support service and coordinating emergency relief referrals for community members in isolation
- implementing a series of Be Kind Maroondah initiatives to support community connection, social inclusion and mental wellbeing
- supporting 39 local wellbeing leaders across Maroondah to complete the *Certificate in Creating Wellbeing*
- delivering a Sons of the West mental health program for men in the municipality
- delivering a wide range of mental health and wellbeing promotion forums, training events and workshops
- facilitating support for local volunteer-led organisations in partnership with Eastern Volunteers
- delivering cultural and place activation projects throughout Maroondah
- delivering outdoor dining enhancements and infrastructure improvements at neighbourhood, community and local shopping centres throughout Maroondah
- continuing to support Maroondah businesses through the BizHub and concierge service
- providing fee relief for hospitality and health businesses impacted by COVID-19 restrictions
- continuing to support local Maroondah arts and cultural groups and creative practitioners through the Arts & Recovery awards, an Arts & Cultural Recovery forum, and various arts and cultural activations and events
- completing the design and fit out of the Karralyka Karravan - a mobile pop-up performance space
- promoting participation in activities that connect people and nature, such as the City Nature Challenge and Great Southern BioBlitz

Maroondah at a glance

Maroondah is home to...



We provide...





We maintain...

572
parks &
reserves



52
sports grounds
including oval,
soccer and
athletic tracks



792kms
of stormwater
pipes



486.6kms
of local
roads



39kms
of shared trails



91,416
street trees



644kms
of footpaths



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 117,484* residents and 46,870 households with an average of 2.51** 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 39 kilometres of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.



Location of the City of Maroondah

*Notes: * Figure represents estimated residential population at 30 June 2022. Following the release of 2021 ABS Census data in July 2022, the estimated population of Maroondah was revised to 116,080.*

*** Figure represents the average number of people per household at 30 June 2022. Following the release of 2021 ABS Census data in July 2022, the average household size in Maroondah was revised to 2.48.*



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

Our history

Before European colonisation, the Wurundjeri Woiwurrung People of the Kulin Nation were the traditional custodians of the land now known as the City of Maroondah for more than 35,000 years. The Wurundjeri People have a deep spiritual connection to the land and a unique ability to care for Country.

The Kulin Nation refers to an alliance of five tribes (language groups) who are the Traditional Owners and lived across a geographic area that encompasses Melbourne and its outer regions. Their collective territory extends around Port Phillip and Western Port, 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)
- Woiwurrung (Woy-wur-rung), commonly known as Wurundjeri.

The language groups were connected through shared moieties (divided groups) – the Bunjil (wedge-tailed eagle) and Waa (crow). Bunjil is the creation spirit of the Kulin 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 ‘Birrarrung’ (Yarra River), and ‘djeri’, the grub which is found in or near the tree. The traditional Country of the Wurundjeri Woiwurrung People are defined by natural and environmental features, significantly by water. The direction of 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 considered to be the traditional Country of the Wurundjeri Woiwurrung People.

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 116,080 residents and 46,870 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 20 to 34 years.

According to the latest Victorian Population Health Survey (2020), Maroondah residents feel higher levels of trust amongst people in the community than the Victorian average, and also a higher level of feeling valued by society.

Maroondah is an increasingly culturally and linguistically diverse community. According to the 2021 ABS Census, 734 Maroondah residents identified as Aboriginal and/or Torres Strait Islander. The number of Aboriginal and/or Torres Strait Islander individuals with a significant connection to Maroondah, that is those that have a cultural heritage connection or who live, work or play in the municipality is likely to be higher.

More than 28% of Maroondah residents were born overseas. The most common countries of birth for overseas residents are China, England, India, Myanmar and Malaysia.

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.



Barnggeong Reserve Nature Play

Our environment

Maroondah is currently home to 650 hectares of open space in the form of reserves, conservation areas, regional parks, trails, sporting fields, neighbourhood parks and more.

Maroondah's 44 bushland reserves offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands. There are also many areas of recreational open space in Maroondah. The city has 572 parks and reserves with 52 sports ovals, two golf courses, 133 public playgrounds, three skate areas, and five outdoor exercise equipment locations. Mobility and connectiveness is supported by 39 kilometres of shared trails associated with these open space areas.

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.

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

Maroondah's residents and businesses are great recyclers: 24,861 tonnes of recycling and green waste was diverted from landfill in 2021/22. Maroondah continues to have a high diversion rate of waste from landfill.

Maroondah City Council has been certified as Carbon Neutral by Climate Active for its operations as a public statutory body. Council has implemented emission reduction measures across built infrastructure, plant and fleet and natural environments, and fostered partnerships to mitigate and adapt to the effects of climate change. For unavoidable greenhouse gas emissions, Council has taken responsibility by investing in carbon offset projects that reduce or remove emissions from the atmosphere.

Our economy

Almost 9,600 businesses operate within the city, with over 97% of these being small businesses 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 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 economic output of \$16.2 billion.

Maroondah has four activity centres at Croydon, Ringwood, Heathmont and Ringwood East. Ringwood is one of the largest in Melbourne. In addition, a range of key service and retail precincts are clustered along the Maroondah Highway corridor and 31 neighbourhood, community and local shopping centres are spread throughout the municipality.

Maroondah is well positioned to take advantage of Victoria's future growth. Ringwood is identified as a Metropolitan Activity Centre within Plan Melbourne, the Victorian Government's metropolitan planning strategy. Croydon is also identified as a 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 community which is home to 6,000 businesses and supports more than 30,000 local jobs.

Well known across Australia and internationally for its skills in heavy vehicle, fibreglass, metals, pharmaceuticals, medical technology, defence and construction, the Bayswater Business Precinct is an economic powerhouse which contributes more than \$17.4 billion to the local and Victorian economies.

Renowned as a hub for innovation and excellence, the Precinct has long been recognised for its traditional, technology and specialist skills in advanced manufacturing.

In recognition of the important role this Precinct plays within the regional economy, the Maroondah, Knox, and Yarra Ranges councils; and Regional Development Australia (RDA), have partnered to maximise further investment, business development, employment, and supplier opportunities for the Precinct businesses.



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 with the community to develop a vision for the future of Maroondah which was adopted in June 2014. In 2018 and 2019, Council refreshed 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 28 June 2021.

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 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**

How we plan

Council's strategic documents are linked by 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 2021-2025*, 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 service delivery activities and projects to be undertaken by Council to meet community needs and expectations.

The Framework includes a number of other key planning documents including: the Financial Plan, Asset Plan, Revenue and Rating Plan, service delivery plans and 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.

The Framework includes a number of other key planning documents, Financial Plan, Asset Plan, Service Delivery Plans and 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*.

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 has recently undertaken a review of *Maroondah 2040 – Our future together* in consultation with the Maroondah community. The refreshed Community Vision was adopted in June 2021.

Council Plan



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

The Council Plan outlines the role of Council in delivering on *Maroondah 2040 – Our future together*.

A new four-year *Council Plan 2021-2025* was adopted on 28 June 2021 to guide Council's activities for the 2021/2022 to 2024/2025 period.

This Annual Report details the achievements and progress towards the 2021/22 priority actions in the *Council Plan 2021-2025*.

Financial Plan

The Financial Plan describes the financial resources required to give effect to the Council Plan and other strategic plans of Council and expresses them over a rolling 10-year period.

Asset Plan

The 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.

Revenue and Rating Plan

The 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 four-year period.

Other major plans

In addition to *Maroondah 2040 – Our future together* and the *Council Plan 2021-2025*, 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 **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.
- The **Maroondah Health and Wellbeing Plan** provides directions and guidelines for working towards the improved health and wellbeing of the Maroondah community. In Maroondah, this Plan is incorporated into the *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*.
- 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 2021-2025*. All community facing policies, strategies and plans can be found on Council's website at www.maroondah.vic.gov.au

Service Delivery Plans

Maroondah 2040 – Our future together, the *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.

Key principles

Effective and accountable governance

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

Human rights approach

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.

Manage and minimise risk

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 the Maroondah community in a meaningful, accountable, responsive and equitable way. Our community and stakeholders play a vital role in shaping the City of Maroondah. We consider 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's decision making, relationship building and community strengthening. Effective community engagement enables Council to make well-informed decisions at an operational and strategic level and creates a better level of understanding between Council and our community. Community engagement is achieved when the community is and feels part of a process.

Council's approach to community and stakeholder engagement is guided by the community engagement principles set out under Section 56 of the *Local Government Act 2020*.

The *Local Government Act 2020* and a range of other legislation set out minimum requirements for some specific consultations. In many instances, Council will go above and beyond the minimum requirements to gain a strong understanding of our community's wants and needs to ensure we are achieving the best possible outcomes for our community.



Maroondah's *Community Engagement Policy 2021* is 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.

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

The Policy outlines Council's position, role and commitment to ensure community engagement is integrated into Council activities. 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.

The Policy is supported by a comprehensive *Community Engagement Toolkit* which is designed to 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 or make recommendations.

Section 55 of the *Local Government Act 2020* specifies that Council's Community Engagement Policy is required to give effect to deliberative engagement practices capable of being applied to the development of the Community Vision, Council Plan, Financial Plan and Asset Plan.



Maroondah City Council is committed to engaging with the 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 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
- 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, parks and reserves, planning and building, drainage, roads and footpaths, and waste and recycling.

Our Councillors and wards

The municipality is divided into nine wards: Barnggeong, 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 all residents and ratepayers across the city.

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

- to participate in the decision making of the Council
- to present the interests of the municipal community in that decision-making
- to 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 10 November 2021. Cr Symon is Maroondah's 26th Mayor. During the financial year, Cr Symon served as Mayor from 10 November 2021 to 30 June 2022.

As Mayor of Maroondah, Cr Symon represents Council at the Municipal Association of Victoria State Council and the Eastern Region Group of Councils. Cr Rob Steane was elected to the position of Deputy Mayor on 10 November 2021. The Deputy Mayor position provides support to the Mayor during the mayoral term.

From 1 July to 9 November 2021, Cr Kylie Spears held the position of Mayor, and Cr Nora Lamont was Deputy Mayor.



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

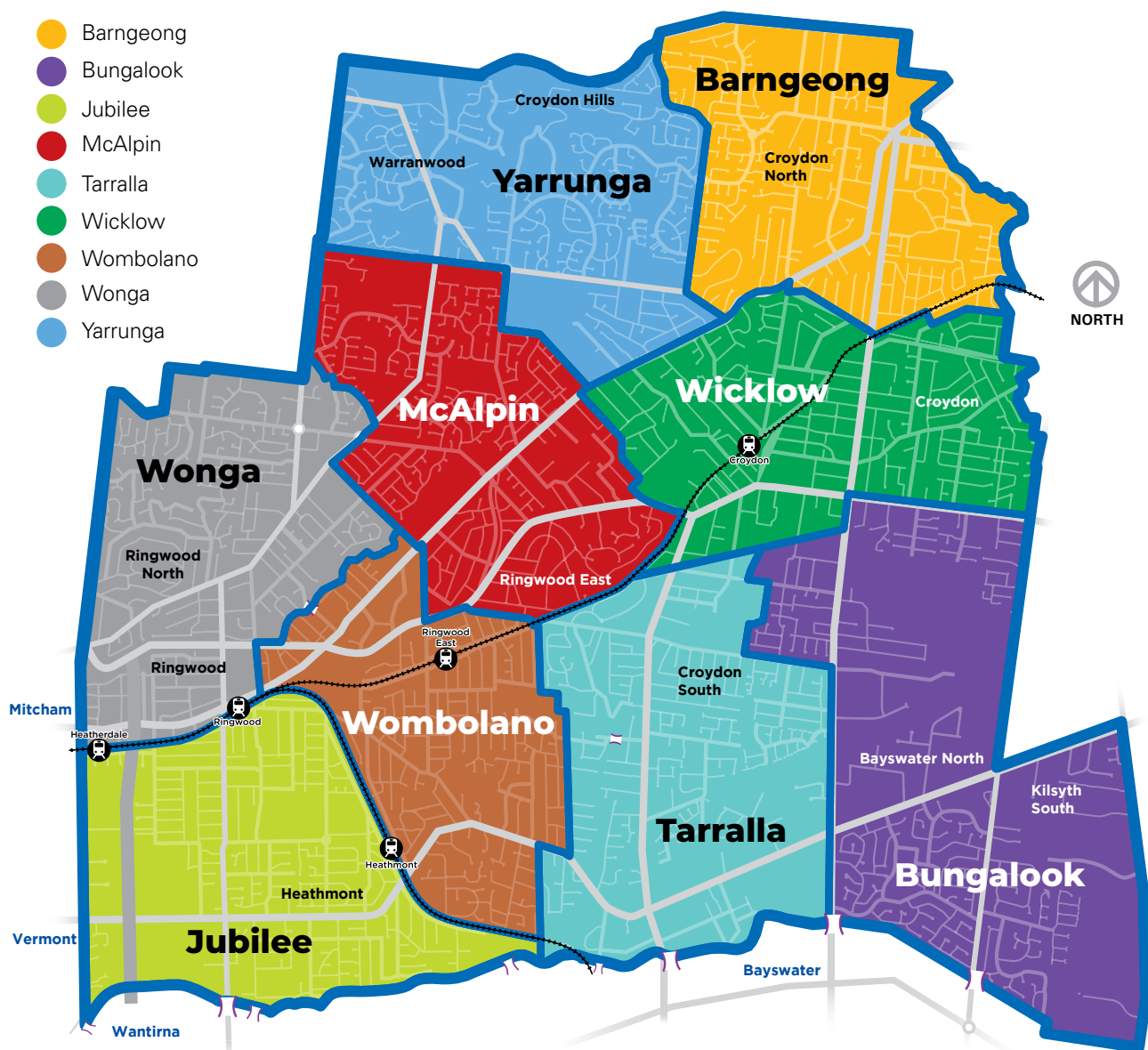
Council election

Local government elections in Victoria are for a term of four years and 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.

Former Cr Nora Lamont resigned from Council effective 6 December 2021 creating an extraordinary vacancy. A by-election was conducted for Wonga Ward by the Victorian Electoral Commission on 11 March 2022. The successful candidate was Cr Linda Hancock, who will take up the remainder of the Council term through to the next election in October 2024.

Mayoral election

The position of Mayor is elected by the Councillors, typically 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

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

Mayor
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

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
Elected March 2022

Note: Cr Nora Lamont
resigned as Ward Councillor
on 6 December 2021

Yarrunga Ward



Cr Rob Steane

Deputy Mayor
Mobile: 0407 519 986
rob.steane@
maroondah.vic.gov.au

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 2020 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 33 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 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 (AICD) and Local Government Professionals (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 Communications and Citizen Experience, Finance and Governance; Information Technology; and Property Services, Workplace People and Culture.

Marianne has over 41 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, MBA, Grad Dip Bus, BA (Youth Affairs) and Dip YW. 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 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 Development and Amenity - Andrew Fuaux

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

Andrew has 23 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 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).



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 21 years' experience spanning Engineering, Infrastructure Management, Assets and Facilities. He has held a number of leadership and management roles within the organisation and 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 Strategy and Community - Phil Turner

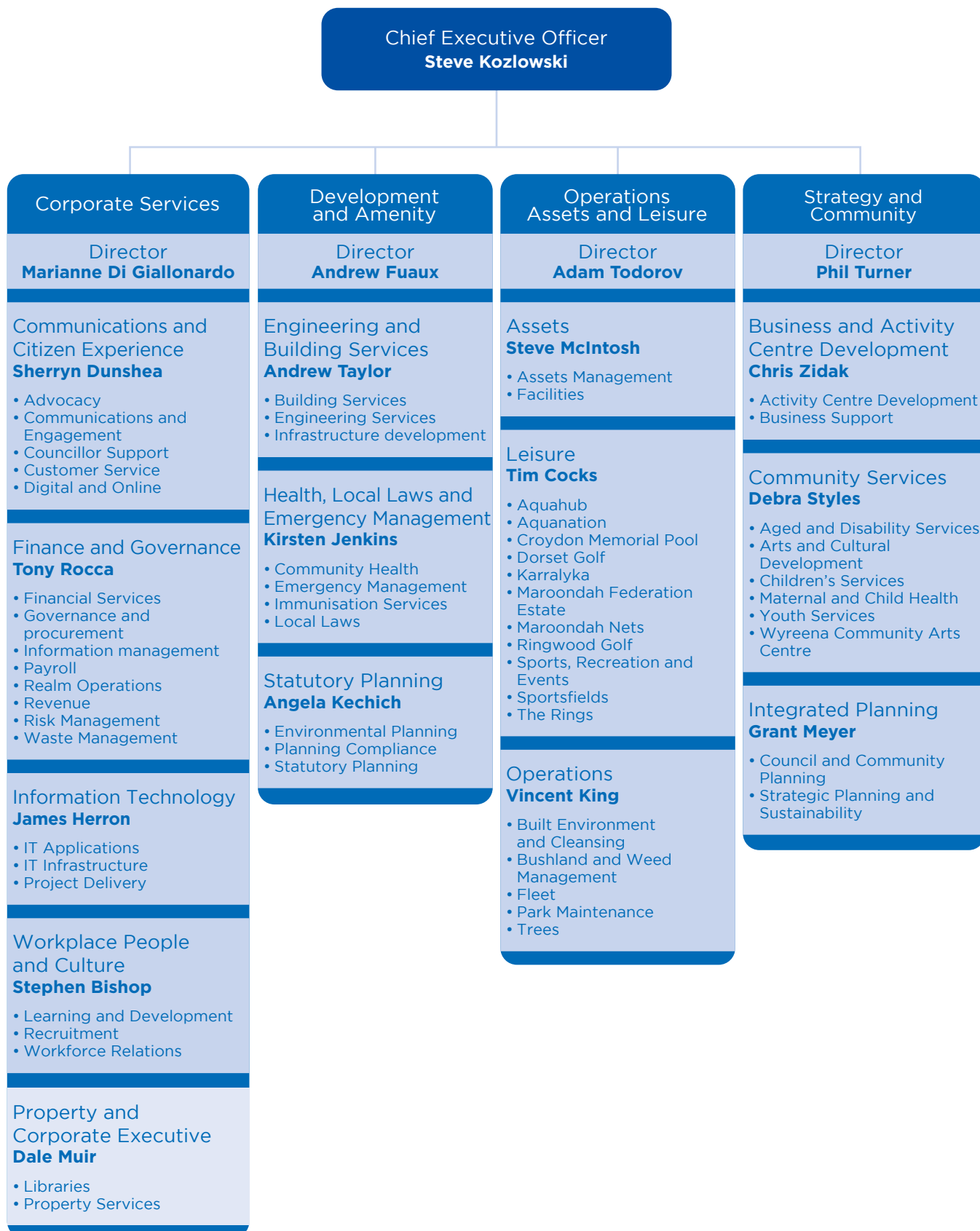
Phil is responsible for Business and Activity Centre Development (including Council's involvement in the Ringwood Metropolitan Activity Centre); Community Services; and Integrated Planning.

Phil commenced with the former City of Ringwood in 1985 and has over 38 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 2022. There are 14 service area managers and 1147 employees (491.18 EFT) that work to deliver outcomes for the local community.



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.

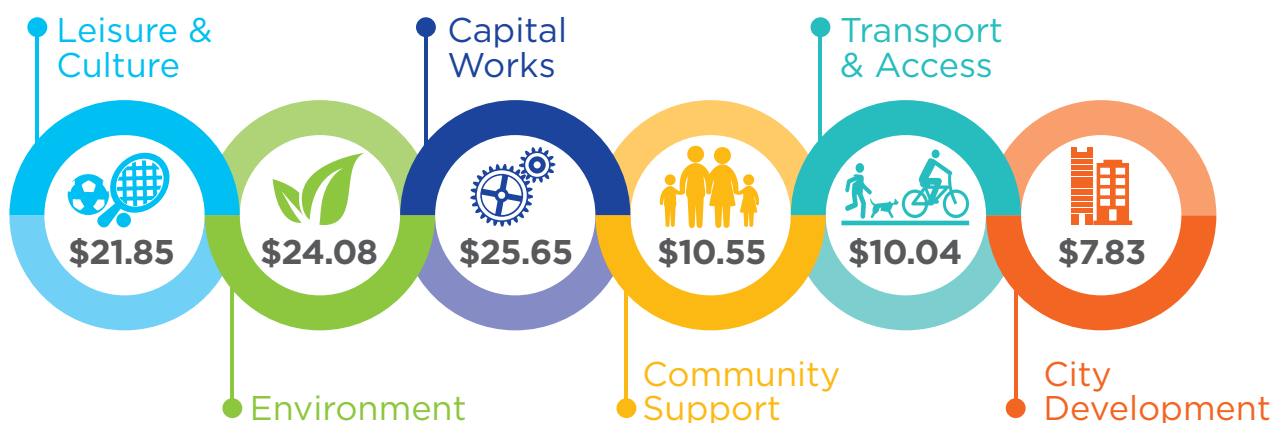
These values guide the behaviour of employees and service areas across the organisation, contributing to Council's ability to meet community needs and expectations.

Allocation of resources for service delivery

The diagram below outlines how Maroondah City Council allocated available resources for the provision of a broad range of services to the community, during 2021/22.

For more information on Council's financial performance during 2021/22, please see the Financial Report.

In 2021/22, for every \$100 of rates, Council spent:

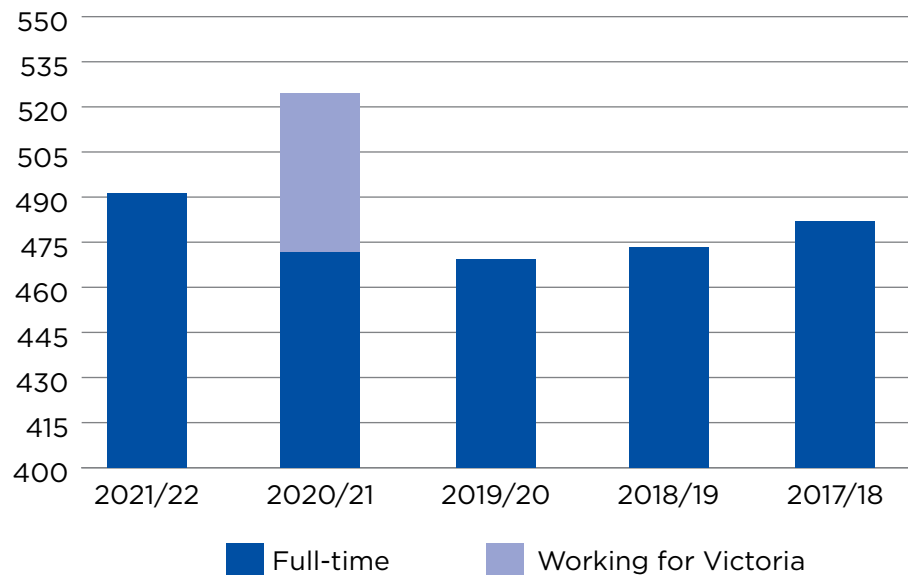


Organisational profile

There was a total of 1147 employees at Maroondah City Council as at 30 June 2022. The 1147 comprises 348 full-time, 294 part-time, and 505 casual employees: resulting in an equivalent of 491.18 full-time employees. The following provides an overview of Council's workforce:

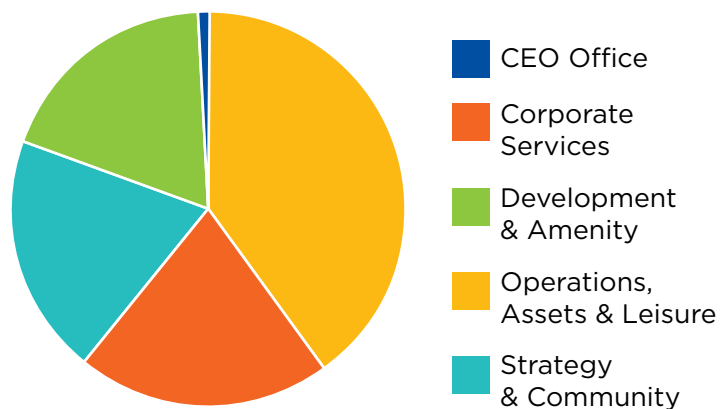
Total equivalent full-time employees (annually as at 30 June 2022)

Year	EFT
2021/22	491.18
2020/21	524.68*
2019/20	469.50
2018/19	473.28
2017/18	482.09



Equivalent full-time employees by Directorate (as at 30 June 2022)

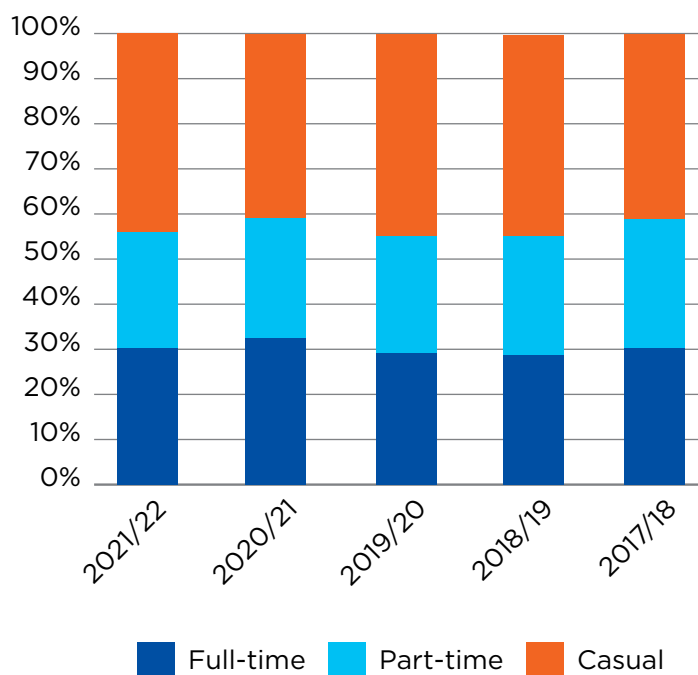
	EFT
CEO Office	3.10
Corporate Services	102.44
Development & Amenity	92.34
Operations, Assets & Leisure	196.59
Strategy & Community	96.71
Total	491.81



*In 2020/21 the Victorian Government Working For Victoria grant scheme enabled Council to employ 54 people on a 6 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 2022)

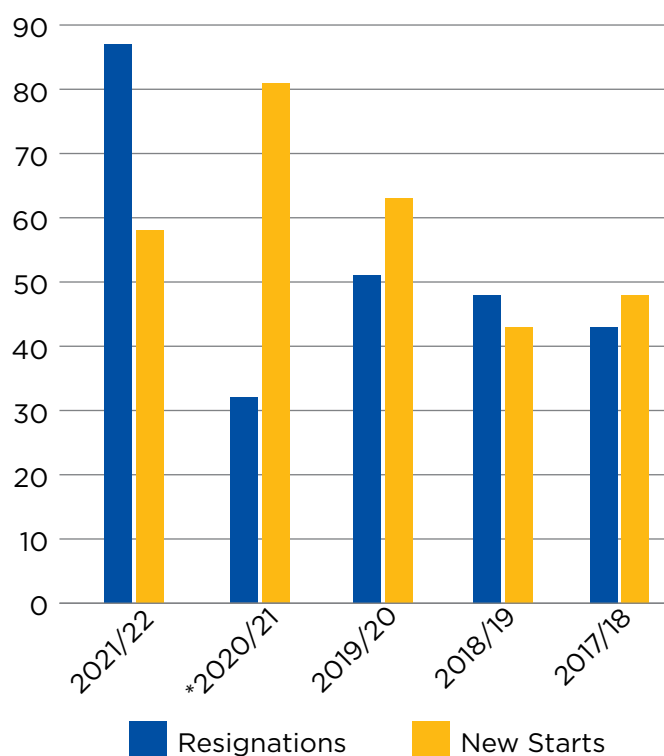
Year	Full-time	Part-time	Casual
2021/22	30.3%	25.6%	44.0%
2020/21	32.6%	26.8%	40.6%
2019/20	29.2%	26.1%	44.7%
2018/19	28.8%	26.5%	44.5%
2017/18	30.2%	28.8%	41.0%



Resignations and new starts

Year	Resignations	New Starts
2021/22	87	58
2020/21	32	81*
2019/20	51	63
2018/19	48	43
2017/18	43	48

Note: This data represents Full time Employees only



*In 2020/21 the Victorian Government Working For Victoria grant scheme enabled Council to employ 54 people on a 6 month maximum term arrangement during the coronavirus (COVID-19) pandemic resulting in a higher than normal EFT.

Employee recognition

Major milestones of long service for employees at Maroondah City Council are typically acknowledged and recognised in June each year. Due to the coronavirus (COVID-19) pandemic, the 2020 and 2021 Milestone events were postponed, however these employees along with the 2022 milestone recipients were recognised at the 2022 event. The number of recipients recognised at the 2022 function were as follows:

Year	Milestones				Total
	10 years	20 years	30 years	40 years	
2020	22	12	5	1	40
2021	21	5	1	0	27
2022	18	20	0	2	40
Total	61	37	6	3	107

Employees achieving exceptional performance are recognised through the Recognising Extra Value (REV) Program with eight employees receiving a REV Award during 2021/22. Recognition is also given to employees for successful study completion. In 2021/22, three 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 as a service provider is a people focused organisation. 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 positive 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.

The *Workforce People and Culture Strategy 2021-2025* is currently being developed as part of Council's strategic planning framework. The Strategy will aim to provide an organisational direction for the development, implementation, review and measurement of Workforce People and Culture initiatives, activities and systems for the next four years and as a means of achieving optimal and sustainable outcomes with finite resources.

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.

Consistent with an increased focus on managing risk, corporate governance and people, the development and implementation of the Strategy will constitute 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 \$38,517.91 was donated by employees in 2021/22.



Maroondah City Council is committed to engaging with the community



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

Through the *Council Plan 2021-2025 (Year 1: 2021/22)*, Council identified six priority actions to be delivered during the 2021/22 financial year to work towards a safe, healthy and active community.

Implement the Maroondah COVID-19 Recovery Plan



Status: In progress

Responsibility: Development and Amenity

A broad range of strategic initiatives identified in the *Maroondah COVID-19 Recovery Plan* have been implemented in 2021/22 to aid the recovery of the municipality in response to the global coronavirus (COVID-19) pandemic. To update our understanding of the impacts of the coronavirus (COVID-19) pandemic on the local community and community organisations, a *Maroondah COVID-19 Secondary Impact Assessment* was undertaken in late 2021. The Impact Assessment was the result of over twelve months of information gathering, community consultation and data analysis. Mental Health and Wellbeing initiatives such as the Certificate in Creating Wellbeing, Sons of the West and a number of projects funded through the Victorian Government Outdoor Activation Fund to support local businesses were implemented, including KarraVan; performance activations including 12 days of Christmas, Neon Lights, Born in a Taxi, Music in Maroondah; and the establishment of temporary parklets at five local shopping centres.

Review, update and implement Council's Physical Activity Strategy, and develop and implement an Indoor High Ball (basketball, netball and volleyball) Strategy



Status: In progress

Responsibility: Operations, Assets and Leisure

The review of the *2015-2020 Physical Activity Strategy* is underway and scheduled for completion in 2022/23. Background research and community engagement has found that only 35 per cent of adult Maroondah residents are undertaking enough physical activity to meet the National physical activity guidelines. A lack of time is reported as the primary reason that Maroondah residents do not undertake enough regular physical activity. The top five activities undertaken by Maroondah residents were reported as walking, aerobics/fitness/gym, running/jogging, cycling and swimming. There is an increasing preference for physical activity pursuits that are non-structured or pursuits that can be undertaken in one's own time. A brief has been developed for the new Indoor Sports Facilities Strategy and a consultant engaged. The Indoor Sports Facilities Strategy will include an assessment of the current provision of indoor facilities across Maroondah and neighbouring municipalities, a current and future demand analysis and recommendations on managing any future growth demands within Maroondah.

Design and construct a dog park in Ringwood North



Status: Complete

Responsibility: Operations, Assets and Leisure

Council was successful in advocating for \$275,000 in Victorian Government funding through the Local Parks Program for a purpose-built dog park in Ringwood North. The fully enclosed Parkwood Dog Park is the second dog-only park for the municipality, following the opening of Maroondah's first dog park at Eastfield Park in Croydon, in May 2017. The Parkwood dog park is fully enclosed and features double entry gates and a range of elements to keep dogs of all sizes entertained, including agility equipment and a time-out zone for younger and quieter dogs. Council undertook the first round of community consultation in December 2021 and January 2022 and developed a concept plan. The construction phase was undertaken during the first half of 2022 and is now open for community use.

Design and construct sporting infrastructure upgrades at Jubilee (regional cricket hub), Proclamation, Springfield, Cheong and Ainslie Parks, and at Dorset Recreation and Silcock Reserves



Status: In progress

Responsibility: Operations, Assets and Leisure

As a result of joint funding by the Australian Government, Victorian Government and/or Council, several significant redevelopments are underway for multipurpose pavilions located in sporting reserves across Maroondah. Council is working towards the design and construction of multi-purpose pavilions and associated infrastructure at Cheong and Ainslie Parks and at Dorset Recreation and Silcock Reserves. Jubilee, Proclamation and Springfield Parks pavilions have been completed.

The RO Spencer Pavilion redevelopment works at Jubilee Park were completed in December 2021 as part of the Jubilee Park Enhancement Plan. The \$3.5 million redevelopment included a new facility with improved accessibility features.

Works to create a five lane indoor cricket centre at Jubilee Park is commenced in March 2022. This \$4.1 million project is funded with \$1.2 million from Council and \$2.9 million from the Victorian Government.

A \$3.25 million redevelopment of the Proclamation Park Sporting Pavilion was completed in April 2022 and included: new female-friendly change facilities to meet the growing female participation in cricket and baseball; an accessible public toilet; social rooms; storage for clubs; and a first-floor level multipurpose room with kitchen, kiosk and spectator viewing area.

A \$3.5 million redevelopment of the multipurpose pavilion at Springfield Park was completed in July 2021 and jointly funded by Council and the Victorian Government. Works included: female friendly player and umpire change rooms; first-aid room; equipment storerooms; accessible shower and toilet amenities; match day public toilets; ground floor covered spectator viewing area; foyer and lift; 200sqm multipurpose space; kitchen and bar; meeting room; office; and storerooms.

Redevelopment works for Cheong Pavilion commenced in February 2022 with completion expected in late 2022. This \$1.9 million project includes \$500,000 funding from the Australian Government and \$325,000 from the Victorian Government. The redevelopment will include: female friendly change rooms; umpire change rooms; game day toilets; a social space and kitchen; and improvements to accessibility.

The \$1.9 million redevelopment of Ainslie Park sporting pavilion will be completed in late 2022 and will include: female friendly player and umpire change rooms; first-aid room; accessible shower and toilet amenities; match day public toilets; social space; and a kitchen and kiosk.

The \$9 million redevelopment of the Dorset Recreation Pavilion funded by Council and the Victorian Government will include a new multipurpose community and sports hub. The Pavilion will be home to Croydon City Soccer Club and Maroondah's Burmese/Myanmar community. The redevelopment of Dorset Pavilion is scheduled for completion in September 2022, including two new soccer pitches (one synthetic and one turf), volleyball courts and sportsfield lighting. Additional works to the Reserve will include upgrades to the open space and accessibility within the precinct with improved lighting, signage and carparking.

Finalise and implement the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 (incorporating the Municipal Public Health Plan and Active and Healthy Ageing Initiative)



Status: In progress

Responsibility: Strategy and Community

In October 2021, Council adopted a new *Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031*. The Strategy provides a long-term holistic strategy covering key priorities to improve the health, wellbeing and resilience of Maroondah residents over the next 10 years. The Strategy meets Council's requirements under the *Public Health and Wellbeing Act 2008* and highlights how Council will support the longer-term community recovery from the coronavirus (COVID-19) pandemic. A Health and Wellbeing Action Plan for the 2021-2023 period was finalised and endorsed in December 2021, highlighting the key short-term activities of Council in implementing the Strategy. Implementation of Year 1 actions associated with the Strategy and Action Plan are now underway.

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



Status: In progress

Responsibility: Strategy and Community

The transformation of the existing 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, arts and cultural spaces, sport and recreation facilities, and open space. These combined elements will also enhance accessibility and connectivity for the community. Council will continue to engage with the range of services and user groups in the Precinct to plan and support transitional moves and ensure that community needs are met.



A safe, healthy and active community

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Offence rate per 100,000 population in Maroondah	↓	6,246.0	6,743.8	6,671.1	7,003.2
Percentage of Maroondah residents reporting their health as very good or excellent	↑	Result not available*	Result not available	40.1%	Result not available
Maroondah resident satisfaction with life as a whole	↑	Result not available*	Result not available	76.3%	Result not available

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

* Next data update expected in 2024.

Service delivery performance measures

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Attendance at Council aquatic and leisure facilities as a proportion of the residential population	↑	4.4	1.6	9.9	10.1
Delivered meals	As per requirements	43,692	42,798	34,595	34,231
Participation in 4-week key age and stage Maternal and Child Health visit	90 - 110%	101.3%	97.3%	98.2%	Measure not in use
Site assessments/visitations to registered food/health premises	As per requirements	1,773	1,578	2,165	2,072
Community satisfaction with enforcement of local laws	↑	66	64	65	64
Community satisfaction with emergency and disaster management	↑	68	72	67	70

Did you know?

319 customer requests were received and actioned for public health concerns related to pests, food safety, nuisance, and drainage in 2021/22.





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

Support for the community to return to daily life in a COVIDSafe environment

Council continued to ensure COVIDSafe measures were in place to assist the community to return to public life and to use Council facilities safely. In partnership with the North East Public Health Unit (NEPHU), Rapid Antigen Tests (RATs) were distributed to at-risk and vulnerable community members along with members of local cultural and linguistic diverse groups. Council continued to provide highly visible COVIDSafe communication materials, posters, and decals to promote physical distancing, hygiene measures, and COVIDSafe behaviour in Council owned and managed facilities during lock-downs throughout the year. Communications were developed for changes to restrictions to ensure community members were aware of the changes. Information was provided to the community regarding the coronavirus (COVID-19) vaccine and booster rollouts.

Partnerships with local emergency service organisations and agencies to support Maroondah's municipal emergency response, relief and recovery plans

Council worked in partnership with a range of local emergency services organisations throughout the coronavirus (COVID-19) relief and recovery process, as well as responding to concurrent storm and weather events during 2021/22. As part of Council's emergency response to the coronavirus (COVID-19) pandemic, a local relief and referral system continued operation in partnership with local relief agencies to ensure services to vulnerable people and groups continued despite restrictions. The system also provided a centralised process for managing Victorian Government referrals for requests of emergency food and other support for people in mandatory or self-isolation.

Review of general amenity local law 11 that addresses public safety

The review of the Local Law 11 commenced in April 2022. Councils use Local Laws to respond to issues and community needs within a municipality and they complement responsibilities and powers under both state and federal laws. Local Law 11 seeks to: provide for and assure equitable, orderly and enjoyable use 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; and provide generally for the peace, order and good government of the municipal district. A community engagement process was undertaken to better understand community needs around public safety and amenity issues. Once the new Local Law is drafted, it will be placed on public exhibition to seek further community feedback.

Promote community awareness about elder abuse

Elder abuse was among the main issues identified in Maroondah Council's *Positive Ageing Framework and Action Plan 2021-2025* launched in April 2022. Council has promoted community awareness of elder abuse in several ways including 'Protecting your Rights as you get Older', a '16 Days of Activism' activity in partnership with Knox City Council, Seniors Rights Victoria (SRV) and Eastern Community Legal Centre (ECLC). Online sessions were held in November 2021 for Council staff and the general community. The sessions provided information on: protecting the rights of people as they get older; the problems of ageism; and the signs and risks of elder abuse and how to prevent it and what to do if your rights, or the rights of someone else are not being respected. The 'Tackling Ageism Campaign' was held in March-September 2021 in partnership

with six councils in the Eastern Metropolitan Region (EMR), coordinated by the Inner East Primary Care Partnership (IEPCP) and supported by the Eastern Community Legal Centre (ECLC) as part of the 'Every Age Counts' campaign to end ageism. An 'Elder Abuse Awareness' Forum for community leaders was held in May 2022 in partnership with Women's Health East and ECLC. The forum explored the intersection of ageism and gender inequity, projects celebrating ageing and how we can work together to foster respect so that everyone can know their rights and live their best life. Maroondah is a member of the Eastern Elder Abuse Network (EEAN), auspiced by the ECLC that launched their 'Safe, Valued, Respected - A Primary Prevention Framework for Elder Abuse' in July 2021.

Implementation of new Child Safe Standards

Council has commenced implementation of the new *Child Safe Standards* which came into effect on 1 July 2022. The eleven new standards replaced the previous seven standards and principles and are aimed at promoting the safety of children, preventing child abuse and ensuring that organisations have processes in place to respond to and report all allegations of child abuse. Changes to the standards were made to support greater national consistency, reflecting the *National Principles for a Child Safe Organisation* developed following the Royal Commission into Institutional Responses to Child Sexual Abuse. Council has undertaken an internal review to determine any gaps and identify actions required to become compliant with the new standards. A compliance implementation plan was developed as well as a new *Child Safety and Wellbeing Policy*, including a *Child Safe Code of Conduct*. Child safety training has been rolled out to all employees. Council is working to ensure that the standards are embedded within 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.

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 2021, the campaign began on Thursday 25 November with International Day for the Elimination of Violence Against Women and ended on Friday 10 December, which is Human Rights Day. In the Eastern Metropolitan Region (EMR), the campaign is supported by partners of Together for Equality and Respect - the regional strategy for Preventing Violence Against Women. The Strategy, led by Women's Health East, is a partnership between the seven local governments of the EMR, community health services and other agencies that focus on primary prevention efforts to end violence against women. To support the 16 days of activism campaign in 2021/22, Council displayed billboards in prominent locations across Maroondah; supported Respect Victoria's Respect Women 'Call it out' social media campaign; and hosted several events. Events included a webinar on 'Understanding Controlling Behaviour in Relationships' with award-winning author and Australian investigative journalist, Jess Hill; and a 'Wear for Respect' event at EV's Hangout for young people aged 12-25. During 2021/22, Maroondah was one of 15 Councils selected to receive funding through the Free From Violence Local Government Program 2022-2025. The funding will support Councils to apply a whole-of-Council primary prevention model to address the drivers of family violence through the lens of Council service delivery.



A safe, healthy and active community

Partnerships to improve mental health outcomes and address family violence

Council's Maternal and Child Health service has developed strong partnerships to improve the mental health wellbeing of children and their families through improved referral pathways. Key partners include 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). Maternal and Child Health have seen an increase in mental health and family violence issues during coronavirus (COVID-19) restrictions with corresponding increase in referrals to specialist services.

Family violence training for salons

HaiR-3Rs interactive workshops were offered in May 2022, for Maroondah residents who work in salons, including hairdressers and barbers, beauticians, nail technicians, and makeup artists, to recognise the signs of family violence. In Australia, 1 in 4 women experience family violence and very few women tell the police or a specialist service first. They're more likely to tell someone they trust such as like their hairdresser or beauty therapist. Learning outcomes from these sessions included: how to respond to disclosures of family violence and starting conversations about possible signs of abuse; how to refer to specialist family violence services; appropriate ways to offer support; understanding family violence and gender inequality; and challenge harmful attitudes and gender stereotypes that condone violence against women.

Online safety for women

A free online interactive workshop entitled 'Social media self-defence' was held in June 2022, to help women use social media platforms more safely. The sessions were presented by eSafety Women in partnership with the eSafety Commissioner, Eastern Domestic Violence Service (EDVOS), Knox City Council and Yarra Ranges Council. Women are more likely to be the target of online abuse and often avoid social media because of negative experiences and online abuse. The online session provided women and girls the tools to navigate social media and the online world safely including: using privacy settings; recognising online abuse and reporting it; and protecting their own wellbeing.

Supports for young people with autism, their families, carers and professionals to deliver Porn is not the Norm project

'Porn Is Not the Norm' is a collaborative consortium project supported by Council and led by Interchange Outer East. The project is aimed at supporting young people with Autism to safely navigate respectful relationships in response to the prevalence and influence of online pornography. The three-year project funded by the Westpac Foundation, includes development of: resources for use with young people with Autism; a series of education events for parents and carers; a series of professional learning events for teachers and other professionals; a new website with information about pornography and young people with Autism; a social media strategy to build awareness about the issues with broader audiences; and videos that powerfully and effectively communicate the key themes. Over the past 12 months, the project has established a brand identity, developed video resources and commenced delivery of education events for parents, carers and teachers. New resources are also being developed tailored to meet the needs of autistic young people.

Primary prevention initiatives to address alcohol related harm

Maroondah and Knox councils have worked with local senior and junior sporting clubs to explore the shared norms and behaviour that contribute to risky levels of drinking. The project is funded by VicHealth and has involved exploring opportunities to positively influence organisational and cultural change through an analysis of current club practices and codesigned interventions with sporting clubs. Initial engagement commenced in 2020 but the project was delayed due to the coronavirus (COVID-19) pandemic. With the restart of local sport, the project recommenced in February 2021 with two local football clubs. Landscape mapping and situation analysis was undertaken during 2021/22 to inform relevant codesign of interventions at each club. Clubs will be supported to implement these interventions during 2022/23.

Maroondah Liquor Accord recommencement

The Maroondah Liquor Accord was established in 2015 and is a joint initiative between licensees, Victoria Police, Council and the Victorian Commission for Gambling and Liquor Regulation. Liquor Accords are voluntary partnerships among community members that aim to reduce alcohol-related issues, anti-social behaviour and violence. Any Maroondah licensee can participate and become a member of the Maroondah Liquor Accord. The Maroondah Liquor Accord meets twice a year for networking, information and training opportunities and is one of the largest and most dynamic Accords in Victoria, attracting 50-80 attendees at meetings. The coronavirus (COVID-19) pandemic meant that the Accord did not meet during 2020 and 2021, however meetings recommenced in May 2022.

Alliance for Gambling Reform

Council is a leadership 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 the harm from gambling. Its aim is 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: operating hours of poker machines; gambling advertising reform; stopping stigma relating to gambling harm; donations to political parties; and activities during Gambling Harm Awareness Week.

Review of Maroondah's emergency management planning arrangements

Council's Municipal Emergency Management Planning Committee (MEMPC) are undertaking a review of the Municipal Emergency Management Plan (MEMP) using the new emergency management plan assurance framework developed by Emergency Management Victoria. The MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of emergency management planning for the municipal district. The MEMP is due to be sent to the Regional Emergency Management Planning Committee (REMP) in March 2023.

Emergency meals assistance from Karralyka

Karralyka significantly increased its meals output as part of the response to the coronavirus (COVID-19) pandemic and the requirement for older vulnerable residents to self-isolate. Up to 250 clients were provided high-quality meals each week, totalling over 40,000 meals a year. Meals provided during the pandemic were supported through additional Australian Government funding to produce subsidised meals.

Implementing changes to the Environment Protection Act

The *Environment Protection Act 2017 (the Act)* and subordinate legislation 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 environment protection and human health to a prevention-based approach. They are the most significant reform to Victoria's environment protection framework in two generations. Associated changes from these reforms impacting the management of domestic wastewater, litter, noise and contaminated land have been introduced by Council.



A safe, healthy and active community

Our achievements

Working towards a healthy community

Mental health initiatives to support the community during COVID-19

Council held several free community events to promote mental health during the 2021/22 financial year in response to the coronavirus (COVID-19) pandemic, including two keynote events. In September 2021, Joel Feren provided a 'Good Food, Good Mood' presentation focusing on the importance of good nutrition and good mental wellbeing. This session was followed by an online interactive live cooking demonstration. In March 2022, Council hosted a 'Mind Strength Presentation' with Dr Jodie to learn about four steps to curb anxiety, conquer worry and build resilience. The presentation was well received with hundreds of people watching either live or after the event. A series of mental health and wellbeing workshops were also held on: understanding mental health; addressing anxiety; the science of stress; the suicide conversation; building your financial future; understanding controlling behaviour; introduction to mindfulness; and mindfulness and compassion.

National Mental Health Awareness Month Events

National Mental Health Month takes place during October each year advocating for and raising awareness of mental health and promote better mental wellbeing for all. Throughout October 2021, Council provided several practical mental health workshops in partnership with LifeConnect. Open to community members of all ages and backgrounds, these workshops included: The 'Science of Stress'; 'Introduction to Mindfulness'; 'Mindfulness and Compassion'; and 'Understanding Mental Wellbeing'. In October, Council also launched the 'Postcards of Kindness' initiative. The project sought to promote creativity and community connection through messages of kindness shared by people across the community.

Be Kind Maroondah

The Be Kind Maroondah campaign was launched during the coronavirus (COVID-19) pandemic to keep the community connected during social isolation and encourage kindness and goodwill. Several initiatives were undertaken within three major themes; Be kind to yourself; Be kind to others; and Be kind to business. 'Acts of Kindness' was an initiative launched in 2021 that captured and shared good news stories from our community, along with a series of videos featuring local community members who are volunteering their time on local projects or activities to support our community. Through the 'Let's Get Neighbourly Maroondah' initiative, Council offered training and support to local residents to become a community connector and start their own neighbourhood group or initiative. Four 'Let's Get Neighbourly' programs were run during 2021/22 resulting in a range of new neighbourhood level groups commencing across the municipality. In early 2022, two mindful walking groups were established taking participants on a four-part journey of connection and exploration in nature.

Introducing the Maroondah Lift Project

Council launched the 'Maroondah Lift' Project in June 2022, in partnership with EACH, as a 7-week wellbeing program to lift the spirits of residents. The free program included weekly interactive videos on a series of wellbeing topics, to learn simple and easy strategies to help improve wellbeing. The online sessions were designed to be completed at any time with content suitable for both adults and children aged over 8 years, along with practical tools to support individual wellbeing. Nine face to face sessions were also offered for community members who wished to complete the program with others.

Environmental Health Officers (EHO's) conducted 1500 onsite discussions to support businesses through the coronavirus (COVID-19) pandemic.

Topics included: discovering how your brain is affected when you speak positively to yourself and others; how the way you position and move your body can influence how you feel; how happiness is socially contagious; how what you focus on affects how you feel; how a happy gut leads to a happy life; how to rest to feel your best; and learning the most powerful way to increase wellbeing and happiness. This initiative was jointly funded by Council and EACH, with a range of supporting partners including: Eastern Regional Libraries, Eastland, Central Ringwood Community Centre, Communities of Wellbeing, and Ringwood Church of Christ.

Support the COVID-19 vaccine rollout in partnership with EACH

Council has supported EACH for the rollout of the coronavirus (COVID-19) vaccination by providing 'pop-up' clinics around Maroondah as well as an EACH vaccination clinic operating daily in Ringwood East. Ongoing information regarding access to the coronavirus (COVID-19) vaccination was promoted through Council's social media, 'Maroondah News' and targeted messaging provided to culturally and linguistically diverse communities (CALD) through local community groups to increase vaccine uptake.

Promoting men's mental and physical health

From March to June 2022, Council partnered with the Western Bulldogs Community Foundation to bring the 'Sons of the West' program to Maroondah. The 11 week health program is aimed at helping men to learn more about their health in a safe, inclusive space while connecting with new friends. Participants in the program learnt about health and wellbeing with experts covering topics including nutrition, mental health, gambling, alcohol, gender equity and what's in your backyard. Through the program, participants developed strong connections with one another and developed connections with local support groups. The program was delivered in partnership with Eastern Health, EACH and Neami National.

As part of Men's Health Week in June 2022, the Maroondah community was invited to participate in an online 'Men's Habits for Health' seminar. The presentation and interactive discussion with Dr Tim Sharp delivered the fundamentals of how to live a happier existence, complete with practical tools and easy-to-apply methods regarding: how to thrive, not just survive; how to develop optimism

and positivity; and ways to improve happiness, health and wellbeing. This regional event was held in partnership with Boroondara City Council, Kingston City Council, Knox City Council, Monash City Council, Whitehorse City Council and Yarra Ranges Shire Council.

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

Council has continued to build wellbeing literacy in Maroondah through workshops with students, school staff and parents as part of the Maroondah Positive Education Network. The Victorian Government has committed ongoing funds to ensure the work of the network is continued 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. This work has been complemented by the Certificate in Creating Wellbeing that was delivered as part of Council's COVID-19 Recovery Plan. Through this program, 39 community leaders were trained in wellbeing science and supported to develop Community Impact Projects in a range of contexts across the community.

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 2021/22. During December 2021, an evening with Jess Hill webinar on 'Understanding controlling behaviour' examined the impacts of damaging relationships. Council's 'Women on the Go' event series has been running for 15 years in partnership with Knox and Yarra Ranges councils, enabling thousands of women in business to network and learn together through informative and interactive sessions. The 2021 'Women on the Go: Step Ahead' event included four local speakers sharing their secrets to success including tips and insights into running successful business while maintaining work-life balance. The online event 'Recharge' included Fern Malcom (MPT Transformations), Claire Gallaher (Partners in Wellbeing), Susie White (Eat Drink Innovate) and Carol Cox (Carol Cox & Co) sharing information assisting businesses recovering from the impacts of the coronavirus (COVID-19) pandemic.



A safe, healthy and active community

Initiatives to support seniors with social connection, mental health and wellbeing and physical health

Council continued to support seniors with social connection, mental health and wellbeing, and physical health programs during 2021/22. These events are aimed at ensuring people who are frail or aged, have a disability, or are socially isolated, receive support to remain independent and continue to participate in the community. The Virtual Engagement Recreation Activity (VERA) program at Kerrabee involved a series of interactive fun, social and wellbeing group programs conducted online via Microsoft Teams. The program was designed to include everyone, from people who use a computer or tablet with confidence through to people who have absolutely no experience. Maroondah's 'Walking Sports' program featured low impact sports activities for over 50's to improve mental health, maintain muscle mass and flexibility and helped participants retain independence and meet new friends.

New meal delivery program at Karralyka

In October 2021, Karralyka launched a new initiative called K-meals, which is an extension of the current delivered meals program but is available to any member of the community. The initiative was launched as part of Council's Seniors Festival concert livestream featuring Sylvie Paladino. Council's delivered meals program also continues to grow with the provision of meals to Commonwealth Home Care recipients along with those provided through the Commonwealth Home Support Program. Meals are home delivered for people who may be nutritionally at risk, have difficulty preparing meals or are socially isolated. An added benefit of delivered meals is the regular face to face contact with the volunteers who deliver the fresh or frozen meals from Monday to Friday.

Promoting better nutrition

In 2021/22, Council offered healthy eating modules to teach residents important yet simple, practical ways on how to improve wellbeing and independence through better nutrition. The 'Good Food for Me' program provided an introduction to the dietary needs of older people, while learning how to prepare everyday meals easily, independently, on a budget, and with minimal waste. The program is funded by the Commonwealth Home Support Program or individual Home Care Packages and referred through My Aged Care.

Victorian Government's Healthy Choices framework to be implemented in Council facilities

Council has continued the implementation of the Victorian Government's Healthy Choices Framework at Maroondah Nets and Maroondah Golf. Healthy Choices aims to improve the availability and promotion of healthier foods and drinks in community settings and sport and recreation centres. Council has continued to develop policies and implementation plans for identified Council facilities and Council employees. In November 2021, Council was selected to collaborate with Deakin University to participate in a trial to promote change and accelerate healthy food options in local government settings. This trial project will continue over the next three years.

Occupational Therapy service continues to address community needs

Council's occupational therapy service aims to improve safety in the home and maximise independence by providing home safety assessments, recommending equipment and strategies to use at home and providing methods to complete daily tasks independently. Funded by the Australian Government's Commonwealth Home Support Program, the service places high importance on group programs with a focus on using resources to benefit more people. Groups are offered face to face and online, as appropriate, offering a judgment-free environment and encouraging individuals to make positive changes to their home environment and wellbeing. Programs include support for people who are impacted by hoarding behaviours including a 16-week Buried in Treasures (BITS) self-help action group for people motivated to make a change for themselves, and a BITS peer support group for anyone impacted by hoarding behaviour.

Maternal and Child Health Service continues to support parents

Council's Maternal and Child Health (MCH) Service has continued to deliver both face to face and online consultation throughout the coronavirus (COVID-19) pandemic and has adapted operations in response to the pressures on the health system; including during the State Code Brown Response for health services from January to March 2022, which significantly impacted services to clients. During this time, Maroondah was able to offer support to other municipalities struggling to deliver MCH services through the provision of telehealth consultation to clients outside of Maroondah.

New Maternal and Child Health Services

Council received Victorian Government funding for the redevelopment of the Taralla Kindergarten and Maternal and Child Health (MCH) site. The site has expanded from a two room to three room centre enabling additional services and partnerships to be delivered. The new centre opened in June 2022 and programs and services are gradually rebuilding following the significant impacts of the coronavirus (COVID-19) pandemic. The Maternal and Child Centre at Ringwood East (located at EACH) has been fully renovated and refurbished and reopened in March 2022.

Immunisation program

Council's Immunisation service has continued during the coronavirus (COVID-19) pandemic. A review of immunisation venues was undertaken to support COVIDSafe practices, and four new accessible service sites were established. During 2021/22 10,990 vaccinations were administered, eight additional flu vaccination sessions were held, and five workplace flu vaccination sessions. The school adolescent vaccination program was impacted by coronavirus (COVID-19) restrictions and the interval between each coronavirus (COVID-19) vaccine saw reduced uptake. Additional sessions were offered to support missed vaccinations and sessions were relocated to Council venues where appropriate.

Maroondah Hoarding and Squalor website and Buried Treasures Program

The Maroondah Hoarding and Squalor Network commenced in 2014 for agencies and community groups confronted with hoarding and squalor. The group provides partners with an opportunity to develop relationships, share skills and knowledge, and establish positive collaborative outcomes. A major achievement of the Network is the development of a dedicated website for support workers, and the family and friends of people with hoarding tendencies, which contributes to awareness of the condition and available

avenues of assistance. The current website, while Maroondah focussed, is accessed by people from across the state. With funding from the Outer East Primary Care Partnership (OEPCP), the website has now been updated to include coronavirus (COVID-19) related information. A Buried in Treasures Program was established providing a six-week, two-hour self-help action group for people living with hoarding behaviour. Offering a judgment-free environment, the program encourages individuals to make positive changes to their home environment.

New hoarding resource launched

Council worked in partnership with the Outer East Primary Care Partnership (OEPCP) to produce a resource to better explore the lived experience of residents impacted by hoarding behaviours. Launched in July 2021, the resource aims to promote and guide best practice to appropriately support people affected by hoarding behaviour, through non-judgemental, practical and collaborative approaches. The resource has been developed with input from residents from Maroondah, Knox and Yarra Ranges, and members of the Maroondah Hoarding and Squalor Network, including local support agencies, emergency services and Knox and Yarra Ranges Councils.

Information Session for Parents and Caregivers on Vaping

Council, in partnership with Knox City Council, held an information session for parents and caregivers on vaping in June 2022. Vaping (the use of electronic cigarettes, e-cigarettes or 'vapes') has become a growing issue for many families across the country. The session, delivered by Paul Dillon from Drug and Alcohol Research and Training Australia (DARTA), provided up-to-date and accurate information on the use of e-cigarettes and vaping, including the potential harms associated with the use of these devices, particularly for young people. Practical advice was also provided on how to talk to young people about vaping, as well as some possible responses that parents can use when talking to them about this complex topic.



A safe, healthy and active community

Our achievements

Working towards an active community

Support for the community to re-engage Maroondah Leisure facilities

Council continued to support Aquahub and Aquanation members and the broader community to keep active from home during coronavirus (COVID-19) restrictions through a variety of activities including: Facebook stories showcasing group fitness classes and instructors at home and group fitness classes; Facebook videos with a variety of classes such as HIIT training, body weight exercises and Active Adult classes; the Maroondah Leisure app with 'Workouts of the Day' for beginners, intermediate and experts; and Health and Fitness Blogs such as 'cardio myths busted', 'how many steps do you do', 'muscle building munchies', and 'yoga for runners'. With one of the largest learn to swim and gymnastics programs in Victoria, Maroondah Leisure continued to engage families with swim and gymnastic programs during coronavirus (COVID-19) restrictions with regular newsletters and a range of different water safety and gymnastics activities that could be done from home to ensure skills were maintained including: the 'Swim and Survive' curriculum and water safety scavenger hunts. In addition, Council worked with local schools to create resources that teachers could use in the classrooms and during online learning that had learn to swim activities with a focus on water safety. Onsite videos were filmed about water safety and swimming and gymnastics skills, which were shared in newsletters. During 2021/22, Maroondah Leisure facilities saw a slow but consistent return from members following easing of coronavirus (COVID-19) restrictions.

Support for the community to re-engage with indoor and outdoor sports

The return of gymnastics, basketball, netball and other stadium sports following the easing of coronavirus (COVID-19) restrictions has seen participation rates return close to pre-COVID-19 levels. Community participation has continued to grow for both Ringwood and Dorset Golf facilities over 2021/22, with games of golf increasing by 13 percent and secondary spend increasing by 18 percent on the previous twelve months. The new Maroondah Golf online booking system allows members and guests to easily view and select preferred tee-off times. A revised Maroondah Leisure membership offer was launched in January 2022, offering even greater access to all of Maroondah's Leisure facilities. The new offerings have been embraced by existing members, as well as attracting new members.

Support for sporting clubs and associations to facilitate return to sport in a COVID-safe manner

Council developed a Return to Play process that ensured a safe and effective way for sporting clubs and community groups to recommence non-competitive training and competitive sport following the easing of coronavirus (COVID-19) restrictions. This has been used as a best practice template for the Eastern Region and has ensured a fast and standardised method for the facilitation of sporting activities. Council collaborated with external partners to deliver training sessions covering governance, strategic planning and volunteer retention, which were issues highlighted by clubs during covid recovery planning.

Implement the Equally Active Strategy

Council's implementation of the Equally Active Strategy has been impacted by coronavirus (COVID-19) restrictions, particularly in relation to organised sport, however the development of modified sport programs including pickleball, walking cricket, walking soccer and walking netball has been highly successful and continue to be expanded. The Equally Active Strategy builds on the recommendations of *Council's 2015 - 2020 Physical Activity Strategy* which highlighted women as a specific population that will require targeted actions to make a positive impact on the current low physical activity levels. The strategy contains 24 priority actions which involve a wide range of Council service areas.

Expansion of walking sport programs

Council has continued to offer a number of 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. In April 2022, 120 people participated in a Come and Try Walking Sports Expo to promote Maroondah's walking sports opportunities to over 50's. Participants were also provided with a free 10 session pass to attend any of the six sport programs over the following month.

Walk and Talk peer support walking group

A new 'Walk and Talk' peer support walking group was established in early 2022 to support young people in Maroondah aged 16-25 years old. The purpose of the group was to provide a safe, supportive and welcoming space for all young people with lived experience of mental health challenges or who were looking to make connections within the community. Participants were supported during the program by a Youth Worker, volunteer peer walkers, a Mental Health Worker (Counsellor/Provisional Psychologist) and a therapy dog.

Maroondah Night Run

The Maroondah Night Run was held at Ringwood Golf in April 2022 as part of the Get Active campaign. Open to all ages and abilities, options included walking or running through the 5 kilometre light-filled course. Some racers completed the course in record time, achieving personal bests, and some walked through the undulating course, enjoying the scenic view. Refreshments were served throughout the course to keep everyone well-fuelled and hydrated during the event. All participants who completed the course received a ribbon at the finish line.

Golf state of play

The Golf State of Play Report revealed that despite the impact of the coronavirus (COVID-19) government restrictions on golf operations, a number of key initiatives to diversify income and participation were successfully implemented. During 2021/22, Council achieved the highest average daily attendance rate and an operating financial surplus which are positive indicators of the solid future for golf in Maroondah.

Community Golf Day

A Community Golf Day held at Ringwood Golf in March 2022 offered an afternoon of free golf clinics and play. All sessions were booked out with participants enjoying: beginner's classes and other adults clinics; mini golf for the whole family; and the GCQuad Launch Monitor set up on the first tee to measure player's drives. On the day, 178 people enjoyed free golf activities and 30 people participated in free golf clinics.

Annual sports field improvement program

The sportsfield improvement program for 2021/22 focused on the redevelopment of the Dorset Soccer Complex to include a synthetic soccer pitch with lighting, new main soccer pitch with lighting warm up pitch and associated infrastructure to meet the require sporting code. In addition, the playing surface at Cheong Park Oval was replacement with drought tolerant couch grass.



A safe, healthy and active community

Looking ahead

In continuing to work towards a safe, healthy and active community during 2022/23, Council will:

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

In 2022/23, Council will continue to engage with the community regarding the on-going social and economic impacts of the coronavirus (COVID-19) pandemic. Regular reporting and monitoring of economic data relevant to the Maroondah area and regional analysis will occur to ensure that service delivery is aligned to community needs.

Review, update and implement Council's Physical Activity Strategy, and develop and implement an Indoor Sports Facilities (Basketball, Netball and Volleyball) Strategy

In 2022/23, Council will review, update and implement Council's Physical Activity Strategy, and develop and implement an Indoor Sports Facilities Strategy including basketball, netball and volleyball.

Design and construct sporting infrastructure upgrades at Jubilee (regional cricket hub), Cheong and Ainslie Parks, and at Dorset Recreation and JW Manson Reserves

In 2022/23, Council will continue to construct infrastructure upgrades including pavilions at Jubilee (stage 2 - regional cricket hub), Cheong and Ainslie Parks and Dorset Recreation Reserve. Proclamation, Springfield and Silcock pavilions have been completed.

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)

In 2022/23, Council will continue implementation of Year 2 actions associated with the Maroondah Liveability, Wellbeing and Resilience Strategy and Health and Wellbeing Action Plan. Actions will be undertaken across priority areas of healthy lifestyles, liveable neighbourhoods, safe communities, social inclusion, embracing diversity and social harms. Highlights will include continued delivery of mental health initiatives in response to the coronavirus (COVID-19) pandemic; developing the Croydon Community Wellbeing Precinct (CCWP); implementing the Gender Equality Action Plan; celebrating and recognising indigenous culture; and delivering the Maroondah Youth Wellbeing Advocates program.

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)

In 2022/23, Council will work in partnership with a broad range of service providers and agencies to progress the staged development of the Croydon Wellbeing Precinct (CCWP).

Our key services

Council delivers a wide range of services aimed at promoting a safe, healthy and active community. These services include:

Community Health (Health, Local Laws and Emergency Management)

Community Health works to achieve a healthy and safe community through education and prevention programs, while initiating regulatory intervention where there is a risk to the health, wellbeing and/or safety of the Maroondah community.

A broad range of proactive and reactive activities and services are undertaken including: registration and assessment of food and personal care and accommodation businesses; statutory food and water sampling; tobacco retailer education and test purchasing; communicable disease and health related investigations; preventative health services; immunisation service (including flu program); and general health promotion and education activities.

Emergency Management (Health, Local Laws and Emergency Management)

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). The function leads Council's response to the COVID-19 pandemic in coordination, relief and recovery planning.

Leisure and Aquatics (Leisure)

Leisure and Aquatics operates Council's three aquatic and leisure facilities - Aquanation, Aquahub and Croydon Memorial Pool. It provides a wide range of activities and programs at affordable prices, to ensure that the Maroondah community, and visitors to the region, have the opportunity to access healthy lifestyle options. The Maroondah Leisure Sales and Membership team works in conjunction with Leisure and Aquatics and Communications and Citizen Engagement teams in acquiring new perpetual members, as well as supporting existing Maroondah Leisure members.

Local Laws (Health, Local Laws and Emergency Management)

Local Laws provides a broad range of services to maintain and improve the amenity and safety of the Maroondah municipality. Services include: 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; infringement review and prosecution and managing Maroondah's 76 school crossings.

Maroondah Golf and Sportsfields (Leisure)

Maroondah Golf and Sportsfields operates Council's 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 within 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 Education and Training. 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 links with communities.

The MCH service offers parent education programs, a breast-feeding support program, sleep and settling workshops, and support groups for parents experiencing depression and anxiety, relationship and attachment issues with their babies, and has strong partnerships with specialist services to provide opportunities for families to be referred to community specialists.

The MCH service also provides an Enhanced Home Visiting MCH Program for vulnerable families and a Supported Playgroup Program which supports the development and wellbeing of both parents and children where families have particular vulnerabilities or needs.

Sport, Recreation and Events (Leisure)

Sport, Recreation and Events supports and encourages 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 function 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, the team manages Council's community events, including Maroondah Festival, Maroondah Carols, Australia Day, and the Celebrate Maroondah neighbourhood activities.

Stadiums (Leisure)

This team operates Council's two stadium facilities. 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.





Yarrunga Reserve bike track



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

Through the *Council Plan 2021-2025 (Year 1: 2021/22)*, Council identified four priority actions to be delivered during the 2021/22 financial year to work towards a prosperous and learning community.

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: Strategy and Community

The Bayswater Business Precinct Transformation Strategy will guide the partnership between Maroondah, Knox and Yarra Ranges Councils to maintain and strengthen the economic value of the Bayswater Business Precinct (BBP) to the eastern region. The Strategy was funded by the Victorian Government and has been finalised. The process for the Strategy to be formally adopted by the three Councils is underway, with Maroondah City Council adopting the strategy in March 2022. During 2021/22, online sessions were conducted by the Department of Health and Human Services (DHHS) to provide information on the impacts of coronavirus (COVID-19) restrictions and COVIDSafe plans on manufacturing operations.

Complete a strategic review of shopping centres in Maroondah, and plan and implement infrastructure and amenity improvements



Status: In progress

Responsibility: Strategy and Community

The focus of the Maroondah Shopping Centres Strategic Review was amended as part of the coronavirus (COVID-19) economic recovery planning, to focus on short-term actions to improve amenity and activate 31 shopping centres across Maroondah. A 20-Minute Neighbourhood assessment of nine key local centres was undertaken to inform the development of the shopping centre review. The assessment captured relevant planning, transport access and performance, and amenity indicators which were used to create a hierarchy of centres to enable appropriate planning for future investment. Infrastructure upgrades were completed to improve the amenity of Paul Street in Croydon; Loughnan Road in Ringwood; and Old Lilydale Road in Ringwood East. Works were undertaken as part of Council's capital works program in consultation with traders including: new footpaths; tree planting and garden bed upgrades; and new street furniture such as bins and seats. New footpaths, bike racks and seating are planned to be installed across a number of other centres in 2022. Place activation projects in Ringwood East and Croydon South were successfully delivered with funding support through the Neighbourhood Activity Centre Renewal Fund including: transformational infrastructure; amenity upgrades; and cultural and engagement initiatives. The Ringwood East Place Activation Project was a finalist in the 2021 Mainstreet Australia Awards.

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



Status: In progress

Responsibility: Strategy and Community

Council is working with the Department of Education and Training (DET) to support the rollout of funded three-year-old kindergarten in Maroondah. In 2022, three-year-old-children were able to access five hours per week of free kindergarten programs, which will increase to 15 hours per week by 2029. Through DET funding, Council has employed a Kindergarten Initiative Project Officer to work with services to understand their needs and ensure that early years infrastructure will meet community demand. The role will work with DET to identify priority kindergarten infrastructure projects for Maroondah through the Building Blocks Partnership. The Maroondah Kindergarten Infrastructure and Services Plan is now finalised and available on the DET website.

Facilitate co-working opportunities and spaces in Maroondah



Status: In progress

Responsibility: Strategy and Community

The BizHub Coworking space has continued to deliver both premium (ongoing) membership and casual access to desk and facility space for Maroondah businesses. The coworking space is a dynamic, professional office space suited to small teams and solo operators, conveniently located and directly supported by the BizHub team and its services. Following easing of coronavirus (COVID-19) restrictions, the space has attracted local businesses that previously had head offices, with small teams utilising the space for collaborative work.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Unemployment rate for Maroondah	↓	3.7%	6.2%	3.7%	4.1%
Economic output for Maroondah	↑	Result not available *	\$16.2B	\$15.2B	\$14.5B
Number of businesses in Maroondah	↑	Result not available *	9,571	9,665	9,522
Herfindahl Index for Maroondah	↓	Result not available *	1,804	1,589	1,544
Median weekly household income in Maroondah	↑	\$1,867	Result not available	Result not available	Result not available
Percentage of preschool aged children in Maroondah attending a government funded kindergarten service	↑	Result not available**	Result not available	Result not available	88.4%
Maroondah school leavers actively undertaking education, training or employment	↑	Result not available *	95.4%	90.7%	95.9%

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

* Next data update expected in 2023

** Next data update unknown

Service delivery performance measures

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Participant satisfaction with business support workshops	↓	98.1%	96.7%	97.1%	97.0%
Increase business skills and networking achieved through Bizweek activities	↑	Result not available *	91.0%	Result not available *	98.0%
Active library borrowers in Maroondah	↑	12.0%	13.8%	15.9%	16.3%
Value of non-residential building approvals	↑	\$127.8M	\$174.1M	\$175.1M	\$159.0M

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



Women on the Go 2022



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

During 2021/22, Council's focus was economic recovery and support for local businesses through targeted projects and place management initiatives at the Ringwood Metropolitan Activity Centre (RMAC) and the Croydon Major Activity Centre, which are two of Melbourne's premier urban destinations. Stakeholder engagement continued with Queensland Investment Corporation (QIC), who own and operate Eastland, and Croydon Main Street Traders Association. Council provided significant support to local businesses and these peak organisations during coronavirus (COVID-19) restrictions and the following recovery phase. Work also continued on the planned upgrade of the Maroondah Highway boulevard and creation of a masterplan for the future development of Staley Gardens.

BizHub supports our businesses during coronavirus (COVID-19)

BizHub provided ongoing assistance to businesses in response to the coronavirus (COVID-19) pandemic. This included a business concierge directly addressing business needs, providing connection to experts and mentors, grant opportunities and wellbeing supports, and assisting with permits and approvals through the Better Approval Process (BAP). BizHub provided specific sector support with COVIDSafe information including risk assessments and translated COVIDSafe information. Other activities included a triage service for small to medium enterprises (SMEs). This service linked businesses to a range of professional advice including business, legal, financial and mental health support services. Local businesses have been supported with the 'We're Still Open' and 'Be Kind to Business' campaigns run for local shopping centres, support for businesses via online workshops, mentoring and various communication channels. Businesses affected by the coronavirus (COVID-19) pandemic have been able to access free online workshops to plan for a stronger future and take advantage of new opportunities. Extensive engagement processes with community and businesses have been undertaken at regular intervals during the financial year to ensure services can adapt to new and emerging needs. New small businesses and their owners have been supported by streamlining relevant application, permits and approval processes through Council.

Support for business to expand outdoor dining opportunities

Council secured \$575,000 funding through the Victorian Government's Outdoor Activation Fund which provided support for 84 local hospitality businesses. An extensive program of arts and cultural events were undertaken across Maroondah between December 2021 and May 2022, including the Ringwood Town Square Neon Lights; Wyreena Cultural Activations; Gluttony Festival in Croydon and Music in Maroondah. Five 'pop-up' parks were also installed in Ringwood, Croydon, Croydon North and Bayswater North to provide additional seating for the community and to and improve the appearance of our local shopping centres. Other projects included installation of bollards and planter boxes at Heathmont Village and outdoor dining and infrastructure upgrades in Croydon.

Better Business Approvals Project

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

Small Business Friendly Charter

Council continued to roll out the Small Business Friendly Council (SBFC) to provide small business owners with the support they need to do business. The SBFC outlines shared goals for the Victorian Small Business Commission (VSBC) and participating local councils in working 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 to help set up and support local business networks.

Working with our main street traders

Council worked in partnership with Ringwood East Traders Association and individual business owners to successfully complete the Ringwood East Place Activation Project in 2021/22. This included an upgrade of a laneway park, furniture and planter box installation and an innovative arts project. Construction of a parklet was also facilitated along with additional outdoor dining opportunities. Council worked directly with Croydon Main Street Traders Association to provide support for a number of events, resolve maintenance issues and undertake extensive engagement on the multi-storey Devon Street carpark development.

Supporting the Maroondah Business Group

Council continues to participate as an active member and supporter of the Maroondah Business Group (MBG) which actively supports the local business community by promoting shared learning, collaboration, engagement and advocacy. Council has assisted the MBG with the development of the group's strategic vision and establishment of a framework for its operations, procedures and charter. In addition, Council has provided support for the development of a new growth strategy and action plan, which will align MBGs offerings to the needs of local businesses.

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

The Eastern Regional Group of Councils (ERG) comprises the municipalities of Knox, Manningham, Monash, Whitehorse, Yarra Ranges as well as Maroondah. Over the past 12 months, the ERG has progressed joint advocacy for a range of capital works and projects to support our communities, grow our economy, and sustain the built and natural environment. Key advocacy issues highlighted by the ERG during 2021/22 included: pathways to employment, renewables for the region and for business, mental health, housing, regional trails, rail duplication and capacity uplift, and reducing road congestion. The challenges of coronavirus (COVID-19) have strengthened local communities' connections to their local area, and the concept of the 20-Minute Neighbourhood underpin many of the ERG priorities and actions. Improving access to services, access to safe footpaths and trails, and increasing job choices closer to home are central to achieving our vision of a connected, healthy, sustainable and prosperous region. Over the next four years, the ERG will continue

to draw on the shared strengths – knowledge, experience and data to address challenges around four areas or 'pillars': community, environment, economy and infrastructure.

Participation in the Working for Victoria Initiative

Council received Victorian Government grant funding under the Working for Victoria Initiative (WfV) to employ people seeking work during the coronavirus (COVID-19) pandemic. From December 2020 to September 2021, Council employed 54 people into 33 new roles in the areas of: infrastructure; environmental and outdoor work; customer service; social planning, community engagement; recovery support; community arts; and community services, which enhanced Council's ability to provide critical services and respond to social and economic issues arising from the coronavirus (COVID-19) pandemic.

Several WfV employees went on to secure either casual, maximum term or ongoing employment with Council, whilst others either obtained longer term employment elsewhere or gained entry into tertiary education.

Working towards a learning community

Community Houses offer education programs and essential services during COVID-19

Throughout the coronavirus (COVID-19) pandemic, Maroondah's community houses continued to provide a focal point for community engagement, community learning and social inclusion. During 2021/22, Maroondah community houses continued to offer a range of accredited education and community activities via a mix of online and face-to-face programs, provide childcare services for essential workers and support emergency relief services. Central Ringwood Community Centre (CRCC) continued implementation of a Victorian Government 'Let's Stay Connected' grant to implement three interconnected programs, including: support resources modified for culturally and linguistically diverse (CALD) and First People; a digital device loan scheme for isolated and vulnerable community members; and a wellness program adapted to suit the needs and preferences of the community. Glen Park Community Centre expanded their partnership with Eastland to a broader range of employment pathways and continued to provide an emergency relief donation point for food and education supplies. 'Let's Get Neighbourly Maroondah' programs were delivered at four community houses to promote neighbourhood level social inclusion programs, and 'Mindful Walking' programs were delivered at CRCC and Yarrunga Community Centre (YCC).

The Bedford Park Community Garden initiated a range of activities including permaculture workshops and a 'neighbours for nature' seedling project.

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

Council delivered a series of 'My Money' financial education workshops in September 2021, in partnership with Knox and Yarra Ranges Councils, Eastern Community Legal Centre (ECLC), the Outer East Primary Care Partnership (OEPCCP) and Women's Health East (WHE). Five free one-hour online sessions were delivered online over consecutive weeks on topics including: budget and bills, super and insurance, managing debt, avoiding scams, and planning for your future. The series was initiated in response to shared organisational health and wellbeing priorities around gender equality and the prevention of violence against women, while also considering the disproportionate impact on women as a result of the coronavirus pandemic (COVID-19).

During 2021/22, Council also delivered a series of online parenting information sessions for parents, grandparents and carers in Maroondah, to support families in their parenting journeys with children and young people. Webinars were delivered by a range of professionals to shed light on topics including: understanding your teen and helping their transition to become a young adult; anxious kids; and the building blocks of wellbeing.

Support for young people facing barriers to employment

Council, in partnership with the Outer East Youth Service Providers Network (OEYSPN), delivered the 'Youth Employment: Information session for carers and parents of young people' webinar on 14 October 2021. OEYSPN is a partnership between Maroondah City Council, Knox City Council and Yarra Ranges Council. Council also supported the Outer Eastern Local Learning and Employment Network (OELLEN) to deliver the Maroondah youth careers expo at Central Ringwood Community Centre to provide young people an opportunity to hear from a range of services about employment and education pathways.

Accessible library services for the community

Library services continued to be accessible to the community throughout coronavirus (COVID-19) restrictions, with Eastern Regional Libraries (ERL) offering 'click and collect' services along with a range of online programs. Following easing of restrictions, library services saw 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 2021/22, the L2P program continued to match learner drivers with a fully licensed volunteer mentor to help them 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 supervisor with a full licence. Volunteer mentor drivers are provided with comprehensive training and support. The program has attracted an increased number of volunteer mentors in the past 12 months who have been given the opportunity to participate in further training to support learner drivers on topics like anxiety and stress. Since the program recommenced following lifting of COVID19 restrictions, seven local young people have successfully gained their probationary licence.

Road safety education programs delivered

Council continues to participate as an active member of RoadSafe Eastern Metro which delivers programs such as 'Wiser Driver', 'Seniors Stepping Out Safely', Bike Education Training, and 'Bike It!'. Coronavirus (COVID-19) restrictions heavily restricted the offering of programs in during 2021 although program delivery recommenced in 2022 through community houses and schools. 'Bike It!' was cancelled in 2021 due to poor weather and coronavirus (COVID-19) restrictions and instead a mini 'Bike It!' event was held with Mullum Primary School. Schools participated in National Ride2School Day and National Walk Safely to School Day. There was no community event for National Ride to Work Day 2021 due to coronavirus (COVID-19) restrictions, however an individualised campaign about bike riding locally was launched by Bicycle Network and supported by Council.

Continued implementation of the Volunteer and Student Placement program

Council continued to deliver volunteering and student placement program where possible during the coronavirus (COVID-19) restrictions, gradually resuming the program when restrictions eased. The student placement program provides opportunities for secondary and tertiary students to gain practical work experience and to meet their education requirements while securing top quality training in a progressive environment where they are given the opportunity to support the wider community. Council volunteers assist with programs such as delivered meals, maintaining our bushland, reserves and community gardens, and arts and cultural programs. Council's volunteering opportunities provide avenues to strengthen and extend the social, environmental and cultural dimensions of our community, while providing volunteers with a sense of purpose, meaning and connection.

School holiday activities

Council's Vacation Care program continues to be conducted during the school holiday periods with a focus on primary school children aged 5 to 12. Activities encourage children to socialise, have fun, be active and learn with a mix of safe and inclusive activities and excursions. The high-quality, flexible and child-focused program aims to support busy working parents during the school holidays.



A prosperous and learning community

Looking ahead

In continuing to work towards a prosperous and learning community during 2022/23, Council will:

Advance planning and implementation of 20-Minute Neighbourhood initiatives, including completion of a strategic review of shopping centres in Maroondah

In 2022/23, Council will continue to advance the implementation of the 20-Minute Neighbourhood initiatives including the completion of a strategic review of Maroondah's local shopping centres in partnership with state and local stakeholders. Council has recently been invited to participate in the 20-Minute Neighbourhoods Municipal Planning Project during 2022/23. This will provide access to a funding grant and the opportunity to work with the Victorian Government to better plan for 20-Minute Neighbourhoods in Maroondah.

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

In 2022/23, Council will work in partnership with Knox and Yarra Ranges Councils, to implement the Bayswater Business Precinct Transformation Strategy with key activities around land use, economic governance, and precinct governance. Economic activities will focus on branding and awareness of the precinct and continue to build and understand local business connections, support improvements to operations, and access to skilled employees.

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

In 2022/23, Council will continue to work closely with the Department of Education and Training (DET) to support the rollout of funded three-year-old kindergarten programs in Maroondah. Council will continue working with Maroondah's kindergarten services to understand their needs and ensure that infrastructure will meet community demand, as well as with DET to identify and implement priority kindergarten infrastructure projects for Maroondah through the Building Blocks Partnership.

Facilitate co-working opportunities and spaces in Maroondah

In 2022/23, the BizHub Coworking space will continue to provide flexible and professional office space, inspiring collaboration and business connection. Preparations have begun for a monthly networking get-together to discuss business challenges and business learnings within the membership. The BizHub team will continue to build and enhance the Bizhub coworking community offering including networking, business promotions and social activities.

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 Activity Centre Development is responsible for facilitating business development, investment attraction and local employment opportunities in Maroondah. The function manages relationships between Council and the business community; stewards investment attraction; and manages place activation and development of the Ringwood Metropolitan Activity Centre; Croydon Major Activity Centre and Maroondah's 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 Yara 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 (Property and Corporate Executive)

Council provides two library facilities – one at Realm in Ringwood and one at Civic Square in Croydon. The libraries are managed by the Eastern Regional Libraries Corporation 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.



Aquanation occasional care



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

Through the *Council Plan 2021-2025 (Year 1: 2021/22)*, Council identified three priority actions to be delivered during the 2021/22 financial year to work towards a vibrant and culturally rich community.

Deliver the 20-Minute Neighbourhood place activation projects in the Croydon South local activity centre and Ringwood East neighbourhood activity centre



Status: Completed

Responsibility: Strategy and Community

Place activation projects in Ringwood East and Croydon South were successfully delivered with funding support through the Victorian Government's Neighbourhood Activity Centre Renewal Fund. Transformational infrastructure and amenity upgrades, and a program of arts activations were undertaken in both centres, with the support of local community, organisations and traders. The Ringwood East Place Activation Project was a finalist in the 2021 Mainstreet Australia Awards and the Minister for Local Government, the Hon. Shaun Leane attended the official launch of the Ringwood East laneway park in May 2022.

Design the Karralyka Centre redevelopment, and undertake staged redevelopment works



Status: In progress

Responsibility: Operations, Assets and Leisure

Design has commenced for the staged Karralyka redevelopment and work will continue over the next few years subject to funding. The proposed redevelopment includes a new entrance foyer, outdoor plaza space, and improved accessibility. Improvements to the loading dock and the replacement of theatre seating will also be considered as part of the staged works.

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: Strategy and Community

Implementation of the Arts and Cultural Development Strategy 2020-2025 is well underway. Key projects and focus areas for 2021/22 included the delivery of significant public art commissions at Realm, development of commissions at the Croydon multi-level carpark and Melview Reserve and planning for the integration of arts and cultural facilities within the Croydon Community Wellbeing Precinct (CCWP). Further development of arts activations into the regeneration of local shopping centres and 20-Minute Neighbourhoods have taken place including further innovative programming and marketing of the Ringwood Arts Precinct. Cultural recovery priorities identified in the Maroondah COVID-19 Recovery Plan have continued to be a focus for 2021/22.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Visitors to the Ringwood arts precinct (ArtSpace at Realm, Maroondah Federation Estate) and Wyreena	↑	135,792	99,154	168,389	219,222
Participants in arts and culture activities in the Ringwood arts precinct and Wyreena	↑	4,195	1,708	10,043	5,699
Individual Maroondah artists/arts and cultural groups supported to produce and present their work	↑	159	37	148	167
Local artists/community members participating in arts networks and related events	↑	83	59	99	236

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

Service delivery performance measures

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Attendance at Karralyka Centre	↑	58,000	18,081	76,822	93,529
Arts and Cultural Grants Program recipients	Maintain	6	6	7	5
Community satisfaction with community and cultural activities	↑	67	64	70	72

Did you know?

Maroondah Leisure has the biggest swim school in Victoria. Record Program numbers – as of April 2022 Swim school Aquanation (2853), Aquahub (2013), and Gymnastics (485).





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

Support for arts and cultural groups during COVID-19

Council has developed a wide range of support and advice for the creative community impacted by coronavirus (COVID-19) in recognition of the invaluable contribution that creative industries make to local employment, community wellbeing and vitality, tourism and economic development. This support has included continued subsidies for the hire of Council's cultural facilities; Council's 'Arts in Maroondah' social media and other online platforms providing information and opportunities for networking for individuals and groups.

Arts and Cultural Resilience Awards

In response to the COVID-19 pandemic, Council hosted a one-off Arts and Cultural Resilience Awards in October 2021 to acknowledge the work of local artists and cultural groups and celebrate Maroondah's creative community. The pandemic has seen countless performances and exhibitions cancelled, yet local artists have still found innovative ways to continue to provide creatively for the community. Twenty outstanding entries for individuals and groups were received including online theatre, poetry and jazz. Eight inspiring artists and cultural groups were announced as award recipients who received in-kind prizes including exhibition space, rehearsal spaces, a creative residency and performance opportunities.

Cultural tourism and supporting local creative industries

Council has provided 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 20-Minute 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. After many months of limited activity due to coronavirus (COVID-19) restrictions, galleries returned to their usual programming, with a number of new exhibitions featuring local artists. Local artists have taken centre stage for many of the exhibitions at Maroondah Federation Estate Gallery and Wyreena's Arts Lounge in 2021.

New Public Art

The provision of public art around Maroondah is guided by Council's Public Art Policy 2015, which demonstrates Council's commitment to public art in Maroondah and responds to the community's desire for traditional and contemporary art forms in public settings. Several key locations for future public art developments were identified within the Arts and Cultural Development Strategy 2020-2025, including within new multi-level carparks which are being constructed adjacent to railway stations in Maroondah. Commissioning processes were completed for works to be installed at the new Croydon Commuter carpark in 2022-23. Artwork undertaken by a local artist, Tricia Van Der-Kuyp was displayed on the temporary boarding around the construction site and a painted mural was established by street artists Chuck Mayfield and Bryan Kearns who worked with young people from the Croydon area. Commissioning has also commenced for work to be installed at Melview Reserve. As part of the Ringwood East Place Activation Project, a new laneway park was established in Railway Avenue. An Indigenous wall mural was created by artists Robert Young and Simone Thomson and the footpath painted by members of Mullum Mullum Indigenous Gathering Place, who also painted the faces of planter boxes to line Railway Avenue. New public artwork Interweave by Yu Fang Chi was installed at the entry to the Realm Offices and Council Chambers, building upon the public art in Realm and the Ringwood Arts Precinct. Commissioning is also complete for work on the theme of the Tawny Frogmouth to be installed at Melview Reserve in Ringwood North in 2022-23.

Ringwood arts precinct attractions

Ringwood Arts Precinct, including Realm, the Town Square, the Backyard and Maroondah Federation Estate, has an outstanding collection of outdoor urban artworks that attract visitors from across Melbourne. While a range of events, exhibitions and programs had to be suspended during coronavirus (COVID-19) pandemic restrictions, strong interest and participation continues in this unique precinct. The 'Backyard' held an exciting visual and performing arts program in March 2022. The program provided an opportunity to enjoy live music, urban art tours, arts workshops and a new production by Fresh Theatre for Social Change with catering provided by social enterprise 'Holy Cheesus'. The location features a series of murals by renowned local and international female street artists. Urban Art Tours were able to resume by the end of the 2021, showcasing innovative public art within the Ringwood Arts Precinct.

The 'Conscious Projections' exhibition in Art Space at Realm during March to May 2022 featured the work of artists Alison Bennett, Roberta Joy Rich, Jonathan Homsey and Diimpa, with an artist performance and Q&A marking IDAHOBIT Day (International Day Against Homophobia, Biphobia, Interphobia and Transphobia) on 16 May 2022, part of Council's broader program.

Indigenous arts and culture celebrated

During 2021/22, Council continued to support and work in close partnership with the local community as well as with artists, community leaders and organisations from across Victoria and Australia to promote a wide range of indigenous arts and cultural practice within Maroondah. 'Dancing with Creation' is a series of works including an Indigenous wall mural and footpath mural in the park and planter boxes on Railway Avenue was officially opened in May 2022 corresponding with Reconciliation Week. Realised by Gunnai/Gunditjmarra/Yorta Yorta/Wiradjuri artist Robert Young, Wurundjeri/Yorta Yorta artist Simone Thomson and artists and community from Mullum Mullum Indigenous Gathering Place, Dancing with Creation has transformed this local community site.

Karralyka events and performances

Karralyka reopened its doors in November 2021 after nearly two years of closures due to coronavirus (COVID-19) restrictions. The theatre season was launched with 'Come Together' with guests treated to food and live music including performances from the Australian Rock Collective's (ARC) celebration of the 50th anniversary of the Beatles 'Let It Be' album. Other events included: Margaret Fulton The Musical; The Melbourne Comedy Festival Roadshow; The Sapphires; and a Sing-a-Long-A Sound of Music hosted by Hans The German. In April 2022, Karralyka presented entertainment handpicked from the Adelaide Fringe Festival Gluttony Carnival.

Celebrate Maroondah

Three Celebrate Maroondah events were held at reserves across the municipality during the year. The event at Warrien Reserve in Croydon North, which was held in February 2022, attracted hundreds of community members who enjoyed free family activities including a Mad Hatter's Tea Party, roving entertainment and rides. The event at McAlpin Reserve in Ringwood North included an outdoor movie night, free sausage sizzle, popcorn, craft activities and roving performers. The final event was a community planting day held along the Tarralla Creek in Croydon. Around 500 plants were planted by the community while they enjoyed free family activities including face painting, a wildlife display, roving performers and sausage sizzle.

Christmas in Maroondah

Christmas decorations were installed around the municipality including banners, wreaths and posters on light poles, bins, parking poles and fences. Nativity scenes were installed at Ringwood Clocktower and on the James Stevens Lawn in the Croydon Community Wellbeing Precinct. This added some festive cheer to business precincts and encouraged people to shop locally for Christmas. The annual Light Up Maroondah Christmas decoration competition was held encouraging the community to decorate their homes and enter them into the competition. During December the community could then visit the houses and vote for the People's Choice Award. Council's annual Maroondah Carols event was held after having a year off in 2020 due to COVID-19 restrictions and was well attended with over 5000 people getting into the Christmas spirit on the night.

Christmas in July Arts and Crafts Market

After coronavirus (COVID-19) restrictions impacted the Christmas in July Arts and Crafts Market planned for Croydon South, Council created Maroondah's first virtual market. The talents of local performers and artisans were showcased online. Instead of a traditional market at the Eastfield shops, artists have sent in pictures of their wares and musicians their songs which have been added to an online market platform.



Maroondah Carols 2021



A vibrant and culturally rich community

Looking ahead

In continuing to work towards a vibrant and culturally rich community during 2022/23, Council will:

Design the Karralyka redevelopment, and undertake staged redevelopment works

In 2022/23, Council will be undertaking a renewal to the theatre seating and undertake loading dock improvements. Council will also continue planning for the staged redevelopment of the venue subject to funding. The proposed redevelopment would include: a new entrance and foyer, outdoor paved terraced area leading from the function rooms, accessibility improvements, an additional function room and a new video-conferencing board room.

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

In 2022-23, implementation of the Arts and Cultural Development Strategy 2020-2025 will continue. Key projects will include the delivery of significant public art commissions for the Croydon multi-level carpark, Melview Reserve in Ringwood North, and GloBird headquarters in Ringwood. Further development of arts activations into the regeneration of local shopping centres and 20-Minute Neighbourhoods will take place, as well as planning for the integration of arts and cultural facilities within the future Croydon Community Wellbeing Precinct (CCWP). Council will continue to monitor the impact of coronavirus (COVID-19) on artists, cultural groups and community, as identified in the Maroondah COVID-19 Recovery Plan.



Our key services

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

Arts and Cultural Development (Community Services)

Arts and Cultural Development delivers a range of facilities, programs and services at Maroondah arts and culture venues - ArtSpace at Realm, the Ringwood arts precinct, Wyreena Community Arts Centre in Croydon, Maroondah Federation Estate Gallery, and the Maroondah City Council Art Collection; as well as the Public Art Collection which is sited across Maroondah.

The function as supports local artists, creative industry professionals, community and cultural groups through capacity building, skills development, and networking opportunities, in addition to financial support through the Arts and Cultural Grants program.

Additionally, the function provides cultural planning advice and expertise across Council, which contributes to creative placemaking and the appreciation of cultural heritage and embeds the value of the arts and creativity for wellbeing and quality of life across social, environmental and economic domains.

Karralyka, Maroondah Federation Estate and Maroondah community halls (Leisure)

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 also used to prepare delivered meals for Maroondah and Knox Council's aged and disability service.

The function also oversees the management and booking of Maroondah Federation Estate and eight Maroondah community halls.



Reconciliation week - Dancing with Creation opening 2022



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

Through the *Council Plan 2021-2025 (Year 1: 2021/22)*, Council identified seven priority actions to be delivered during the 2021/22 financial year to work towards a clean, green and sustainable community.

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



Status: In progress

Responsibility: Strategy and Community

A review of the Carbon Neutral Strategy has been undertaken in 2021/22, with outcomes presented in the Carbon Neutral Activities Report. A Climate Change Issues and Options Paper is currently being prepared in preparation for a new Climate Change Plan. The Plan will address climate change mitigation, adaptation and risk, ensuring Council is following best practice to continue to reduce emissions and reliance on carbon offsets, while also reducing climate risk to both Council and the Maroondah community.

Council has maintained its carbon neutral status in 2021/22, accredited by Climate Active. In June 2020, Council joined the Victorian Energy Collaboration (VECO), purchasing 100% of large market electricity from renewable energy sources, with an opportunity to expand this to small market accounts in 2022/23. This will significantly reduce Council's reliance on carbon offsets to achieve carbon neutrality in the future.

Did you know?

Just over 24,861 tonnes of garden organics and recyclables were collected in 2021/22.

Implement Council's Environmentally Sustainable Design Local Planning Policy into the Maroondah Planning Scheme



Status: In progress

Responsibility: Strategy and Community

The Maroondah Environmentally Sustainable Design (ESD) Local Policy Planning Scheme Amendment was adopted by Council in March 2021 and the Minister for Planning approved Amendment C137MARO to the Maroondah Planning Scheme, which came into effect in April 2022. The Amendment introduces a Local Planning Policy into the Maroondah Planning Scheme to provide policy guidance for ESD. There is currently no state-wide policy on Environmentally Sustainable Development ESD. In the absence of such policy, several local councils in Victoria coordinated their efforts to introduce a consistent ESD policy into their respective planning schemes. ESD aims to ensure that developments meet the needs of the present without compromising the ability of future generations to meet their own needs by adhering to appropriate environmental design standards. The Policy requires applications to be accompanied by appropriate supporting information to demonstrate how the relevant Policy objectives will be achieved. Dependent on the scale of development, application requirements include either a Sustainable Design Assessment (SDA) or a Sustainability Management Plan (SMP) and/or a Green Travel Plan (GTP).

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



Status: In progress

Responsibility: Strategy and Community

Following the completion of the Sustainability Activities Report for 2016-2020, project planning has commenced on preparing a new Maroondah Sustainability Strategy which will guide sustainability outcomes identified in the *Maroondah 2040 - Our future together* community vision. Consultation has been undertaken on an Issues and Options paper and a draft Strategy released for public exhibition in April and May 2022. The Strategy pursues an interdisciplinary approach to sustainability, addressing the built environment, climate change, community connections, the green economy, green infrastructure, and governance, evaluation and improvement. A Sustainability Action Plan 2022-2024 is currently being developed to support the implementation of the Strategy.

The Climate Change Risk and Adaptation Strategy is expected to be combined with the Carbon Neutral Strategy to produce a Climate Change Plan, which will support key directions presented in the Sustainability Strategy.

Work in partnership to implement the Reimagining Tarralla Creek project



Status: In progress

Responsibility: Strategy and Community

Council is working with the community and project partners to transform a two kilometre section of Tarralla Creek into a community friendly open space and waterway. The Reimagining Tarralla Creek Project seeks to enhance Tarralla Creek and surrounds in Croydon through an integrated partnership with Melbourne Water, Yarra Valley Water, and Department of Environment, Land, Water, and Planning (DELWP). The project is one of five trial sites for Melbourne Water's 'Re-imagining Your Creek' program and looks to enhance the natural environment; create a place for community to connect to nature and one another; improve connectivity; create a space for arts, culture, and education; and deliver a resilient and maintainable waterway. The project will also seek to create a space for arts, culture, and education opportunities. Objectives of the project include: 'daylighting' the creek by opening up watercourses and restoring them to more natural conditions; promoting opportunities to interact with the creek; providing habitat and increased biodiversity; and improving local and regional connections.

Stage 1 of the works (Croydon Wetland renewal and daylighting of 550 metres of creek between Vinter Road and Norton Road) commenced in December 2020. The works included: a new waterway channel; a revitalised wetland; more than 80,000 new plants; a bird hide; informal creek crossings; gathering spaces; a new bridge and paths; and the Wurundjeri Sensory Garden. The completion of works was celebrated with the Maroondah Tarralla Creek Community Planting Day on 15 May 2022 followed by a formal opening ceremony with project partners. Remaining stages of the project are currently unfunded but have strong support from project partners and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. Planning is currently underway to deliver the next stage of the works as part of Melbourne Water's Kilsyth to Croydon South Water Mains Renewal Project, which will see replacement of three existing water mains.

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



Status: In progress

Responsibility: Corporate Services

A number of initiatives were undertaken as part of the *Waste, Litter and Resource Recovery Strategy 2020-2030* including the tendering for contracts for Council's residual recycling processing, bin collection and hard waste collection. The main focus during 2021/22 involved preparations for the new Food Organics and Garden Organics (FOGO) service, including: the changeover of the current maroon garden organics bin lids to the Australian Standard of lime green; rollout of kitchen caddies and compostable liners; and an education and engagement campaign to prepare the community to start separating food waste.

Other initiatives included: a reusable cloth nappy feasibility project in collaboration with 12 other councils and partially funded by the Recycling Victoria Councils Fund; ongoing promotion of Council's home composting rebate program and delivery of home composting workings; initiating transition of general waste bin lids from green to the Australian standard of red; investigation into expanding hard waste collections to allow a tree pruning collection; and ongoing delivery of council's waste education program including free workshops, bin inspections, segregation audits, school incursions, and community group presentations.

Prepare and implement a Maroondah Habitat Connectivity Action Plan



Status: In progress

Responsibility: Strategy and Community

The *Maroondah Habitat Connectivity Plan* was completed in October 2021, using spatial modelling to identify habitat corridors with the greatest opportunity for enabling wildlife to disperse across Maroondah. Habitat Corridors are pathways through the urban landscape that enable wildlife to move between patches of habitat. These corridors require sufficient habitat “stepping stones” and ways to get past any movement barriers such as roads. Eight Biolink Habitat Corridors were identified across Maroondah that offer the greatest potential to link important patches of core habitat. The next stage requires the preparation of detailed action plans for each of the eight Biolinks to specify and scope the actions needed over the coming years to enable each of them to function as viable habitat corridors.

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



Status: In progress

Responsibility: Operations, Assets and Leisure

The streetscape enhancement program continued in 2021/22 with significant tree planting. There were four street tree renewal projects where existing trees with low useful life expectancies were removed to make way for natural growth. A number of larger specimens were also planted into selected parks and reserves as replacements for trees lost in recent storm events. A number of school routes have been planted to improve their walkability, rideability and to improve shade.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	↑	55.5%	56.7%	56.8%	53.7%
Maroondah's tree canopy cover	Maintain	Result not available *	27.6%	23.8%	25.9%
Council's greenhouse gas emissions (T CO ₂ -e)	↓	Result not available**	16,031***	13,662	15,728
Community perception of Council's performance in relation to environmental sustainability	↑	62	61	61	65

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

* Next data update unknown

** Next data update expected in 2023.

*** Change in methodology to meet Carbon Neutral certification requirements.

Service delivery performance measures

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Tree planting within Maroondah (bushland, street and parks trees only)	↑	40,708	31,650	23,000	17,500
Potable water consumption	↓	Result not available*	120,428	131,309	199,137
Community satisfaction with waste management	↓	74	74	71	76

* Next data update expected in 2023

Did you know?

Maroondah has an estimated
91416 street trees.





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

Domestic Wastewater Management Strategy Action Plan developed

A review of the Domestic Wastewater Management Strategy was undertaken in accordance with the new Environment Protection legislative framework during 2021. Work was undertaken in collaboration with Yarra Valley Water (YVW) to prioritise the installation of reticulated sewer for areas of highest risk through the YVW review of the Community Sewerage Program, which also resulted in updates to Council's Geographical Information System (GIS) mapping data. Information on new owner and occupier obligations to manage and maintain Onsite Wastewater Management Systems (OWMS) was communicated to property owners and information updated on the Maroondah website. An OWMS education and compliance program is currently being developed for commencement in 2022.

Reusable nappy program

Maroondah is among twelve Councils working together to research and understand how to implement a reusable nappy program to reduce waste going to landfill. The feasibility study, which is being led by Monash City Council, has been awarded an \$80,000 Sustainability Victoria funding grant through the Victorian Government's Recycling Victoria Councils Fund. The feasibility study will engage with parents to understand current barriers to using reusable nappies and will be an important first step in not only diverting waste from landfill but creating behaviour change across Victoria. Other participating councils in this project include: Bayside City Council, Boroondara City Council, Glen Eira City Council, Greater Dandenong Council, Knox City Council, Maribyrnong City Council, Monash Council, Moonee Valley City Council, Nillumbik Shire Council, Stonnington City Council and Yarra Ranges Council.

Proactive monitoring of former landfill sites

Council is currently undertaking proactive monitoring of various former landfill sites in Maroondah including: Ringwood Golf course; Mullum Mullum Reserve; Quamby Road Reserve; Quambee Reserve; Dorset Recreation Reserve; Dorset Golf course; The proactive testing is undertaken to monitor the degradation of waste at these former landfill sites. Part of the testing will include the drilling of boreholes for soil testing. Onsite testing was undertaken across all locations during January and February 2022.

Working towards a green community

Citizen science events to connect people with nature

2021 Great Southern Bioblitz (22 to 25 October)

The Great Southern BioBlitz event is a continuation of Maroondah's successful participation in the 2021 City Nature Challenge. As with the City Nature Challenge, for the Great Southern Bioblitz members of the community are encouraged to get outside and log their observations of nature (photos or sound recordings) on the online platform, iNaturalist, during the four-day blitz.

The iNaturalist platform compiled statistics on the numbers of different species observed, the number of observations, and the number of observers, to compare with competitors across the southern biosphere. Despite covid-19 restrictions preventing Council from running any activities in reserves, 31 observers made 668 observations of 325 different species in Maroondah. 33 new species were added to iNaturalist for Maroondah (10 plants, 15 insects, three arachnids and one new bird, planarian, lichen, reptile and fungi). Of the 31 observers, 16 were new to Maroondah adding to our growing network of local citizen scientists. The most observed species, with 16 observations, was the Chocolate Lily (*Arthropodium strictum*), an Indigenous food source and a wildflower with a light chocolate vanilla scent.

2022 City Nature Challenge (29 April to 2 May)

The City Nature Challenge is an annual global event coordinated by the California Academy of Sciences and the Los Angeles County Natural History Museum, that was first run in 2016. In 2022, Maroondah teamed up with twenty other metropolitan Melbourne Councils along with the Field Naturalists Club of Victoria, the Entomological Society of Victoria and Scouts Victoria, to compete against 445 cities from 47 countries under the collaborative banner 'Greater Melbourne'. During the Challenge's recently completed four-day observation period, residents were encouraged to find, photograph and document (on the iNaturalist online platform) the native fauna and flora that lives and grows in our neighbourhoods. To encourage participation, Council organised eight 'nature discovery' activities over the four days, each led by someone with local knowledge and expertise of nature in different reserves across the municipality. A total of 120 people participated. In Maroondah there were 1,186 observations made by 79 observers of 344 different species. This resulted in 77 new species being added to iNaturalist for the Maroondah municipality. and 44 new iNaturalist users for Maroondah.

The most observed animal species was the Australian Magpie (*Gymnorhina tibicen*) and the most observed plant species was the Sweet Bursaria or Australian Blackthorn (*Bursaria spinosa*). Greater Melbourne placed 27th overall (out of 445 cities) in terms of number of observations made (11,538), 22nd in terms of number of species observed (1,657) and 21st in terms of the number of observers (588).

Tarralla Creek Community Planting day

During 2021/22, a section of Tarralla Creek and the Croydon Wetlands have undergone major enhancement works to create a natural oasis for the community to enjoy. The Tarralla Creek Planting Day was held in May 2022, as part of Council's Celebrate Maroondah series, in partnership with Melbourne Water and Friends of Tarralla Creek. The event included: planting activities; a screening of short film Regenerating Australia; roving performers; wildlife display; coffee van; and free sausage sizzle. Nearly 3000 tube stock were planted along the creek. including Bulbine Lily, Austral Clematis; Kidney-Weed; Common Flat-pea; Velvet Tussock-grass; Trailing Speedwell and Native Violet.

Nature Play

Although an official Nature Play event was not held for Nature Play week (6 - 16 April 2022), families were still encouraged to step outside in nature and explore Maroondah's parks, walking trails and bushland reserves. Nature play provides children the opportunity to enjoy unstructured play activities outside, giving them the time, space and freedom to explore, discover and find wonder in the natural world as they engage with natural elements such as earth, water and air.

Neighbourhood Character and Vegetation Reviews

Following adoption of the Maroondah *Vegetation Strategy 2020-2030* by Council in March 2020, implementation of the strategy has commenced. A critical action involves the identification of the best locations for improving habitat connectivity across the municipality to enable more nature throughout Maroondah. An advisory group comprising internal and external representatives with local knowledge and expertise has guided the project. A sophisticated spatial modelling program is being used to map existing connectivity based on parameters for key species of interest, and then to identify locations that offer the greatest opportunity for improving connectivity. It is expected that once the highest priority locations and management actions have been determined, detailed action plans 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) and residential development framework map in accordance with the Victorian Government requirements.

Community Garden Volunteer program

Council operates a volunteer program at Glen Park in Bayswater North supporting communal gardening in a community setting. Community gardens provide an opportunity to enjoy gardening, while bringing people from all backgrounds and ages together to promote a connected community. Through participation in Council's community garden program, volunteers are provided with the opportunity to grow, nurture and harvest communal produce; attend regular working bees and BBQs; and participate in occasional social outings to other gardens. There are a range of other non-Council managed community gardens also operating in Maroondah with some modelled on communal gardening and others as individual plot-based gardens.

Council's annual planting program

Council commenced its annual street tree planting program in June with around 2000 new trees being planted in nature strips across the municipality. This was part of Council's new capital works tree improvement program, to sustainably build and maintain the leafy character of Maroondah. The new trees were to be 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. Urban trees also provide many benefits to our community such as filtering urban pollutants, providing food and protection for birds and other animals. 6,650 understory plantings and grasses and 540 trees have been planted at our parks and reserves, with around 25,000 indigenous plants and trees now at home in bushland reserves.

Maintaining our bushland

Council in partnership with volunteer groups, undertook a continuous maintenance program during 2020/21 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. Council completed landscape improvement works at Erica Reserve in Heathmont. The works included: a lawn area; rock and log edging, providing informal seating and play; a formalised pathway; drainage improvements; site clearing with garden bed improvements and replanting. As part of the initial investigative works for the preparation of a Cultural Heritage Management Plan in conjunction with the Wurundjeri Woi-wurrung Aboriginal Corporation, Council will be undertaking weed management and access clearing along the creek channel at Jumping Creek Warranwood. These land management works will allow for access to the reserve and the creek channel for investigative works and flora data collection. The weed management and access clearing works are scheduled to be completed in December 2022.

Council's garden bed refurbishment program

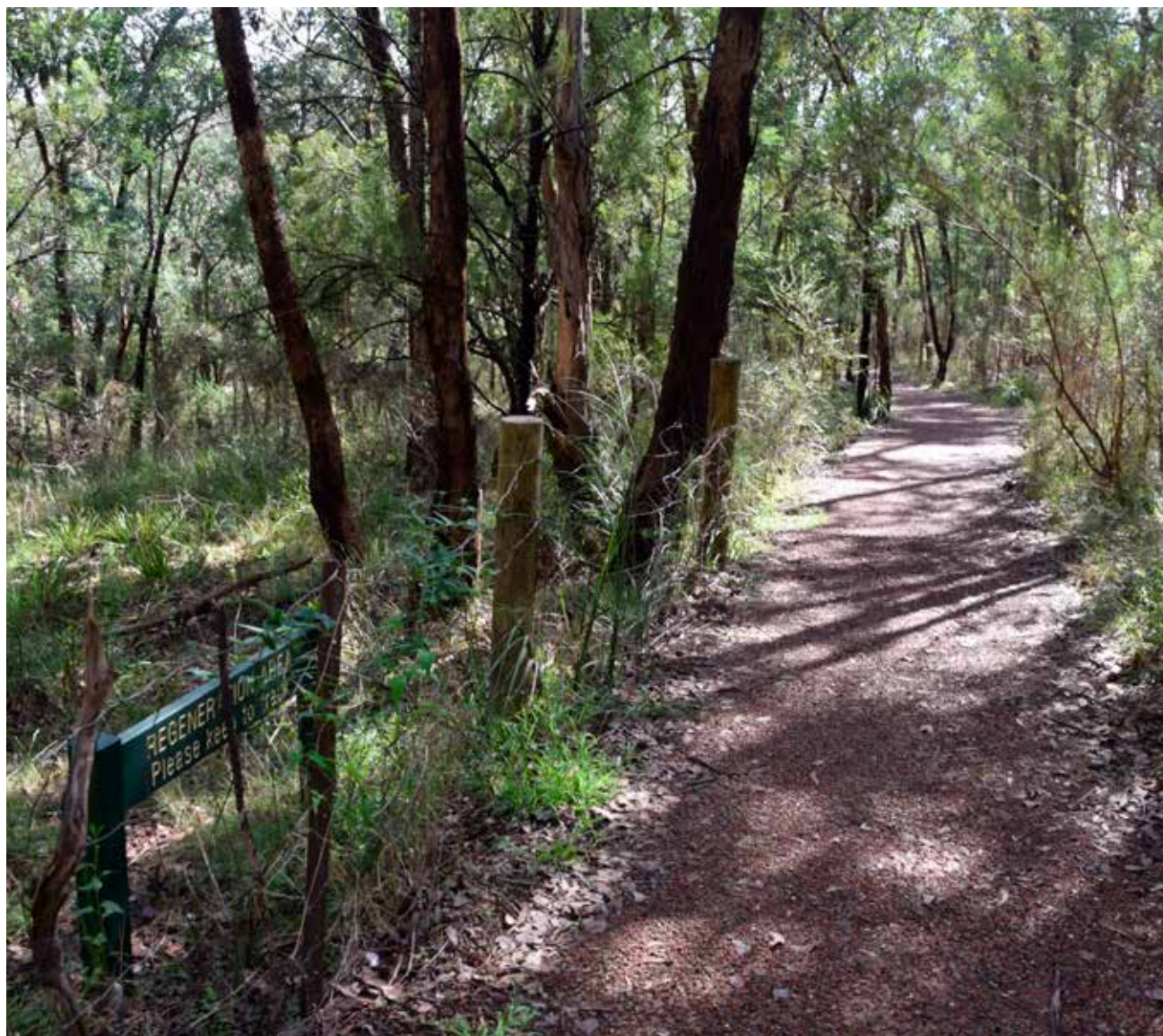
Council in partnership with volunteer groups, undertook a continuous maintenance program during 2021/22 that involved control of weed species, planting of new trees to maintain tree canopy and other works to both conserve the bushland reserves and enhance their biodiversity.

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

Council in partnership with volunteer groups, undertook a continuous maintenance program during 2021/22 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 remove weeds.

Pond and Dam rehabilitation works

Throughout January and February 2022, pond and dam rehabilitation works were undertaken as part of the ongoing maintenance schedule that began in 2017. Desilting and pond restoration has been completed at Yarrunga Reserve. Desilting and creekline re-shaping and rock stabilisation works were also undertaken at Kardinia creekline in Warranwood Reserve.



Regeneration area in Warranwood



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 who would like to install rooftop solar and battery storage and would like assistance in accessing technical guidance and advice, and available rebates and financial support. The number of households who engaged with Solar Savers over the 2021/22 period declined compared to previous years, with a total of 14 households currently between enquiry and invoicing stages for the period July 2021 to May 2022, with one system invoiced. Four systems were invoiced during this period from the Special Rates Charge Program, which concluded in June 2021.

Eastern Alliance for Greenhouse Action membership and participation in the Climate Change Adaptation Roadmap review

Council has worked in partnership with eight other councils on 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. Key projects from include: the review of the Climate Change Adaptation Roadmap; development of a Net Zero Community Emissions Strategy, which will provide regional guidance to support our community in reducing greenhouse gas emissions; and an electric vehicle business case and action plan. EAGA has also been working with Ausnet to facilitate a LED upgrade program across all 31 local government areas within AusNet distribution region. The project will see Maroondah receive a contribution of up to \$400,095 to upgrade inefficient mercury vapour lights across the municipality. EAGA has also provided a letter of support for the proposed Victorian Climate Resilient Councils (VCRC), which is expected to support councils to navigate the complexities of climate change adaptation and managing the associated risks to Council governance and operations.

This project will be led by the Western Alliance for Greenhouse Action (WAGA) and if successful, 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.

Eastern Alliance of Sustainable Learning membership to boost education about sustainability, environment and indigenous culture in education settings

The Eastern Alliance for Sustainable Learning (EASL) offers services and support to schools to better incorporate sustainability into their curriculum, facilities and policies, with the wider goal of better incorporating sustainability into the community. Several major project and events were delivered during the 2021/22 including the Learning for Sustainability Conference, held online in 2021, and watched by 130 teachers and educators. Dr Rebecca Huntley was the keynote speaker and there were eight workshops and panel discussions and twelve exhibitors promoted school base sustainability programs and services. In addition, professional development and networking sessions were held for teachers and educators offering sessions on citizen science, biodiversity, and recycling plant tours. EASL is a partnership of five councils; Knox City Council, Manningham City Council, City of Whitehorse, Yarra Ranges Council and Maroondah City Council.

Looking ahead

In continuing to work towards a clean, green and sustainable community during 2022/23, Council will:

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

In 2022/23, Council will release the *Sustainability Strategy 2022-2031* and supporting Sustainability Action Plan. In doing so, Council will commit to actions that will promote environmental, social and economic sustainability across the built environment, climate change, community connections, a green economy, green infrastructure, and governance, evaluation and improvement. The Climate Change Risk and Adaptation Strategy will be replaced by an updated Climate Change Plan that will cover climate change mitigation, adaptation and risk across both Council operation and the broader Maroondah community.

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

In 2022/23, Council's Carbon Neutral Strategy will be 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, adaptation and risk across Council and the community. Council is expected to expand participation in the Victorian Energy Collaboration (VECO) Power Purchase Agreement (PPA) which will enable a switch to 100 percent renewable energy.

Work in partnership to implement the Reimagining Tarralla Creek project

In 2022/23, Council is seeking to continue the partnership with Melbourne Water to deliver the next stage of the Re-imagining Tarralla Creek works. Discussions are underway with several teams at Melbourne Water to identify opportunities to align works on the upcoming Kilsyth to Croydon South Water Mains Renewal Project and delivery of the Swinburne section (Stage 4) of Re-imagining Tarralla Creek.

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

In 2022/23, the new Food Organics and Garden Organics (FOGO) service will be rolled out to households commencing in May 2023, including standardising of the garden bin lid from maroon to lime green. New receipt and sort, general waste processing, collections and hard waste contracts will come into effect, including new changes which will allow an additional paid hard waste collection and the ability to book a garden prunings collection. A waste services policy, to outline the governance of the new contracts, will be developed including a timeline for assessing the feasibility of introducing the new FOGO service to non-residential properties.

Prepare and implement a Maroondah Habitat Connectivity Action Plan

In 2022/23, Council will continue to work towards the identification of key locations for improving habitat connectivity across the municipality. The project will continue to be guided by an advisory group and sophisticated spatial modelling to map existing connectivity based on key species of interest. Once the highest priority locations that offer the greatest opportunity for improving connectivity are identified, a detailed action plan will be prepared to enable progressive implementation.

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

In 2022/23, Council will implement a strategic open space tree re-newal program to help replace dead or storm affected trees with the municipality.



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 and Management (Operations)

Bushland Management is responsible for the care of 44 bushland 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; and maintaining appropriate fire breaks. The function also maintains water sensitive urban design elements and waterways that are under Council's 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 garden bed and access area maintenance; and programmed tree planting in parks and reserve gardens. The function also maintains Council's playgrounds in accordance with Australian Standards and Best Practice, Council's reserve fence -line half cost fencing program, and Marveloo maintenance hire 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 Governance)

Waste Management provides waste services to the Maroondah community including weekly garbage collection, 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 function also manages the contracts for kerbside collection, receipt and sorting, garden organics, and land fill, as well as providing school and community waste education programs, and strategic planning to meet future waste management needs. A key priority for the function is the implementation of Council's 10-year Waste, Litter and Resource Recovery Strategy which includes the transition to a new Food Organics and Garden Organics (FOGO) service, standardizing of our bin lids to meet the Australian Standards for lids, and implementation of a glass only service.

Did you know?

Around 25,000 tube stock by Bushland team were planted in the 2021/22 planting season.





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

Through the *Council Plan 2021-2025 (Year 1: 2021/22)*, Council identified four priority actions to be delivered during the 2021/22 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, Plymouth Road and Kirtain Drive Croydon; and undertake carpark improvement works at McAlpin Reserve Ringwood North



Status: In progress

Responsibility: Development and Amenity

In 2021/22, Council has continued to work with Department of Transport/VicRoads on the delivery of road improvement works. This has included finalising the design of traffic safety improvements along Plymouth Road in Croydon, including the installation of traffic signals at the Kirtain Drive intersection. The design is complete with works anticipated to be tendered and constructed by the Department of Transport/VicRoads in 2022/23. The construction of improvement works at the intersection of Reilly Street and Wantirna Road in Ringwood is expected to commence prior to the end of 2021/22 with the works delivered by the Department of Transport. Drainage improvement works along New Street in Ringwood, between Molan Street and Sylvia Grove, were completed in June 2022. Carpark improvement works at McAlpin Reserve in North Ringwood were completed by Council in July 2021.

Design and construct activity centre carparks in Croydon, Ringwood and Heathmont; and at Heatherdale station



Status: In progress

Responsibility: Operations, Assets and Leisure

The Australian Government is providing \$81.6 million in funding for new activity centre carparks in Croydon, Ringwood, Heathmont and at Heatherdale Station. The new Croydon Activity Centre Carpark was completed and opened for community use in December 2021. The facility provides much needed carparking and improved pedestrian access and amenity to the area. The multi-level carpark project delivered: 400 parking bays; dedicated accessible car parking; safe pedestrian access to and from local transport hubs including Croydon Station and bus depot; safe pedestrian access to and from Main Street, Town Square, and Croydon Community Precinct; Environmentally Sustainable Design (ESD) initiatives; car charging points for electric vehicles; clear wayfinding signage; and deterrents to minimise anti-social behaviour in and around the building. Other design features include improvements to Pierson Drive, safer and more legible pedestrian paths, additional landscaping and trees, safer traffic movements and screened bin storage at the rear of the Croydon Main Street shops. The new multilevel car park at the Ringwood Activity Centre is currently being planned. The Australian Government has funded \$18.9 million for a new carpark servicing the Heathmont Village Shopping precinct, the bus interchange and Heathmont railway station. Council has completed early investigations for the site to assist with identifying proposed building elevations, pedestrian and traffic improvements, landscaping, and enhancements to the surrounding street and landscape. A feasibility study has been undertaken for a suitable location for a new Activity Centre carpark in Heatherdale with works progressing to early site investigations and concept plan development.

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: Development and Amenity

Renewal works on the Mullum Mullum Creek shared trail commenced in 2021/22. Design of the section from Marilyn Crescent to Kalinda Road in Ringwood involving community consultation has commenced, with stage 1 of the renewal works east of Marilyn Crescent proposed to be constructed in 2022/23. The Colchester Road shared trail from Collier Road to Dandenong Creek is scheduled for reconstruction in 2024/25.

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: Corporate Services

In 2021/22, Council continued advocacy to address the major transport needs of the Maroondah community. 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 at Croydon and East Ringwood. In addition, the Victorian Government will fund significant improvements at the intersection at Canterbury Road and Heathmont Road in Heathmont.

Our strategic indicator results

Service delivery performance measures

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
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	↑	90.7%	Result not available	Result not available	Result not available
Daily number of public transport services operating in Maroondah	↑	1,386	Result not available	Result not available	Result not available
Kilometres of bicycle lanes and shared paths in Maroondah	↑	83km	Result not available	Result not available	Result not available
Average number of cars owned by a Maroondah household	↓	1.7	Result not available	Result not available	Result not available
Average Maroondah Pavement Condition Index	6-8	7.1	7.5	8.0	8.3
Kilometres of constructed footpaths in Maroondah's Principal Pedestrian Network	↑	3.1	3.5	3.0	6.3

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

Service delivery performance measures

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Sealed local roads maintained to condition standards	Maintain	98.65%	98.85%	99.06%	97.31%
Community satisfaction with local streets and footpaths	↑	58	63	60	65
Community satisfaction with traffic management	↑	60	60	60	58





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

Railway crossing removal

Following advocacy by Council over the last five years, the Victorian Government has announced that three of Maroondah's level crossings have been added to the removal program including: removal of the level crossing at Bedford Road in Ringwood; removal of the level crossing at Coolstore Road in Croydon and a new station and bus interchange; and removal of the level crossing at Dublin Road in Ringwood East as well as a new station. The three-level crossings are planned to be removed by 2025.

Infrastructure renewal and accessibility improvement works

The Australian Government committed funding through the Local Roads and Community Infrastructure Program for infrastructure renewal works in Laurence Grove, Ringwood East to address the deteriorated condition of the existing kerb, channel and road pavement. Key elements of the renewal works included: reconstruction of the existing concrete kerb and channel on both sides of the road; reconstruction of all vehicle crossovers; installation of additional drainage infrastructure; and application of new asphalt surface. Accessibility improvement works included: construction of a new footpath on the east side of the road, linking Knaith Road to Railway Avenue; construction of three indented disabled parking spaces adjacent to Knaith Road Reserve; construction of an accessible ramp to the Senior Citizens Centre in Knaith Road Reserve; and the conversion of the existing pedestrian crossing at the intersection of Laurence Grove and Railway Avenue into a raised pedestrian crossing. The works to renew the Laurence Grove road, footpath and parking infrastructure and improve pedestrian safety and accessibility commenced in October 2020 and were completed in February 2021.

Eastfield Road Infrastructure Enhancement Works

Infrastructure enhancement works in Eastfield Road in Ringwood East commenced in May 2022. Enhancement works will include: construction of a footpath on the north side of the road between Mt Dandenong Road and Dunn Street; construction of the laneway (in concrete) opposite Miller Grove between Eastfield Road and Grey Street; construction of two pedestrian refuges located at the eastern and western ends of the works area; widening of the Dunn Street intersection to improve bus turning movements; reconstruction of the existing concrete kerb and channel on both sides of the road including lifting the north side kerb to improve vehicle access to properties; reconstruction of vehicle crossovers; road pavement renewal works; and other signage and line-marking upgrades. Works are expected to be completed in early December 2022.

Local area traffic management improvements

In 2021/22, Council allocated funds in its Capital Works Program to install traffic calming measures along Kalinda Road in Ringwood and Croydon. The works have been completed and include: improvements to the two school crossings outside Kalinda Primary School and Yarra Valley Grammar; improvements to the Robinson Street and Kalinda Road intersection; and improvements to the Hunter Street and Kalinda Road intersection. Works to improve the road surface on Bungalook Road East in Bayswater North have also been completed. The Australian Government committed funding through the Roads to Recovery Program for the reconstruction and upgrade of Arnold Street in Ringwood to be completed in mid-2022. The works include: construction of kerb and channel; pavement reconstruction and widening; vehicle crossing reconstruction; minor drainage upgrades; and removal of the concrete threshold treatment at the Mullum Mullum Road intersection to be replaced with an asphalt road pavement.

Maroondah Carparking Framework action plan

The Maroondah Carparking Framework provides a greater consistency to Council's approach to planning parking, resolving issues, applying restrictions and the issuing of parking permits throughout the municipality. In 2021/22, 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; developing a Maroondah car share policy; 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.

Eastfield Road, Railway Avenue and Morinda Street Safety Improvement Study

Council has undertaken a study of the Eastfield Road, Railway Avenue and Morinda Street intersection in Ringwood East to identify potential safety improvements. The study has been conducted in partnership with a specialist traffic engineering consultant and included a review of: regular traffic volumes and movements within the precinct; current function and operation of the intersection for pedestrians and motorists; and the viability of alternative intersection designs including the installation of traffic signals. A preliminary assessment has been developed and the recommendations have been submitted to the Department of Transport for incorporation into the Safety Improvement Study. Council will then complete design, costing and community engagement and commence advocacy with the Australian and Victorian Governments to secure external funding.

Advocacy for public transport improvements in the Bayswater Business Precinct

Council has continued to advocate for improvements to public transport in the Bayswater Business Precinct (BBP). A survey was conducted in 2019 to inform the development of the Bayswater Business Precinct Transformation Strategy. It was identified that public transport was underutilised, with more people using their own vehicles due to the current routes and frequency of services. Council will continue to advocate for changes to public transport to enable an increase in uptake.

Travel enhancement plans for local activity centres

Building on the 20-Minute Neighbourhoods Project undertaken in Croydon South in 2018/19 and 2019/20, Council completed walkability assessments for the Burnt Bridge and Ringwood North shopping centres and their surrounding neighbourhoods in 2021. The assessment evaluated the existing street conditions to support safe, comfortable and enjoyable walking or bike rides. Enhancement Plans recommended a suite of treatments at the shopping centres, local streets and key pedestrian and bicycle routes to improve the accessibility, connectivity and amenity and give pedestrians and cyclists greater priority and safety.

Expanded footpath construction program

Council has continued the implementation of its footpath construction program to provide improved pedestrian safety. Council's footpath construction program for 2021/22 is now complete with 3.1 kilometres of footpath constructed at a total value of \$1.098 million. Completed works include: James Kerr Way, Croydon (tennis courts to Council carpark; Yarra Road, Croydon North (Knee Lane to Panorama Drive); Power Street, Croydon North (Yarra Road to Barnard Crescent); Tudor Court, Heathmont (Campbell Street to Tagell Road); Tagell Road, Heathmont (Bedford Road to reserve); Lincoln Road, Croydon (Croydon Road to church); and Warranwood Road, Warranwood (Kalinda Road to Leena Court).

Eastern Regional Trails Strategy

Council has chaired the Eastern Regional Trail Strategy Working Group (ERTSWG), which is responsible for the coordination of the Eastern Regional Trail Strategy 2018 across seven councils including: Boroondara City Council; Knox City Council; Manningham City Council; Monash City Council; Whitehorse City Council; and Yarra Ranges Council. The Working Group provides specialist advice, information and recommendations about policy matters and project priorities relating to trails to other stakeholders, 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, the following road rehabilitation and asphalt resurfacing projects were delivered in 2021/22: rehabilitation and drainage works in New Street in Ringwood (between Sylvia Grove and Albert Street; Arnold Street in Ringwood; Nangathan Way and Exeter Road Roundabout in Croydon North; Eastfield Road infrastructure enhancement works (Eastfield Road, Ringwood East between Mt Dandenong Road and Dunn Street; and Devon Street, Croydon. This type of road 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 2022/23, Council will:

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

In 2022/23, Council will continue to work in partnership with the Victorian Government to implement road improvement works in: New Street in Ringwood; Reilly Street and Wantirna Road in Ringwood; Eastfield Road in Ringwood East; and Plymouth Road and Kirtain Drive in Croydon. Carpark improvement works at McAlpin Reserve in Ringwood North were completed in July 2021 whilst the carpark upgrade at Dorset recreation Reserve in Croydon is scheduled to be completed in December 2022.

Design and construct activity centre carparks in Ringwood and Heathmont; and at Heatherdale station

In 2022/23, Council will continue the design and construction of the Activity Centre Carparks at Heathmont, Ringwood and Heatherdale station.

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 2022/23, Council will work in partnership to undertake renewal works on the Mullum Mullum Creek and Colchester Road shared trails. Design works for the section of trail from Marilyn Crescent to Kalinda Road is underway with community consultation to be completed by the end of 2022/23. The footpath construction program for Maroondah's Principal Pedestrian Network for 2022/23 is planned to include: Eastfield Road (Mt Dandenong Road to Railway Avenue); Sunhill Avenue (Wonga Road to Hendra Grove); Sang Court (Ambrie Avenue to Hendra Grove); Hendra Grove (Graeme Avenue to 27 Hendra Grove); 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; Langley Street (Knaith Road to School); Anzac Street (Mt Dandenong Road to Mena Avenue); Bond Street (New Street to Market Street); Colchester Road (Canterbury Road to Collier Road).

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

Council will continue its robust advocacy to address the major transport needs of the Maroondah community.

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 2022/23, Council will continue 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 in early 2022, 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. Around 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 will start in late 2022, with major construction in 2023. Dublin Road major construction will start in 2023 and in 2025, trains will be running in the new trenches and Bedford and Dublin roads will be level crossing free. Initial site investigations and assessment for the Coolstore Road Level Crossing indicate that the best design solution for the community would be to build a new rail bridge over the road to remove the Coolstore Road level crossing. This design offers the greatest opportunity to connect Croydon's city centre, which is currently divided by the railway line. Further community engagement and engineering assessments are expected in 2022/23 on these projects.

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: proactive cleansing of all drainage infrastructure within the road reserve, programmed street sweeping, reactive and proactive graffiti removal, proactive activity centre cleansing, logistical and fleet maintenance services for Council. The function also provides the emergency/after hours call out service and provides the 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 investigations, 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 works inspections, and development related asset protection and infrastructure compliance.

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



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

Through the *Council Plan 2021-2025 (Year 1: 2021/22)*, Council identified four priority actions to be delivered during the 2021/22 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 Community

Council is developing 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 early 2021, Council prepared a discussion paper to explore future opportunities for the Centre. The paper included housing, businesses, environment, urban design, transport, and community infrastructure opportunities. Feedback from the consultation on the discussion paper has been considered and a draft Structure Plan is nearing finalisation ready for consultation by the end of 2022.

Did you know?

In 2021/22, Council delivered \$4.2 million of drainage improvements in Maroondah.

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 Community

Greening of the Greyfields is a ground breaking approach to residential renewal which involves landowners working together and redeveloping at the same time, to positively transform neighbourhoods to be more sustainable and with greater neighbourhood character 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 the 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. Request for approval of the two Amendments is currently with the Minister of Planning. Following the Planning Scheme Amendment, it is anticipated that additional precincts will be identified, and a similar approach applied to transform neighbourhoods in the municipality.

Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct



Status: In progress

Responsibility: Operations, Assets and Leisure

Transformation of the existing 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 facilities, sport and recreation facilities, and open space. These combined elements, proposed to become integrated community hubs, will also enhance the accessibility and connectivity for the community. Community organisations have continued to move into Community Hub B during 2021/22, along with further community consultation, design planning and early works. Council plans developing staged concept plans for Hubs A and C including external funding advocacy during 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

Council continues to work in partnership to develop flood mitigation solutions for central Croydon including projects to be undertaken in New Street in Ringwood, Sherbrook Avenue catchment in Ringwood, and Scenic Avenue and Wingate Avenue catchments in Ringwood East. New Street (south of Maroondah Highway) drainage upgrade works commenced in 2020/21 and were completed in June 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) will be completed in 2022/23. Design of the next stage of the Scenic Avenue, Ringwood East catchment stage 4 is complete with works scheduled to commence in 2022/23. Wingate Avenue, Ringwood East (Stage 2) involves the realignment and upgrade of the floodway pipe drainage with works having commenced in December 2021 and scheduled to be completed in March 2022.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Public open space in Maroondah (hectares)	Maintain	652.8	649.1	Measure not in use	Measure not in use
Community satisfaction with the appearance of public areas	↑	71	73	71	72
Community satisfaction with Council's general town planning policy	↑	57	59	57	58
Maroondah population per hectare	Not applicable	19.3	19.6	19.4	19.3
Percentage of residential properties in Maroondah at risk of flooding	↓	Result not available*	Result not available	8.9%	Measure not in use

The full suite of community indicators of progress is available in the table on page 141

* Next data update unknown

Service delivery performance measures

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Asset renewal and upgrade compared to depreciation	110%	135.32%	118.98%	131.48%	Result not available
Planning applications assessed within statutory timeframes	≥ 80%	84%	83%	86%	81%





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

Enhancements to McAlpin and Yarrunga Reserves

Council was successful in advocating for \$600,000 Victorian Government funding for enhancements at McAlpin and Yarrunga reserves. A major playspace transformation has been completed at McAlpin Reserve in Ringwood North, which includes more inclusive play equipment, shelters and more accessible parking and an improved entry. A new mountain bike/BMX facility has been developed at Yarrunga Reserve in Croydon Hills to provide a safer space for pre-teens and young adults, improve a pedestrian bridge and enhance BMX jumps. The project was undertaken in response to the construction of unauthorised bike jumps in bush and vegetation areas during recent years. Council consulted with the local community and BMX users to help co-design the trails and bike jumps at this new facility.

Ringwood East Place Activation Project

Council worked closely with the Ringwood East Traders Association (RETA) and Mullum Mullum Indigenous Gathering Place (MMIGP) to create a renewed sense of place in Ringwood East through creation of new community infrastructure and an inspiring Indigenous arts project. In late 2020, Council secured \$100,000 funding from the State Government, through its Neighbourhood Activity Centre Renewal Fund (Office for Suburban Development, Department of Jobs, Precincts and Regions) to build a new laneway park; upgrade infrastructure such as footpaths, pedestrian crossings and garden beds and develop an exciting program of arts and cultural activities; and to attract people back to this vibrant neighbourhood activity centre.

Tarralla Kinder and Maternal Child Health Centre redevelopment

Council has completed improvement works at Tarralla Kindergarten and Maternal Child Health Centre. The \$2.1 million project was funded by Council along with \$200,000 in funding from the Federal Government and \$900,000 in funding from the Victorian Government. Redevelopment works included demolition of the existing building, and the reconstruction of a modern Maternal Child Health centre with three consulting rooms, a playgroup room and parent education room. The Kindergarten has been redeveloped with an expansion to three program rooms, allowing over 90 three and four year old children to access to kindergarten services at this location each year.

20-Minute Neighbourhood Pilot Project

In 2018, Maroondah City Council was selected by the Victorian Government to implement one of three pilots for the 20-Minute Neighbourhood Pilot Project (Stage 1). At the core of the 20-Minute Neighbourhood Project is the idea of 'living locally' and giving people the ability to meet most of their everyday needs within a 20-minute walk 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, whilst also developing its own understanding of what a 20-Minute Neighbourhood means for Council and communities across Maroondah. Following the success of Stage 1 and in response to the impacts of coronavirus (COVID-19), 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 from coronavirus (COVID-19) 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 the 20-Minute Neighbourhoods planning approach can play in empowering communities and enhancing resilience in Maroondah's neighbourhoods to future challenges or disruptions. Council continues to work with community and Victorian Government partners to understand the approaches and cultural shifts required to make 20-Minute Neighbourhoods a reality both in Maroondah and across wider Melbourne.

New Heritage Action Plan

Council has adopted a new Maroondah Heritage Action Plan to ensure local heritage has greater protections. Over the past five years, Council has considered a number of ad hoc planning scheme amendments seeking to apply heritage controls to protect the heritage fabric of a number of individual sites at risk of demolition. The 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 (2012) and was the result of internal consultation and targeted consultation with Maroondah's Heritage Reference Group.

Ringwood Metropolitan Activity Centre Masterplan into the Maroondah Planning Scheme

The Ringwood Metropolitan Activity Centre Masterplan has been completed and the Victorian Government gazetted Amendment C130 to the Maroondah Planning Scheme in December 2021. This was the final stage of the Masterplan project following Council adoption of the Masterplan in November 2018 to guide land use, development and investment in central Ringwood over the next 15 years. Input was received from a broad range of external organisations and supported by a comprehensive community engagement campaign.

Dorset Recreation Reserve and Eastfield Park Enhancement Plans

Council has progressed the Dorset Recreation Reserve redevelopment during 2021/22 to create new multipurpose community and sports hub that will be home to Croydon City Soccer Club and Maroondah's Burmese/Myanmar community. This project includes a new multipurpose pavilion, two soccer fields, volleyball courts and new sportsfield lighting, carparking and landscaping. The facility is being funded by Council along with \$2 million from the Australian Government and \$2 million from the Victorian Government for the soccer precinct. The Dorset Recreation Reserve Enhancement Plan has been endorsed by Council. Demolition of the old pavilion is now complete and construction for the new pavilion is in progress with works expected to be completed by September 2022.

Priority open space and public realm enhancement plans

Priority open space and public realm enhancement plans have been developed to ensure community spaces continue to meet the evolving needs of the Maroondah community. During 2021/22, a number of engagement activities were undertaken relating to Woodland Park in Croydon South, including part of the former Croydon South Primary School site. With the park nearly doubling in size, Council is seeking feedback on future enhancements to the site.

Infrastructure renewal at parks and reserves

A broad range of parks and reserves across Maroondah received new signage during 2021/22 to revive old park signage that has become a weathered and worn. In addition to the new signage, more durable seating was also installed across these open spaces.



An attractive, thriving and well built community

Tarralla Creek Stormwater Harvesting Scheme

In partnership with Department of Environment, Land, Water and Planning (DELWP) and Yarra Valley Water, Council has committed funding to deliver the Tarralla Creek Stormwater Harvesting Scheme. The harvesting scheme will provide irrigation for four sportsfields within the Croydon precinct and include the construction of a Gross Pollutant Trap, a 900kL underground storage tank within the Town Park Athletics field, a 500kL header tank at Croydon Park Oval and associated treatment and pumping infrastructure. Project works commenced in March 2022 and are expected to be completed in October 2022.

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 in Maroondah. Being able to identify flood affected areas helps Council, emergency services and the community plan for future flood events, the planning of future infrastructure upgrades and the implementation of improved building and town planning controls to guide future development. The flood study has adopted an industry best practice approach and been peer reviewed by Melbourne Water. Residents in each Council ward are being asked to provide feedback on the flood mapping results.

Drainage improvement program and drainage flood mitigation program

The delivery of Council's drainage improvement program and drainage flood mitigation program for 2021/22 is complete. Programmed works completed at a total value of \$2.90 million included drainage relining in 2-16 Felix Crescent in Ringwood North; Jarvis Avenue in Croydon; 16-24 Highfield Avenue in Warranwood; 114-122 Langdale Drive in Croydon Hills; 8 Aumann Street and 2-4 Banksia Court in Heathmont; and 33-45 Boyana Crescent in Croydon. Drainage upgrades were completed in: Wingate Avenue; Sherbrook Catchment; 49-59 Murray Road in Croydon; 50 Holland Road in Ringwood East; and New Street in Ringwood.

Graffiti Blitz

Graffiti in Ringwood and Croydon town centres was targeted in a three-month blitz initiated by Council. The Proactive Graffiti Patrol team was out and about patrolling and responding to graffiti in known hotspots quickly, with the objective of reducing graffiti. This was in addition to responding to graffiti requests from the public or reported by another agency such as VicRoads, Victoria Police or a neighbouring Council.

2021 Liveability Census

Results from the 2021 Liveability Census show some positive results for Maroondah. The community was surveyed from March to June 2021 by independent company, Playscore, as part of a National initiative. The top three liveability strengths that Maroondah residents valued the most related to: neighbourhood amenity; local businesses and open space. The independent data aligns with previous feedback we have received from community engagement and will be used to support Council service delivery planning processes.

Looking ahead

In continuing to work towards an attractive, thriving and well built community during 2022/23, Council will:

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

In 2022/23, Council will continue to develop the new Croydon Structure Plan, which will be made available for community consultation in late 2022. After the final Structure Plan is adopted by Council, permission will be sought from the Minister for Planning in 2023 to commence preparation of a planning scheme amendment.

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

In 2022/23, Council will continue to work in partnership with the Victorian Government, Swinburne University and other industry partners to implement the Greening of the Greyfields project in two identified residential precincts. Following the Planning Scheme Amendment of the two precincts, participation will be sought from relevant landowners. It is anticipated that additional suitable precincts will be identified, and a similar approach applied to transform neighbourhoods in the municipality.

Undertake the staged redevelopment of the Croydon Community Wellbeing Precinct

In 2022/23, Council will continue to design and construct the Croydon Community Wellbeing Precinct (CCWP).

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 2022/23, Council will continue to implement flood mitigation works at identified sites. In the Sherbrook Avenue catchment in Ringwood, Stage 3 drainage upgrade works (from Bourke Street to Charter Street) are scheduled for construction in 2022/23. In the Scenic Avenue catchment, drainage upgrade (stage 4) works will commence in late 2022. Development and prioritisation of drainage upgrade solutions for central Croydon catchment is continuing with work programmed for future years. Flood mitigation works in New Street in Ringwood were completed in April 2022 whilst the final stage of the Wingate Avenue in Ringwood East drainage upgrade works were completed in March 2022.

Our key services

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

Asset Management (Assets)

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

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 function also provides oversight for all 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 buildings within Maroondah are safe and suitable for use. Services include: building permit and inspection service, building safety and regulatory compliance advice and inspections; essential services management; swimming pool and spa registration barrier compliance program; and general building regulatory administrative duties and requests for information.

Statutory Planning

Statutory Planning is responsible for delivering town planning land use and development advice, assessments and decisions for the Maroondah municipality, in accordance with the provisions of the Planning and Environment Act 1987, Subdivision Act 1988, Building Regulations (amongst others), and the Maroondah Planning Scheme. Statutory Planning manage and consult with the community to ensure that land use and development changes are to the social, environmental and economic benefit of Maroondah.

Strategic Planning and Sustainability (Integrated Planning)

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 total quality of life, both now and in the future.

The strategic planning function works with the Council and the community to create a Planning Scheme that reflects the Maroondah vision to encourage, develop and manage urban design, landscapes, buildings and land uses in Maroondah.

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



Solar panels on residential rooftop



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

Through the *Council Plan 2021-2025 (Year 1: 2021/22)*, Council identified four priority actions to be delivered during the 2021/22 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: Corporate Services

Council previously established a partnership with Eastern Volunteer Resource Centre to provide a suite of training programs for volunteer-led community organisations in Maroondah in response to the coronavirus (COVID-19) pandemic. Council will also continue to implement its volunteering and student placement programs during 2022/23. These programs provide opportunities for volunteers and students to support the wider community.

Did you know?

65% of Council's workforce are women and 35% are men.

Investigate and implement additional female changing facilities at local sporting venues



Status: In progress

Responsibility: Operations, Assets and Leisure

Council has commenced the redevelopment of sporting venues across Maroondah to add female and unisex changing facilities. During 2021/22, Council completed female, unisex and accessible amenities at Benson Pavilion in Eastfield Reserve, R.O. Spencer Pavilion in Jubilee Park, Springfield Pavilion in Croydon, Proclamation Park Pavilion in Ringwood and commenced the redevelopment of Cheong Pavilion in Croydon South, Dorset Reserve Soccer Complex in Croydon and Ainslie Pavilion in Croydon.

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



Status: In progress

Responsibility: Strategy and Community

Detailed analysis was undertaken following extensive community consultation with children, young people, parents, carers and school staff to inform Council's new Children and Families Strategy and Action Plan, and a new Action Plan for Council's existing Youth Strategy. Implementation of the 2021/22 to 2022/23 Action Plans for both strategies is underway and will continue until June 2023. Planning is underway for the next consultation with children, young people, families and stakeholders in the second half of 2022, which will inform the next Action Plans (2023/24 to 2024/25).

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



Status: In progress

Responsibility: Corporate Services

During 2021/22, Council has implemented a range of new initiatives in response to obligations under the Victorian Gender Equality Act 2020. Activities have included participating in the Victorian Public Sector Commission abridged people matters survey for local government, undertaking a gender workforce audit and extensive consultation in developing Council's first Gender Equality Action Plan (GEAP). Council is piloting an approach for adoption and implementation to embed gender impact assessments into existing reviews of policies, programs, or services. Council's GEAP 2021-2025 was submitted on time and was assessed as compliant by the Commission for Gender Equality.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Percentage of private rental properties in Maroondah that are affordable to people on statutory incomes	↑	Result not available*	2.3%	3.0%	1.7%
Percentage of Maroondah residents who agree people in their neighbourhood can be trusted	↑	Result not available*	Result not available	92.0%	Result not available
Percentage of residents who actively volunteer	↑	15.4%	Result not available	Result not available	Result not available
Number of migrants and refugees settling in Maroondah	Not applicable	Result not available*	473	795	980

The full suite of community indicators of progress is available in the table on page 142

* Next data update expected in 2023

** Next data update expected in 2024

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Community Grants Funding Program recipients	Maintain	60	64	72	79
Number of volunteers engaged within the organisation	↑	429	386	369	400
Community satisfaction with family support services	↑	67	69	66	71
Community satisfaction with elderly support services	↑	69	67	64	70
Community satisfaction with disadvantaged support services	↑	65	64	60	64

A woman with shoulder-length brown hair and glasses is smiling. She is wearing a white turtleneck, a blue denim jacket, and a thick, multi-colored striped scarf in shades of red, orange, yellow, green, blue, and purple. A small rainbow flag pin is on her jacket. She is holding a white rectangular sign with both hands.

What does IDAHOBIT Day
mean to me?

Letting people be
their true selves



#idahobitday





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

Disability Action Plan 2021-2025

During 2021/22, Council developed a draft Disability Action Plan 2022-2026. The document outlines Council's plan to reduce barriers for people with a disability and support a more accessible and socially inclusive community. It outlines Council's vision for disability and inclusion in Maroondah, with equitable opportunities for people of all abilities, their families and their carers, to actively and fully participate. The Plan was developed through direct engagement by community members and stakeholders to identify the challenges faced by people with disabilities in Maroondah, including those arising from the coronavirus (COVID-19) pandemic. The Plan will be presented to Council for adoption in early 2022/23.

Launch of new 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 was launched in April 2022 to assist Council to continue to take a leadership role in making Maroondah a vibrant and renowned age-friendly city in which to live, work and play over the next five years. Positive ageing embraces the idea of being active, connected, valued and respected as we grow older in our community. The Positive Ageing Framework and Action Plan 2021-2025 aims to build on the foundational success established as an age-friendly city and address the current challenges faced by an 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.

Support for older people and vulnerable residents during COVID-19

Council ensured the continuation of essential support services for older and vulnerable residents during the past 12 months, involving escalated service delivery in response to the coronavirus (COVID-19) pandemic. Services provided included delivered meals, the adaptation of the Shopping Bus service and additional welfare calls to clients of the Regional Assessment Service and socially isolated clients through the Maroondah Police Seniors Register regardless of their usual contact schedule (increase from 106 clients to over 360). Council partnered with Victoria Police and a network of local churches who provided and delivered 400 hampers to isolated community members of the Maroondah Police Seniors Register in the weeks leading up to Christmas. Council also worked in partnership with support providers, agencies and volunteers to provide food relief to disadvantaged people as demand for food increased, with free takeaway meals being available six nights a week, across three different venues. A range of services were delivered creatively to Kerrabee clients during coronavirus (COVID-19) restrictions such as virtual programs, home and telephone check-ins. Online programs included baking, group games, and gentle exercise.

GenConnect

GenConnect is a social inclusion program that involves bringing older people to the Maroondah Occasional Care service to socialise and interact with the children for two hours a week over an 8-week period. With no nursing home in walking distance to the Occasional Care, it was decided to trial the activity with older people living independently in the Maroondah community. The emphasis of the program is to build and maintain meaningful relationships between children and older people which has many positive benefits such as sense of belonging, increased self-esteem and independence. Whilst the face-to-face program was postponed due to coronavirus (COVID-19) restrictions during 2021, young and older participants were supported to maintain contact through cards, letters and hand drawn story books.

Tackling Ageism Together campaign

Funded by Inner East Primary Care Partnership, the 'Tackling Ageism Together' campaign is a collaboration of the seven Eastern Metropolitan Region Councils and based on the 'EveryAGE Counts' advocacy materials developed by the Benevolent Society. Partner Councils including Maroondah City Council coordinated a series of social media campaigns during 2021/22 to challenge stereotypes of older people and ageism at any age.

Seniors Week recognises the contribution of older people in our community

Seniors Week in October 2021 was disrupted by the coronavirus (COVID-19) pandemic and could not be delivered as an in-person event. To celebrate Seniors Week, community members were offered the opportunity to watch a lunchtime concert livestreamed from Karralyka along with a delivered meal.

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

The Kerrabee Centre continued to assist older community members to develop confidence to use digital social technology, including engaging with social support groups online and the Virtual Engagement Recreational Activity (VERA) social technology program, which has been extraordinarily successful in reaching people that might not otherwise be able to engage in face to face social activities.

Helping seniors to maximise safe independence at home and in their community

Council continued to develop and deliver innovative programs to ensure older residents are supported to remain safe and independent including programs delivered through Commonwealth Home Support and the Positive Ageing Framework and Action Plan 2021-2025.

Council celebrates IDAHOBIT Day

Council celebrated the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT Day) in May 2022 to celebrate our vibrant and diverse community and demonstrate our commitment to social inclusion, gender equality and gender diversity. A range of community activities were held to promote IDAHOBIT Day in 2022 including: a 'Conscious Projections' performance and artist question and answer session at Realm ArtSpace; a youth event held at the Eastland Friendship Ninja Zone; display of the Rainbow Flag at Croydon Civic and display of a virtual Pride Flag at Ringwood Town Square; recognition of IDAHOBIT through signage at Council facilities; and messages of support to the lesbian, gay, bisexual, transgender and intersex community (LGBTIQ+) on Council's social media and web platform. In undertaking these actions, Council sought to demonstrate its support for, and commitment to, reducing the barriers faced by the LGBTIQ+ community and a commitment to providing excellent services to people of all sexualities, sex and gender identities

Gender equity at sporting clubs and associations

Council worked closely with the three tenants of Jubilee Pavilion to research and design an inclusive pavilion and indoor cricket training facility which caters for the needs of women and girls. This project also supported the tenant clubs to undertake a gender self-assessment and develop a Gender Equity action plan to support an inclusive club environment. From the learnings of the project Council has developed a tool to support officers to support other Maroondah Clubs to undertake this process when upgrading or designing a new facility.



An inclusive and diverse community

Workplace equality

The new Gender Equality Act 2020 came into effect from 31 March 2021. The new Act places a greater onus on the Victorian public sector to improve workplace gender equality with the aim of influencing equality for communities in policy, programs and service delivery. As part of our obligations under the new Act, Council will need to undertake gender impact assessments and audits, develop an Action Plan and submit progress reports. Over the past twelve months, Council has proactively pursued a range of organisational readiness initiatives to fulfil the requirements of the legislation including preparation of a Gender Equality Action Plan. Maroondah City Council has made an ongoing public commitment to gender equity since 2012 however we know there is much more we can and need to do to achieve gender equality. The Gender Equality Action Plan finalised in April 2022 outlines three key priorities for our organisation to focus and measure progress over the next four years: Council has a workplace culture and structures that promote gender equality and challenges the drivers of gender-based violence within our workplace; women are actively engaged in Council leadership and decision making; and gender equality is integrated in existing Council policies, programs and services. During 2021/22, Council also commenced undertaking Gender Impact Assessments to consider the different needs of women, men and gender diverse people when developing policies, or delivering programs and services.

International Women's Day breakfast with a focus on wellbeing

This year's International Women's Day breakfast was held at Karralyka in March 2022. More than 200 community members came together to hear from special guest Lauren Oliver, CEO of Mum's Who Wine. Lauren will share her experiences of setting up the organisation, which creates a space for mums to invest in their mental health and self-care while raising funds for PANDA – Perinatal Anxiety and Depression Australia.

Local Government Women's Charter

The Local Government Women's Charter was formed in 1997 and has been adopted by 73 out of 79 Victorian Councils. Councillors Spears, Lamont, Graham, Stojanovic and Damante as well as Marianne Di Giallonardo (Director of Corporate Services) are endorsed Women's Charter Champions. Since endorsing the Victorian Local Government Association (VLGA) Women's Charter in August 2010, Council has undertaken a range of programs and projects to support the three key principles: gender equity; diversity; and active citizenship. An annual report on related activities was presented to Council on 13 December 2021.

Youth Week celebrates local young people

To recognise Victorian Youth Week in July 2021, Council created a social media campaign to celebrate the talent and achievements of local young people. The campaign highlighted diverse contributions across multiple categories including: entrepreneurship, art, advocacy, performance, music and sport.

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 2021/22 included: a collaborative workshop and T-shirt making project with Eastern Domestic Violence Outreach Service (EDVOS) during the '16 days of activism' campaign; dance and jewellery workshops in celebration of the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT); and a storytelling workshop as part of the 'Takeover Melbourne' competition.

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

FReeZA is a free 12-month program that brings together young people to plan and run live music and cultural events in Maroondah. Participants gain free training from industry professionals, hands on experience developing events, and learn transferrable life skills. Training opportunities have included audio visual training and marketing and promotion training. In 2021/22, 24 young people participated in the FReeZA program to successfully deliver several events including: a community eco event with free op-shop; sustainable jewellery making; an online trivia event; youth activities at Maroondah Carols; and an autumn themed acoustic music event.

Establish Maroondah as a Child Friendly City and Community

Council is progressing plans to establish Maroondah as a Child Friendly City and Community (CFCC), where the voices, needs, priorities and rights of children and young people are an integral part of public policies, programs and decisions. Council has commenced membership and attendance of the Local Government Professionals (LGPro) CFCC Network and has consulted with the CFCC Advisory group to inform actions for establishing Maroondah as a CFCC.

Children's Week activities

National Children's Week held from 23-31 October 2021, encouraged children and their families to join in a range of free activities happening across Maroondah to celebrate the rights of children and support their health and wellbeing. Activities included: African drumming sessions online with Kofi; finding hidden birds in Maroondah parks to discover mystery words; and nature activity packs were handed out to children in the community.

Homelessness Charter

Council continues to partner together with twelve other municipalities in progressing a joint Homelessness Charter and advocacy campaign calling for urgent action for more social housing to end homelessness. The Charter focuses on a shared commitment to advocating for inclusive housing growth, scoping and identifying land in areas to be repurposed for adaptable housing, and advocate together for inclusive housing growth including mandatory inclusionary zoning. Local Government areas that are signatories to the Charter include: City of Casey, City of Cardinia, Frankston City Council, City of Greater Dandenong, Knox City Council, City of Kingston, Manningham City Council, City of Monash, Maroondah City Council, Mornington Peninsula Shire, City of Whitehorse, Yarra Ranges Council and Bayside City Council. This Charter is also supported by Eastern Affordable Housing Alliance (EAHA), the Municipal Association of Victoria (MAV), Eastern Region Group of Councils (ERG) and the Department of Families, Fairness and Housing (DFFH).

Review of Protocol for Assisting People Sleeping Rough in Public Places, ensuring a human rights focus

During 2021/22, Council undertook a review of its Protocol for Assisting People Sleeping Rough in Public Places in consultation with local partner agencies. First established in 2015, the Protocol adopts a human rights approach to ensure people experiencing primary homelessness in Maroondah are treated respectfully and are not discriminated against on the basis of their situation. The Protocol also seeks to provide Council and service providers with a framework for responding to instances of people sleeping rough and enable them to receive services if they need or request them.

Advocacy for an increase in social and affordable housing supply, finance and housing subsidies

The Eastern Affordable Housing Alliance 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.



An inclusive and diverse community

Our achievements

Working towards a diverse community

Implementation of the Maroondah Reconciliation Action Plan

Council's first Reconciliation Action Plan was endorsed by Council in April 2019. Council has a strong commitment to promote and work towards greater reconciliation in the City of Maroondah. The Plan was endorsed by Reconciliation Australia and developed in conjunction with our local Aboriginal and Torres Strait Islander community. The Plan identifies practical actions and measures for building relationships, promoting a respectful culture and creating opportunities to celebrate traditional and contemporary Indigenous cultures, knowledge and customary practices. A range of actions have been undertaken over past 12 months and implementation of the Plan will continue into 2022/23.

Celebration of National Reconciliation Week

National Reconciliation Week is a time for people of all ages to come together and strengthen relationships between Indigenous and non-Indigenous people. 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 respectively. Council worked in partnership with Mullum Mullum Indigenous Gathering Place (MMIGP) and the Maroondah Movement for Reconciliation (MMR), to plan a number of Reconciliation Week 2022 activities including the formal launch of Dancing with Creation, a series of public artworks located in the heart of Ringwood East shopping centre. The event also included a Smoking Ceremony by Chris Hume; a Welcome to Country by Aunty Zeta Thomson (Wurundjeri/Yorta Yorta); and performances by Eastwood Primary School choir with Aunty Irene Norman and dance group Bandok Tati. The public artworks formed part of the Ringwood East Place Activation Project which involved a collaboration between MMIGP, Maroondah City Council and Ringwood East Traders Association. The project was funded by Council and the Victorian Government through the Department of Jobs, Precincts and Regions (DJPR).

Aboriginal and Torres Strait Islander cultural awareness at Maroondah Occasional Care

Maroondah Occasional Care have developed their third Reconciliation Action Plan (RAP) in collaboration with Narragunnawali and members of the Aboriginal and Torres Strait Islander communities. This Plan has been instrumental in fostering a greater understanding of Aboriginal and Torres Strait Islander heritage and culture at 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 marked National Reconciliation Week with Indigenous cooking, art and sculpture creations.

Support for linguistically and culturally diverse groups during COVID-19

Council's emergency relief and referral system during the coronavirus (COVID-19) pandemic implemented partnerships with local relief agencies as well as culturally and linguistically diverse (CALD) groups to ensure services to vulnerable people despite restrictions. Throughout 2021/22, information on coronavirus (COVID-19) restrictions, testing and vaccinations was offered in Council's website in a range of different languages in order to cater for our diverse communities. Council also facilitated the provision of mental health training to two CALD community groups and worked with EACH to organise coronavirus (COVID-19) vaccination 'pop-up' sites. Council also worked closely with the Eastern Melbourne Primary Health Network (EMPHN) and the Department of Health to rollout rapid antigen tests to local CALD community groups across the eastern region.

Supported playgroups and parent education sessions for culturally diverse groups

Supported playgroups encourage social connections, embrace diversity and integration and support parents to understand children's emotional and physical needs. Programs are aimed at families developing positive relationships with children, encouraging social connections, parent education, improving mental health and wellbeing and reducing post-trauma stress disorder symptoms. With most referrals being 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 continued throughout 2021/22 for Burmese first time parents with these groups following onto the supported playgroup program. There are currently nine supported playgroups running weekly during school term with up to 15 families enrolled in each group. Five of these groups are language specific to support families from Myanmar. Families have been assisted with referrals to early start kindergarten and agencies to assist with material aid.

Maternal and Child Health partnerships

Maternal and Child Health (MCH) partnerships continue to offer direct services to Maroondah parents with children aged 0-5 years. These include a speech therapy service at Croydon Maternal Child Health (MCH) service; access to EACH family counselling services; joint home visits to vulnerable families by MCH and Child, Youth and Mental Health Services (CHYMS); and the co-location of the Eastern Health Perinatal Emotional Health Service at Croydon MCH. Despite the coronavirus (COVID-19) pandemic, these services have been maintained and adapted to meet the various types of restrictions in place across the year whilst still delivering services to local families. During 2021/22, Council's Maternal and Child Health team completed cultural awareness training to ensure that the service is well placed to meet the needs of the Aboriginal and Torres Strait Islander community.

Australia Day celebrations and Citizenship ceremony

Maroondah Australia Day Award recipients were announced as part of Australia Day activities at Ringwood Lake Park. Terri Verberne was named Citizen of the Year for more than 20 of service to Scouts Victoria, including five years as Maroondah District Commissioner. She is a mentor to over 20 adults and is currently a Group Leader. The Young Citizen of the Year, Lily Van Sui Cer Kingbawl is strongly connected to her Chin (Myanmar) culture and is a Chin Cultural Liaison, supporting many young Chin students and their families. Lily is also an active member of the Chin Family Strengths and Project Advisory Group with Foundation House. She has recently become the Assistant Secretary of the Youth Department in the Australia Chin Community - Eastern Melbourne Inc. The Community Event of the Year went to the Ringwood Eisteddfod. With a large span of awards in performing arts as well as music, the Eisteddfod provided the opportunity for over 700 community members to participate. The Day was also a chance to welcome 57 new Australian citizens to our community in one of several citizenship ceremonies held annually in Maroondah.



2022 Maroondah Australia Day Award recipients – Event of the Year Ringwood Eisteddfod (represented by Bernie Capicchiano), Young Citizen of the Year Lily Van Sui Cer Kingbawl and Citizen of the Year Terri Verberne.



An inclusive and diverse community

Looking ahead

In continuing to work towards an inclusive and diverse community during 2022/23, Council will:

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

In 2022/23, Council will continue to work with Eastern Volunteers and volunteer led community groups and organisations to encourage volunteering and support local community groups to recover from impacts of the coronavirus (COVID-19) pandemic.

Investigate and implement additional female changing facilities at local sporting venues

In 2022/23, Council has scheduled sporting pavilion works which include women's, unisex and accessible amenities at JW Manson Reserve in Wantirna.

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

In 2022/23, Council will be undertaking a consultation with children, young people, families and stakeholders, which will inform the development of new Action Plans (2023/24 to 2024/25) for the Children and Families Strategy and the Youth Strategy.

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

In 2022/23, Council will document the status of its first year's actions and prepare for its second workforce audit and analysis. Further evaluation and refinement of gender impact assessments will inform policy, program, and service improvements to promote greater inclusion and participation of all people in our community and help to prevent discrimination, sexual harassment and all forms of violence.

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

Council will continue to provide support for people to understand and access the National Disability Insurance Scheme (NDIS). This service assists local residents with information, support and advocacy as they navigate this system and remains in high demand. Council will also continue to monitor the My Aged Care reform agenda and is awaiting the Commonwealth response to the Aged Care Royal Commission to inform future service delivery.



Walking sports Come and Try

Our key services

Council delivers a range of services aimed at promoting an inclusive and diverse community. These services include:

Aged and Disability Services (Community Services)

Aged and Disability Services enable older people with support needs and people with a disability and their carers to remain independent and active within the community 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 community development function supports and strengthens community wellbeing through partnerships and initiatives that seek to identify and respond to community needs, along with building the capacity of the community. This currently includes a focus on social recovery of the Maroondah community from the impacts of the COVID-19 pandemic.

The corporate strategy function oversees the integrated planning, service delivery, and performance reporting of Council activities in accordance with organisational goals, objectives and budgets.

Youth and Children's Services (Community Services)

Youth and Children's Services provides a range of services and programs to raise the wellbeing of children and young people in Maroondah.

The team delivers a wide range of services including: delivering programs, services, and events; providing information and resources to community members and professionals in Maroondah; providing support and coordination to the local child and youth sectors; service and sector planning and strategy development; and advocacy.



Pottery class at Wyreena



A well governed and empowered community

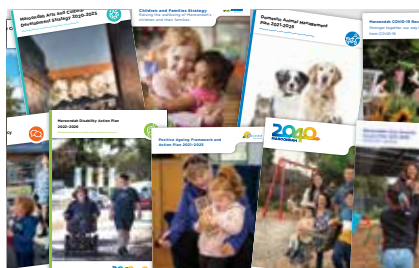
Our vision

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

Through the *Council Plan 2021-2025 (Year 1: 2021/22)*, Council identified five priority actions to be delivered during the 2021/22 financial year to work towards a well governed and empowered community.

Implement the new Local Government Act 2020



Status: In progress

Responsibility: Corporate Services

The new *Local Government Act 2020 (the Act)* was implemented in four transitional stages, during which time it co-existed with many the provisions within the former Local Government Act 1989, up until 1 July 2021. The first phase of reforms took effect on 6 April 2020, which put in place governance principles that provided the foundation framework for the new Act. The new Act required Council to adopt specific policies and plans within set timeframes from 2020/21 and 2021/22. All policies and plans required to be adopted have been completed.

Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the State and Federal Government Elections in 2022



Status: In progress

Responsibility: Corporate Services

In 2021/22, Council has continued advocacy both the Australian and Victorian Governments to seek funding to address a range of key priority infrastructure, sporting and transportation improvement projects that will benefit the Maroondah community.

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: Corporate Services

Council has developed a new *Customer Service Strategy 2021-2025* to help meet customer needs today and into the future. Adopted in October 2021, the Strategy is founded on principles of customer service quality, customer service experience, customer service engagement and customer service culture. The future direction harnesses a distinct connection with changing customer expectations, advancing technology, and the need to maintain strong customer engagement and rich customer experiences. Over the 2021-2025 period, this Strategy will include a focus on the development of online engagement channels and strengthening internal service 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: Corporate Services

In 2021/22, Council has continued to deliver over 120 services that meet current expectations, needs and aspirations of the Maroondah community. Planning for future service delivery will include consideration of financial sustainability, emerging changes to socio-demographics, community service reforms and areas of escalated community need arising from the coronavirus (COVID-19) pandemic.

Our strategic indicator results

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Community satisfaction with council (overall performance)	↑	65	65	65	69
Community satisfaction with council decisions	↑	59	60	58	62
Net result	> 0%	9.34%	30.68%	7.23%	16.02%
Liquidity ratio	> 1.0	2.01	1.17	1.57	1.99
Internal financing	> 100%	113.8%	139.2%	196.7%	160.5%
Indebtedness	≤ 40%	40.14%	15.12%	24.54%	15.43%
Capital replacement ratio	> 1.5	1.89	2.56	2.25	2.03
Renewal gap ratio	> 1.0	1.35	1.19	1.31	1.12
Community satisfaction with Council customer service	↑	72	72	74	80
Community satisfaction with consultation and engagement	↑	59	55	56	58
Community satisfaction with Council informing the community	↑	62	60	61	64
Community satisfaction with Council lobbying on behalf of the community	↑	56	56	56	61

The full suite of community indicators of progress is available in the table on page 143

Service delivery performance measures

Community indicators of progress

Indicator/Measure	Goal	Actual 2021/22	Actual 2020/21	Actual 2019/20	Actual 2018/19
Expenses per property assessment	\$2,781	\$2,908	\$2,551	\$2,583	\$2,654
Average rate per property assessment	\$1,602	\$1,601	\$1,565	\$1,520	Measure not in use
Average liabilities per property assessment	\$1,186	\$1,912	\$1,727	\$1,785	\$1,034



Lispcombe Park Kindergarten kitchen garden.



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

COVID-19 relief and recovery response framework

Council's COVID-19 relief and recovery response framework continued operation throughout 2021/22, ensuring: community-led recovery through the provision of up-to-date community information and engagement; referrals for food relief and other support requirements; recovery initiatives that build on community strengths and needs; monitoring of the social and economic impacts of coronavirus (COVID-19); support for local business and economic activity; and ensuring the continuation of Council service delivery. The Maroondah COVID-19 Recovery Plan adopted in March 2021 is central to this framework and continued to be implemented throughout the year.

Support for the Maroondah Emergency Relief Network in response to the COVID-19 pandemic

Council has continued to provide support to Maroondah emergency relief agencies during the past 12 months with agencies reporting consistently high levels of demand for services. Network activities have included supporting organisations to operate during periods of lockdown and heavy restrictions; coordination of community meals and material aid parcels; working to secure weekly supply of food produce; providing information on coronavirus (COVID-19) restrictions, testing options and vaccination availability; working with EACH to arrange vaccination 'pop-ups' at community meal locations; and the rollout of rapid antigen tests to local emergency relief agencies supporting vulnerable community members.

Capacity building for community-based organisations to recover and respond to the COVID-19 pandemic

During 2021/22, Council provided funding for a range of governance health checks undertaken by Eastern Volunteers for volunteer-led community groups and

organisations in Maroondah. Eastern Volunteers have established a Maroondah Community of Practice for volunteer led organisations with meetings held bimonthly. Council also supported a number of local culturally and linguistically diverse (CALD) community groups to develop future strategic plans for their organisations.

Support for high risk accommodation premises respond to future COVID-19 outbreaks

Council has worked in partnership with other agencies to provide information and feedback to support residents living in rooming houses, state-owned housing and other high risk accommodation to prepare for managing a coronavirus (COVID-19) outbreak. COVIDSafe packs and information were offered as well as in-home vaccinations and rapid antigen testing (RAT). Food relief support was managed by Council for high risk accommodation outbreaks. These activities were delivered in collaboration with EACH, Eastern Health and Department of Families, Fairness and Housing (DFFH), and High Risk Accommodation Response (HRAR).

Maroondah's Community Grants Funding Program supports 80 local community groups

A total of 73 Maroondah community organisations benefitted from more than \$208,643.46 in funding from Council's 2022/23 Community Grants Funding Program. The annual grants are allocated to eligible projects that increase community participation; address a community need; or provide assistance to a group in need. There are three schemes covering community development, small equipment, and emergency food relief. The 2022/23 Arts and Cultural Grants Program supports community driven projects, initiatives and events that increase arts profile and participation. A total of \$23,273 in funding was provided to seven cultural community organisations. This year's recipients come from a broad range of community groups, with a significant amount of funding being allocated to emergency relief, mental

health programs, and programs that support children, youth, seniors and disability groups. A program to promote active participation in community sport for people with a disability, community learning opportunities to support positive ageing, and programs helping settlement of newly arrived migrants are among other projects to be funded.

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. The Plan is required by legislation and prioritises animal management projects to support responsible pet ownership. Actions highlighted in the current Plan include consolidating of Council's animal registration database; continued partnership with Animal Aid to address state-wide concerns on animal abandonment; and activities aimed at reducing the number of stray and lost animals being impounded.

Expansion of e-services for Statutory Planning

Additional e-services have been introduced in 2021/22 to provide a more efficient and transparent planning process for our customers and community. New services include the capability to lodge more application types, as well as improvements to internal systems to ensure electronic communication is delivered in a timelier manner.

High level of service delivery in Statutory Planning maintained

Council has continued to deliver a high percentage of Statutory Planning decisions within specified timeframes. During the 2021/22 period, just 11 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 supported by the Tribunal.

Implementing Statutory Planning legislative and policy changes

Council implemented a number of changes to the Planning Scheme and Planning and Environment Act 1987. Some of the changes to the planning scheme included: exemptions for permits in response to the coronavirus (COVID-19) pandemic, the Ringwood Activity Centre Masterplan and Council's Environmentally Sustainable Design Policy. Proposed changes to the Planning Act were also introduced to protect personal information in planning applications.

Redesign of Council's corporate information technology networks

Council has commenced a comprehensive information technology network review and redevelopment project to support the migration

of Council's core infrastructure to external data centres. This has included a process to ensure minimal impact on the production environment during migration of core infrastructure. The design incorporates the appropriate storage and systems architecture to facilitate the migration of core infrastructure to the cloud including the mobilisation of Council's workforce, increasing agility and resilience to disasters, and enhanced business continuity capabilities

Advocate for Maroondah to become a "Smart City"

Council is participating in a Smart Cities pilot program, which brings together our digital and physical world with the help of sensors. The term 'smart cities' has emerged in recent years to describe the transformative effect modern technology is having on the way urban infrastructure is used, operated and managed. Maroondah is trialling three types of smart sensors as part of the pilot program: bin sensors which monitor usage and capacity of the bin; carpark sensors which monitors the frequency of use of the carpark and; people counters which counts movements in an area, including the number of people and how long they stay. The data collected allows Council to proactively maintain assets and enables enhanced asset planning and investment. All data collected by the sensors is anonymous and cannot be linked back to an individual. The next phase of the pilot program will see Council partner with several councils in the Southeast region to share information and insights and to deploy additional smart sensors for new uses such as playgrounds and public toilets.

Comprehensive Integrity Framework

Council has implemented a comprehensive Integrity Framework in order to mitigate the risk of fraud and corruption and to ensure compliance with legislation. In 2021/22, the major focus continued to involve reviewing COVIDSafe plans across Council facilities and ensuring compliance with Victorian Government directives. With the re-opening of facilities, it was crucial for risk to apply a lens on compliance with relevant mandates. Additionally, in the space of integrity, Council continued to run its internal audit program during the pandemic.

Workforce People and Culture Plan 2021-2025

Council will continue the development of a new Workforce People and Culture Plan Strategy for the 2021-2025 period. Key areas of focus will include the strategic alignment of workplace people and culture strategies with Council objectives; strategic workforce planning; investing in workforce skills and competencies; improving organisational efficiency and effectiveness; and effectively managing a diverse and multi-generational workforce.

Working towards a well governed community

Community engagement to inform a range of projects

Council's commitment to community engagement is reflected in our 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 bench mark for the engagement sector. Over the past twelve months there have been over 70 projects out for community consultation ranging from enhancement plans, infrastructure projects, and strategy and policy development. Some of these projects include: Draft Council Plan 2021-2025 and Proposed Budget 2022/23; Draft Asset Plan; *Domestic Animal Management Plan 2021-2025*; Draft Sustainability Strategy 2022-2031; Woodland Park (including part of the former Croydon South Primary School) Enhancement Plan; Draft Liveability, Wellbeing and Resilience Strategy; Croydon South: 20-Minute Neighbourhood Project; and Yarrunga Reserve mountain bike/BMX trail and reserve improvements.

MaroondahConnect supports residents during COVID-19

Over the past 12 months, Council continued to support residents by providing a referral service for vital community programs, as well as practical support for people impacted by coronavirus (COVID-19). The MaroondahConnect community support telephone helpline, helps residents access a range of emotional, practical and social programs. Referral services provided during the year through this service included: social connections, food relief, financial support, family support, mental health, youth services, senior support, disability support, drug and alcohol support, family violence support, gambling support, housing and homelessness, and legal services

Customer engagement and support during COVID-19

Maroondah residents were able to access up-to-date information during the coronavirus (COVID-19) pandemic, which was promptly made available on Council's website and supported with a progressive live chat feature integrated across Council's website. Council has been able to continue to deliver community support and referrals across a range of service, including MaroondahConnect support services. Using this technology council can remain agile and responsive when communicating changes to Victorian Government Public Health information, Council facility closures and service adaptations.

Management of Customer Service Knowledge system

Council has delivered an online knowledge management system which assists with communicating internal knowledge and supports first point of contact resolution across council services. This has improved the ability to resolve customer enquiries the first time they call with no follow-up required. Council aims to provide a seamless and connected experience for all our customers with customer service employees having the knowledge and information needed to manage and direct all Council enquiries efficiently and effectively.

Improved Customer Service delivery models including access to information, engagement and online payments

Council has been developing a new Customer Service Strategy during 2021. A series of cross council priority actions and projects will assist Council's ongoing commitment to delivering high level customer service across a diverse range of services and facilities. Key areas and themes include: digital services and customer engagement; customer relationship and experience; and customer service partnerships.

Digital services and customer engagement

Council's *Customer Service Strategy 2021-2025* outlines the connection between changing customer expectations, advancing technology, and the need to maintain strong customer engagement and rich, meaningful experiences. Progressive customer contact centre technology continues to enable Council to deliver responsive digital contact channels including live chat and short message service (SMS). The online web chat facility has been enhanced over the past twelve months as well as improved multi-channel capabilities for customers while keeping pace with rapidly changing community expectations.

Connecting through social media

Council's 24 social media channels continue to connect exceptionally well with our community, with more than 51,000 people following our Facebook, Twitter and Instagram messaging, and an average weekly reach of more than 77,000 people.

Developing Youth Leadership

Through the annual Student Wellbeing Action Team (SWAT) program in 2021, Council worked with a select group of Year 10 and grade 5 students from Maroondah schools who were keen to take their leadership skills to the next level. The SWAT program supports young people to uncover their strengths and use their new skills to lead a wellbeing project in their own school. From July to December 2021, a total of 21 students from year 10 at six secondary schools in Maroondah delivered impact projects to raise the wellbeing of the students in their school. Projects included: creating a student lead newsletter to enhance connection during coronavirus (COVID-19) lockdowns; developing relationship building workshops for year 9 students; and conducting research about the importance of student voice in schools. The program also saw 25 students from grade 5 at 13 local primary schools deliver impact projects focussing on character strengths, kindness and strengthening relationships. All students were recognised for their achievements at a digital presentation evening. The 2022 program has now begun with 17 students from year 10 at local schools being provided within training in topics such as teamwork, leadership skills and knowledge of personal and community wellbeing. The Junior SWAT program is set to commence in June 2022.

Maroondah Youth Wellbeing Advocates Program

The Maroondah Youth Wellbeing Advocates (MYWA) program, funded in partnership with the Victorian Government's Department of Families, Fairness and Housing (DFFH) through the Engage! grants 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. The group of twelve young people meet monthly over a two year term to consult with Council about how they can engage meaningfully with young people. Between July 2021 to June 2022, the group worked closely with a number of Council service areas, providing insight and engagement to support the development and implementation of a number of Council plans and strategies such as the Child Safety and Wellbeing Policy and the Sustainability Strategy, as well as a range of programs and initiatives aligned with the Youth Strategy Action Plan.

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, acknowledges their important service to the community. 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 2021 Bill Wilkins Volunteer Award recipient was Pamela Catling who volunteers with CRISP Nursery, Heathmont Bushcare and Maroondah Hospital Kiosk. The event also recognised Council volunteers who reached significant service milestones in 2020 and 2021. Fifty-four milestone awards were handed out for a range of years of service, including 10, 15, 20, 25, 30, 35 and 40 years. Three volunteers were recognised for 45 years of service, and two were recognised for 50 years of service.

Support for volunteers, who were advised to isolate, due to staged restrictions, to re-engage in Council's delivered meals and social support services

Council supported the delivered meals and social support service volunteers during the COVID-19 restrictions and when face-to-face services resumed. To maintain engagement, a weekly newsletter "Volunteer Thread" was emailed to all Kerrabee volunteers and made available for distribution to delivered meals volunteers until face-to-face programs resumed. The newsletter included updates and also a variety of self-care tips, activities/puzzles and encouraged volunteers to contact Council for support if required in order to foster their sense of belonging and wellbeing. Permitted Worker Permits were issued to volunteers who were comfortable to re-engage at their own pace, with Leisure staff redeployed to ensure full operations continued for the delivered meals service. Volunteers were provided with copies of and training on COVID Safe Plans (the plans referenced volunteers) as well as the appropriate personal protective equipment. An afternoon tea and training session for volunteers was held on 28 June 2022 at Maroondah Federation Estate. All volunteers were invited - 55 volunteers registered and 35 attended. This was an excellent opportunity for volunteers to reconnect with staff, other volunteers and also provided an opportunity to encourage volunteers to consider any of the roles required across Aged and Disability Services.

Volunteering as an employment pathway

In collaboration with Integrated Planning, volunteering as an employment pathway is under consideration to assess its benefits in line with the resources required to implement it. If found feasible, the initiative may be delivered in 2022-23.



A well governed and empowered community

Looking ahead

In continuing to work towards a well governed and empowered community during 2022/23, Council will:

Implement the new Local Government Act 2020

In 2022/23, Council will see the implementation of the new Rating Reform Bill, which was made publicly available in June 2022. All other elements of the Local Government Act 2020 have been implemented; however, some Policies would be up for review and potential updating during the 2022/23 period.

Advocate on key local issues on behalf of the Maroondah community, including in the lead up to the State and Federal Government Elections in 2022

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

Implement the new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused

Council developed a new Customer Service Strategy in 2021 in line with changing and evolving customer expectations. This was completed late in 2021 and is being gradually implemented to develop online engagement channels and to further strengthen and develop improved internal service 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

In 2022/23, Council will continue to plan for future service delivery considering community needs and aspirations, national and regional trends, financial sustainability and the challenges arising from the coronavirus (COVID-19) pandemic.





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 promote the work and achievements of Council and keep the community informed and engaged. The function is responsible for: communication and engagement strategy and planning; Council branding; management and coordination of print, online, digital and social media communication and channels; content creation; media and public relations; advocacy; community engagement activity; internal communications; and the promotion, branding and marketing of Maroondah City Council's services, activities and events, including Maroondah Leisure facilities.

The function also provides support to elected representatives; activities related to the Mayor, Councillors and Council Meetings; coordination of policies, processes and reporting related to the Mayor and Councillors; and management of civic, corporate and capital project events.

Customer Service (Communications and Citizen Experience)

Customer Service provides responsive customer service to the Maroondah community and is a centralised point of contact for the community to access Council services through two service centres in Croydon Library and Realm, as well as via telephone, email, live chat and social media.

The function provides information and referral on Council services, acts as the customer interface for key Council services such as waste and local laws, refers and triages customer requests, and takes payment of all Council accounts and fees.

Financial Accounting (Finance and Governance)

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 function is also responsible for overseeing/ managing the production of Council's Annual Financial Statements and providing financial and cost-benefit guidance for the organisation in helping make sound financial decisions.

Governance and Procurement (Finance and Governance)

Governance and Procurement provides high quality, timely and reliable governance advice and support services 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 function also assists service areas in the purchasing of goods and services through the strategic development and co-ordination of purchasing, tendering and contract management processes.

Information Technology

Information Technology manages the lifecycle and service delivery of all Council's core information and communication technologies including all physical and virtual infrastructure, corporate business systems and telephony services to underpin service delivery to the Maroondah community.

The function 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.

Management Accounting and Payroll (Finance and Governance)

Management Accounting and Payroll undertakes planning, budgeting and forecasting activities to assist the delivery of Maroondah's long-term vision and ensure Council's long-term financial sustainability. This includes the provision of the Financial Plan, which intends to forecast Council's budgets for a 10-year period.

The function also delivers Council's payroll function, ensuring all salaries are delivered accurately and on time.

Realm Operations (Finance and Governance)

Realm Operations is Council's contact point for 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; and staff parking and end of trip facility access.

Revenue (Finance and Governance)

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.

Risk, Information and Integrity (Finance and Governance)

Risk, Information and Integrity oversees the implementation and review of the risk management framework across Council. The function also maintains relevant up-to-date insurances, manages and responds to claims from members of the public, as well as ensuring compliance in regard to statutory registers, freedom of information and privacy, helping to ensure that integrity is part of organisational culture and fraud mitigation is at the fore front of how Council conducts business.

The function also maintains Council's Corporate Recordkeeping system, ensuring that the organisation is appropriately managing its corporate records, storing of records and destruction of records in accordance with Public Record Office Victoria Standards.

Property (Property and Corporate Executive)

The Property team manages Council's land portfolio including, buying, selling, encroachments, and statutory requirements in relation to its land holdings. The function is also responsible for reconciliation of Council's geographic information system (mapping) database with Vicmap - Victoria's primary mapping database.

Workplace People and Culture

Workplace People and Culture seeks to optimise the performance of Council's employees and volunteers. The function provides services in relation to: strategic human resources 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; gender equality; volunteer management; and student placements.



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%	↑
	Offence rate per 100,000 population in Maroondah	2021/22	6,246	↓
	Percentage of Maroondah residents reporting their health as very good or excellent	2019/20	40.1%	↑
	Subjective Wellbeing Index for Maroondah residents	2014/15	76.6%	↑
	Maroondah resident satisfaction with life as a whole	2019/20	76.3%	↑
	Percentage of Maroondah residents who are sufficiently physically active	2016/17	58.0%	↑
Service Delivery Performance Measures	Attendance at Council aquatic and leisure facilities as a proportion of the residential population	2021/22	4.4	↑
	Delivered meals	2021/22	43,692	As per requirements
	Participation in 4-week key age and stage Maternal and Child Health visit	2021/22	101.3%	90-110%
	Site assessments/visitations to registered food/health premises	2021	1,773	As per requirements
	Community satisfaction with enforcement of local laws	2021/22	66	↑
	Community satisfaction with emergency and disaster management	2021/22	68	↑



A prosperous and learning community

Indicator Type	Indicator	Most recent result		Goal/Target
		Year	Result	
Community Indicators of Progress	Unemployment rate for Maroondah	2021/22	3.7%	↓
	Economic output for Maroondah	2020/21	\$16.2B	↑
	Number of businesses in Maroondah	2020/21	9,571	↓
	Herfindahl Index for Maroondah	2020/21	1,804	↑
	Median weekly household income in Maroondah	2021/22	\$1,867	↑
	Percentage of preschool aged children in Maroondah attending a government funded kindergarten service	2018/19	88.4%	↑
	Maroondah school leavers actively undertaking education, training or employment	2020/21	95.4%	↑
	Percentage of Maroondah residents with Bachelor or higher degree	2015/16	24.2%	↑
Service Delivery Performance Measures	Participant satisfaction with business support workshops	2021/22	98.1%	↑
	Increase business skills and networking achieved through Bizweek activities	2020/21	90.9%	↑
	Active library borrowers in Maroondah	2021/22	12.0%	↑
	Value of non-residential building approvals	2021/22	\$127.8M	↑



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	2021/22	135,792	↑
	Participants in arts and culture activities in the Ringwood arts precinct and Wyreena	2021/22	4,195	↑
	Individual Maroondah artists/arts and cultural groups supported to produce and present their work	2021/22	159	↑
	Local artists/community members participating in arts networks and related events	2021/22	83	↑
Service Delivery Performance Measures	Attendance at Karralyka	2021/22	58,000	↑
	Arts and Cultural Grants Program recipients	2021/22	6	Maintain
	Community satisfaction with community and cultural activities	2021/22	67	↑



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	2021/22	55.5%	↑
	Maroondah's tree canopy cover	2020/21	27.6%	Maintain
	Total area of natural habitat in Maroondah	2018/19	728.5	Maintain
	Council's greenhouse gas emissions	2020/21	16,031	↓
	Community perception of Council's performance in relation to environmental sustainability	2021/22	62	↑
Service Delivery Performance Measures	Tree planting within Maroondah (bushland, street and parks trees only)	2021/22	40,708	↑
	Potable water consumption	2020/21	120,428	↓
	Community satisfaction with waste management	2021/22	74	↑



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%	↑
	Daily average commute time of a Maroondah resident	2017/18	22.68 min	↑
	Daily number of public transport services operating in Maroondah	2021/22	1,386	↑
	Percentage of journeys (for all purposes) by Maroondah residents using sustainable transport (public transport, walking, cycling)	2017/18	19.1%	↑
	Kilometres of bicycle lanes and shared paths in Maroondah	2021/22	83km	↑
	Average number of cars owned by a Maroondah household	2021/22	1.7	↓
	Average Maroondah Pavement Condition Index	2021/22	7.1	↑
	Kilometres of constructed footpaths in Maroondah's Principle Pedestrian Network	2021/22	3.1	↑
Service Delivery Performance Measures	Sealed local roads maintained to condition standards	2021/22	98.7%	Maintain
	Community satisfaction with local streets and footpaths	2021/22	58	↑
	Community satisfaction with traffic management	2021/22	60	↑



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)	2021/22	652.8	Maintain
	Community satisfaction with the appearance of public areas	2021/22	71	↑
	Community satisfaction with Council's general town planning policy	2021/22	57	↑
	Maroondah population per hectare	2021/22	19.3	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	2015/16	26.3%	↑
	Percentage of residential properties in Maroondah at risk of flooding	2019/20	8.9%	↓
	Council building projects achieve minimum 5 Star certified (\$5m+) or equivalent (\$3m-5m) Green Star - Design & As Built rating	Future measure		
Service Delivery Performance Measures	Asset renewal and upgrade compared to depreciation	2021/22	135.32%	TBA
	Planning applications assessed within statutory timeframes	2021/22	84%	≥ 80%



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%	↓
	Percentage of private rental properties in Maroondah that are affordable to people on statutory incomes	2020/21	2.3%	↑
	Relative Socio-Economic Disadvantage of Maroondah	2015/16	9	↑
	Percentage of Maroondah residents who agree people are willing to help in their neighbourhood	2014/15	96.8%	↑
	Percentage of Maroondah residents who agree they live in a close-knit neighbourhood	2014/15	91.9%	↑
	Percentage of Maroondah residents who agree people in their neighbourhood can be trusted	2019/20	92.0%	↑
	Percentage of residents who actively volunteer	2021/22	15.4%	↑
	Number of migrants and refugees settling in Maroondah	2020/21	473	N/A
Service Delivery Performance Measures	Community Grants Funding Program recipients	2021/22	60	Maintain
	Number of volunteers engaged within the organisation	2021/22	429	↑
	Community satisfaction with family support services	2021/22	67	↑
	Community satisfaction with elderly support services	2021/22	69	↑
	Community satisfaction with disadvantaged support services	2021/22	65	↑



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)	2021/22	65	↑
	Community satisfaction with council decisions	2021/22	59	↑
	Net result	2021/22	9.34%	> 0%
	Liquidity ratio	2021/22	2.01	> 1.0
	Internal financing	2021/22	113.80%	> 100%
	Indebtedness	2021/22	40.14%	≤ 40%
	Capital replacement ratio	2021/22	1.89	> 1.5
	Renewal gap ratio	2021/22	1.35	> 1.0
	Employee satisfaction	Future Measure		
	Community satisfaction with Council customer service	2021/22	72	↑
	Community satisfaction with consultation and engagement	2021/22	59	↑
	Community satisfaction with Council informing the community	2021/22	62	↑
	Community satisfaction with Council lobbying on behalf of the community	2021/22	56	↑
Service Delivery Performance Measures	Expenses per property assessment	2021/22	\$2,908	↑
	Average rate per property assessment	2021/22	\$1,601	2781.00
	Average liabilities per property assessment	2021/22	\$1,912	1602.00

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 marks the first comprehensive overhaul of local government 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 a number of underlying processes that contribute to Council's decision making; some of which are formal and structured, while others less formal. Formal decisions are made by Council at Council Meetings, by Council Officers or under formal 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 on an ongoing basis. Policies and budgets endorsed by Council provide the framework for the provision of services and programs and for day-to-day 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 a Council Meeting, it is important that Councillors first satisfy themselves about the detail of the issues. As a means of providing this information, Council holds briefings or workshops called Councillor Briefings. Councillors do not make legally binding decisions in these informal forums.

These briefing sessions are an important forum for advice and discussion, on what are often complex issues facing the municipality in the lead up to formal decisions being made by Councillors at Council Meetings. At Councillor Briefings, or outside them, Councillors also have the opportunity of requesting additional information to assist in the decision-making process. These briefing sessions, which are not open to the public, are also attended by Council Officers and sometimes Consultants, to provide Councillors with a detailed knowledge and understanding of issues under consideration, to a level of detail that would inhibit timely decision-making that would not be possible in an open 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 at least five Councillors and one member of Council staff, that considers 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.

Livestreaming of Council meetings

Livestreaming of Council Meetings commenced on 20 February 2017 to enhance processes and provide ratepayers with a greater opportunity to observe Council's decision-making. Livestreaming of Council Meetings can be viewed online at www.maroondah.vic.gov.au/About-Council/Council-meetings/Live-streamed-Council-meetings.

Community consultation

Council also has an ongoing commitment to community consultation and ensuring that residents within the municipality are empowered to participate in the decision-making processes which ultimately 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 engaging the Maroondah community in decision making processes through the use of 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 will have appreciable impacts on the Maroondah community. This occurs through a range of measures including surveys, public forums, focus groups and targeted consultations.

Council's Governance Rules makes provision for public participation at Ordinary Meetings of Council via Public Question Time.

Statutory planning process

Council also conducts public consultation meetings, and are an integral part the process when considering Planning Applications in accord with the *Planning and Environment Act Amendment 2021*.

Ward Councillors determine whether or not a consultation meeting is required, which is largely dependent upon the number of objections received to an application. These meetings, which are not decision-making forums, provide opportunities for:

- the applicant to explain the proposed development and respond to objections
- residents to express their views and ask questions of the applicant 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 this Code. This *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 has provided the statutory direction for the 2021/22 financial year. Many of the standards of conduct and behaviour are prescribed within the Act.

From the October 2016 Council elections, a candidate elected to be a Councillor is not capable of acting as a Councillor until they have read the *Councillor Code of Conduct* and made a declaration stating that they will abide by the Code. It is the personal responsibility of individual Councillors to ensure that they will understand, accept and comply with, the provisions of this Code.

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
- not improperly seek to confer an advantage or disadvantage on any person
- avoid conflicts between their public duties 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 persons 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 the lawful scrutiny that is appropriate to their office
- endeavour to ensure that public resources are used prudently 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 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 more speedily and ensures that Council meetings are not engaged with procedural and operational administrative decisions. It also enables Council to utilise the technical knowledge, training and experience of its employees to provide the best possible service to the community.

Delegations are made by resolution of Council at a formal Council meeting and specify the degree of decision making and action for which employees are empowered. In exercising their delegated powers, employees must observe the strategies, policies and guidelines that have been adopted by Council.

Through the CEO, Directors and Managers, Council monitors the actions of its employees to ensure that they exercise their delegated authority within the general framework it has determined. Employees to whom delegated authority has been given include the CEO, Directors, Managers, planning employees, environmental health employees, local laws employees, and the Municipal Building Surveyor and building surveyors. Many routine decisions of Council are made by these employees.

Council must also keep a register of all delegations, which is available for public inspection

Councillor representation

Council appoints Council delegates at the commencement of a new mayoral term on an annual basis. It provides clear communication and delegate identification for Councillors, the community and the organisations or bodies/ advisory groups to which a Councillor is a delegate.

There are two types of bodies requiring formal Council representation, either internal or external. 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 activities. Their primary purpose is to advise Council on issues. An extension of these committees has been the development of internal committees with a large degree of community representation.

External bodies are those outside the control of Council as they operate under their own charter and determine their own procedures, policies and practices. In these instances, Council involvement is to participate and influence the activities of those external groups where those activities are in the interests of Maroondah residents. Committee representation is reviewed on an annual basis and aligns with the election of Mayor.

Convention indicates that where the Mayor is a member of an internal Committee of Council, they would automatically act as the Chair, unless they relinquish that role. Additionally, in accordance with good governance practice where the Mayor is not a specific member of a Committee, they may exercise the option to attend any committee 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	<p>July 2021 to October 2021: Cr Graham, Cr Lamont and Cr Stojanovic</p> <p>November 2021 to December 2021: Cr Graham, Cr Lamont and Cr Stojanovic.</p> <p>December 2021 to February 2022: Cr Graham and Cr Stojanovic</p> <p>March 2022 to June 2022: Cr Graham, Cr Hancock and Cr Stojanovic</p>
Maroondah Arts Advisory Committee	<p>July 2021 to October 2021: Cr Macdonald, Cr Stojanovic and Cr Symon</p> <p>November 2021 to June 2022: Cr Macdonald, Cr Stojanovic and Cr Symon</p>
Maroondah Audit and Risk Advisory Committee	<p>July 2021 to October 2021: Mayor of the Day and Cr Symon</p> <p>November 2021 to June 2022: Mayor of the Day and Cr Spears</p> <p>Substitute representative: Cr Graham</p>
Maroondah Business Advisory Committee	<p>July 2021 to October 2021: Cr Spears, Cr Steane and Cr Damante</p> <p>November 2021 to July 2022: Cr Spears, Cr Steane and Cr Damante</p>
Maroondah Community Health and Wellbeing Committee	<p>July 2021 to October 2021: Cr Damante, Cr Dib and Cr Stojanovic</p> <p>November 2021 to June 2022: Cr Damante, Cr Dib and Cr Stojanovic</p>
Maroondah Disability Advisory Committee	<p>July 2021 to October 2021: Cr Spears and Cr Steane</p> <p>November 2021 to June 2022: Cr Spears, Cr Damante and Cr Steane</p>
Maroondah Environment Advisory Committee	<p>July 2021 to October 2021: Cr Graham, Cr Macdonald and Cr Stojanovic</p> <p>November 2021 to June 2022: Cr Graham, Cr Macdonald and Cr Stojanovic</p>
Maroondah Liveability, Safety and Amenity Committee	<p>July 2021 to October 2021: Cr Damante, Cr Lamont and Cr Steane</p> <p>November 2021 to December 2021: Cr Damante, Cr Lamont and Cr Steane</p> <p>December 2021 to February 2022: Cr Damante and Cr Steane</p> <p>March 2022 to June 2022: Cr Damante, Cr Hancock and Cr Steane</p>

Council involvement on external committees

These regional committees provide Council with the opportunity to represent local residents on a broad range of issues.

Representation on External Committees	
External Committee	Council Representative/s
Eastern Affordable Housing Alliance	<p>July 2021 to October 2021: Cr Macdonald</p> <p>Substitute representatives:</p> <p>July 2021 to October 2021: Cr Stojanovic</p> <p>November 2021 to June 2022: Cr Macdonald</p> <p>Substitute representatives:</p> <p>November 2021 to June 2022: Cr Stojanovic</p>
Eastern Regional Group - Mayors and CEO's	<p>July 2021 to October 2021: The Mayor of the Day, Deputy Mayor of the Day and the Chief Executive Officer</p> <p>Substitute representatives:</p> <p>July 2021 to October 2022: Cr Spears</p> <p>November 2020 to June 2021: The Mayor of the Day, Deputy Mayor of the Day and the Chief Executive Officer</p> <p>Substitute representatives:</p> <p>November 2021 to June 2022: Cr Spears</p>
Eastern Regional Libraries Corporation	<p>July 2021 to October 2021: Cr Spears and Cr Damante</p> <p>Substitute representatives:</p> <p>July 2021 to October 2021: Cr Lamont</p> <p>November 2021 to June 2022: Cr Spears and Cr Damante</p> <p>Substitute representatives:</p> <p>November 2021 to December 2021: Cr Lamont</p> <p>March 2022 to June 2022: Cr Hancock</p>
Eastern Alliance for Greenhouse Action	<p>July 2021 to October 2021: Cr Graham</p> <p>Substitute representatives:</p> <p>July 2021 to June 2021: Cr Stojanovic, Cr Macdonald, and Director Planning and Community and/or Manager Integrated Planning</p> <p>November 2021 to June 2022: Cr Graham</p> <p>Substitute representatives:</p> <p>November 2021 to June 2022: Cr Stojanovic</p>

Representation on External Committees	
External Committee	Council Representative/s
Eastern Transport Coalition	<p>July 2021 to October 2021: Cr Damante</p> <p>Substitute representatives:</p> <p>July 2021 to October 2021: Cr Graham</p> <p>November 2021 to June 2022: Cr Graham</p> <p>Substitute representatives:</p> <p>November 2021 to June 2022: Cr Damante</p>
Local Government Safe Cities Network	<p>July 2021 to June 2022: Cr Steane</p> <p>Substitute representatives:</p> <p>November 2021 to December 2021: Cr Lamont</p> <p>March 2022 to June 2022: Cr Hancock</p>
Maroondah - Communities of Wellbeing Steering Committee	<p>July 2021 to June 2022: Cr Graham and Cr Macdonald</p>
Metec (Metropolitan Training Education Centre Inc.)	<p>July 2021 to June 2022: Cr Steane</p> <p>Substitute representatives</p> <p>November 2021 to December 2021: Cr Lamont</p> <p>March 2022 to June 2022: Cr Hancock</p>
Metropolitan Waste Resource and Recovery Group Forum	<p>July 2021 to June 2022: Cr Symon</p> <p>Substitute representatives:</p> <p>July 2021 to June 2022: Cr Graham, Director Corporate Services, Manager Finance and Governance, and Coordinator Waste Management</p>
Municipal Association of Victoria State Council	<p>July 2021 to June 2022: Cr Symon</p> <p>Substitute representatives:</p> <p>July 2021 to June 2022: Cr Spears</p>
Victorian Local Government Women's Charter	<p>July 2021 to December 2021: Cr Damante, Cr Graham, Cr Lamont, Cr Spears, Cr Stojanovic and the Director of Corporate Services as Council's representatives</p> <p>January 2022 to February 2022: Cr Damante, Cr Graham, Cr Spears, Cr Stojanovic and the Director of Corporate Services as Council's representatives</p> <p>March 2022 to June 2022: Cr Damante, Cr Graham, Cr Hancock, Cr Spears, Cr Stojanovic and the Director of Corporate Services as Council's representatives</p>

Council meeting attendance

From July 2021 to June 2022, 11 Ordinary Council meetings, and one (1) Statutory Council meeting were held. Councillor attendance at the meetings in 2021/22 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	10	1	11	0
Bungalook Ward					
Cr Tony Dib OAM JP	12	7	0	7	3*
Jubilee Ward					
Cr Mike Symon Mayor - November 2021 to June 2022	12	10	1	11	0
McAlpin Ward					
Cr Suzy Stojanovic	12	10	1	11	0
Tarralla Ward					
Cr Paul Macdonald	12	10	1	11	0
Wicklow Ward					
Cr Tasa Damante	12	9	0	9	1*

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 Nora Lamont (July 2021 to December 2021) Deputy Mayor - July 2021 to November 2021	4	3	0	3	0
Cr Linda Hancock (March 2022 to June 2022)	4	2	0	2	1*
Wombolano Ward					
Cr Kylie Spears Mayor - July 2021 to November 2021	12	11	1	12	0
Yarrunga Ward					
Cr Rob Steane Deputy Mayor - November 2021 to June 2022	12	10	1	11	0

Notes:

* A Leave of Absence from was granted to Councillors for the following Ordinary Council Meetings held during 2021/22:

- **22 November 2021**
Cr Tasa Damante
Cr Tony Dib
- **13 December 2021**
Cr Tony Dib
- **11 April 2022**
Cr Linda Hancock
- **27 June 2022**
Cr Tony Dib

** Cr Nora Lamont resigned from Council effective 6 December 2021 creating an extraordinary vacancy. A by-election was conducted for Wonga Ward by the Victorian Electoral Commission on 11 March 2022. The successful candidate was Cr Linda Hancock, who will take up the remainder of the Council term through to the next election in October 2024.

Conflict of 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.

Councillors are elected by the residents and ratepayers of their municipality to act in the best interests of the community. This is a position of trust, and it needs to be clear that Councillors are acting in the public interest. When a 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.

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 exists even if no improper act results 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 in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

- **private interests** mean any direct or indirect interest of a relevant person that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief
- **public duty** means the responsibilities and obligations that a relevant person has to members of the public in their role as a relevant person.

Material conflict of interest in respect of a matter if an affected person 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**.

Declaration of a Conflict of Interest is a standard agenda item for all Ordinary Council, Councillor briefings, and Committee meetings.

While the procedures may vary depending on the circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of their public duty.

During 2021/2022, three (3) 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)	3	0	3
Material Conflict of Interest (section 128)	0	0	0

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 Mayor is also entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. 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 2021/22 financial year.

Councillors	Allowance
Cr Marijke Graham	\$29,490.19
Cr Tony Dib OAM JP	\$29,490.19
Cr Mike Symon Mayor November 2021 to June 2022	\$71,335.20
Cr Suzy Stojanovic	\$29,490.19
Cr Paul Macdonald	\$29,490.19
Cr Tasa Damante	\$29,490.19
Cr Nora Lamont (July 2021 to December 2021) Deputy Mayor July 2021 to November 2021	\$12,494.59
Cr Linda Hancock (March 2022 to June 2022)	\$8,313.10
Cr Kylie Spears Mayor July 2021 to November 2021	\$51,321.13
Cr Rob Steane Deputy Mayor November 2021 to June 2022	\$39,281.03

Councillor expenses

In accordance with Section 40 and 42 of the *Local Government Act 2020* which has provided the statutory direction for the 2021/22 financial year, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her 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 of expenses and 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 2021/22 financial year was allocated for the expenses and reimbursement of Councillors.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the council. The details of the expenses for the 2021/22 financial year are set out in the table below.

Councillor	TR (\$)	CM (\$)	CC (\$)	IC (\$)	CT (\$)	CCA (\$)	Total (\$)
Tony Dib OAM JP	0.00	212.73	0.00	1200.47	0.00	0.00	1,413.20
Paul Macdonald	1927.04	1352.17	0.00	1188.02	5595.43	846.88	10,909.54
Kylie Spears Mayor 1 July to 9 November 2021	1954.03	#4547.49	0.00	1572.65	7218.84	221.24	#15,514.25
Nora Lamont 1 July 2021 to 6 December 2021	0.00	0.00	0.00	400.89	599.00	68.13	1,068.02
Linda Hancock 22 March to 30 June 2022	1101.26	0.00	0.00	349.03	3,474.15	891.47	5,815.91
Suzy Stojanovic	96.53	0.00	3051.82	1486.49	4207.01	9.09	8,850.94
Mike Symon Mayor 10 November 2021 to 9 November 2022	922.76	#7666.67	0.00	1109.61	3155.96	303.42	#13,158.42
Tasa Damante	802.17	241.09	447.40	1223.18	6349.24	591.40	9,654.48
Marijke Graham	172.06	397.47	110.24	986.92	9339.40	38.18	11,044.27
Rob Steane	664.82	241.09	0.00	1043.41	2242.33	1097.29	5,288.94

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 which has provided the statutory direction for the 2021/22 financial year. The Committee assists Council in the discharge of its responsibility for 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 in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining a system of internal control and risk management, and fostering an ethical environment.

Responsibilities

The responsibilities of the Audit and Risk Committee include providing assurance that:

- financial and management reporting is reliable
- 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
- business continuity and disaster recovery planning is appropriate and effective
- council maintains and fosters an ethical environment.

Key activities

The Committee met on a quarterly basis during 2021/22 and its activities included:

- a detailed review of quarterly and annual financial statements
- a detailed review of the quarterly risk report as well as associated risk registers.
- identification and assessment of strategic, organisational, and operational level risks (including risks associated with the coronavirus (COVID-19) pandemic)
- assessing the content and priorities of the internal audit program
- reviewing results from the conduct of internal audits

Membership

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 successful candidates are appointed for a three year term with a maximum of six years. The Chief Executive Officer, Director Corporate Services, and Chief Financial Officer attend for advice and to present on reports while the internal auditor and the external auditor attend meetings by invitation, to assist the committee with information requests. The 2021-22 financial year was also the first year we have had an observer (an additional Councillor) on the Committee, to watch and learn from the proceedings of the meeting.

Audit and Risk Advisory Committee membership		
Period	July 2021 to November 2021	November 2021 to June 2022
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. Kylie Spears (Mayor)	Cr. Mike Symon (Mayor)
	Cr. Mike Symon	Cr. Kylie Spears

External audit

Council is externally audited by the Victorian Auditor-General. In 2020/21, 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 risk culture and risk management program that can cost-effectively achieve and maintain an acceptable level of risk. Council continues its commitment to proactive risk management as an integral part of its corporate governance system and operational service delivery performance. The fundamental aim is to support and enable Council to achieve its objectives through the identification and management of risks and the maximisation of opportunities.

Enterprise Risk Management

A risk management framework is defined as a set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation. Council has adopted a comprehensive *Risk Management Framework* which includes strategic, organisational and operational level risks.

The purpose of the *Risk Management Framework* is to align effective risk management practices across Council within a common framework, based on the Australian standard. The effectiveness of embedding such a framework is measured by its state of maturity of the management of Councils risk which includes benchmarking across the local government throughout Australia. Council has developed a risk aware culture and has increased risk knowledge and used its application to facilitate decision making processes, leadership commitment, reporting and evaluation. The *Risk Management Framework* reflects the current risk activity within Council.

Risk Register

The Risk Register includes strategic organisational, operational and coronavirus (COVID-19) pandemic related risks and is reviewed in its entirety every quarter. The fundamental risk assessment process is used in the identification, treatment and rating of risks. This review includes evaluation of the existing risks and addition of new or emerging risks. Treatment plans are also formulated for any high or extreme level risks, to lower the level of risk to a more acceptable medium/low risk target.

Risk Management Committee

The Risk Management Group's key function is to monitor the risk management framework across Council. The group has broad management representation across operational service areas. Activities of this group are routinely reported to the Audit and Risk Committee.

Freedom of Information requests

The *Freedom of Information Act 1982* (the Act) provides the right for individuals to access information held by Council, subject to the exemptions contained within the Act.

The Act has four basic principles:

1. 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.
2. Each person has a legally enforceable right to access information, limited only by 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).
3. People may appeal against a decision not to give access to information or not to amend a personal record.
4. People may request inaccurate, incomplete, out of date or misleading information in their personal records be amended.

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 2021 to 30 June 2022.

	2021/22	2020/21	2019/20	2018/19	2017/18
Total number of new requests	26	20	7	9	10
Access granted in full	1	1	0	6	7
Access granted in part	14	13	7	2	1
Other (Withdrawn, no documents found, Not proceeded with etc)	10	6	-	-	-
Access denied in full	1	0	0	-	1
Requests still under consideration	1	1	0	1	1
Number of reviews by FOI Commissioner sought (Internal Reviews prior to 2012/13)	1	1	0	1	-
Appeals lodged with VCAT	0	0	0	-	-
Notices served pursuant to section 12(1) of the Act	0	0	0	-	-
Occasions where disciplinary action was taken against any officer regarding the administration of this Act	0	0	0	-	-
Application fees collected	\$812.20	\$592	\$177.60	\$173.40	\$170.40
Access charges collected	\$0	\$0	\$0	\$36.20	\$0

No other facts are relevant pursuant to section 64(3)(a) to (j) of the Act. Freedom of information requests must be made in writing and be accompanied by a \$30.10 application fee. Applicants should also indicate how they would like to receive the information. Under legislation, Council must decide if the information will be provided within 30 days.

All enquiries relating to accessing documents under freedom of information should be directed to Council's Risk, Information and Integrity Team. The Freedom of Information Officer made all decisions on requests.

Information regarding Freedom of Information including an outline of the process, initial application fee and application form is published on Council's website at www.maroondah.vic.gov.au

Privacy

Maroondah City Council has adopted a Privacy Policy to regulate the use and access by Council to the personal information and health information that it collects from both its residents and clients.

To provide services all Councils are required to collect and use personal, confidential and sensitive information of individuals. Council is required to balance the rights of individuals to have controls over the use of their personal information to ensure that the right information is available for services to operate and function.

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 for either the collection and use of personal information or the collection and use of health information. Maroondah is fully committed to its privacy obligations.

Council has adopted a Privacy Policy to regulate the use and access by Council to the personal and health information that it collects from both its residents and clients.

Maroondah City Council has always regarded privacy as very important and 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

During 2021/22, Council introduced a revised Procurement Policy under the Local Government Act 2020 (the Act 2020). For the period of 2020/21, Council worked with two different policies, both which aimed to provide a framework that ensures Council's purchasing procedures and processes are undertaken in a manner conversant 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 that was adopted, between July 2021 and December 2021 Council did not enter into any contracts valued at \$150,000 or greater for services or \$200,000 or greater for works of a kind specified in section 186(5)(a) and (c) of the *Local Government Act 1989* (The Act 1989).

In terms of the Policy that was adopted between January 2022 and June 2022, 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.

Public Interest Disclosures

The *Protected Disclosure Act 2012* (the Act) commenced operation in February 2013 and was amended in 2019 which includes new protections for anyone making a public interest disclosure and included changing the name of this legislation to the *Public Interest Disclosure Act 2012* (PID Act). The amendments came into effect on 1 January 2020. The purpose of the PID Act is to encourage and facilitate the disclosure of any improper conduct. Any person who has reasonable grounds to believe that improper or corrupt conduct has occurred may make a disclosure. For Local Government, disclosures can be made about Councillors and any Council employees directly to the Independent broad-based anti-corruption commission (IBAC). Protection is provided by the PID 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 interests' disclosures have been adopted to comply with the provisions of the PID Act. Copies of this Policy are available on Council's website at www.maroondah.vic.gov.au

During 2021/22, Council did not receive any public interest disclosures.

Legislation

Council delivers a wide range of services and operates within a highly regulated environment.

These Acts and regulations can either:

- have a direct impact on Council and require significant compliance
- contain specific provisions relevant to Council
- have indirect influence and 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*
- *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 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*
 - *Second Hand 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 text of Victorian Acts and Regulations is online at: www.legislation.vic.gov.au
- Full text of Commonwealth legislation is online at: www.legislation.gov.au

Occupational Health and Safety

Maroondah City Council has continued to actively work with its employees, contractors and volunteers in order to maintain and improve positive safety performance and minimise potentially adverse consequences.

Council continues to focus on incorporating safety considerations into all aspects of service delivery and operational activities, via promoting a positive safety culture. The ongoing maintenance of effective consultative processes such as Council's OHS committee structures continue to assist with fostering a positive and action orientated organisational safety culture. Other aspects of Council's Occupational Health and Safety (OHS) systems such as policies, procedures and processes have been further developed and improved, with a particular focus on lone workers; contractor management; and plant safety.

The outcomes of audit and review processes continue to guide and inform potential

opportunities for further improvements to Council's safety management system elements.

Workplace incidents continue to be actively reported and investigated in order to facilitate the implementation of effective countermeasures and corrective actions. The team are working closely with IT and a number of interested stakeholders to investigate an online OHS incident management system to further improve the reporting and investigation process. The system that is being considered also has additional modules which would assist in making other manual processes available via an app and therefore making the systems more accessible and easier to follow. Council's proactive injury management processes continue to assist with the effective management of an ageing workforce, and with minimising the impacts of work-related injuries or illnesses.

Equal opportunity, harassment and bullying prevention

Maroondah City Council is committed to providing a workplace free of all forms of unlawful discrimination, harassment, victimisation, bullying and vilification and aims for equality of opportunity for all employees, Councillors, consultants, contractors, and volunteers.

Discrimination, harassment, victimisation, bullying and vilification are not only unacceptable at Council, but they are also unlawful, and Council will ensure that all employees, Councillors, consultants, contractors, and volunteers are educated in the prevention of unlawful equal opportunity (EO) acts.

Maroondah City Council is committed to:

- implementing policies, practices, training and education to ensure compliance with all relevant legislation, with a particular emphasis in 2021/22 on Gender Equality Act 2020 compliance and the VAGO recommendations in relation to Sexual Harassment in Local Government
- creating a working environment which is free from 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 strategies to ensure that all parties know their rights and responsibilities, as far as is reasonably practicable

- providing an effective procedure for complaints raising and resolution, based on the principles of natural justice
- treating all complaints in a sensitive, fair, timely, and confidential manner
- protection from any victimisation or reprisals
- encouraging the reporting of inappropriate behaviour
- promoting appropriate standards of conduct at all times

Maroondah City Council convenes an Equal Opportunity Consultative Committee (EOCC) that meets several times a year. The purpose of the EOCC is to:

- stand for the awareness of a fair and equitable workplace
- raise awareness on issues and concerns around EO within the workplace
- identify opportunities and issues that relate to our workplace and facilitate actions to drive change
- raise prevailing issues that exist within the organisation
- provide direction to the broader organisation on diversity and inclusion.

Victorian Local Government Performance Reporting Framework: governance and management checklist

The following statement provides the results in the prescribed form of Council's assessment against the governance and management checklist as part of the Local Government Performance Reporting Framework.

#	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: 27 June 2022	<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: 27 June 2022	<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 Date of adoption: 27 June 2022	<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: 17 February 2020	<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: 21 February 2022	<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: 16 August 2021 13 December 2021 21 February 2022 16 May 2022	<input checked="" type="checkbox"/>
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: 30 September 2021 31 December 2021 31 March 2022 30 June 2022	<input checked="" type="checkbox"/>

#	Governance and Management Items	Assessment	
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 2020/21 financial year: 20 September 2021 Date of report for the first six months of 2021/22 financial year: 21 February 2022	<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: 18 October 2021	<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 2022



Cr. Mike Symon
Mayor
Dated: 29 August 2022

Statutory information

The information in this section is provided in accordance with legislative and other requirements applying 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 2021/22, Council undertook a wide range of activities in delivering on this Plan. These included:

Social and Economic Inclusion

- The Porn is not the Norm project's second year included the creation of videos to incorporate into the education resources. Council's role has evolved to providing support and advice through the project steering group. The project received \$900,000 over three years from Westpac 2020 Impact Grant: Safer Children, Safer Communities Program.
- Council delivered mental wellbeing programs including Sons of the West and Walk and Talk (in partnership with Eastern Health and Mullum Road Clinic) which were purposefully designed to be inclusive and accessible to all and were promoted through disability and carer networks.
- Council continues to provide various social support programs for seniors who have support needs including delivery of social connection, mental health and wellbeing, and physical health programs. The Virtual Engagement Recreation Activity (VERA) program at Kerrabee involved a series of interactive social and wellbeing group programs conducted online and designed to include everyone of all abilities. Maroondah's Walking Sports program relaunched in 2022 featuring low impact sports activities for over 50's including walking cricket, walking soccer, walking netball and a new program Volleyall (modified volleyball).
- Aquabuddies, a casual swimming program focusing on inclusion, physical activity and social connection for adults with disabilities, ran in late 2021 (after COVID-19 restrictions lifted) and during term one and two 2022 at Aquahub. An average of up to 20 participants attend each class. Aquanation continues to run Age Friendly Aqua which connects people of all abilities and provides a social connection, with an average of 22 participants per class.
- Council continued to offer casual shooting at Maroondah Nets, providing an opportunity for casual basketball sessions for people with disabilities and their carers.
- Council provided a number of All Abilities programs to enable participants with the opportunity to develop coordination skills, motor skills and social connection. An All Abilities soccer program commenced at Maroondah Nets, in addition to the All Abilities basketball program. Council continued to implement junior weekly Biddy Ball skills which includes an all abilities program for primary school aged children.
- Council continued to provide advice, support and collaboration opportunities with local artists with disabilities and local disability organisations to develop and promote art and exhibition programs, public art and grant projects in Maroondah. Public artworks by artists Kate Reeves-Smith and Melissa Kent from Disability Service Araluen were featured in the San Carlos Walk Lightbox Program in Croydon in May 2022.
- Two exhibitions featuring ten artists with disabilities in partnership with local disability organisations have been developed in 2021/22, for presentation at Art Space at Realm in 2022/23.
- Your DNA, a creative arts disability services and support organisation in Croydon, was successful in gaining funding from Council's Arts and Cultural Grants Program to produce their project *The Sound Tree*, to be delivered in 2022-23.
- Participants in a Job Skills program for adults with a disability received hands-on experience in constructing a pop-up park at Glen Park Community Centre, Bayswater North in late February 2022.
- Council has continued to enable 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 and screen reading tools and technology.
- Council's 2021 Community Grants Funding Program provided funding to six different disability groups to better enable access and participation.

Services and Information

- Nearly 190 individuals received a total of over 950 direct contact hours of support from Council in understanding and navigating the National Disability Insurance Scheme (NDIS). Council also supported the community through 15 group presentations about the NDIS. Council held 10 Pathways for Carers walks and activities in 2021/22 after recommencing in February 2022 following the lifting of COVID-19 restrictions. The March walk provided carers with the opportunity to raise questions with a Member of Parliament who was attending on

behalf of the Minister for Disability, Ageing and Carers. In June 2022, Council held a workshop for carers on managing stress and anxiety for themselves and their loved ones they care for.

- Council has continued to build wellbeing literacy in Maroondah through workshops with students, school staff and parents as part of the Maroondah Positive Education Network. The Victorian Government has committed ongoing funds to ensure the work of the network is continued 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.
- Communications and Engagement continually monitor accessibility of our communication channels and update our methods as required. Recent website redevelopment sees Maroondah Leisure and Karralyka websites on the corporate CMS which meets our WCAG compliance. IT business case templates requires all new software and applications with to be assessed for accessibility compliance.

Design, Infrastructure and Transport

- The new McAlpin Reserve Playspace opened, featuring all-inclusive play equipment to benefit all ages and abilities, including an accessible carousel and accessible jumper (trampoline).
- In 2021/22, Council delivered nine projects worth nearly \$260,000 to help traffic and pedestrian related infrastructure across Maroondah become compliant with the Disability Discrimination Act (DDA).
- Approximately 2.9km of critical links identified on Council's Principal Pedestrian Network has been filled.
- Accessibility improvements were completed at: Proclamation Park Sporting Pavilion, Bensons Sporting Pavilion, Tarralla Kinder and Maternal and Child Health, and Springfield Pavilion. Improvements included accessibility enhancements to amenities, showers and access to these facilities.
- Forthcoming redevelopment works at RO Spencer Pavilion at Jubilee Park and Cheong Pavilion have been planned to include improvements to accessibility.
- Pop-up outdoor dining spaces installed at four local shopping centres in December 2021 catered specifically for people with a disability, with DDA compliant seating and access for people in wheelchairs.

Advocacy and Leadership

- The Maroondah Disability Advisory Committee provided feedback to Council on a range of strategic documents and activities, including: the COVID-19 Recovery Community check-in, the draft *Maroondah Disability Action Plan 2022-2026*, R U OK? Day, Disability Discrimination Act program, Celebrating International Day of People with Disabilities, the General Local Law Review, Karralyka Theatre upgrade, redevelopment of Cheong Park and input into the draft *Maroondah Physical Activity Strategy*.
- The *Maroondah Disability Action Plan 2022-2026* was developed through direct engagement with the Maroondah Disability Advisory Committee, community members and stakeholders, followed by a period of public exhibition. The new Action Plan will be presented to Council in July 2022 for adoption.
- Council advocated to the Victorian Government to support the Bayswater Road Transport Improvements project. This project specifically addresses critical safety issues involving mobility scooter access and the Bayswater Road Bungalook Creek Pedestrian Bridge.
- As a member of the Eastern Transport Coalition, Council continued to advocate for accessible and safe public transport infrastructure and services to deliver inclusion and equity outcomes. Advocacy during 2021/22 included supporting upgrades to the Croydon Railway Stations and Bus Interchanges to improve disability access and customer amenities and seeking safer access to bus stops and bus stop upgrades.
- Council continues to work with the Eastern Affordable Housing Alliance (EAHA) to identify opportunities to achieve more social, affordable, and special needs housing.
- Council continues to include people with a disability in our communication material and channels.
- Council's website channels continue to meet WCAG 2.0AA compliance. Council's web and browser based channels are reviewed and updated regularly, including the repair of any broken links.

Documents to be made available for public inspection

Council is committed to open and transparent governance. Section 57 of the *Local Government Act 2020* (the Act) entitles any person to inspect and take copies where appropriate (subject to applicable fees, if any) of prescribed documents and records. Pursuant to the *Local Government (General) Regulations 2015*, which was proclaimed and commenced on 23 October 2015, the following prescribed documents and records were available for inspection during the 2021/22 financial year.

For the purposes of section 57 of the *Local Government Act 2020*, which has provided the statutory direction for the 2021/22 financial year, the following are prescribed documents:

- Council Meeting Agendas;
 - Statutory Registers required by the Act; and
 - Council Policies.
- 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, including:
 - i. the name of the Councillors or member of Council staff
 - ii. the date on which the travel began and ended
 - iii. the destination of the travel
 - iv. the purpose of the travel
 - v. the total cost to the Council of the travel, including accommodation costs;
 - b) the agendas for, and minutes 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
 - c) 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
 - d) 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, of the Act took place
 - e) 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
 - f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
 - g) 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
 - h) Written Public Record of an Assembly of Councillors, in accordance with section 80A of the Act
 - i) Annual Report – available online
 - j) Budget for current financial year – available online
 - k) Council agenda and minutes for the last 12 months – available online
 - l) Councillors' Code of Conduct – available online
 - m) Council Plan – available online
 - n) Councillor Expenses Policy – available online
 - o) Local Laws operative within Maroondah – available online
 - p) Procurement Policy – available online
 - q) Public Notices – available online
 - r) Register of election campaign donation returns – available online
 - s) Register of Interests of Councillors, Management Group, Senior Officers, Nominated Officers and independent members of the Audit and Risk Advisory Committee.

In accordance with Section 57 of the *Local Government Act 2020* inspection of these documents can 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, and some are also available online.

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 any program, service strategy or review 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 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 practise 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 2021/22 financial year.

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 2021/22 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 2021/22

DCP name (Year approved)	Levies received in 2021/22 financial year
Total	\$0

No DCP land, works, services or facilities were accepted in kind in 2021/22

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 Development Contributions Plan Overlay (2006)	\$0	\$43,455	\$0	\$0
Total	\$0	\$43,455	\$0	\$0

Land, works, services or facilities delivered in 2021/22 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
New Street and Bond Street Traffic Signal Study	72825	Ringwood District Centre Development Contributions Plan, July 1997 (2006)	\$19,091.00	\$0.00	\$0.00	\$0.00	\$19,091.00	64%
Maroondah Highway Building Extension Study and Design	72826	Ringwood District Centre Development Contributions Plan, July 1997 (2006)	\$8,000.00	\$0.00	\$0.00	\$0.00	\$8,000.00	80%
Maroondah Highway U-turn Study	72827	Ringwood District Centre Development Contributions Plan, July 1997 (2006)	\$7,273.00	\$0.00	\$0.00	\$0.00	\$7,273.00	73%
New Street Pedestrian Refuge Local Area Traffic Management	72420	Ringwood District Centre Development Contributions Plan, July 1997 (2006)	\$9,091.00	\$0.00	\$0.00	\$0.00	\$9,091.00	100%
Total			\$43,455.00	\$0	\$0	\$0	\$43,455.00	0

Local Laws

There are a number of Council rules designed to make the community a safe and pleasant place to live in. Local laws are reviewed regularly and altered if necessary to meet the needs of the community. Sometimes new laws are required to control a particular problem. Maroondah City Council is responsible for the management and enforcement of various matters covered by local laws.

Local Laws (as at 30 June 2021)	
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 Local Law No 11 - General Local Law 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 Local Law No. 13 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 in particular allows for fires in the open air for heating purposes by:</p> <ul style="list-style-type: none"> • Amending the existing General Local Law 11 • 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 Local Law No. 11 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 Local Law 12 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>

Road management

The *Road Management Act 2004* provides that Council has a statutory obligation to inspect, maintain and repair a public road, 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.

Maroondah City Council has adopted the *Road Management Plan 2021* to set 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 financial year.



Road enhancement at Eastfield Road, Ringwood East

Victorian Local Government Indicators

The following indicators track Council sustainability and performance over time.

Indicator	Target	Actual Results			
	2021/22	2021/22	2020/21	2019/20	2018/19
Affordability/cost of Governance					
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.	\$1,933	\$1,915	\$1,871	\$1816	\$1,795
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)	\$1,827	\$1,848	\$1,788	\$1736	\$1,718
Sustainability					
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.	\$1,186	\$1,912	\$1,727	\$1785	\$1034
Operating result per assessment³ The difference between the average operating revenue and average operating expenditure for each property in the municipality. Council rates and charges comprise the major part of its operating revenue. 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.	\$446	\$260	\$825	\$202	\$509
Services					
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	65	65	65	69

Indicator	Target	Actual Results			
	2021/22	2021/22	2020/21	2019/20	2018/19
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.	\$2,761	\$2,862	\$2,535	\$2,583	\$2,654
Infrastructure					
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.	\$940	\$862	\$1,579	\$893	\$951
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.	106%	100%	105%	78%	96%
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.	106%	100%	104%	83%	97%
Governance					
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	56	56	56	61
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	59	55	56	58

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 explanation of any material variations. Please note that a change of less than +/- 10% compared with the previous year is not considered significant, and therefore not a material variation.

LGPRF service performance indicator results for 2021/22 will be available online once data is released by the Victorian Government at www.knowyourcouncil.vic.gov.au

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	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>	3.33	2.00	2.00	1.00	From 1 January 2021, aquatic facilities were required to be registered with Council. Inspections are carried out by Council's Community Health team for each aquatic facility annually, with a follow up inspection if required. Annual health inspections were conducted in late 2021. This means they are next due in 2022/23.
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>	10.11	7.57	3.34	4.43	The municipality has three Council-owned and operated aquatic facilities. The utilisation of aquatic facilities has increased when compared to the same time in the previous financial year due to an easing of coronavirus (COVID-19) restrictions.

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
<p>Service Cost</p> <p>Cost of aquatic facilities</p> <p>The direct cost less any income received of providing aquatic facilities per visit.</p> <p><i>Expected range: \$0 to \$30</i></p>	-	\$0.81	\$5.70	\$2.91	This measure considers the overall cost to Council of running its aquatic facilities less revenue received. The cost of aquatic facilities per visit has decreased significantly compared to the same time in the previous financial year due to an increase in visits following easing of coronavirus (COVID-19) restrictions.
Animal Management					
<p>Timeliness</p> <p>Time taken to action animal requests</p> <p>The average number of days it has taken for Council to action animal management related requests.</p> <p><i>Expected range: 1 to 10 days</i></p>	1.24	2.01	1.05	1.03	This measure relates to the average number of days been the receipt and the first response action for all animal management requests. The time taken to action animal management requests in well within the expected range.
<p>Service standard</p> <p>Animals reclaimed</p> <p>The percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed.</p> <p><i>Expected range: 30% to 90%</i></p>	76.87%	62.55%	48.2%	70.25%	This measure considers the percentage of collected registrable animals reclaimed under the <i>Domestic Animals Act 1994</i> . The variation compared to the same time in the previous financial year is due to the inclusion of animals reclaimed by authorised officers as well as those claimed via the pound.
<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>	-	51.90%	44.01%	18.99%	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 has decreased due to a higher number being successfully reunited with their owners.

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
Service cost Cost of animal management service per population The direct cost of the animal management service per municipal population. <i>Expected range: \$3 - \$40</i>	\$5.49	\$4.03	\$4.20	\$5.33	This measure captures the direct cost of the animal management service per registrable animal under the <i>Domestic Animals Act 1994</i> . The cost of animal management services has increased slightly from the same time in the previous financial year due to more comprehensive reporting which now includes the cost of enforcement and administration.
Health and safety Animal management prosecutions Health Inspections of aquatic facilities <i>Expected range: 0% - 200%</i>	-	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.
Food Safety					
Timeliness Time taken to action food complaints 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. <i>Expected range: 1 to 10 days</i>	1.24	2.01	1.95	1.51	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 2021 calendar year to align with reporting to the Department of Health (DoH). The number of days to action food complaints is within expected range. Where possible Council and the Environmental Health Officer's ensure they respond to requests as soon as they are received.

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
<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>	100.00%	100.00%	93.61%	99.11%	<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 2021 calendar year to align with reporting to the Department of Health (DoH). The number of registered class 1 and 2 food safety premises that received an annual food safety assessment increased compared to the same time in the previous year as all Class 1 and Class 2 food premises were completed.</p>
<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: \$300 to \$1,200</i></p>	\$689.36	\$690.11	\$599.36	\$641.56	<p>This measure captures the direct cost of providing food safety services per food premises. The cost of the food safety service is expected to vary slightly depending in number of registered premises at the time of recording the data.</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: 60% to 100%</i></p>	99.06%	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 2021 calendar year to align with reporting to the Department of Health (DoH).</p>

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
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: 0% to 30%</i></p>	8.52%	6.59%	13.13%	15.49%	<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 Local Government Act 2020. The percentage of Council resolutions at meetings closed to the public has increased due to the number of tender evaluation recommendations/reports that required Council approval (>\$500,000).</p>
<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>	58.00	56.00	55.00	59.00	<p>Satisfaction is measured as part of the annual Community Satisfaction Survey. Satisfaction with community consultation and engagement is consistent with pre-pandemic levels of activity.</p>
<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>	88.89%	85.47%	92.86%	83.33%	<p>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 at Council meetings has decreased compared to the previous financial year due to easing of coronavirus (COVID-19) restrictions which has led to increased absences and increased levels of illness within the community.</p>

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
<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>	\$48,959.51	\$47,451.22	\$46,640.44	\$54,133.44	<p>This measure captures the direct cost of delivering the governance service per elected representative. The cost of elected representation increased slightly when compared to the same time in the previous financial year due to increased activities in the new Council term and easing of coronavirus (COVID-19) restrictions.</p>
<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>	62.00	59.00	60.00	59.00	<p>Satisfaction is measured as part of the annual Community Satisfaction Survey. Community satisfaction in relation to Council decisions decreased slightly compared to 2021/22, however satisfaction levels have remained steady across the previous five years.</p>
Libraries					
<p>Utilisation</p> <p>Physical library collection usage</p> <p>The number of physical library collection item loans per physical library collection item.</p> <p><i>Expected range: 1 to 9 items</i></p>	10.47	9.15	4.97	6.22	<p>Maroondah is a member of the Eastern Regional Libraries Corporation, which is a co-operative venture serving three outer eastern metropolitan councils. These results relate to libraries in the Maroondah municipality, which are located in Croydon and Ringwood (Realm). The number of physical collection loans showed a slight increase compared to the same time in the previous financial year. Overall library collection usage has been lower compared to pre-pandemic levels due to limited opening hours and other recent coronavirus (COVID-19) lockdown and restrictions.</p>

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
Resource standard Recently purchased library collection The percentage of the library collection that has been purchased in the last 5 years. <i>Expected range:</i> 40% to 90%	72.39%	69.81%	79.27%	78.43%	This measure refers to the percentage of the library collection that has been purchased in the last five years. There is only slight variation of the percentage of the library collection recently purchased compared to the same time in the previous financial year.
Participation Active library borrowers in municipality The percentage of the municipal population that are active library borrowers. <i>Expected range:</i> 10% to 40%	16.26%	15.88%	13.83%	12.03%	This indicator highlights the percentage of the municipal population that are active library members. The number of active library borrowers within the municipality can be expected to vary over time. Borrowing can include print and loan identifiable digital materials. Physical loans are still considerably down compared to pre-pandemic levels and remaining steady compared to the previous financial year.
Service cost Cost of library service per population The direct cost of the library service per population. <i>Expected range:</i> \$10 to \$90	\$18.26	\$18.59	\$17.37	19.71%	This measure captures the direct cost of the library service per municipal population. Cost of library services per population has been consistent, even with the change in the indicator moving from cost of library service per visit to per population in 2020. Costs are normalising after savings made in 2020/21 due to coronavirus (COVID-19) branch closures.

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	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>	101.06%	100.99%	101.34%	101.33%	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 an MCH enrolment, however, the phasing of birth notifications 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>	\$87.20	\$82.83	\$97.53	\$76.47	This measure refers to the cost of Council's Maternal Child Health (MCH) service per hour of service delivered. The cost of the MCH service is calculated per hour of service delivered. The cost has decreased due to several factors including a period of clearing backlog following coronavirus (COVID-19) restrictions and significant use of telehealth consultations to allow catch up of missed Key Age and Stage (KAS) appointments.
Participation Participation in MCH service The percentage of children enrolled who participate in the MCH service. <i>Expected range: 70% to 100%</i>	78.11%	76.18%	76.19%	73.42%	This measure captures participation of children in key age and stage appointments, which decreased when compared to the same time in the previous financial year. Participation in the Maternal Child Health (MCH) service continues to be affected by increased levels of illness in the community due to coronavirus (COVID-19), requiring appointments to be rescheduled on a regular basis.

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
<p>Participation</p> <p>Participation in MCH service by Aboriginal children</p> <p>The percentage of Aboriginal children enrolled who participate in the MCH service.</p> <p><i>Expected range: 60% to 100%</i></p>	72.63%	76.24%	78.31%	84.69%	<p>This measure captures the percentage of Aboriginal children enrolled who participate in the Maternal Child Health (MCH) service. Participation rates for Aboriginal children varies over time due to families moving in and out of Maroondah, accessing services beyond municipal boundaries and children entering home care. The number of Aboriginal children participating has increased compared to the same time in the previous financial year as they were included in the vulnerable group of clients during the Code Brown period so appointments that were made were able to be kept under the coronavirus (COVID-19) restrictions.</p>
<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>	-	98.17%	97.31%	101.33%	<p>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 remains at 100%. Anything below 100% reflects appointments made but not yet attended within the financial year. This age group continued to be offered the service throughout the Code Brown in Victoria.</p>

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
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>	108.04	115.87	93.96	113.31	<p>Road requests are defined as customer requests logged within the Council corporate 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 slightly when compared with the same time in the previous financial year, due to more motorists being on the road following the easing of coronavirus (COVID-19) restrictions.</p>
<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>	97.31%	99.06%	98.85%	98.65%	<p>Satisfaction with the condition of sealed local roads is considered. Council defines the intervention level for sealed local roads 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>
<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>	\$221.08	\$114.19	\$250.31	\$385.77	<p>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. Costs to deliver projects over the last 12 months have increased due to the complexity of projects and higher costs for labour and materials.</p>

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	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>	\$119.99	\$34.24	\$25.37	\$36.89	<p>The total project cost associated with the resealing of sealed local roads is considered. 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. Costs to deliver projects over the last 12 months have increased due to higher costs for labour and materials.</p>
<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>	70.00	64.00	67.00	63.00	<p>Satisfaction is measured as part of the annual Community Satisfaction Survey. The survey asks participants to rate the condition of local streets in your area on a scale from very good to very poor. The satisfaction value can vary year on year due to variety of reasons including but not limited to: the term 'local road' not been defined; some respondents may take into account the condition of VicRoads' arterial roads when responding; the term 'condition' not being defined; and some respondents taking into account traffic congestion and safety when responding.</p>

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
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>	34.00	28.00	28.00	29.00	<p>This measure looks at the median number of days taken between receipt of a planning application and a decision on the application. In addition to Councils dedication to provide timely decisions, Councils electronic planning application processes allowed for more efficient processing time. The time taken to decide on planning applications remains positively low at 29 days on average for the year. This is below the target range of between 30 to 110 days.</p>
<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>	81.63%	88.60%	86.87%	83.52%	<p>In accordance with the <i>Planning and Environment Act 1987</i>, a council is permitted 60 statutory days to determine a planning application. The 60 statutory days includes weekends, public holidays and commences when the application is lodged. The legislation allows for the 60-day statutory clock to be stopped and re-started in certain circumstances. Maroondah continues to be a leader in meeting this target compared to the Metropolitan Council average. Council exceeds the target of 80% by achieving 83.5% of its' decisions within timeframes.</p>
<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>	\$1869.80	\$1851.06	\$1918.93	\$1917.15	<p>This measure looks at the direct cost of Council to provide the statutory planning service per planning application received. The direct cost of the statutory planning service is similar to the previous financial year. Whilst there has been an increase in applications, these have predominantly been lower value application types.</p>

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
<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>	90.24%	92.59%	81.82%	89.19%	<p>If an applicant disagrees with the decision of Council in relation to a planning application, they have 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, appealed by an applicant and subject to review by VCAT that were not set aside (i.e. VCAT agreed with the decision of Council). Of the 37 VCAT decisions made, 33 of these have been upheld by the Tribunal, resulting in a success rate of 89.19% of Council decisions being affirmed.</p>
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>	71.93	68.93	76.91	88.87	<p>Council provides a comprehensive waste management service that strives to meet best practice standards in terms of kerbside collection. This indicator focuses on the kerbside bin collection service. Council provides a three-bin waste collection service (garbage, recyclables, and green organics). These requests relate to cancellations, damaged bin repairs/replacements or replacing stolen bins. This figure tends to fluctuate according to population movement in the municipality.</p>

Service/indicator/ measure	Result 2018/19	Result 2019/20	Result 2020/21	Result 2021/22	Comment
<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>	3.49	4.06	4.55	4.79	<p>This indicator identifies the ratio of bins missed compared to scheduled bin collections. This includes 120L, 80L, second bin and fortnightly recycling kerbside bin collection. There was only a slight variation in kerbside bins collection missed compared to the same time in 2020/21.</p>
<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>	\$106.11	\$107.56	\$109.55	\$131.30	<p>This measure looks at the direct cost of Council to provide the kerbside garbage bin collection service. The cost of the garbage collection increased due to an increase in the landfill levy as of 1 July 2021.</p>
<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>	\$62.59	\$71.43	\$77.43	\$75.74	<p>This measure looks at the direct cost of Council to provide the kerbside recyclables collection service per kerbside recyclables bin. There is only a slight variation in the cost of kerbside recyclables compared to the same time in 2020/21.</p>
<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>	53.66%	56.83%	56.71%	55.50%	<p>This measure refers to the percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill. There is only a slight variation on the amount of waste diverted from landfill compared to the same time in 2020/21.</p>



Annual Financial Report and Performance Statement

For the year ended 30 June 2022

Understanding the Financial Report

Introduction

The Financial Report shows how Council performed financially during the 2020/21 financial year and shows its overall financial position at the end (30 June 2021) 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 and Human Services.

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.

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Certification of the Financial Statements

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

Date: Monday, 29 August 2022
Melbourne

In our opinion the accompanying financial statements present fairly the financial transactions of Maroondah City Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that 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.

M. Symon
Mayor



Date: Monday, 29 August 2022
Melbourne

K. Spears
Councillor



Date: Monday, 29 August 2022
Melbourne

S. Kozłowski
Chief Executive Officer



Date: Monday, 29 August 2022
Melbourne

Victorian Auditor General's Report Financial Statements



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Maroondah City Council

Opinion	<p>I have audited the financial report of Maroondah City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • 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. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, 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.</p> <p>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.</p>

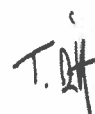
**Auditor's
responsibilities
for the audit of
the financial
report**

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
9 September 2022

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	99,239	96,033
Statutory fees and fines	3.2	4,853	4,357
User fees	3.3	19,257	14,094
Grants - operating	3.4	12,984	10,808
Grants - capital	3.4	17,496	23,664
Contributions - monetary	3.5	8,145	10,205
Contributions - non monetary	3.5	-	25
Net gain / (loss) on disposal of property, infrastructure, plant and equipment	3.6	132	12,689
Share of net profits / (loss) of associates and joint ventures	6.2	(1,199)	156
Other income	3.7	873	412
Total income		161,780	172,443
Expenses			
Employee costs	4.1	57,824	54,924
Materials and services	4.2	52,277	47,577
Depreciation	4.3	25,917	22,849
Amortisation - intangible assets	4.4	323	279
Amortisation - right of use assets	4.5	947	807
Bad and doubtful debts	4.6	10	17
Borrowing costs	4.7	756	843
Finance costs - leases	4.8	58	72
Other expenses	4.9	10,216	2,759
Total expenses		148,328	130,127
Surplus / (deficit) for the year		13,452	42,316
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment / (decrement)	6.1	70,219	91,936
Total comprehensive result		83,671	134,252

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2022

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	45,875	27,914
Trade and other receivables	5.1	28,869	13,589
Other financial assets	5.1	23,981	37,917
Inventories	5.2	480	421
Other assets	5.2	724	1,338
Total current assets		99,929	81,179
Non-current assets			
Trade and other receivables	5.1	447	571
Other financial assets	5.1	-	1,057
Investments in associates, joint arrangements and subsidiaries	6.2	2,533	3,732
Property, infrastructure, plant and equipment	6.1	2,014,272	1,937,472
Right-of-use assets	5.8	1,308	2,149
Intangible assets	5.2	748	874
Total non-current assets		2,019,308	1,945,855
Total assets		2,119,237	2,027,034
Liabilities			
Current liabilities			
Trade and other payables	5.3	9,759	15,036
Trust funds and deposits	5.3	6,371	6,466
Unearned income	5.3	15,950	30,963
Provisions	5.5	14,193	14,389
Interest-bearing liabilities	5.4	2,715	1,541
Lease liabilities	5.8	645	934
Total current liabilities		49,633	69,329
Non-current liabilities			
Trust funds and deposits	5.3	293	330
Unearned income	5.3	25,661	1,952
Provisions	5.5	1,223	1,507
Interest-bearing liabilities	5.4	21,562	14,277
Lease liabilities	5.8	699	1,252
Total non-current liabilities		49,438	19,318
Total liabilities		99,071	88,647
Net assets		2,020,166	1,938,387
Equity			
Accumulated surplus		848,764	837,204
Reserves	9.1	1,171,402	1,101,183
Total Equity		2,020,166	1,938,387

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2022

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'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	-	-
Net asset revaluation increment / (decrement)	6.1	70,219	-	70,219	-
Balance at end of the financial year		2,020,166	848,764	1,159,402	12,000

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021					
Balance at beginning of the financial year		1,801,633	793,386	997,247	11,000
Adjustment for prior periods - property, infrastructure, plant and equipment	6.1	2,502	2,502	-	-
Adjusted Opening balance		1,804,135	795,888	997,247	11,000
Surplus / (deficit) for the year		42,316	42,316	-	-
Net asset revaluation increment / (decrement)	6.1	91,936	-	91,936	-
Transfers to other reserves	9.1	1,000	-	-	1,000
Transfers from other reserves	9.1	(1,000)	(1,000)	-	-
Balance at end of the financial year		1,938,387	837,204	1,089,183	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

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		99,007	95,458
Statutory fees and fines		4,788	4,362
User fees		22,349	14,664
Grants - operating		13,148	18,111
Grants - capital		9,908	16,606
Contributions - monetary		8,325	10,321
Interest received		232	367
Trust funds and deposits taken		19,866	42,597
Net GST refund / (payment)		7,145	9,336
Employee costs		(57,851)	(54,067)
Materials and services		(62,603)	(58,136)
Short-term, low value and variable lease payments		(99)	(75)
Trust funds and deposits repaid		(19,796)	(41,383)
Net cash provided by / (used in) operating activities	9.2	44,419	58,161
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(48,951)	(58,385)
Proceeds from sale of property, infrastructure, plant and equipment		802	2,518
Payments for investments		(68,099)	(127,726)
Proceeds from sale of investments		83,092	110,407
Net cash provided by / (used in) investing activities		(33,156)	(73,186)
Cash flows from financing activities			
Finance costs		(756)	(843)
Proceeds/ (Outgoings) from borrowings		8,459	(2,617)
Interest paid - lease liability		(58)	(72)
Repayment of lease liabilities		(947)	(785)
Net cash provided by / (used in) financing activities		6,698	(4,317)
Net increase / (decrease) in cash and cash equivalents		17,961	(19,342)
Cash and cash equivalents at the beginning of the financial year		27,914	47,256
Cash and cash equivalents at the end of the financial year		45,875	27,914
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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 2022

	Note	2022 \$'000	2021 \$'000
Property			
Land		268	8,310
Total land		268	8,310
Buildings		24,678	55,866
Total buildings		24,678	55,866
Total property		24,946	64,176
Plant and equipment			
Plant, machinery and equipment		1,535	1,058
Fixtures, fittings and furniture		507	358
Computers and telecommunications		3	50
Total plant and equipment		2,045	1,466
Infrastructure			
Roads		1,957	4,329
Footpaths and cycleways		2,040	2,296
Drainage		5,569	3,110
Waste management		13	20
Parks, open space and streetscapes		7,702	5,246
Off street car parks		149	374
Other infrastructure		260	46
Total infrastructure		17,690	15,421
Total capital works expenditure		44,681	81,063
Represented by:			
New asset expenditure		9,611	53,877
Asset renewal expenditure		25,848	21,907
Asset upgrade expenditure		9,222	5,279
Total capital works expenditure	2.1.2, 6.1	44,681	81,063

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 2022

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 the 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

Basis of accounting

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.

Disclosure of COVID-19 impacts on the current reporting period

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020 and concluded on 28 October 2020. The State of Emergency concluded on the 15 December 2021. Maroondah City Council and its employees, stakeholders and constituents have been subject to variable levels of restrictions since this period of time up until the date of these annual financial statements, 30 June 2022.

COVID-19 had a significant impact on the operations of Council in the current reporting period ending 30 June 2022, with the main impact on user fee income, in the vicinity of \$4-5M. The financial implications of the pandemic have been considered in the preparation of these financial statements.

The significant effects on the financial statements and estimates, as a result of the pandemic, have been reflected and can be observed in the following components of these financial statements:

- Performance against budget (refer to Note 2.1)
- Statutory fees and fines (refer to Note 3.2)
- User fees (refer to Note 3.3)
- Employee costs (refer to Note 4.1)

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 28 June 2021. 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*.

2.1.1 Income and expenditure

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Income					
Rates and charges	99,228	99,239	11	0%	
Statutory fees and fines	4,854	4,853	(1)	(0%)	
User fees	27,155	19,257	(7,898)	(29%)	1
Grants - operating	8,377	12,984	4,607	55%	2
Grants - capital	18,860	17,496	(1,364)	(7%)	3
Contributions - monetary	5,269	8,145	2,876	55%	4
Contributions - non monetary	-	-	-	0%	
Net gain / (loss) on disposal of property, infrastructure, plant and equipment	(93)	132	225	(242%)	
Share of net profits / (losses) of associates and joint ventures	-	(1,199)	(1,199)	(100%)	5
Other income	955	873	(82)	(9%)	
Total income	164,605	161,780	(2,825)	(2%)	
Expenses					
Employee costs	59,770	57,824	1,946	3%	6
Materials and services	53,474	52,277	1,197	2%	7
Depreciation	25,869	25,917	(48)	(0%)	
Amortisation - intangible assets	-	323	(323)	(100%)	8
Amortisation - right of use assets	858	947	(89)	(10%)	9
Bad and doubtful debts	-	10	(10)	(100%)	10
Borrowing costs	1,028	756	272	26%	11
Finance costs - leases	52	58	(6)	(11%)	12
Other expenses	665	10,216	(9,551)	(1436%)	13
Total expenses	141,716	148,328	(6,612)	-5%	
Surplus / (deficit) for the year	22,889	13,452	(9,437)	(41%)	

2.1.1 Income and expenditure (cont'd)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	User fees	The continued impact of the COVID pandemic on Council has been profound. During the various lockdowns throughout the first half of the financial year, the required closure and/or reduced operating capacity of leisure facilities including Karralyka, Federation Estate, Aquanation, Aquahub, Ringwood Golf, The Rings and Maroondah Nets resulted in a loss of anticipated user fee income of \$7.5m. This is against a budget that was already partially moderated for anticipated impacts of the pandemic, however, it was not foreseeable that Council would face multiple lockdowns leading to facility closures.
2	Grants - Operating	The favourable variance relates to Victorian Grants Commission brought forward 75% of 2022/2023 estimate payment \$1.595m. Carried forwards grants of \$2.3m of deferred grant revenue was carried from 2020/2021 that was not part of the adopted budget including Working 4 Victoria Carried forward grant of \$1.146m. and \$1.57m was accounted for in 2021/2022
3	Grants - Capital	Only a 7% variance, however, in dollar terms an unfavourable variance of just over \$1M. This was mainly associated with increased level of unearned income.
4	Contributions - monetary	The improved position compared to budget was due to several factors including ERL (eastern Regional Libraries) Contribution \$2m to Croydon Community HUB A, \$384k to Street Lighting Improvements (Carbon Credit Income), ERG (eastern Regional Group of Councils) Contributions up \$162k from Budget for Milestone 1 Payment, \$354k in Deferred Revenue Contributions for Capital Projects \$279k was accounted for in 2021/2022.
5	Share of net profits/(losses) of associates and joint ventures	Given the unbudgeted for payment made by Eastern Regional Libraries (ERL) during the year, this has led to the loss being reflected as a member Council, as a direct result of the payments ERL made to all member Councils.
6	Employee Costs	Employee costs were 3% or just under \$2M under budget. Given there was a level of uncertainty post COVID, and the use of casual staff dropped when the pandemic hit more significantly during the 2020/21 period, there was a level of uncertainty regarding the level of casual staff required throughout 2021/22. This uplift, due to leisure facilities and the Arts being more active during the 2021/22 period have led to greater use of casual staff or staff that were not paid during extended periods of lockdown in 2020/21. However, still within budgeted parameters.
7	Materials and Services	Materials and services were 2% less than budgeted, or just over \$1M favourable variance. This variance can be attributed partly to lower than budgeted utility costs and legal fees (\$1.1M).
8	Amortisation - intangible assets	Given there was no budget associated with this, it was deemed a variance of greater than 10%, however, when compared to spend in the prior year, the amount only increased by \$0.04K compared to 2020/21 and would be considered a reasonable expenditure when compared to prior period trends. Refer to Note 4.4.
9	Amortisation - right of use assets	AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. The unfavourable variance relates to the amortisation of IT equipment (\$62k) and Photocopiers (\$14k) leases, both of which had not been budgeted for.
10	Bad and doubtful debts	Unless there is reasonable grounds to budget for a bad and doubtful debt, no budget is allocated to this expenditure. Hence, why any bad and doubtful debts incurred, would be over 10%, when no budget is considered. However, when compared to 2020/21, this expenditure line decreased by \$7k. Refer to note 4.6.
11	Borrowing Costs	Borrowing Costs have a favourable variance due to new TCV Loan was estimated to have first payment due in 2021/2022 Financial year. TCV loan was approved and payment received in May, later than expected and budgeted originally in 2021/2022 therefore 1st payment in Loan agreement schedule is in November 2022.
12	Finance costs - leases	Council had higher than budgeted for additions of right of use assets/liabilities during the period, and as such, had higher corresponding financing costs in relation to them. Refer to Note 5.8 for details of additions during the period.
13	Other expenses	Other expenses are higher than expected due to 'Share of net profits / (losses) of associates and joint ventures (\$1.2m)', however this category also includes expenses related to assets written off during the period (\$9.6m), which is subject to variation. Refer to Note 4.9.

Note 2.1.2 Capital works

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Property					
Land	-	268	268	100%	1
Total land	-	268	268	100%	
Buildings	30,124	24,678	(5,446)	(18%)	2
Total buildings	30,124	24,678	(5,446)	(18%)	
Total property	30,124	24,946	(5,178)	(17%)	
Plant and equipment					
Plant, machinery and equipment	1,962	1,535	(427)	(22%)	3
Fixtures, fittings and furniture	569	507	(62)	(11%)	4
Computers and telecommunications	642	3	(639)	(100%)	5
Total plant and equipment	3,173	2,045	(1,128)	(36%)	
Infrastructure					
Roads	2,270	1,957	(313)	(14%)	6
Footpaths and cycleways	2,321	2,040	(281)	(12%)	7
Drainage	2,829	5,569	2,740	97%	8
Waste management	50	13	(37)	(74%)	9
Parks, open space and streetscapes	5,787	7,702	1,915	33%	10
Off street car parks	425	149	(276)	(65%)	11
Other infrastructure	1,269	260	(1,009)	(80%)	12
Total infrastructure	14,951	17,690	2,739	18%	
Total capital works expenditure	48,248	44,681	(3,567)	(7%)	
Represented by:					
New asset expenditure	18,672	9,611	(9,061)	(49%)	13
Asset renewal expenditure	24,458	25,848	1,390	6%	
Asset upgrade expenditure	5,118	9,222	4,104	80%	14
Total capital works expenditure	48,248	44,681	(3,567)	(7%)	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Land related expenditure as a result of other budgeted for capital projects, Yarrunga Reserve Improvements (\$0.2M).
2	Buildings	The Ringwood and Heathmont Multi Level Car Parks development schedule are extended out due to ongoing heritage and planning considerations respectively with funding allocated to 2022/23 (-\$12.9M). The Croydon Multi Level Car Park development project completed in 2021/22 with funding allocated in 2020/21 (\$2.6M). The Dorset Multipurpose Pavilion Redevelopment construction started in 2021/22 with funding allocated in 2020/21. The project was delayed in 2020/21 due to delays in the tender process (\$2.9M).
3	Plant, machinery and equipment	There was an underspend in this class of capital, given there is ongoing supply availability issues as a direct impact of COVID.
4	Fixtures, fittings and furniture	Karralyka and Leisure equipment schedule extended due to supply availability with funding allocated to 2022/23.
5	Computers and telecommunications	There is a reprioritisation of projects in 2021/22 resulting in project schedules being extended to 2022/23 (-\$0.7M).
6	Roads	The New St Road Renewal construction is schedule for completion in 2022/23 (-\$0.3M).

2.1.2 Capital works (cont'd)

Variance Ref	Item	Explanation
7	Footpaths and cycleways	The Footpath Replacement Works program is being extended to 2022/23 as works are delayed due contractor and material availability and weather conditions (-\$0.2M).
8	Drainage	The Tarralla Creek Stormwater Harvesting and Reimagining Tarralla Creek Stage 1 projects budgeted under Parks, Open Space and Streetscapes reclassified to Drainage (\$3.1M)
9	Waste management	The waste vehicle turning point project is delayed due to supply shortages. The unspent budget is carried forward to 2022/23 as the project is scheduled for completion 2022/23. (-\$0.04M)
10	Parks, open space and streetscapes	The McAlpin and Yarrunga Reserve improvements projects funding were allocated from 2020/21 (\$1.0M). The Parkwood Dog Park, Russell Lucas Oval Upgrade Lighting and Jubilee Park Indoor Cricket Facility projects received external funding in 2021/22 (\$1.1M). The Dorset Multipurpose Pavilion Redevelopment construction started in 2021/22 with funding allocated in 2020/21 (\$1.5M). The Tarralla Creek Stormwater Harvesting and Reimagining Tarralla Creek Stage 1 projects budgeted under Parks, Open Space and Streetscapes reclassified to Drainage (- \$3.1M)
11	Off street car parks	The Car Park Improvement program of works was completed ahead of schedule during the 2020/21 financial year, however, established post the 2021/22 Budget being adopted. Hence, future funding was allocated towards these program of works (- \$0.1M).
12	Other infrastructure	The Street Lighting Improvement projects is significantly delayed as the product shipment has been delayed affecting the installation works (-\$0.3M). The Commercial Centres Improvement program works, delayed during the COVID pandemic, is currently underway (-\$0.3M)
13	New asset expenditure	The Ringwood and Heathmont Multi Level Car Parks development schedule are extended with the project deliverables amendments. Timing as a result of further scope works and analysis leading to an extended timeframe (-\$12.9M). The Croydon Multi Level Car Park development project completed in 2021/22 with funding allocated in 2020/21 (\$2.6M).
14	Asset renewal expenditure	The Proclamation Park Pavilion development project completion is extended to 2021/22 with funding carried forward from 2020/21 (\$2.0M). The Karralyka Centre Redevelopment is deferred to 2022/23 due to changes to the project deliverables requiring rescoping work. (-\$0.8M)
15	Asset upgrade expenditure	The Dorset Multipurpose Pavilion Redevelopment construction schedule commenced in 2021/22 with funding partly allocated in 2020/21 (\$1.0M). External funding were approved for the Jubilee Park Indoor Cricket Facility and Eastfield Park Sports Park Changeroom projects in 2021/22 (\$0.9M). Funding were part allocated from 2020/21 for the Taralla Children CO-Locate Facility and Ainslie Park Pavilion Redevelopment projects (\$1.1M)

Note 2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs/directorates.

(a) 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.

Corporate Services

The directorate is responsible for the provision of corporate services to operational areas of Council, and includes:

- Finance & Governance
- Workplace People and Culture
- Information Technology
- Property and Corporate
- Communications and Citizen Experience

Development and Amenity

The directorate is responsible for:

- Engineering and Building Services, which delivers the engineering related component of Council's Capital Works program including traffic management, stormwater drainage and flood management, and advice on private subdivisions and developments. Building Services issue building permits and carry out inspections, essential services, swimming pool audits and complaint resolution
- Statutory Planning manages Council's statutory and compliance activities, including the provisions of the Planning and Environmental Act and the Maroondah Planning Scheme
- Health, Local Laws and Emergency Management; manages a range of Council's statutory and compliance activities: including 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 teams

Operations, Assets and Leisure

The directorate is responsible for:

- Assets, which include 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 projects
- Leisure, which provides opportunities, activities and events to encourage increased community involvement and physical activity. In addition, it manages Karralyka, Maroondah Federation Estate and Council's Maroondah Leisure facilities, including Aquanation, Aquahub, Ringwood and Dorset Golf, The Rings, The Nets 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
- Operations maintains Maroondah's community assets, including parks, gardens, bushland, roads and footpath; as well as fleet management and maintenance

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

2.2.2 Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus / (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
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)	18,832	2,029,958
Strategy and Community	5,671	14,907	(9,236)	3,868	-
	162,978	149,526	13,452	30,480	2,119,237

	Income	Expenses	Surplus / (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Chief Executive Office	179	2,886	(2,707)	-	-
Corporate Services	102,447	35,199	67,248	5,434	89,279
Development and Amenity	14,430	10,831	3,599	143	-
Operations, Assets and Leisure	50,131	67,048	(16,917)	25,231	1,937,755
Strategy and Community	5,256	14,163	(8,907)	3,663	-
	172,443	130,127	42,316	34,472	2,027,034

Commentary on allocations

Amounts included in the above categories that Council does not allocate for internal reporting purposes include:

Corporate Services: rates revenue including supplementary, Victorian grants commission, insurances

Operations, Assets and Leisure: capital grants, depreciation

Note 3 Funding for the delivery of our services**3.1 Rates and charges**

2022	2021
\$'000	\$'000

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 2021/22 was \$38.49 billion (2020/21 \$37.47 billion).

General rates	81,018	79,379
Waste management charge	17,052	15,742
Special rates and charges	123	156
Supplementary rates and rate adjustments	631	414
Interest on rates and charges	396	324
Cultural and recreational	18	18
Total rates and charges	99,238	96,033

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2022, and the valuation will be first applied in the rating year commencing 1 July 2022.

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.

3.2 Statutory fees and fines

2022	2021
\$'000	\$'000

Infringements and costs	1,092	772
Court recoveries	188	204
Town planning fees	1,631	1,422
Land information certificates	137	104
Permits	1,671	1,743
Other	133	112
Total statutory fees and fines	4,852	4,357

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.

3.3 User fees

2022	2021
\$'000	\$'000

Active leisure centres	14,083	9,536
Aged and health services	514	453
Asset Protection	352	349
Child care and children's programs	204	264
Community facilities recreation	507	461
Community health	18	12
Local laws	71	45
Occupation road reserve	226	221
Performing arts, functions and conferences	2,306	1,249
Public notices	93	104
Youth programs	4	-
Other fees and charges	879	1,400
Total user fees	19,257	14,094

User fees by timing of revenue recognition

User fees recognised at a point in time	19,257	14,094
Total user fees	19,257	14,094

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.

3.4 Funding from other levels of government

2022	2021
\$'000	\$'000

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	19,732	25,834
State funded grants	10,748	8,638
Total grants income	30,480	34,472

3.4 Funding from other levels of government (cont'd)

	2022	2021
(a) Operating Grants	\$'000	\$'000
Recurrent - Commonwealth Government		
Children's services	364	419
Community health	7	104
Financial assistance grants	6,595	4,743
Aged care	968	1,044
Sport and recreation	-	20
Other	39	1
Recurrent - State Government		
Aged care	551	537
Council and community planning	-	73
Children services	1	1
Youth services	65	32
Maternal and child health	1,335	1,065
Other	73	124
Total recurrent operating grants	9,998	8,163
Non-recurrent - Commonwealth Government		
Asset management	55	32
Children services	9	-
Non-recurrent - State Government		
Sport and recreation	1	180
Asset management	40	11
Engineering services	53	-
Waste management	140	138
Community health	23	27
Maternal child and health	177	131
Youth services	198	230
Integrated planning	89	43
Children's services	100	85
Council and community planning	1	3
Working 4 Victoria	1,146	1,324
COVID - 19	851	428
Aged Care	5	-
Other	98	13
Total non-recurrent operating grants	2,986	2,645
Total operating grants	12,984	10,808
(b) Capital Grants	2022	2021
	\$'000	\$'000
Non-recurrent - Commonwealth Government		
Buildings	6,198	45
Roads	1,715	3,527
Car parks	2,943	15,896
Footpaths and cycleways	298	-
Recreational, leisure and community facilities	539	2
Non-recurrent - State Government		
Buildings	3,348	2,924
Roads	(1)	582
Car parks	28	-
Footpaths and cycleways	15	24
Drainage	1,391	51
Recreational, leisure and community facilities	146	418
Parks and open space	865	6
Commercial centres	11	189
Total non-recurrent capital grants	17,496	23,664
Total capital grants	17,496	23,664
(c) Unspent grants received on condition that they be spent in a specific manner	2022	2021
	\$'000	\$'000
Operating		
Balance at start of year	12,713	11,231
Received during the financial year and remained unspent at balance date	8,103	1,507
Received in prior years and remained unspent at balance date	1,713	140
Received in prior years and spent during the financial year	(11,000)	(165)
Balance at year end	11,529	12,713

3.4 Funding from other levels of government (cont'd)

(c) Unspent grants received on condition that they be spent in a specific manner (cont'd)	2022 \$'000	2021 \$'000
Capital		
Balance at start of year	23,229	30,203
Received during the financial year and remained unspent at balance date	5,800	5,254
Received in prior years and remained unspent at balance date	12,141	8,000
Received in prior years and spent during the financial year	(11,088)	(20,228)
Balance at year end	<u>30,082</u>	<u>23,229</u>

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

(d) 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	6,595	4,743
Specific purpose grants to acquire non-financial assets	-	-
Other specific purpose grants	-	-
Revenue recognised under AASB 15 <i>Revenue from Contracts with Customers</i>		
Specific purpose grants	23,885	29,729
	<u>30,480</u>	<u>34,472</u>

3.5 Contributions

	2022 \$'000	2021 \$'000
Monetary	8,145	10,205
Non-monetary	-	25
Total contributions	<u>8,145</u>	<u>10,230</u>

Contributions of non monetary assets were received in relation to the following asset classes:

Roads	-	25
Total non-monetary contributions	<u>-</u>	<u>25</u>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	2022 \$'000	2021 \$'000
Proceeds of sale - monetary	802	619
Proceeds of sale - non-monetary	-	20,310
Written down value of assets disposed	(670)	(8,240)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>132</u>	<u>12,689</u>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

	2022 \$'000	2021 \$'000
Interest on investments	230	250
Interest other	1	3
Rent	642	159
Total other income	<u>873</u>	<u>412</u>

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.

Note 4 The cost of delivering services

4.1 (a) Employee costs

	2022 \$'000	2021 \$'000
Wages and salaries	51,775	49,446
Workcover	399	297
Superannuation	5,144	4,686
Fringe benefits tax	506	495
Total employee costs	<u>57,824</u>	<u>54,924</u>

Note 4 The cost of delivering services (cont'd)**(b) Superannuation**

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)

215	201
215	201

Employer contributions payable at reporting date.

-	-
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Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)

2,507	2,353
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Employer contributions - other funds

2,422	2,132
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4,929	4,485
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Employer contributions payable at reporting date.

-	-
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Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	2022	2021
	\$'000	\$'000
Agency staff	383	651
Apprentices	479	534
Bank charges	307	325
Cleaning	1,087	915
Communications, postage and advertising	1,326	1,181
Consultants	928	673
Cost of goods sold	868	630
Fire services levy	122	116
Food costs - meals on wheels	548	516
Fuels, oil, registrations and running costs - plant and fleet	1,090	904
Grants to the community	506	663
Insurance	1,235	1,014
Legal fees	443	449
Library contribution	2,774	2,543
Licence fees	390	252
Maintenance	4,524	3,756
Marketing and promotion	168	78
Materials - depot and golf courses	1,169	1,238
Memberships and subscriptions	216	184
Printing and stationary	142	218
Security	797	582
Training	396	304
Uniforms	101	97
Utilities	3,349	3,217
Other	3,548	2,953
Contract payments - waste	14,200	13,099
Contract payments - operations	4,625	4,201
Contract payments - valuations	59	25
Contract payments - election	86	461
Contractors - other	6,411	5,798
Total materials and services	52,277	47,577

4.3 Depreciation

	2022	2021
	\$'000	\$'000
Property	7,970	5,228
Plant and equipment	1,941	2,008
Infrastructure	16,006	15,613
Total depreciation	25,917	22,849

Refer to note 5.2(c), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - intangible assets

	2022	2021
	\$'000	\$'000
Software	323	279
Total amortisation - intangible assets	323	279

4.5 Amortisation - right of use assets

	2022	2021
	\$'000	\$'000
Photocopiers	47	42
IT equipment	673	590
Leisure equipment	223	171
Land	4	4
Total amortisation - right of use assets	947	807

4.6 Bad and doubtful debts

	2022	2021
	\$'000	\$'000
Other debtors	10	17
Total bad and doubtful debts	10	17

4.6 Bad and doubtful debts (cont'd)

Movement in provisions for doubtful debts

Balance at the beginning of the year	39	26
New provisions recognised during the year	7	17
Amounts already provided for and written off as uncollectible	(19)	(4)
Amounts provided for but recovered during the year	-	-
Balance at end of year	27	39

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.7 Borrowing costs

	2022	2021
	\$'000	\$'000
Interest - borrowings	756	843
Total borrowing costs	756	843

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.

4.8 Finance costs - leases

	2022	2021
	\$'000	\$'000
Interest - lease liabilities	58	72
Total finance costs	58	72

4.9 Other expenses

	2022	2021
	\$'000	\$'000
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	73	69
Auditors' remuneration - internal	81	71
Councillors' allowances	332	307
Short Term and Low Value Leases	99	75
Assets written-off / impaired	9,631	2,237
Total other expenses	10,216	2,759

Note 5 Our financial position

5.1 Financial assets

	2022	2021
	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	23	23
Cash at bank	9,000	1,308
Term deposits	36,852	26,583
Total cash and cash equivalents	45,875	27,914
(b) Other financial assets		
Term deposits - current	23,981	37,917
Term deposits - non-current	-	1,057
Total other financial assets	23,981	38,974
Total financial assets	69,856	66,888

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3)	6,664	6,796
Total restricted funds	6,664	6,796
Total unrestricted cash and cash equivalents	39,211	21,118

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- cash held to fund carried forward capital works (inclusive of grant funded works)	6,205	11,379
- Grants received during the financial year, or previous financial years that remain unspent at balance date (excluding cash held to fund carry forward capital works that are grant funded)	41,611	24,563
Total funds subject to intended allocations	47,816	35,942

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days 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. It would appear that intended allocations are greater than available cash, however, term deposits can be drawn on as required.

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.

5.1 Financial assets (cont'd)

(c) Trade and other receivables

	2022 \$'000	2021 \$'000
Current		
<i>Statutory receivables</i>		
Rates debtors	4,061	3,811
Garbage charges - debtors	830	767
Infringement debtors	248	170
Provision for doubtful debts - infringements	(4)	(4)
Net GST receivable	829	
<i>Non statutory receivables</i>		
Loans and advances to community organisations	21	35
Interest accrued - other investments	80	41
Other debtors	22,827	8,804
Provision for doubtful debts - other debtors	(23)	(35)
Total current trade and other receivables	28,869	13,589
Non-current		
<i>Statutory receivables</i>		
Rates debtors	34	41
Infringement debtors	2	1
<i>Non statutory receivables</i>		
Loans and advances to community organisations	18	74
Interest accrued - other investments	21	5
Other debtors	372	450
Total non-current trade and other receivables	447	571
Total trade and other receivables	29,316	14,160

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 and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	3,031	5,247
Past due by up to 30 days	463	617
Past due between 31 and 180 days	4,864	2,948
Past due between 181 and 365 days	14,569	67
Past due by more than 1 year	412	529
Total trade and other receivables	23,339	9,408

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$113,348 (2021: \$177,776) were impaired. The amount of the provision raised against these debtors was \$7,000 (2021: \$17,777). 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:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	-	2
Past due by more than 1 year	113	176
Total individually impaired receivables	113	178

5.2 Non-financial assets

(a) Inventories

	2022 \$'000	2021 \$'000
Inventories held for distribution	175	145
Inventories held for sale	305	276
Total inventories	480	421

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

5.2 Non-financial assets (cont'd)

(b) Other assets

	2022	2021
	\$'000	\$'000
Prepayments	642	1,312
Accrued income	82	26
Total other assets	724	1,338

(c) Intangible assets

	2022	2021
	\$'000	\$'000
Software	748	874
Total intangible assets	748	874

Gross carrying amount

	Software	Total
	\$'000	\$'000
Balance at 1 July 2021	1,613	1,613
Additions	197	197
Disposals - fully amortised	(579)	(579)
Balance at 30 June 2022	1,231	1,231

Accumulated amortisation and impairment

	Software	Total
	\$'000	\$'000
Balance at 1 July 2021	739	739
Amortisation expense	323	323
Disposals - fully amortised	(579)	(579)
Balance at 30 June 2022	483	483

Net book value at 30 June 2021

874 874

Net book value at 30 June 2022

748 748

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.

5.3 Payables

(a) Trade and other payables

	2022	2021
	\$'000	\$'000
Non-statutory payables		
Trade payables	7,536	13,721
Accrued expenses	2,223	1,315
Total trade and other payables	9,759	15,036

(b) Trust funds and deposits

	2022	2021
	\$'000	\$'000
Current		
Refundable deposits	4,742	5,085
Fire services levy	545	525
Retention amounts	926	698
Special rate assessment	158	158
Total current trust funds and deposits	6,371	6,466

Non-current

	2022	2021
	\$'000	\$'000
Refundable deposits	6	6
Special rate assessment	287	324
Total non-current trust funds and deposits	293	330

Total trust funds and deposits

6,664 6,796

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.

5.3 Payables (cont'd)

(b) Trust funds and deposits

Purpose and nature of items

Refundable / Other 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.

(c) Unearned income

	2022	2021
	\$'000	\$'000
Current		
Grants received in advance - operating	11,529	12,573
Grants received in advance - capital	4,421	18,390
Total current unearned income	15,950	30,963
Non-current		
Grants received in advance - capital	25,661	1,952
Total current unearned income	25,661	1,952
Total unearned income	41,611	32,915

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.

5.4 Interest-bearing liabilities

	2022	2021
	\$'000	\$'000
Current		
Borrowings - secured	2,715	1,541
Total current interest-bearing liabilities	2,715	1,541
Non-current		
Borrowings - secured	21,562	14,277
Total non-current interest-bearing liabilities	21,562	14,277
Total interest-bearing liabilities	24,277	15,818

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	2,715	1,541
Later than one year and not later than five years	12,125	6,967
Later than five years	9,437	7,310
	24,277	15,818

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.

5.5 Provisions

	Total
2022	\$ '000
Balance at beginning of the financial year	15,896
Additional provisions	4,110
Amounts used	(4,047)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(543)
Balance at the end of the financial year	15,416

5.5 Provisions (cont'd)

2021

Balance at beginning of the financial year	15,292
Additional provisions	4,571
Amounts used	(3,878)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(89)
Balance at the end of the financial year	<u>15,896</u>

(a) Employee provisions

	2022	2021
	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,219	3,357
Long service leave	1,062	1,101
Service gratuities	7	5
	<u>4,288</u>	<u>4,463</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,526	1,467
Long service leave	8,335	8,402
Service gratuities	44	57
	<u>9,905</u>	<u>9,926</u>
Total current employee provisions	<u>14,193</u>	<u>14,389</u>
Non-current		
Long service leave	1,223	1,507
Total non-current employee provisions	<u>1,223</u>	<u>1,507</u>
Aggregate carrying amount of employee provisions:		
Current	14,193	14,389
Non-current	1,223	1,507
Total aggregate carrying amount of employee provisions	<u>15,416</u>	<u>15,896</u>

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:	2022	2021
- weighted average discount rate	3.33%	0.88%
- inflation rate	3.85%	2.95%

5.6 Financing arrangements

	2022	2021
	\$'000	\$'000
The Council has the following funding arrangements in place:		
Bank overdraft	1,500	1,300
Corporate purchasing cards	300	300
Total facilities	<u>1,800</u>	<u>1,600</u>
Used facilities	(159)	(16)
Unused facilities	<u>1,641</u>	<u>1,584</u>

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.

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
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
2021					
Operating					
Recycling	1,311	334	-	-	1,645
Waste management	12,457	3,177	-	-	15,634
Other	1,085	310	141	-	1,536
Cleaning contracts for council buildings	1,086	543	449	-	2,078
Total	15,939	4,364	590	-	20,893
Capital					
Buildings	19,989	281	227	-	20,497
Roads	3,067	-	-	-	3,067
Parks and reserves	1,138	592	1,559	-	3,289
Total	24,194	873	1,786	-	26,853

5.8 Leases

At inception of a contract, all entities would assess 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;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer 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.

5.8 Leases (cont'd)

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.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Right-of-use assets	Photocopiers	IT equipment	Leisure equipment	Land	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2021	135	1,301	706	7	2,149
Additions	35	-	70	1	106
Amortisation charge	(47)	(672)	(224)	(4)	(947)
Balance at 30 June 2022	123	629	553	4	1,308

Lease liabilities	2022	2021
Maturity analysis - contractual undiscounted cash flows	\$'000	\$'000
Less than one year	675	989
One to five years	720	1,298
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	1,395	2,287

Lease liabilities included in the Balance Sheet at 30 June:

Current	645	934
Non-current	699	1,252
Total lease liabilities	1,344	2,186

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases 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:	2022	2021
	\$'000	\$'000
Short-term leases	99	75
Total	99	75

Non-cancellable lease commitments - short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable within:

One year	7	3
Total lease commitments	7	3

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At fair value 30 June 2021	Adjustments for prior periods	Additions	Contributions	Revaluation	Depreciation	Write off	Disposals	Transfers	At fair value 30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,238,491	(2,678)	16,609	-	24,342	(7,970)	(3,366)	(179)	22,958	1,288,207
Plant and equipment	9,429	-	1,968	-	-	(1,941)	-	(491)	17	8,982
Infrastructure	652,192	786	10,320	-	45,877	(16,005)	(6,256)	-	13,740	700,654
Work in progress	37,360	-	15,785	-	-	-	-	-	(36,715)	16,430
	1,937,472	(1,892)	44,682	-	70,219	(25,916)	(9,622)	(670)	(0)	2,014,272

Summary of work in progress

	Opening WIP	Additions	Write Off	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	23,165	8,338	-	(22,774)	8,729
Plant and equipment	29	77	-	(29)	77
Infrastructure	14,166	7,370	-	(13,912)	7,624
Total	37,360	15,785	-	(36,715)	16,430

Adjustments for prior periods

Council has brought to account a number of additional assets inadvertently omitted, duplicated, 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 2021.

1 July 2021
\$'000

Buildings	(2,678)
Roads	673
Off street car parks	113
	(1,892)

6.1 Property, infrastructure, plant and equipment (cont'd)
(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Total Land \$'000	Buildings - non specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2021	232,523	770,852	1,003,375	358,601	358,601	23,165	1,385,141
Accumulated depreciation at 1 July 2021	-	-	-	(123,485)	(123,485)	-	(123,485)
	232,523	770,852	1,003,375	235,116	235,116	23,165	1,261,656
Movements in fair value							
Adjustment for prior period	-	-	-	(4,923)	(4,923)	-	(4,923)
Additions	-	268	268	16,341	16,341	8,338	24,947
Write off	-	(556)	(556)	(7,258)	(7,258)	-	(7,814)
Revaluation	37,170	(19,673)	17,497	(17,650)	(17,650)	-	(153)
Transfers	-	2,269	2,269	20,689	20,689	(22,774)	184
Disposals	-	(179)	(179)	-	-	-	(179)
	37,170	(17,871)	19,299	7,199	7,199	(14,436)	12,062
Movements in accumulated depreciation							
Adjustment for prior period	-	-	-	2,245	2,245	-	2,245
Depreciation and amortisation	-	-	-	(7,970)	(7,970)	-	(7,970)
Revaluation	-	-	-	24,495	24,495	-	24,495
Write off	-	-	-	4,448	4,448	-	4,448
Transfers	-	-	-	-	-	-	-
	-	-	-	23,218	23,218	-	23,218
At fair value 30 June 2022	269,693	752,981	1,022,674	365,800	365,800	8,729	1,397,203
Accumulated depreciation at 30 June 2022	-	-	-	(100,267)	(100,267)	-	(100,267)
	269,693	752,981	1,022,674	265,533	265,533	8,729	1,296,936

6.1 Property, infrastructure, plant and equipment (cont'd)

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures and fittings and furniture	Computers and telecomms	Work In Progress	Total Plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	12,479	6,571	1,235	29	20,314
Accumulated depreciation at 1 July 2021	(6,551)	(3,208)	(1,097)	-	(10,856)
	5,928	3,363	138	29	9,458
Movements in fair value					
Adjustment for prior period	-	-	-	-	-
Additions	1,470	498	-	77	2,045
Contributions	-	-	-	-	-
Write off	-	-	-	-	-
Transfers	-	17	-	(29)	(12)
Disposals	(1,309)	-	-	-	(1,309)
	161	515	-	48	724
Movements in accumulated depreciation					
Adjustment for prior period	-	-	-	-	-
Depreciation and amortisation	(1,456)	(414)	(71)	-	(1,941)
Write off	-	-	-	-	-
Disposals	818	-	-	-	818
	(638)	(414)	(71)	-	(1,123)
At fair value 30 June 2022	12,640	7,086	1,235	77	21,038
Accumulated depreciation at 30 June 2022	(7,189)	(3,622)	(1,168)	-	(11,979)
	5,451	3,464	67	77	9,059

6.1 Property, infrastructure, plant and equipment (cont'd)
(c) Infrastructure

	Roads	Footpaths and cycleways	Drainage	Parks open spaces and streetscapes	Off street car parks	Work in Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	462,610	113,071	459,891	73,117	23,835	14,166	1,146,690
Accumulated depreciation at 1 July 2021	(178,104)	(83,442)	(178,321)	(36,116)	(4,349)	-	(480,332)
	284,506	29,629	281,570	37,001	19,486	14,166	666,358
Movements in fair value							
Adjustment for prior period	849	-	-	-	147	-	996
Additions	1,021	2,045	3,266	3,898	90	7,370	17,690
Revaluation	(15,639)	54,366	45,998	-	(866)	-	83,859
Contributions	-	-	-	-	-	-	-
Write-off	(4,018)	(2,200)	(2,122)	(558)	(1,105)	-	(10,003)
Transfers	5,191	2,874	2,109	3,168	398	(13,912)	(172)
	(12,596)	57,085	49,251	6,508	(1,336)	(6,542)	92,370
Movements in accumulated depreciation							
Adjustment for prior period	(176)	-	-	-	(34)	-	(210)
Depreciation and amortisation	(7,234)	(1,467)	(4,214)	(2,727)	(363)	-	(16,005)
Revaluation	12,444	(49,757)	(1,028)	-	359	-	(37,982)
Write-off	879	1,588	1,022	173	85	-	3,747
Transfers	-	-	-	-	-	-	-
	5,913	(49,636)	(4,220)	(2,554)	47	-	(50,450)
At fair value 30 June 2022	450,014	170,156	509,142	79,625	22,499	7,624	1,239,060
Accumulated depreciation at 30 June 2022	(172,191)	(133,078)	(182,541)	(38,670)	(4,302)	-	(530,782)
	277,823	37,078	326,601	40,955	18,197	7,624	708,278

Note 6 Assets we manage (cont'd)

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
Property		
land	-	-
Buildings		
buildings	25 - 150	10
Plant and equipment		
plant, machinery and equipment	2 - 10	3
fixtures, fittings and furniture	2 - 15	0.7
works of art	-	-
computers and telecommunications	2 - 10	0.7
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
footpaths and cycleways	50 - 80	5
drainage	110	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.

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.

Note 6 Assets we manage (cont'd)

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.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	13,500	739,481	Jun-22
Specialised land	-	-	269,693	Jun-22
Buildings	-	13,032	252,500	Jun-22
Total	-	26,532	1,261,674	

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.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	277,821	Jun-22
Footpaths and cycleways	-	-	37,078	Jun-22
Drainage	-	-	326,602	Jun-22
Off street car parks	-	-	18,198	Jun-22
Total	-	-	659,699	

Description of significant unobservable inputs into level 3 valuations

Specialised land (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 \$630.89 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.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$300 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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.

	2022 \$'000	2021 \$'000
Reconciliation of specialised land		
Land under roads	269,693	232,523
Total specialised land	269,693	232,523

6.2 Investments in associates, joint arrangements and subsidiaries

2022
\$'000

2021
\$'000

(a) Investments in associates

Investments in associates accounted for by the equity method are:

- Eastern Regional Library Corporation	2,289	3,471
- Narre Warren User Group	244	261
Total	2,533	3,732

Eastern Regional Library Corporation

Background

Council's equity share in the Eastern Regional Library Corporation as at 30 June 2022, 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%

Council's share of accumulated surplus / (deficit)

Council's share of accumulated surplus / (deficit) at start of year	3,471	3,305
Reported surplus / (deficit) for year	(1,182)	166
Council's share of accumulated surplus / (deficit) at end of year	2,289	3,471

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	261	273
Reported surplus / (deficit) for year	(17)	(12)
Council's share of accumulated surplus / (deficit) at end of year	244	261

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.

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.

Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Note 7 People and relationships

7.1 Council and key management remuneration

2022	2021
No.	No.

(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

A. Damante
T. Dib
M. Graham
N. Lamont (from July 2021 - November 2021)
P. Macdonald
K. Spears (including as Mayor July 2021 to November 2021)
R. Steane (including as Deputy Mayor November 2021 to current)
S. Stojanovic
M. Symon (including as Mayor November 2021 to current)
L. Hancock (from March 2022 to current)

Key Management Personnel

Chief Executive Officer - Steve Kozlowski
Director - Corporate Services - Marianne Di Giallardo
Director - Development and Amenity - Andrew Fuaux
Director - Operations, Assets and Leisure - Adam Todorov
Director - Strategy and Community - Phil Turner

Total Number of Councillors	10	10
Total of Chief Executive Officer and other Key Management Personnel	5	5
Total Number of Key Management Personnel	15	15

(c) Remuneration of Key Management Personnel

2022	2021
\$'000	\$'000

Total remuneration of key management personnel was as follows:

Short-term benefits	1,631	1,589
Long-term benefits	29	26
Post employment benefits	167	154
Total Remuneration of Key Management Personnel	1,827	1,769

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2022	2021
	No.	No.
\$1,000 - \$9,999	1	1
\$10,000 - \$19,999	1	1
\$20,000 - \$29,999	5	6
\$30,000 - \$39,999	1	-
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	1	-
\$60,000 - \$69,999	-	1
\$80,000 - \$89,999	1	-
\$240,000 - \$249,999	1	2
\$260,000 - \$269,999	1	-
\$270,000 - \$279,999	2	2
\$400,000 - \$409,999	1	-
\$410,000 - \$419,999	-	1
	15	15

7.1 Council and key management remuneration (cont'd)

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

a) has management responsibilities and reports directly to the Chief Executive; or

b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:

\$151,000 - \$169,999

\$170,000 - \$179,999

\$180,000 - \$189,999

\$190,000 - \$199,999

	2022	2021
	No.	No.
	5	3
	1	9
	7	2
	4	3
	17	17

Total Remuneration for the reporting year for Senior Officers included above, amounted to:

	2022	2021
	\$'000	\$'000
	3,050	3,014

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 \$2,757,551

	2,758	2,586
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(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 2022.

	-	-
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(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 2021/22 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 2021/22 year.

	2,806	2,771
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These commitments are related to contributions to the Eastern Regional Libraries.

Note 8 Managing uncertainties**8.1 Contingent assets and liabilities****(a) Contingent 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.

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 in Note 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Insurance claims

Council regularly receives claims and demands arising from incidents which occur on land belonging to Council or that arise from the actions or omissions of Council and or its officers. Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. Council carries \$600m of public liability insurance and \$600m of professional indemnity insurance, both with a policy excess of \$50,000 each. The maximum liability of Council in any single claim is the extent of its excess. There are no above excess claims of which Council is aware which would either fall outside the terms of Council's insurance policies or that have not been reported to the 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 of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Other contingent liabilities

Approximately \$1,534,308 (\$1,641,315 in 2021) 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.

(b) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Maroondah City Council acts as guarantor against the borrowings for Ringwood Diving Inc. The liability is limited to \$25,000.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and Interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council has assessed the impact of these new standards, and as at 30 June 2022, there are no new or pending accounting standards and interpretations issued by the Australian Accounting Standards Board (AASB) applicable for the year ending 30 June 2023 that are expected to impact Council.

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. 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.

8.3 Financial instruments (cont'd)

(b) Market risk (cont'd)

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 products;
- 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 have 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 have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest 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 provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(a).

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 the amounts related to financial guarantees disclosed in Note 8.1(b), 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 0.10%.

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.

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. 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.

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.

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

In relation to Eastern Regional libraries, the member Councils have resolved to establish Your Library Limited, a company limited by guarantee, and completed the appropriate membership application forms. It is anticipated that the new company will be established in September 2022. The Eastern Regional Libraries arrangement will cease at the end of September 2022. The first year of the new structure will commence 1 October 2022.

This does not impact service delivery, but more so Governance structures under a beneficial enterprise arrangement.

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period \$'000	Adjustments for prior periods \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves				
2022				
Property				
Land	581,620	-	17,497	599,117
Buildings	57,933	-	6,845	64,778
	639,553	-	24,342	663,895
Infrastructure				
Roads	252,319	-	(3,195)	249,124
Footpaths and cycleways	28,045	-	4,609	32,654
Drainage	168,647	-	44,970	213,617
Off street car parks	620	-	(507)	113
	449,631	-	45,877	495,508
Total asset revaluation reserves	1,089,183	-	70,219	1,159,402
2021				
Property				
Land	499,956	-	81,664	581,620
Buildings	65,739	-	(7,806)	57,933
	565,695	-	73,858	639,553
Infrastructure				
Roads	249,992	-	2,327	252,319
Footpaths and cycleways	27,699	-	346	28,045
Drainage	153,415	-	15,232	168,647
Off street car parks	447	-	173	620
	431,553	-	18,078	449,631
Total asset revaluation reserves	997,247	-	91,936	1,089,183

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

	Balance at beginning of reporting period \$'000	Adjustments for prior periods \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2022				
General	12,000	-	-	12,000
Total Other reserves	12,000	-	-	12,000
2021				
General	11,000	-	1,000	12,000
Total Other reserves	11,000	-	1,000	12,000

The general reserve is used to record funds set aside for future possible contingencies e.g. unfunded superannuation call, unplanned capital expenditure.

9.2 Reconciliation of cash flows from operating activities to surplus / (deficit)	2022 \$'000	2021 \$'000
Surplus / (deficit) for the year	13,452	42,316
Depreciation and amortisation	27,187	23,935
(Profit) / loss on disposal of property, infrastructure, plant and equipment	(132)	(12,689)
Assets written off and adjustments	9,621	2,225
Finance costs	814	915
Contributions - non-monetary assets	-	(25)
Other	1,199	(1,227)
<i>Change in assets and liabilities:</i>		
(Increase) / decrease in trade and other receivables	(15,482)	7,558
(Increase) / decrease in prepayments	614	(414)
Increase / (decrease) in trade and other payables	(1,082)	2,507
Increase / (decrease) in trust funds and other deposits	70	1,214
(Increase) / decrease in inventories	(59)	(17)
Increase / (decrease) in unearned income	8,696	(8,741)
Increase / (decrease) in provisions	(479)	604
Net cash provided by / (used in) operating activities	44,419	58,161

9.3 Superannuation

Council makes its employer superannuation contributions to the employees chosen superannuation funds through the Vision Clearing house. Vision Super, previously known as Local Authorities Superannuation 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 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

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 [Employer name] 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.

As at 30 June 2021, 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 109.8%. The financial assumptions used to calculate the VBI were:

Net investment returns 4.75% pa
Salary information 2.75%
Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this 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) 3.0% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 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.

9.3 Superannuation (cont'd)

Employer contributions

Regular contributions

On the basis of the results of the 2021 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 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). 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 2020 triennial 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.

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 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 [Employer name]) 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 2021 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 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021 \$m Interim	2020 \$m Triennial
A VBI surplus	215	100
A total service liability surplus	270	200
A discount accrued benefits surplus	285	218

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 2021.

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 2021.

The discounted accrued benefit 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 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$'000	2021 \$'000
Vision super	Defined benefits	10.0% (2021:9.5%)	315	349
Vision super	Accumulation	10.0% (2021:9.5%)	2,506	2,353
Other Schemes	Accumulation	10.0% (2021:9.5%)	2,421	2,093

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$241849.26 (This does not include any pay increases as we are not aware of what this amount will be).

Performance Statement

For the Year Ended 30 June 2022

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 117,484 residents¹ and 46,870 households with an average of 2.51 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 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 shared paths on major trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.

Disclosure of COVID-19 impacts on the current reporting period

On 11 March 2020, the novel coronavirus (COVID-19) was declared a global pandemic by the World Health Organisation. COVID-19 had a significant impact on the operations of Council in prior reporting periods, as well as the current reporting period ending 30 June 2022.

The effect on information contained within this performance statement because of the pandemic has been considered in commentary on material variations and is reflected in results across several indicators contained within this report.

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 and Human Services.

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: 29/08/2022

In our opinion, the accompanying performance statement of the Maroondah City Council for the year ended 30 June 2022 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.

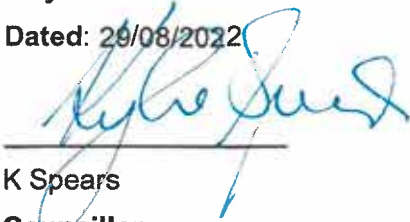
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



M Symon

Mayor

Dated: 29/08/2022



K Spears

Councillor

Dated: 29/08/2022



S Kozlowski

Chief Executive Officer

Dated: 29/08/2022



Victorian Auditor-General's Office

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 2022
- sustainable capacity indicators for the year ended 30 June 2022
- service performance indicators for the year ended 30 June 2022
- financial performance indicators for the year ended 30 June 2022
- 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 2022 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.

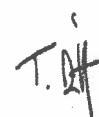
**Auditor's
responsibilities for the
audit of the
performance
statement**

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
9 September 2022

Travis Derricott
as delegate for the Auditor-General of Victoria

Sustainable Capacity Indicators

For the Year Ended 30 June 2022

Indicator / measure (Formula)	Results				Comments
	2019	2020	2021	2022	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,134	\$1,113	\$1,090	\$1,263	The increase during 2021/22 can be attributed in large part to an increase in Other Expenses by \$7.5M when compared to 2020/21, of which most of that increase is directly attributable to a larger number of assets written-off/impaired during the period. Additionally, prior period population size was 2,000 more than at the same time of 2021/22.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$7,457	\$7,369	\$7,823	\$8,440	No material variation.
Population density per length of road [Municipal population / Kilometres of local roads]	246	248	245	241	No material variation.
Own-source revenue					
Own-source revenue per head of municipal population	\$1,045	\$1,007	\$1,070	\$1,048	No material variation.

Indicator / measure (Formula)	Results				Comments
	2019	2020	2021	2022	
[Own-source revenue / Municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$95	\$68	\$68	\$85	Uplift in Victorian Grants Commission as well as Maternal Child Health recurrent grants has led to the increase during the period. Additionally, given this is spread across 2,000 fewer people, it increases the per head distribution of the grants.
Disadvantage					
Relative socio-economic disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	9	9	9	9	No material variation.
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	13.0%	8.5%	9.4%	20.7%	Once the impacts of COVID restrictions were being lifted, it led to a considerable number of staff members reconsidering their future and what they wanted to do going forward. During the pandemic, a number of staff members that were close to retiring held off, whilst the State was in lockdowns, however, once this was lifted, it led to a spike in a number of retirements all during a similar period. As well as this, it has also led to individuals reassessing their careers, with changes in direction, or even changes in living arrangements, which have led to increased departures.

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 2022

Service / indicator / measure	Results				Material Variations
	2019	2020	2021	2022	
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities	10.11	7.57	3.34	4.43	The utilisation of aquatic facilities has increased when compared to the same time in the previous financial year due to an easing of coronavirus (COVID-19) restrictions.
[Number of visits to aquatic facilities / Municipal population]					
Animal management					
Health and safety					
Animal Management Prosecutions	-	100.00%	0.00%	100.00%	The number of animal management prosecutions is within expected range. Prosecutions remain low while the number of successful prosecutions remain high. During COVID (2020/21), the magistrates court had a long backlog of matters and delays, leading to the 0.00% result.
[Number of successful animal management prosecutions / Total number of animal management prosecutions] x 100					
Food safety					
Health and safety					
Critical and major non-compliance outcome notifications	99.06%	100.00%	100.00%	100.00%	No material variation.
[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					

Service / indicator / measure	Results				Material Variations
	2019	2020	2021	2022	
Governance					
Satisfaction					
Satisfaction with council decisions	62	59	60	59	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	16.26%	15.88%	13.83%	12.03%	The number of active library borrowers within the municipality can be expected to vary over time. Borrowing can include print and loan / member identifiable digital materials. The number of active borrowers has increased slightly compared to the previous financial year but has seen an overall reduction when compared to pre-pandemic levels. Active borrowers are calculated over 3 years and the trend can be expected to continue to be low next financial year before picking up in year 2023/24.
[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	78.11%	76.18%	76.19%	73.42%	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
	2019	2020	2021	2022	
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>	72.63%	76.24%	78.31%	84.69%	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>	70	64	67	63	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>	90.24%	92.59%	81.82%	89.19%	No material variation.

Service / indicator / measure	Results				Material Variations
	2019	2020	2021	2022	
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill	53.66%	56.83%	56.71%	55.50%	No material variation.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100					

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 member" 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 sections 131, 132 and 133 of the Act
- "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
- "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
- "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
- "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*
- "HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
- "HACC service" means home help, personal care or community respite provided under the HACC program
- "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
- "target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth
- "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial Performance Indicators

For the Year Ended 30 June 2022

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2019	2020	2021	2022	2023	2024	2025	2026	
Efficiency									
Revenue level									
Average rate per property assessment	-	\$1,520	\$1,565	\$1,601	\$1,640	\$1,656	\$1,713	\$1,735	No material variance, and this is also the case when assessing the forecast figure movements, which suggest a relatively consistent and immaterial movement for the next 3-4 years.
[Total rate revenue (general rates and municipal charges) / Number of property assessments]									
Expenditure level									
Expenses per property assessment	\$2,654	\$2,583	\$2,551	\$2,908	\$2,933	\$2,908	\$2,999	\$3,023	The increase in 2021/22, when compared to the forecasted 2022 figure, is within a \$100. The increase that has occurred over and above estimated levels, is mostly in relation to other expenses (written-down assets) being higher than prior period, which in real terms doesn't have a cash implication. Forecast figures predict the expenses per assessment to remain stable and consistent across the next three years.
[Total expenses / Number of property assessments]									

Dimension / indicator / measure	Results					Forecasts				Material Variations
	2019	2020	2021	2022		2023	2024	2025	2026	
Liquidity										
Working capital										
Current assets compared to current liabilities	199.1%	157.2%	161.7%	201.3%		128.6%	121.3%	116.4%	110.2%	
<i>[Current assets / Current liabilities] x100</i>										
<p>Prior period fluctuations were mainly driven by the changes in Accounting Standards, which increased the value of Council's short-term liabilities. However, with some large grant monies, which relate to non-current liabilities, it has boosted this ratio. If you remove the conditional unspent grant monies from the current asset figure, the ratio will equate to 168%, which more closely aligns with the prior period. As grant monies are spent, it is expected that this ratio will drop over the coming periods, however, still be within Council's target of over 110%.</p>										

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2019	2020	2021	2022	2023	2024	2025	2026	
Unrestricted cash									
Unrestricted cash compared to current liabilities	9.7%	14.1%	30.5%	79.0%	53.1%	45.9%	41.0%	35.2%	As of 30 June 2022, and as per the financials, Council's unrestricted cash balance was \$39M, with less dollars restricted in term deposits compared to prior year, this has improved Council's unrestricted cash component significantly. Given the unspent grants is already considered as unearnt income in current liabilities, this amount is not removed from the unrestricted cash balance. Future period percentages fluctuate around similar levels at 40-50%, which will largely be dependent on how much return on investments improve and what is tied up in term deposits in future periods.
<i>[Unrestricted cash / Current liabilities] x100</i>									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2019	2020	2021	2022	2023	2024	2025	2026	
Obligations									
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation	New in 2020	131.5%	118.9%	135.3%	87.7%	111.8%	115.7%	108.4%	In 2020/21, there was an expected drop, given dollars directed towards new infrastructure. Given some delays in some new capex spend in the current period, overall spend on capex was more invested in renewal and mitigating depreciation at appropriate and targeted levels. Future forecasts are predicated on the 10-year capital works program, with anticipated levels of maintenance/renewal dropping in 2022/23, with key new infrastructure being a focus, before it stabilises again from 2023/24 onwards.
[Asset renewal and asset upgrade expenses / Asset depreciation] x100									
Loans and borrowings									
Loans and borrowings compared to rates	20.7%	19.9%	16.5%	24.5%	20.4%	17.2%	14.2%	11.1%	The current ratio, although it has materially increased, it is spot on with prior period predictions. Given the budgeted increased borrowings were undertaken during the 2021/22 period, this ratio was always anticipated to increase. However, from the 2022/23 period onwards, with no new borrowings currently projected in the long-term planning, this ratio drops year-on-year.
[Interest bearing loans and borrowings / Rate revenue] x100									

Dimension / indicator / measure	Results					Forecasts				Material Variations
	2019	2020	2021	2022		2023	2024	2025	2026	
Loans and borrowings										
Loans and borrowings repayments compared to rates	2.6%	1.2%	3.6%	0.8%		3.4%	17.3%	14.2%	11.1%	Due to the new loan not being taken out until later into the 2021/22 period, there were no repayments to be undertaken during the year. This has led to a reduced figure compared to prior periods, and lower than what was expected in earlier forecasts. However, 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>										
Indebtedness										
Non-current liabilities compared to own source revenue	15.4%	24.5%	15.1%	40.1%		15.5%	12.6%	10.5%	8.9%	The non-current liabilities are higher than prior periods, mainly to large levels of unearned income during the 2021/22 period, which relates specifically to grant funding that cannot be recognised as income as yet, however, will be once particular project milestones are met. Hence, although this is a high percentage when compared to own source income, the income associated with this non-current liability is yet to be recognised during the period. This is projected to trend downwards each of the next four years, with less unearned income is anticipated.
<i>[Non-current liabilities / Own source revenue] x100</i>										

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2019	2020	2021	2022	2023	2024	2025	2026	
Operating position									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	6.6%	1.1%	12.5%	(2.8%)	1.4%	2.6%	2.9%	3.3%	Council results in 2019-20, 2020-21 and 2021-22 are impacted by the COVID-19 restrictions, particularly in generating fee income due to forced closures. Additionally, Council had the one-off impact of the net loss in associates and joint ventures. The adjusted underlying result for the 2022-23 financial year and beyond assumes that all service areas, such as Maroondah Leisure facilities, will be operational for a full year with full recovery occurring over several future years, without the impact of the one-off cost.
<i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>									
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue	63.1%	69.4%	64.5%	68.7%	67.4%	70.0%	68.2%	68.6%	No material variation.
<i>[Rate revenue / Adjusted underlying revenue] x100</i>									

Dimension / indicator / measure	Results					Forecasts			Material Variations
	2019	2020	2021	2022	2023	2024	2025	2026	
Rates effort									
Rates compared to property values	0.23%	0.26%	0.25%	0.26%	0.26%	0.26%	0.27%	0.27%	No material variation.
<i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>									

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 2022

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 other applicable regulations.

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 Act 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 material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource/long term financial plan on 30 June 2022 and which forms part of the council plan. The strategic resource plan and long-term 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 strategic resource 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 Cultural Development		•	•			•	•	•
Asset Management	•			•	•	•	•	•
Building Services	•			•	•	•		
Built Environment	•			•	•	•		
Bushland and Waterways	•			•		•		
Business and Activity Centre Development	•	•	•			•		
Communications and Engagement	•	•	•		•		•	•
Community Health	•			•				
Council and Community Planning	•	•			•		•	•
COVID-19 Recovery	•	•	•	•	•	•	•	•
Customer Service								•
Emergency Management								•
Engineering Services	•			•	•	•		
Financial Services								•
Governance and Procurement								•
Information Technology		•						•
Karralyka, Maroondah Federation Estate and Community Halls			•				•	



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
Leisure and Aquatics	●						●	
Libraries		●	●					
Local Laws	●				●		●	●
Management Accounting and Payroll								●
Maroondah Golf and Sportsfields	●			●			●	
Maternal and Child Health	●	●					●	●
Park Maintenance	●			●	●	●		
Projects and Facilities	●			●	●	●	●	●
Property						●		●
Realm Operations								●
Revenue						●	●	●
Risk, Information and Integrity								●
Sport and Recreation	●			●	●		●	
Stadiums (The Rings and Maroondah Nets)	●						●	
Statutory Planning	●			●		●		●
Strategic Planning and Sustainability				●	●	●		●
Tree Maintenance	●			●		●		
Waste Management				●		●		
Workplace People and Culture	●	●					●	●
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: 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 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, 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 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.

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.

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

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*.

Glossary

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.

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.



Glossary

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 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*.

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 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: 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 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.

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 provisions; 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 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.

Glossary

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 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.

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*.

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 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 a given 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 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.

Small to Medium Enterprise: Businesses that maintain revenues, assets or a number of 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 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).

Glossary

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.

Water Sensitive Urban Design: A holistic approach to water management that integrates urban design and planning with social and physical sciences in order to deliver water services and protect aquatic environments in an urban setting.

Working for Victoria: A \$500 million Victorian Government initiative assisting local governments to employ Victorian jobseekers, including people who have lost their jobs as a result of coronavirus (COVID-19), into roles that support the community. The roles were active from 2020-2021.

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	ECLC: Eastern Community Legal Centre
ABS: Australian Bureau of Statistics	EDMS: Electronic Document Management System
AHRI: Australian Human Resources Institute	EDVOS: Eastern Domestic Violence Service
AICD: Australian Institute of Company Directors	EEAN: Eastern Elder Abuse Network
ALGA: Australian Local Government Association	EEO: Equal Employment Opportunity
AS/NZS ISO 31000:2018: Australian Standards for Risk Management	EFT: Equivalent full-time
ATO: Australian Taxation Office	EMPHN: Eastern Melbourne Primary Health Network
BAP: Better Approval Process	EMR: Eastern Metropolitan Region
BBP: Bayswater Business Precinct	EOC: Equal Opportunity Commission
BCP: Business Continuity Plan	EOCC: Equal Opportunity Consultative Committee
BITS: Buried in Treasures	EOI: Expression of Interest
CALD: Culturally and Linguistically Diverse	EP: Environmental Protection
CBD: Central Business District	EPA: Environment Protection Authority
CCTV: Closed Circuit Television	ERL: Eastern Regional Libraries
CCWP: Croydon Community Wellbeing Precinct	ERG: Eastern Region Group of Councils
CEDA: Committee for Economic Development Australia	ESD: Environmentally Sustainable Design
CEO: Chief Executive Officer	ETC: Eastern Transport Coalition
CFA: Country Fire Brigade	FDC: Family Day Care
CFCC: Child Friendly City and Community	FOGO: Food Organics and Garden Organics service
CHYMS: Child, Youth and Mental Health Services	FOI: Freedom of Information
CIV: Capital Improved Value	FSL: Fire Services Levy
CMT: Corporate Management Team	GEAP: Gender Equality Action Plan
COAG: Council of Australian Governments	GIS: Geographic Information System
COVID-19: Novel coronavirus disease 2019	GST: Goods and Services Tax
CP: Council Plan	GTP: Green Travel Plan
CPA: Certified Practising Accountants	HACC: Home and Community Care
CPTED: Crime Prevention through Environmental Design	HRAR: High Risk Accommodation Response
CRCC: Central Ringwood Community Centre	IBAC: Independent Broad-based Anti-Corruption Commission
DARTA: Drug and Alcohol Research and Training Australia	ICT: Information and Communications Technologies
DCP: Development Contributions Plan	ICPCP: Inner East Primary Care Partnership
DELWP: Department of Environment, Land, Water and Planning	IDAHOBIT: International Day Against Homophobia, Biphobia and Transphobia
DFFH: Department of Families, Fairness and Housing	IFRS: International Finance Reporting Standards
DH: Department of Health	IML: Institute of Managers and Leaders
DHHS: Department of Health and Human Services	IOE: Interchange Outer East
DJPR: Department of Jobs, Precincts and Regions	IPAA: Institute of Public Administration Australia
DVD: Digital Video Disk	IT: Information Technology
EAGA: Eastern Alliance for Greenhouse Action	KPI: Key Performance Indicator
EAHA: Eastern Affordable Housing Alliance	KSA: Key Strategic Activity
EASL: Eastern Alliance of Sustainable Learning	LASPLAN: Local Authorities Superannuation Plan
EBA: Enterprise Bargaining Agreement	LGBTIQA+: Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual
	LGPA: Local Government Professionals Australia

Commonly used acronyms

LGPro: Local Government Professionals	QIC: Queensland Investment Corporate
LGV: Local Government Victoria	RAT: Rapid Antigen Test
LLEN: Local Learning and Employment Network	RDA: Regional Development Australia
MAC: Metropolitan Activity Centre	REMPC: Regional Emergency Management Planning Committee
MAV: Municipal Association of Victoria	RETA: Ringwood East Traders Association
MBS: Municipal Building Surveyor	REV: Recognising Extra Value
MCC: Maroondah City Council	SBFC: Small Business Friendly Council
MCH: Maternal and Child Health	SDA: Sustainable Design Assessment
MECC: Municipal Emergency Coordination Centre	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	
PPA: Power Purchase Agreement	
PC: Personal Computer	
PCP: Primary Care Partnership	
PEHS: Eastern Health Perinatal Emotional Health Service	



To contact Council






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- 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

