

Maroondah City Council Annual Report 2018/19





Croydon Town Square provides a pedestrian linkage between Croydon Station and Main Street

Welcome to the Maroondah City Council Annual Report 2018/19

The Annual Report provides a record of the achievements, performance and financial management of Maroondah City Council for the 2018/19 financial year in delivering a vast range of services to its community.

Council is committed to transparent reporting and accountability to the community. This Annual Report is a key tool used to advise the Maroondah community of Council's performance during the financial year against the *Council Plan 2017-2021 (Year 2: 2018/19) and Annual Budget 2018/19*.

The Local Government Act 1989 states that all Victorian Councils must prepare an annual financial year report and submit it to the Minister for Local Government by 30 September each year.

Requirements include a report of Council's operations, audited standard statements, audited financial statements and report on the performance statement during the financial year.

The Audit and Risk Advisory Committee reviewed these financial statements at its meeting on 14 August 2019, and Council endorsed the financial report in principle at the Council meeting on 19 August 2019. 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 2018/19 Annual Report is divided into eight sections:

1	Our Highlights	Provides reflections from the Mayor and CEO and outlines key capital works and highlights from 2018/19.
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 2018/19 achievements relating to Council's eight outcome areas outlined in the Council Plan 2017-2021 (Year 2: 2018/19). Each outcome area includes information on achievements, challenges, future directions, interesting facts and statistics, as well as Council's performance against the commitments identified in the Council Plan 2017-2021.
5	Corporate Governance	Reports on governance procedures, conflict of interest, and risk management.
6	Statutory Information	Provides information linked to statutory requirements including information on Privacy, Protected Disclosure, Best Value reporting, the Victorian Local Government performance indicators and the Local Government Performance Reporting Framework.
7	Financial Report	Includes detailed financial statements which fulfil Council's reporting requirements.
8	Glossary	Commonly used terms and acronyms.

Front page: Maroondah Nets is a multi-purpose complex in HE Parker Reserve

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Our Highlights



Message from the Mayor and Chief Executive Officer

We are pleased to present the 2018/19 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 2018/19, we continue to have our sights firmly set on the future. We have successfully completed the second year of the four year Council Plan and delivered the *Council Plan 2017-2021* to reflect Year 3 initiatives, based on the community directions in *Maroondah 2040 – Our future together*, and a range of community consultation activities were undertaken.

Other strategic and long term planning has taken place to guide the development a new Children and Families Strategy; a new Youth Strategy; a Vegetation Strategy; and has seen the adoption of Council's new Reconciliation Action Plan in April 2019. The Plan was endorsed by Reconciliation Australia and developed in conjunction with the Aboriginal and Torres Strait Islander community. The Plan focuses on identifying practical actions and measures for building relationships, promoting a respectful culture and creating opportunities.

We have continued to plan for the future of our two Activity Centres, with a review of the Ringwood Metropolitan Activity Centre (RMAC) Masterplan and significant work in the Croydon Activity Centre.

The Ringwood Metropolitan Activity Centre Masterplan 2018 was adopted by Council in November 2018, replacing the 2004 Ringwood Transit City Masterplan. Council has prepared an amendment to the Maroondah Planning Scheme (C130) to implement the objectives and strategies of the RMAC Masterplan 2018 and has submitted this to the Minister for Planning for authorisation.

Council formally opened the \$2 million Croydon Town Square in April 2019, which creates a new open space and better connections between Main Street and Croydon station and bus interchange. Council also commenced a Croydon Community Precinct Masterplan, with the proposed redevelopment receiving a \$2 million funding commitment from the Federal Government in May 2019.

Council continued its advocacy to the Victorian Government in the lead up to the State election in November 2018, and to the Federal Government in the leadup to the Federal election in May 2019. We were successful in achieving more than \$180 million in funding for a range of significant projects that will benefit the Maroondah community. The projects include \$60 million for carparks at four of our railway stations, road improvements for Dorset Road (\$50 million) and Canterbury Road (\$24.5 million), and funding for sporting and community facilities.

The ongoing challenge for Council is to ensure that the community's aspirations and vision drive the direction for Council's planning framework and long term financial sustainability.

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

Council's 2018/19 Budget and Long Term Financial Strategy (LTFS) continued to be based on sound financial management, as well as an understanding of the rising cost of living facing ratepayers.

The LTFS outlines Council's projected financial position for the next ten years and provides a guide to the community, Council and management in their analysis of options and decision making about the future directions and operations of Council.

The LTFS demonstrates our long term financial sustainability, and ensures we can continue to invest in community facilities and services, and not take on new debt, while operating within the rate cap environment. *The Local Government (Fair Go Rates) Act* was passed by the Victorian Parliament in November 2015. The Act introduced a rate cap based on CPI plus or minus any adjustment, and came into effect on 1 July 2016. Maroondah City Council complied with the Victorian Government's 2018/19 rate cap of 2.25 per cent over the average property rate of Council.

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

Some of the key highlights are detailed below.

Key highlights

- Council opened the new \$1 million playspace at Ringwood Lake Park in August 2018. The innovative space has quickly become one of the most popular destinations for local families. New pathways link all the experiences, which include water play, a tree canopy trail, flying fox and climbing structures, as well as wooden animal sculptures. Accessibility is a major feature of the playspace with a Liberty Swing and Carousel catering for people in wheelchairs, a Changing Places facility, and five new disabled car parking bays.
- The \$2 million Croydon Town Square was completed in April 2019, creating new open space in the heart of Croydon. The Town Square includes a lawn area, seating, shade, public toilets and a Changing Places facility; and provides improved pedestrian connection and sight lines between the Croydon station and bus interchange and the Main Street shopping precinct.
- Following extensive community consultation Ringwood and Croydon Town Squares became smoke free on 1 January 2019. Council voted at its November 2018 meeting to amend Local Law 11 to introduce a ban on smoking at both locations. During the introductory period Council worked with the community and traders to ensure awareness of the new smoking ban.
- Maroondah Nets commenced operations in May 2019 following 12 months construction of the multi sports complex. With \$10.5 million from the Federal Government and \$3 million from the Victorian Government, the \$16.5 million facility replaces the 10 former outdoor netball courts. The new facility 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 multi-purpose room.
- In April 2019, the Karralyka Spiegeltent set up at Ringwood Town Square for a nine day season for people of all ages. This is the second time Karralyka has hosted Spiegeltent in Maroondah. With more than 4,700 people attending, it has shown that Maroondah audiences are keen to experience high-quality performances close to home.
- In May 2019, men from across the Eastern Region attended a sold-out Men's Health event, delivered by Council in partnership with the Eastern Melbourne Primary Health Network. The Bizweek event provided an afternoon of networking as well as the opportunity to hear from former AFL footballer Wayne Schwass on the topic, "Banter is easy, talking the real issues is hard."
- The review, development and adoption of the *Ringwood Metropolitan Activity Centre Masterplan 2018* has progressed with the planning scheme Amendment C130 before the Minister for Planning. The new plan reflects development to date and provides a framework for future development.
- Council launched two major new areas within its website providing improved access to arts and cultural information and events, and information on Council's Maroondah Festival, held in November each year. A new online consultation hub was also introduced, enabling our community to better engage with Council on a range of topics that impact them.

- A \$1.3 million refurbishment of the Croydon Sporting Pavilion was formally opened in May 2019. The works included a new entry foyer, improved spectator viewing areas, female-friendly changerooms and enhanced accessibility including a lift.
- Council participated in the Victorian Government's *This Girl Can* project, which celebrates women's achievements and aims to empower women to get active without worrying about being judged. Council's Tri Maroondah and Maroondah Night Run, as well as an outdoor Mind and Body Session, lunchtime walks, walking netball and walking soccer, were branded *This Girl Can*, achieving more than 1,160 active participants.
- The 2019 Maroondah BizWeek program was attended by 656 members of our business community, across 40 events, workshops and mentoring sessions. The program helps build the local economy by bringing together local businesses to be inspired by industry leaders, discover new ways to strengthen and grow their business and make new connections, helping to keep activity local.
- Council hosted the annual Australian Local Government Women's Association Victorian conference at Realm in October 2018. The Conference included a combination of keynote speakers, workshops and networking, and provided the opportunity to highlight activity and partnerships within the Ringwood Metropolitan Activity Centre.
- Council's first Kindergarten Expo was highly successful with approximately 150 parents attending and providing exceptional feedback. Held in March 2019, all Maroondah kindergartens were represented, providing prospective parents with a range of information regarding their kindergarten, program, learning styles and timetables.
- Maroondah's annual Student Wellbeing Action Teams (SWAT) program saw Council work with a group of Year 10 students from Maroondah schools. SWAT helps young people to uncover their strengths and use their new skills to lead a wellbeing project in their own school. The program concluded with a presentation by the 24 student participants in October.
- The third year of the L2P program saw 695 hours of practice provided by volunteer mentor drivers to help learner drivers 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 supervisors with a full license.
- Council has worked in partnership with Indigenous artists and community and cultural groups to build on and promote Indigenous arts and culture so that it can be appreciated by the whole community. Highlights include the creation of the original rap "So Deadly" by young people from the Hip Hop Crew at Mullum Mullum Indigenous Gathering Place with singer and songwriter Kutcha Edwards, and the Eye of our Ancestors exhibition which featured the work of five contemporary female Indigenous artists.
- As part of Council's Vegetation Review, 130 Maroondah residents attended a symposium to discuss the value of vegetation to our community. The Maroondah Vegetation Review involves an assessment of the biodiversity and tree canopy coverage of Maroondah.
- Council continued its footpath construction program, with new footpaths in Lockhart Road and Terrara Place in Ringwood North; Holland Road in Ringwood East; The Boulevard, Lena Grove, Daisy Street and Jarma Road in Heathmont; and Pratt Street and Aird Street in Ringwood.
- Council partnered with Melbourne Water and Yarra Valley Water to progress design of the re-naturalisation of Tarralla Creek. Through extensive consultation with the project's Community Advisory Group, a holistic community vision for Tarralla Creek has been developed to create a healthier waterway providing spaces for recreation, relaxation, and social connection. Project staging has been identified to allow for delivery within available funding.
- Council provided a diverse and enjoyable program of events to celebrate Senior's Week in October. Council's Seniors Festival Day was held at Karralyka involving activities such as the Seniors Wellbeing Expo, Celebration Lunch and an afternoon musical performance.
- Council has continued to maintain a high percentage of Statutory Planning decisions within specified timeframes, with VCAT setting aside just 2% of Council's decisions. Additional eServices have been introduced to provide a more efficient and transparent process for our customers and community, with new services such as lodgement of more application types, delivery of documents and communicating between parties electronically improving the service.

Council awards and recognition

Maroondah City Council is proud to be recognised for its commitment to leadership and service excellence. A selection of the honours received during 2018/19 are highlighted below:

2018 Victorian School Crossing Supervisor of the Year - Winner Region 3

These annual awards acknowledge the contribution and spirit of school crossing supervisors throughout Victoria. Over 195 nominees across seven Regions were nominated, with four Maroondah school crossing supervisors nominated in Region 3. Shane Dawson, who operates the school crossing on Alexandra Road, Ringwood East, servicing the Eastwood Primary School community, won the Region 3 Award.

2018 Victorian Disability Awards - Pathway for Carers - Finalist

2018 LGPro Aged and Disability Award - Pathways for Carers - Winner

The Pathways for Carers program was designed to combat issues of mental and physical health for carers. The program invites carers of people with disabilities or mental illness to be part of a twice monthly walk along the Mullum Mullum Creek trail where they can socialise, connect, learn about support services and share their experiences with like-minded carers. A guest walker is invited to each walk to talk and give a presentation to the carers. The positive response to the Pathways for Carers program has resulted in several other Councils initiating walks in their municipality.

2019 LGPro Awards for Excellence - Hoarding and Squalor Network/website - Winner

2019 LGProfessionals National Awards - Hoarding & Squalor Network/website - Finalist

The Maroondah Hoarding & Squalor Network started in 2014 by and 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.

2019 LGPro Awards for Excellence - Ringwood Lake Park Playspace - Finalist

2019 PLA Awards Vic/Tas - Ringwood Lake Park Playspace - Finalist

The new Ringwood Lake Park playspace offers innovative and active play opportunities under the tree canopy, and along the canopy floor. The fully accessible playspace includes slides, rope courses and balance platforms, as well as natural play elements such as sand and water areas. The BBQ and picnic areas were extended and more effectively integrated into the playspace. Features include accessible trails and carousel, a Liberty Swing, Changing Places toilet, and wheelchair access to the boardwalk, and water play and sandpit areas. Careful consideration was also given to access points into the playspace to create natural barriers to the lake and Maroondah Highway.

2019 LGPro Awards for Excellence - BizHub Coworking Space - Finalist

BizHub is the first coworking space within a local government setting. Since opening in 2015, BizHub has redefined the way Council engages with businesses through a customer-centric 'non-government' approach. The space provides professional, affordable, accessible workspaces within a supportive framework. More than 650 businesses have utilised the BizHub Coworking Space or its facilities over the past three years, and currently there are 114 active members. Extensive interest in this model has resulted in more than 30 tours by Councils from across Australia that are eager to learn from Maroondah's success.

2019 LGPro Awards for Excellence - Community Run Club - Finalist

Community Run Club is a free community activity, for all ages and abilities. Starting as a pilot program, the initiative has grown into an active social community that meets weekly to motivate each other in their fitness goals. The initiative is a collaboration between Council, small business and a charity.

Accreditation for Council's Immunisation Service Quality Management System ISO9001:2015 and Continuous Improvement Award

Council's Immunisation Service was successfully accredited with achieving the ISO9001:2015 for their Immunisation Quality Management System, and also received an additional award for Continuous Improvement.

Maroondah 2019 Australia Day awards

Maroondah's Citizen of the Year was awarded to Ian Barnes for his significant contribution to Ringwood Football Club and Ringwood Spiders All Abilities Club. Ian "Barney" Barnes celebrated his 50th season at the Ringwood Football Club, having started out as a junior player in 1969. His involvement with the Ringwood Football Club's senior, junior and veteran sides, along with the Ringwood Spiders All Abilities teams, has earned him a life membership for both Ringwood Football Club and the Ringwood Spiders All Abilities Club. Ian has received numerous other awards, including a Victoria Award (in 2018) and a Deakin Community Award (2014), which recognises unsung community leaders who go above and beyond in their service to the community.

Young Citizen of the Year was awarded to Prateeti Sabhlok for her dedication to establishing and growing synchronised swimming in Maroondah. In 2017, Prateeti began the first adult synchronised swimming session in Victoria at Aquanation and single-handedly contributed to an increase in participation in the sport. Prateeti started synchronised swimming at age 10 and has competed for Australia at the World Cup 2014 and at numerous national competitions. As co-founder of the Eastern Sirens Synchronised Swimming Club, Prateeti is involved in all aspects of the sport, from competing and coaching to judging and committee. The club made its debut at the National Championships in 2017 and continues to be represented at both state and national level competitions.

The Community Event of the Year was awarded to the Ringwood and District Historical Society who held its inaugural Ringwood and District Heritage Open Day in October 2018. The event was organised to celebrate the history and heritage of Ringwood, coinciding with the 60th anniversary of the formation of the Ringwood and District Historical Society. The day included hundreds of historical displays from various groups and organisations, including Heathmont History Group, the Wonga Park History Group, the Ringwood Saints Baseball Club, the Ringwood Field Naturalist's Club and the Maroondah Plant Society. More than 200 people, some from country areas, attended the day.

Community endorsement

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

A range of improved results for Maroondah were achieved in the February/March 2019 survey, with Council continuing to perform well in comparison to statewide and metro average results. Some highlights of the core measures include:

- Customer service ratings for Council increased by seven points to 80 (from 73).
- Performance for Council lobbying on behalf of the community increased by four points to 61 (from 57).
- The remaining core measures showed minor increases in performance. 'Overall performance' (67 to 69), 'community consultation' (56 to 58), 'overall council direction' (58 to 59), 'making decisions in the interest of the community' (59 to 62).
- For all core measures, Maroondah was above the state wide average and above or similar to the metro average.

Of the service performance measures, six services demonstrated significant increases. 'Informing the community' (60 to 64), 'family support services' (68 to 71), 'elderly support services' (65 to 70), 'disadvantaged support services' (58 to 64), 'arts centres and libraries' (78 to 82) and 'Council's general town planning policy' (54 to 58).

This Victorian Government initiated survey is just one of a range of tools used to measure Council's progress towards the goals stated in *Maroondah 2040: Our future together* and Council's mission. It is one of the processes by which Council receives important community feedback to ensure its activities are well targeted, performing efficiently and are relevant to the community.

Council continues its commitment to continuous improvement and effective community consultation and encourages active involvement and participation to ensure we continue to be responsive to the needs of the community.



Cr Rob Steane
Mayor



Steve Kozlowski
Chief Executive Officer

Maroondah at a glance

Maroondah is home to...



We provide...





482
parks & reserves



We maintain...


477.7kms
of local
roads

784kms
of stormwater
drainage pipes



51
sporting
ovals

38kms
of shared trails




77,269
street trees

631kms
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 (CBD). The area is a substantially developed peri-urban residential municipality, with an estimated population of 117,498 residents and 45,665 households with an average of 2.57 people per household.

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

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

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



Aerial view of Ringwood, looking east

Our history

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

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

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

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

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

During its early days, Croydon was part of the Shire of 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 117,498 residents and 45,665 households with a similar age structure to the State's average.

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

According to the 2016 census, cultural diversity in Maroondah continues to increase with 23.1% of people born overseas. Over the past 5 years there has been a decrease in the number of overseas immigrants arriving from the UK and the Netherlands, and an increase of overseas migrants from China, India, Burma (Myanmar), Malaysia and Sri Lanka. Maroondah is now home to the largest Burmese community in Melbourne's eastern region.

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

Our environment

Maroondah has 42 bushland reserves that offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands. There are more than 750,000 trees (mostly native species) in parks and reserves providing shade and shelter, helping to control water runoff, evaporation and erosion and providing a home for wildlife.

There are many areas of recreational open space in Maroondah. The City has 450 parks and reserves with 48 sports ovals. Open space areas include two golf courses, 122 public playgrounds, three skate areas, and five outdoor exercise equipment locations. Mobility and connectiveness is supported by 38kms of shared trails associated with these open space areas.

Maroondah's residents and businesses are great recyclers: over 24,000 tonnes of recycling and green waste was diverted from landfill in 2018/19. Maroondah continues to have a high diversion rate of waste from landfill.



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

Our health

Maroondah residents report a good level of life satisfaction, consistent with ratings across both the Eastern Metropolitan Region (EMR) and Victoria. Maroondah is below both the Victorian and Greater Melbourne rates in a number of avoidable mortality fields, and more Maroondah residents reported they had a very positive health status, compared to those in the EMR and Victoria.

However, there are many opportunities to improve aspects of health and wellbeing amongst Maroondah residents, and for Council and the wider service system to maximise beneficial health and wellbeing outcomes for all.

Self-reported health results from Victorian Population Health Survey (DHHS 2014):

Self-reported health status	Maroondah			Eastern Metro Region			Victoria		
	%	LL	UL	%	LL	UL	%	LL	UL
Excellent/very good	51.2	43.2	59.1	44.0	41.0	47.0	40.2	39.1	41.4
Good	30.3	23.7	37.9	37.5	34.7	40.3	39.1	37.9	40.2
Fair/poor	18.5	12.7	26.1	18.5	16.2	21.0	20.3	19.4	21.3
Satisfaction with life	%	LL	UL	%	LL	UL	%	LL	UL
Very satisfied/satisfied	91.5	85.9	94.9	93.2	91.6	94.6	92.4	91.7	93.0
Dissatisfied/very dissatisfied	7.5	4.2	13.0	5.8	4.6	7.2	6.6	6.0	7.3

- Source: <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2014>
LL - lower level; UL - upper level

Our economy

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

The largest industry employers are the manufacturing, retail and health care sectors. In total, businesses in Maroondah provide employment for over 44,000 people and the municipality has a gross regional product (GRP) of \$6.14 billion.

Maroondah has two major retail centres at Croydon and Ringwood, with Ringwood being one of the largest in Melbourne. In addition, a range of key service and retail precincts are clustered along the Maroondah Highway corridor and 35 neighbourhood shopping centres are spread throughout the municipality.

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

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

Our 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

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

A safe, healthy and active community

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

A prosperous and learning community

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

A vibrant and culturally rich community

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

A clean, green and sustainable community

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

An accessible and connected community

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

An attractive, thriving and well built community

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

An inclusive and diverse community

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

A well governed and empowered community

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

Our organisational vision

We will foster a prosperous, healthy and sustainable community

Our mission

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

Our enablers

- Our people are adaptable, capable, positive and engaged
- Our service is people focused, proactive, integrated and responsive
- Our approach is 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**



Maroondah Positive Education Network members hosting a parent education session

How we plan

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

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

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

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

All community focused plans, strategies and policies have been formally adopted by Council and can be accessed on Council's website.



Maroondah 2040

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

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

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

Council Plan

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

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

A refreshed *Council Plan 2017-2021 (Year 2: 2018/19)* was adopted on 20 May 2018 to guide Council's activities for the 2018/19 to 2020-21 period.

This Annual Report reports on the achievements and progress towards priority actions in the *Council Plan 2017-2021 (Year 2: 2018/19)*

Other major plans

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

These include:

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

Other Council policies, strategies and plans

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



Service Delivery Plans

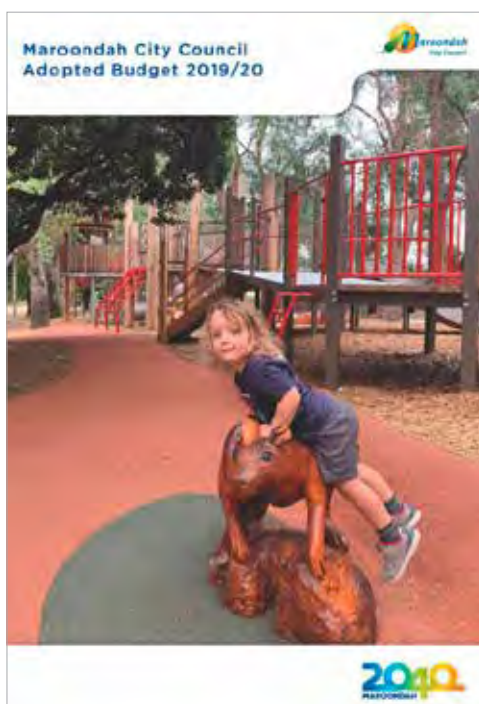
The provision of strategic direction through *Maroondah 2040: Our future together*, the *Council Plan 2017-2021*, and the Long Term Financial Strategy set the direction for Service Delivery Plans across each of Council's service areas. These plans are reviewed annually to meet community needs and expectations.

Long Term Financial Strategy

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

Annual Budget

The Annual Budget documents the financial and non-financial resources required by Council to implement the outcome areas, key directions and priority actions identified in the *Council Plan 2017-2021*. Consultation is conducted on the draft Annual Budget and feedback is considered before Council adopts the final Budget.



Key principles

Best Value

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

Charter of Human Rights

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

Risk management

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

Community engagement

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

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

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

Council's Community Engagement Policy is built on a set of commitments that guide the planning, development, implementation, evaluation and continuous improvement of community

engagement processes. These commitments are based on core values identified by the International Association for Public Participation and are undertaken in accordance with Council's Privacy Policy.

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

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

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



Our Community Health team at Café Consult, part of Maroondah Festival 2018

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Our Council

The role and function of Council



The *Victorian Constitution Act 1975*, Section 64A(1) provides for “a system of local government consisting of democratically elected Councils having the function and powers that the Parliament considers necessary to ensure the peace, order and good government of each municipal district”.

The role of a Council is defined in the *Local Government Act 1989* which formalises a Council’s legal status, purpose and objectives; delegates Council with specific functions and powers; and imposes Council with various duties.

At Maroondah City Council, our role is to:

- deliver services that meet the needs and expectations of the Maroondah community;
- advocate on behalf of community needs to other levels of Government; and
- facilitate the delivery of outcomes by working in partnership with residents, businesses, community organisations and key stakeholders.

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

Our Councillors and Wards

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

Councillors are responsible for the stewardship and governance of Council.

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

Section 65 of the *Local Government Act 1989*, defines the role of a Councillor:

- to participate in the decision-making of the Council;
- to represent the local community in that decision-making; and
- 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 Rob Steane was unanimously elected to the position of Mayor on 14 November 2018. Cr Steane is Maroondah's 23rd Mayor, with this being his second term as Mayor of Maroondah. He was previously Mayor in 2011/12. During the financial year, Cr Steane served as Mayor from 14 November 2018 to 30 June 2019.

As Mayor of Maroondah, Cr Steane is the patron of the Maroondah District Scout Association, the Bone Marrow Donor Registry of Victoria – Croydon Branch, the Red Cross Calling Appeal – Maroondah Area, and the Ringwood Pipe Band.

Cr Kylie Spears was elected to the position of Deputy Mayor on 14 November 2018. This position provides support to the Mayor during the mayoral term.

From 1 July to 13 November 2018, Cr Nora Lamont was Mayor of Maroondah, and Cr Mike Symon was Deputy Mayor.



Council offices in Braeside Avenue, Ringwood

Council election

The most recent general Council election was held on 22 October 2016 and conducted by the Victorian Electoral Commission. All councils in Victoria, except for Greater Geelong City Council, simultaneously held a general election on that date for a four-year term. The next Maroondah City Council general election will be held on 24 October 2020.



Meet your Councillors

Arrabri Ward



Cr Tony Dib OAM JP

Mobile: 0438 515 089;
tony.dib@maroondah.vic.gov.au
Sworn in February 2010



Cr Paul Macdonald

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



**Cr Kylie Spears
(Deputy Mayor November 2018 to June 2019)**

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

Mullum Ward



**Cr Nora Lamont
(Mayor July 2018 to November 2018)**

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



Cr Samantha Mazzuchelli

Mobile: 0408 145 110
samantha.marks@maroondah.vic.gov.au
First elected November 2012



**Cr Mike Symon
(Deputy Mayor July 2018 to November 2018)**

Mobile: 0436 002 080
mike.symon@maroondah.vic.gov.au
Elected October 2016

Wyreena Ward



Cr Tasa Damante

Mobile: 0438 704 819
Tasa.damante@maroondah.vic.gov.au
Sworn in 16 July 2018
Cr Michael Macdonald resigned effective 13 July 2018



Cr Marijke Graham

Mobile: 0418 109 015
marijke.graham@maroondah.vic.gov.au
Elected October 2016



**Cr Rob Steane
(Mayor November 2018 to June 2019)**

Mobile: 0407 519 986
rob.steane@maroondah.vic.gov.au
First elected November 2008

Corporate Management Team

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

At Maroondah, the CEO together with four Directors form the Corporate Management Team (CMT) that leads 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 30 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 rejoining Maroondah City Council on 8 September 2014 as Chief Executive Officer.

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

Steve is a fellow of a number of professional associations including the Australian Institute of Company Directors and LGPro. He holds an MBA, Grad.Dip. in Business Administration and a Bachelor of Business (Local Government).



Director Corporate Services - Marianne Di Giallonardo

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

Marianne has over 38 years experience in a range of local and Victorian Government arenas, including senior leadership and management across the portfolios of Corporate, Community and Leisure, and Infrastructure Services management. Her qualifications include Certified Manager with the Institute of Managers and Leaders and a Masters of Business Administration. She is a member of a number of sector boards including representing Asia Pacific on the Infor Global Customer Experience Board and Local Government Professionals Director Special Interest Group Executive.



Director Development and Amenity - Andrew Fuaux

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

Andrew has 20 years local government experience. He commenced with Maroondah City Council in 2010 as Manager Statutory Planning, bringing a wealth of experience from his leadership and management roles at Whitehorse and Yarra Ranges Councils across a diverse range of service areas, including planning, engineering, health services, local laws and environmental management.

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



Director Operations, Assets and Leisure - Adam Todorov

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

Adam joined Maroondah City Council in 2001 and has over 18 years experience spanning Engineering, Infrastructure Management, Assets and Facilities. He was responsible for leading the development of the Infor Public Sector Asset Management System which supports the management of Council's \$1.9 billion in community assets. It is now recognised as an industry leader in the management of community assets.

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



Director Strategy and Community - Phil Turner

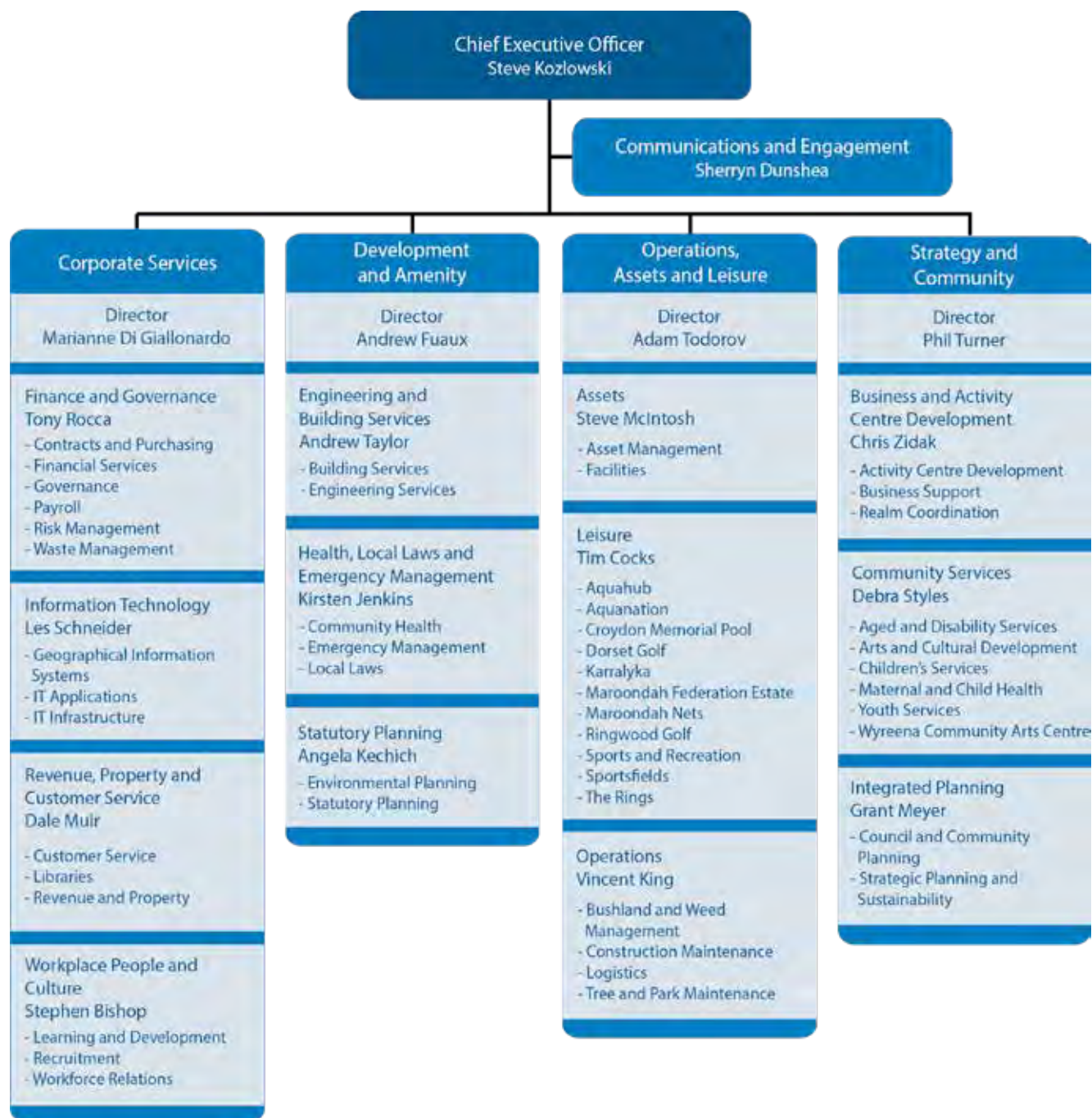
Phil is responsible for Business and Activity Centre Development (including Council's involvement in the Ringwood Metropolitan Activity Centre); Community Services; and Integrated Planning.

Phil commenced with the former City of Ringwood in 1985 and has over 34 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 2019. There are 14 service area managers and 1,167 employees (473.28 EFT) that work to deliver outcomes for the local community.



Chief Executive Officer

The position of Chief Executive Officer (CEO) is established by the Local Government Act 1989 to oversee the day-to-day management of Council's operations in accordance with the strategic directions of the Council Plan. Steve Kozlowski is Council's Chief Executive Officer.

Directors

Reporting to the CEO are four Directors who each provide oversight of a Directorate which comprises a number of service areas. As at 30 June 2019, the four Directors are:

- Marianne Di Giallonardo – Director Corporate Services
- Andrew Fuaux – Director Development and Amenity
- Adam Todorov – Director Operations, Assets and Leisure
- Phil Turner – Director Strategy and Community

Direct reports to the CEO

There is one service area manager who reports directly to the CEO:

- Sherryn Dunshea – Manager Communications and Engagement

Corporate Services Directorate - Service Area Managers

There are four service area managers who report to the Director Corporate Services. As at 30 June 2019, these managers are:

- Tony Rocca – Manager Finance and Governance
- Les Schneider – Manager Information Technology
- Dale Muir – Manager Revenue, Property and Customer Service
- Stephen Bishop – Manager Workplace People and Culture

Development and Amenity - Service Area Managers

There are three service area managers who report to the Director Development and Amenity. As at 30 June 2019, these managers are:

- Andrew Taylor – Manager Engineering and Building Services
- Kirsten Jenkins – Manager Health, Local Laws and Emergency Management
- Angela Kechich – Manager Statutory Planning

Operations, Assets and Leisure - Service Area Managers

There are three service area managers who report to the Director Operations, Assets and Leisure. As at 30 June 2019, these managers are:

- Steve McIntosh – Manager Assets
- Tim Cocks – Manager Leisure
- Vincent King – Manager Operations

Strategy and Community Directorate - Service Area Managers

There are three service area managers who report to the Director Strategy and Community. As at 30 June 2019, these managers are:

- Chris Zidak – Manager Business and Activity Centre Development
- Debra Styles – Manager Community Services
- Grant Meyer – Manager Integrated Planning

Corporate performance and values

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

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

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

Allocation of resources for service delivery

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

For more information on Council's financial performance during 2018/19, please see the Financial Report.

In 2018/19, for every \$100 of rates, Council spent:





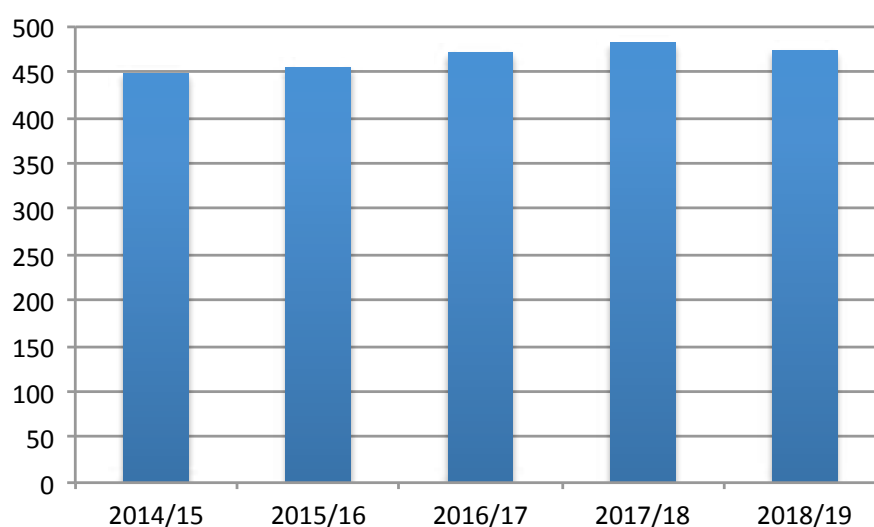
Council's Maternal and Child Health nurses look at the key age and stage milestones from birth to 3.5 years

Organisational profile

There was a total of 1,167 employees at Maroondah City Council as at 30 June 2019. This included 337 full-time, 310 part-time, and 420 casual employees; resulting in an equivalent of 473.28 full-time employees. The following provides an overview of Council's workforce:

Total equivalent full-time employees (annually as at 30 June 2019)

Year	EFT*
2018/19	473.28
2017-18	482.09
2016-17	471.5
2015-16	455.16
2014/15	448.38

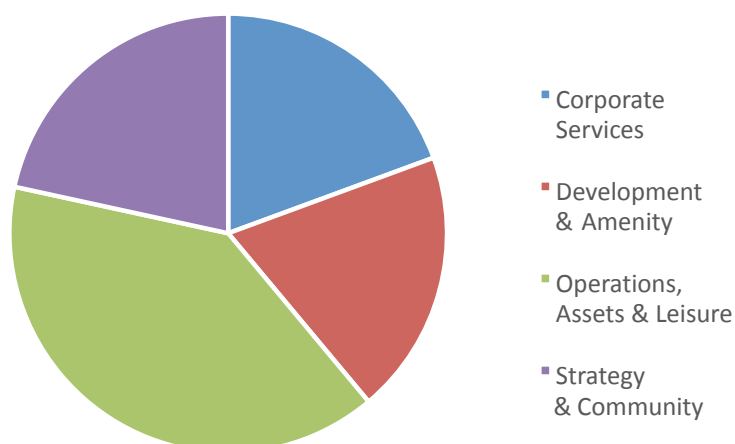


Notes:

- A number of positions are dependent on external funding.
- Casual employees are not included in the figures above.

Equivalent full-time employees by Directorate (as at 30 June 2019)

	EFT*
CEO Office	12.2
Development & Amenity	89.9
Operations, Assets & Leisure	182.1
Strategy & Community	99.6
Corporate Services	89.5

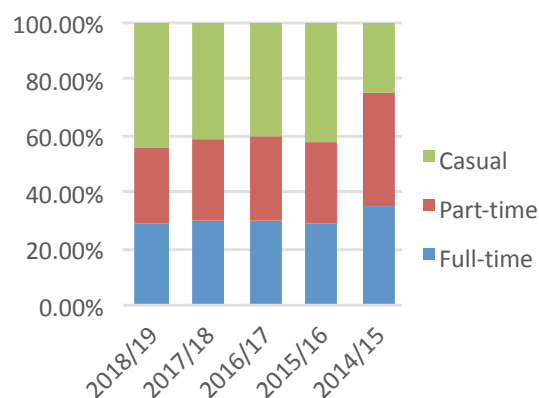


Note

- A number of positions are externally funded.

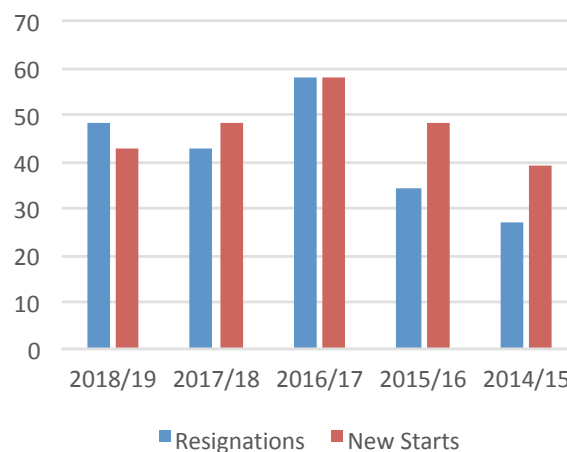
Categories of employees (% total employees as at 30 June 2019)

Year	Full time	Part time	Casual
2018/19	28.8%	26.5%	44.5%
2017/18	30.2%	28.8%	41.0%
2016/17	29.6%	30.1%	40.3%
2015/16	28.8%	28.8%	42.4%
2014/15	35.4%	39.6%	25.0%



Resignations and new starts

Year	Resignations	New starts
2018/19	48	43
2017/18	43	48
2016/17	58	58
2015/16	34	48
2014/15	27	39



Note

- Data represents full-time employees only.

Organisational profile (continued...)

Banding of employees (as at 30 June 2019)

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent Full Time - Female	0.00	0.00	1.00	21.00	36.00	40.0	18.00	0.00	32.00	148.00
Permanent Full Time - Male	0.00	0.00	36.00	26.00	33.00	29.00	14.00	0.00	51.00	189.00
Permanent Part Time - Female	7.13	2.56	3.34	30.57	16.05	13.09	7.66	0.00	32.10	112.50
Permanent Part Time - Male	4.84	1.21	0.00	2.69	3.51	0.90	0.90	0.00	9.72	23.78
Permanent sub total	11.97	3.77	40.34	80.26	88.56	82.99	40.56	0.00	124.82	473.28
Casual - Female	2.17	0.00	2.24	1.71	1.05	0.39	0.00	0.00	41.58	49.14
Casual - Male	1.05	0.00	0.92	0.53	0.26	0.00	0.00	0.00	16.45	19.21
TOTAL	15.19	3.77	43.50	82.50	89.87	83.38	40.56	0.00	182.85	541.63

Note: Data has been rounded. A number of positions are dependent on external funding.

Employee recognition

Major milestones of long service for employees at Maroondah City Council are acknowledged and recognised in June each year. These service milestones demonstrate strong people leadership within the organisation. In 2018/19, 26 Council employees achieved ten years of service, 13 employees achieved 20 years of service, four employees achieved 30 years of service and 1 employee achieved 40 years of service.

Employees achieving exceptional performance are recognised through the Recognising Extra Value (REV) Program with six employees receiving a REV Award during 2018/19.

Recognition is also given to employees for successful study completion. In 2018/19, 16 employees successfully completed their studies.

Workplace People & Culture

Workplace People & Culture is committed to the provision of quality services and activities to meet the aspirations, needs and expectations of Council and the community. Our commitment to continuous improvement and innovation ensures an ongoing review of our organisational systems and processes, continually looking for better ways of working, creating greater effectiveness and increased efficiency.

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

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

Workforce People and Culture Strategy 2016-2020

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

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

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

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

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

Valuing diversity

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

Workplace giving

Employees at Maroondah City Council continue to donate to various charities on a monthly schedule, through direct payroll deductions. The charities selected reflect employee interest or involvement, with all charities being registered fundraisers in Australia. A total of \$22,693 was donated by employees in 2018/19.



A safe, healthy and active community

Our vision

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

Our commitments

Through the Council Plan 2017-2021 (Year 2: 2018/19), Council identified 10 priority actions to be delivered during the 2018/19 financial year to work towards a safe, healthy and active community.

Design and construct the \$2.5M Jubilee Sporting Pavilion redevelopment



Status: Commenced

Responsibility: Operations, Assets and Leisure

The RO Spencer Pavilion serves the Jubilee Sporting precinct, and in particular the Russell Lucas Oval, which is a Premier Grade cricket ground. The pavilion redevelopment will include improved accessibility features; new and improved change and toilet facilities, including female friendly facilities; and a first-floor extension with designated office space. In April 2018, the Victorian Government committed \$2 million in funding to support the project, which is currently in the design phase. It is anticipated that the construction will commence in mid-2020.

Did you know?

90 per cent of our community supported a smoke free zone at Ringwood and Croydon Town Squares

Design and construct the \$4M HE Parker Sporting Pavilion redevelopment



Status: Commenced

Responsibility: Operations, Assets and Leisure

This redevelopment will include the construction of four female friendly change rooms; a large multi-purpose room; and amenities. The facility will focus on inclusiveness and accessibility for all abilities. Once completed, the facility will accommodate the Heathmont Cricket Club, Heathmont Football Club and Sport and Life Training (SALT). A head contractor has been appointed and construction is anticipated to commence in late 2019 with completion by mid-2020.

Finalise a new gaming policy and commence preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning scheme



Status: Complete

Responsibility: Strategy and Community

The *Maroondah Gambling Policy 2018* was adopted by Council in September 2018 and defines Council's role and responsibilities in managing gambling within the municipality. It details Council's role to work in partnership with relevant agencies and stakeholders to protect those at risk of gambling-related harms; and to work on behalf of community in the interests of creating a safe gambling environment. It also aims to utilise relevant provisions in the statutory, strategic and regulatory framework to effectively manage gambling activities in Maroondah and reduce harms.

Council has engaged a consultant to prepare relevant materials for an amendment to the Maroondah Planning Scheme. This amendment will help to strengthen Council's capacity to manage and influence the location and operation of electronic gaming machines in our municipality.

Complete the design works, undertake operational readiness planning and construct the \$16.5M HE Parker Multi Sports Complex



Status: Complete

Responsibility: Operations, Assets and Leisure

Construction of the HE Parker multi-sports complex commenced in March 2018 and the facility commenced operations in May 2019. The new complex has four indoor netball courts, a kiosk, new male and female toilets and change facilities, a Changing Places facility, officials and first aid rooms, sport association offices a gym and multipurpose rooms. The facility has been named Maroondah Nets identifying the location of the facility, as well as referencing the nets that are used by each of the sports that will use the facility in netball, volleyball, badminton and table tennis. Maroondah Nets is home to Melbourne East Netball Association (MENA), the Ariels, and the Maroondah Volleyball Association. Schools, community, disability and sporting groups will also use the venue throughout the year.

Undertake works to implement CCTV in Croydon Town Centre, including detailed design and documentation, along with the supply and installation of cameras



Status: Complete

Responsibility: Strategy and Community

Council has upgraded the existing CCTV network within the Croydon Town Centre precinct. The project included the upgrade of 14 existing CCTV cameras; an upgrade to the wi-fi communication system; and the installation of an additional seven CCTV cameras at designated priority areas within the Croydon Town Centre.

Prepare and implement a new Maroondah Health and Wellbeing Plan 2017-2021

Maroondah Health and Wellbeing Plan
2017 - 2021



Status: In progress

Responsibility: Strategy and Community

The *Maroondah Health and Wellbeing Plan 2017-2021* was adopted in October 2017 after extensive stakeholder consultation and identification of priorities based on health and wellbeing data. Some significant actions delivered over the past financial year have included: commencement of a Healthy Choices Policy; amendment to the current Local Law 11 to ensure Ringwood and Croydon Town Squares are smoke free zones; instigation of a comprehensive walking campaign; facilitated playgroups to support vulnerable families; and community consultation on the Greening the Greyfields project.

Commence construction of the \$3M Silcock Sporting Pavilion redevelopment in Croydon



Status: In progress

Responsibility: Operations, Assets and Leisure

The project is currently in schematic design phase. The Silcock Sporting Pavilion redevelopment will provide a female friendly change room; first aid and public toilet facilities; a covered spectator area; and multi-purpose space. Construction is expected to commence in mid-2020.

Amend planning controls relating to alcohol density through participation in the South East Melbourne Councils' Alliance (SEMCA) Alcohol Density Project



Status: Complete

Responsibility: Strategy and Community

In June 2018, the Minister for Planning rejected the exhibition of the proposed group planning scheme amendment (GC88) to introduce a packaged liquor policy into the Maroondah Planning Scheme. This planning scheme amendment was intended to provide participating Councils with planning tools to effectively manage applications for the sale of packaged liquor, particularly in areas of high supply. In rejecting the proposal, the Minister commented that the planning scheme is not placed to respond to social impacts on alcohol consumption and alcohol related harm.

Undertake sportsfield reconstruction works at Mullum Mullum Reserve Number 2 Oval in Ringwood



Status: Completed

Responsibility: Operations, Assets and Leisure

Council undertook the major redevelopment of the playing surface of oval Number 2 at Mullum Mullum Reserve over the past financial year. Works were completed in March 2019 and included recontouring of the surface levels, installation of subsurface drainage, a new irrigation system, a new synthetic centre wicket, new multi-sport (cricket and netball) synthetic practice facilities, sand profile for the outfield and a new concrete perimeter drain and fence. The project also saw lighting installed, a new scoreboard and coaches box. Mullum Mullum Reserve is home to more than 200 players from Norwood Cricket Club, Norwood Football Club, multiple user groups, and the Norwood Woodettes Netball Club.

Design and construct the \$4.5M Springfield Sporting Pavilion redevelopment



Status: In progress

Responsibility: Operations, Assets and Leisure

This project will see a new multipurpose pavilion incorporating universal design principles and female friendly facilities for all users. A concept design and cost estimate have been completed. Detailed design is expected to be completed in 2019/20 and construction is expected to commence in 2020/21.



A safe, healthy and active community

Our strategic indicator results

Indicator/Measure	Target 2018/19	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16
Overall Maternal and Child Health service client participation in key ages and stages visits	101.2%	100%	102.8%	99.4%	96.9%
Attendance at Council aquatic and leisure facilities as a proportion of the residential population (LGPRF - Number of visits per head of population)	8.75	8.33	7.39	7.19	5.75
Community satisfaction with recreation facilities (Local Government Community Satisfaction Survey)	80	77	77	78	74



Maroondah is home to 48 sporting ovals

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

Ask for Angela safety program

Ask for Angela is an international campaign to promote safety in licensed venues. If a patron feels unsafe, they can discretely use the simple code word which alerts venue staff that the person requires assistance. Training to Maroondah venues was delivered by Victoria Police, EDVOS - a specialist family violence service in Melbourne's Eastern Metropolitan Region, and Eastern Centre Against Sexual Assault (ECASA).

Beyond Sparkles and Superheros

Council, in partnership Eastern Regional Libraries, Women's Health East, EACH, Knox and Yarra Ranges Councils, developed *Beyond Sparkles and Superheroes* - a list of picture books for children aged 0-6 years promoting gender equality and celebrating children's individuality. Discussions are underway to extend this work to develop a booklist for primary school aged children.

Buried in Treasures program

The Maroondah Hoarding & Squalor Network is a forum that has been developed for local agencies and community groups confronted with hoarding and squalor issues. The Network introduced *Buried in Treasures*, a 16-week facilitated self-help group program, which supports participants who experience hoarding or over-acquiring behaviours and who are motivated to make a change. In partnership with Tenancy Plus, the program was offered to residents across the Outer Eastern Metropolitan Region to complement the program previously run only in the Inner Eastern Metropolitan Region.

Implementing Food Safety Risk Management compliance program

A Food Safety Risk Management Framework has been developed, which includes a mobile Pathway assessment tool, new assessment reports and guidance documentation for businesses. Extensive consultation with businesses sought their feedback with positive responses being received. Implementation will begin in July 2019.

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 Eastern Access Community Health, Eastern Health Mental Health Services, Eastern Community Legal Centre (ECLC), Australian Childhood Foundation and Child and Youth Mental Health Services. Council was also successful in gaining an extension of funding for the program for a further 12 months.

Updated lighting at Maroondah sportsfields

Installation of 'state of the art' LED lighting solutions have been implemented at various sportsfields in Maroondah including: Town Park Croydon, HE Parker Reserve, Belmont Park, and Heathmont Reserve. The lighting provides extended sports participation hours and a safer environment.

Development of an emergency management workforce strategy

Council continues to strengthen its ability to prepare, respond and recover from emergencies. Several key actions were completed with the establishment of an internal Emergency Management Working Group, the implementation of a review process for Business Continuity Planning, and continued participation in regional collaboration groups relating to emergency management.

Exploring options for aged and disability support

Council is exploring different support options for specific aged and disability groups, including the appropriateness of an Eastern Metropolitan Region partnership approach to support services such as early onset dementia groups. A fee for service system has commenced for delivered meals to people who would otherwise be ineligible for the funded service. This service is aimed at residents who have access to external individualised funding such as Home Care Packages and National Disability Insurance Scheme (NDIS).



A safe, healthy and active community

Our achievements

Working towards a healthy community

Ringwood and Croydon Town Squares smoke free

Following extensive community consultation, Council voted at its November 2018 meeting to amend Local Law 11 to introduce a ban on smoking at both Ringwood and Croydon Town Squares. This local law came into effect on 1 January 2019. During the introductory period Council worked with the community and traders to ensure awareness of the new smoking ban.

Maroondah Health and Wellbeing Plan Year One

The Year 1 Report for the *Maroondah Health and Wellbeing Plan 2017-2021* introduced a refreshed approach to annual reporting on health and wellbeing initiatives. Year one actions that have been successfully implemented, or commenced, from across the organisation and across the Plan's five outcome areas were showcased in the Report.

Maroondah Positive Education Network (formerly Plus 10 Schools) - helping our young people flourish

The Maroondah Positive Education Network is a partnership project between Council, the Department of Education and Training, The University of Melbourne, the Institute of Positive Education, and 27 government primary and secondary schools in the Maroondah network. Achievements for 2018/19 included 1,000 teachers and staff coming together to talk about their wellbeing through the first 'Live It Day'; 33 teachers and school staff from Maroondah commenced the Professional Certificate in Positive Education; a sold-out parent session at Karralyka on Strength Based Parenting; Positive Education professional development sessions for school staff; and the successful rollout of the Maroondah Wellbeing Survey, with 4,491 responses from primary and secondary students, parents/carers and school staff.

Men's Health event

In May 2019, men from across the Eastern Region attended a sold-out Men's Health event, delivered by Council in partnership with the Eastern Melbourne Primary Health Network. Held during Council's annual BizWeek, the event provided an afternoon of networking as well as the opportunity to hear from former AFL footballer Wayne Schwass on the topic, "Banter is easy, talking the real issues is hard".

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

Council has commenced the implementation of the Victorian Government's Healthy Choices Framework and standards as part of the funding agreement for Maroondah Nets, which commenced operations in May 2019. Healthy Choices is a framework for improving availability and promotion of healthier foods and drinks in community settings, which sees alignment of the food and drinks available at sport and recreation centres with the health promotion messages of physical activity for good health. Council is investigating the future implementation of the Healthy Choices Framework at other Council facilities.

Development of Council's Pet Therapy program

Maroondah residents living in aged care accommodation have participated in a special kind of pet therapy as part of a pilot program between Council and Animal Aid. The project aims to bring joy, comfort and companionship to those who are no longer able to keep pets of their own. The visits brought a feeling of calm to residents, especially for those with physical, emotional or cognitive difficulties. The program is just one of a number that Council provides to meet the needs of its ageing population.

Good Food for Me program for older residents

The *Good Food for Me* pilot program included a public seminar and a separate short course which supported older people to enhance their health and wellbeing by understanding their nutritional needs and how to prepare meals with ease and minimal waste. Developed by Council's Occupational Therapy team, the program will be held again in August 2019.

Did you know?

Council received 1,754 customer requests regarding animals in 2018/19

NDIS transition service

Council continues to provide a National Disability Insurance Scheme (NDIS) transition service to assist local residents with information, support and/or advocacy services as they navigate the system wide changes. In 2018/19, a total of 357 HACC Program for Young People eligible clients were provided with information and/or support to navigate the NDIS. A further 449 Maroondah residents accessed services, while carer support was also provided at the monthly Pathways for Carers walks.

Occupational Therapy service continues to address the needs of the community

With the Federal Government's introduction of multiple occupational services in Maroondah and the high demand for support to regain or learn general life skills for independence, a greater focus has been on using resources to benefit more people. While Council's 1:1 Occupational Therapy service continued, there have been several innovative pilot programs responding to complex, unmet needs, as well as the delivery of new programs.

Upgrade of Council's Immunisation booking system

Council introduced a new online immunisation booking system during 2019 enabling the community to book appointments at a time that suits them. The system was trialled for six flu-only immunisation sessions before being introduced for all public immunisation sessions. The new booking system was introduced on 1 July.

Emergency meals assistance from Karralyka

Council's Karralyka Centre tripled their meals output in February following a listeria outbreak that closed a Dandenong-based food supplier. As a result of the unexpected closure Karralyka catered for an extra 420 people each week to cover Whitehorse and Knox City Councils Meals on Wheels clients. Karralyka continues to provide Meals on Wheels for Maroondah, Knox and Yarra Ranges Councils.

Community Health Continuous Improvement Action plan

The Community Health team has implemented a new electronic process to complete renewals for registered premises. Approximately 900 registered premises participate in this streamlined process.



Community Health Officers work closely with local businesses



A safe, healthy and active community

Our achievements

Working towards an active community

Completion of Croydon Town Square

Croydon Town Square provides great benefits to the area and better connects Main Street to Croydon Station and Bus Interchange – building on the work of the recent Croydon Connects Project. In planning for this project, Council undertook community consultation and worked closely with key stakeholders to understand what they would like to see in this new space. This project was made possible through \$2 million in Council's Capital Works budget. A Changing Places toilet facility was included with \$100,000 in funding from the Victorian Government.

\$1.3M refurbishment of the Croydon Sporting Pavilion

The Croydon Pavilion refurbishment included female friendly changerooms and enhanced accessibility including the installation of a lift and amenities. A new entry foyer and improvements to spectator viewing areas were also included in the works.

This Girl Can Victoria project

Council received VicHealth funding to facilitate a local area marketing campaign for the *This Girl Can* Victoria Project. A localised campaign over 15 days included social media, road signboards, posters and advertisements. Events held during the campaign were branded *This Girl Can* and had over 1,160 active participants. These events included: Tri Maroondah, Maroondah Night Run, an outdoor Mind and Body Session, lunchtime walks, walking netball and walking soccer.

Active for Mental Health program

Council and Eastern Health partnered to run an *Active for Mental Health* pilot program supporting people to gain confidence to exercise and enhance their wellbeing whilst transitioning from residential mental health support services to independent living in the community. Feedback from all stakeholders was positive and development of a sustainable future model will be considered over the next 12 months.

Council commences Walking Football (soccer)

Maroondah City Council, together with Knox City Council, U3A Croydon and Knox helped kick off the inaugural Walking Football season in Maroondah. Targeted at participants aged over 50, Walking Football aims to improve the physical and mental health outcomes for older residents and empower them to be physically active every day. It also provides the opportunity to support and maintain mobility skills through walking, stopping, turning and transferring weight – all of which improves balance and reduces the risk of falls.

Run Maroondah

In September 2018, the annual Run Maroondah event was held at HE Parker Reserve with approximately 450 people participating. This run caters for people of all ages and has different course lengths including 15 and 10 kilometre runs, a 5 kilometre run/walk, and for children, the 1.2 kilometre kids dash. The aim is to encourage individuals and families to have fun together while taking part in physical activity.



The new Walking Football initiative has been popular with our older residents

Did you know?

4,491 responses to the Maroondah Wellbeing Survey were received from primary and secondary students, parents/carers and school staff

Tri Maroondah

The annual Tri Maroondah event was held in March 2019 at Town Park and Aquahub in Croydon. Tri Maroondah provided over 150 community members with an opportunity to be active with family and friends. The individual event involved a 150-metre swim, a 4.8 kilometre bike ride and a 1.6 kilometre run or walk. The family event involved a 100 metre swim, 2.4 kilometre bike ride and a 1.2 kilometre walk or run.

Maroondah Night Run

Council ran its second Maroondah Night Run at Ringwood Golf course in April 2019. This family friendly event is designed for all ages and athletic abilities and once again proved extremely popular with more than 450 participants. The five kilometre run or walk was held after sunset with the course illuminated by glowsticks.

Vacation care activities

Council's vacation care programs continue to be conducted during the school holidays with a focus on primary school children aged 5 to 12. Activities encourage the children to socialise, have fun, be active and learn. This is achieved by a mix of safe and inclusive activities and excursions.

Council's Parks and Paths brochure updated

Council's updated Parks and Paths brochure contains a map of all the parks, bike and walking paths in Maroondah, along with key features such as picnic areas and barbecues, sporting facilities, BMX areas and more. There are many and varied playgrounds catering to all ages and abilities. The map is also a great resource for dog owners, highlighting the city's on-leash and off-leash areas, and our dedicated dog park at Eastfield Reserve. Information in the brochure is also available on Council's website, which includes an interactive map.



Participants ready to close the start line at Maroondah Night Run 2018



A safe, healthy and active community

Looking ahead...

Council will continue working towards a safe, healthy and active community during 2019/20 by:

Commence design of the Dorset Multipurpose Pavilion Redevelopment

Redevelopment of the Dorset multipurpose pavilion will include female friendly changerooms and amenities. The Federal Government has provided \$2million towards the works. The facility will accommodate the Croydon City Arrows Soccer Club and the Australian Chin Community.

Complete the \$3M Silcock Sporting Pavilion redevelopment in Croydon

Design work for this facility is underway and is focused on establishing a new facility that includes multipurpose spaces for enhanced community use; change rooms that are appropriately sized and flexible; and enhanced amenities, storage areas, office space, and kitchen areas. The reserve is home to the Croydon Ranges Soccer Club, the Croydon Ranges Cricket Club and the Croydon & District Obedience Dog Club. The project is funded by Council along with \$500,000 funding from the Federal Government and \$250,000 from the Victorian Government.

Complete the \$3.5M redevelopment of the HE Parker Sporting Pavilion

This redevelopment will include the construction of four female-friendly change rooms; a large multi-purpose room; and amenities. The facility will focus on inclusiveness and accessibility for all abilities. Once completed, the facility will accommodate the Heathmont Cricket Club, Heathmont Football Club and Sport and Life Training (SALT). The upgrade will allow clubs to accommodate the growing number of junior players, both male and female, as well as the growing number of senior female players. Council is funding the project with \$3.5 million from the Capital Works program, and \$500,000 funding from the Federal Government's Community Development Grants program.

Complete the \$4.5M Springfield Sporting Pavilion redevelopment (subject to funding)

Springfield Reserve is located on Mt Dandenong Road, Croydon and is home to the Croydon Rangers Gridiron Club, the Croydon Arrows Soccer Club, the Eastern Football League Umpires Association, and a component of Council's vacation care program. This project will see a new multipurpose pavilion designed in 2019/20 with construction to occur in future years. The new pavilion will incorporate universal design principles and female friendly facilities for all users. The redevelopment is dependent upon external funding.

Complete the \$5M Jubilee Sporting Precinct redevelopment

Successful advocacy to the Victorian Government resulted in \$2 million in funding for the redevelopment of the RO Spencer Pavilion at Jubilee Park. The pavilion is home to the Ringwood Cricket and Football clubs and the Ringwood Spiders All Abilities Sports Club. Once completed it will also become home to the Ringwood District Cricket Association and to Cricket Victoria's new Eastern Metro Zone association. The redevelopment will include improved accessibility including a new entrance and connections to and from the existing ground floor and grandstand areas. Also included in the works are new and improved female friendly change and toilet facilities and a first floor extension with designated office space.

Undertake sportsfield reconstruction works at Quambee Reserve No 1 oval in Ringwood North

The main oval at Quambee Reserve will be redesigned and reconstructed in 2019/20 to improve drainage, subsurface quality and grass cover. This will enable increased playing capacity of the ground.

Did you know?

Over 82,000 rounds of golf were played at Ringwood Golf in 2018/19

Implement the changes that result from the reform of the Environment Protection Act

The new *Environment Protection Amendment Act 2018* is due to commence on 1 July 2020. Council will continue to contribute to the consultation mechanisms and the Regulatory Impact Statements associated with this Act during 2019/20.

Complete the \$3.25M Proclamation Park Sporting Pavilion redevelopment

This project will see the demolition of the existing pavilion and the construction of a new two storey facility, including female change facilities to meet the growing female participation in cricket and baseball.

Undertake a review and develop a Physical Activity Strategy 2020-2024

Council will undertake a review of the Physical Activity Strategy and undertake a physical activity participation study to compare with results obtained in 2009 and 2014. The project will identify key focus areas for the 2020 - 2024 period.

Develop a new Municipal Emergency Management Plan considering changes to legislation and outcomes of Local Government Victoria's Councils and Emergencies project

The new emergency management planning arrangements at each of the three planning levels (state, regional and municipal) will be implemented through a phased approach. Council will continue to monitor the progress of these changes.



New lighting at Belmont Park means clubs can now access the oval for night training



A safe, healthy and active community

Looking ahead...

Council will continue working towards a safe, healthy and active community during 2019/20 by:

Work with partners of Together for Equality and Respect (TFER): A Regional Strategy to Prevent Violence Against Women in Melbourne East, including participation in the 16 Days of Activism campaign

The *16 Days of Activism Against Gender Based Violence* is a global campaign which runs from 25 November, (International Day for the Elimination of Violence Against Women) to 10 December, (Human Rights Day). In the Eastern Metropolitan Region 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. Council will continue to support the campaign in 2019/20.

Commence development of second Maroondah Youth Strategy Action Plan 2019-2021

Council has commenced community consultation for the Youth Strategy Action Plan 2019-2021. Community consultation will continue during the remainder of 2019 with the Plan expected to be completed by December 2019.

Did you know?

Aquanation and Aquahub were the first multi-site Council run facilities in Australia to achieve the Fitness Australia Quality Accreditation



The Pet Therapy Pilot program was a huge success



A safe, healthy and active community

Our core services

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

Aquahub / Croydon Memorial Pool (Leisure)

Aquahub provides a variety of programs and services to those in the community looking to improve or maintain their health and wellbeing. The facility provides a large gym, a comprehensive group fitness program, aquatic facilities for both general usage (lap swimming, recreation use, individual rehab) and specialised programs (aqua aerobics, rehab classes, special needs programs), and a quality aquatic education program for all ages and abilities. Croydon Memorial Pool has served the community since 1962. The seasonal outdoor pools provide for general usage (lap swimming, recreation use) and specialised programs (aquatic education, aqua aerobics, school carnivals). The facility also provides a summer venue for youth events and a family friendly destination over the summer months

Aquanation (Leisure)

Aquanation features a 66.5 metre 10 lane pool with a 10 metre diving tower and dry dive training. The facility also offers a warm water pool, a dedicated learn to swim pool, large toddler and children's leisure play pool, two large waterslides, a large gym with three separate group fitness rooms, child care facilities and a café.

Community Health (Health, Local Laws and Emergency Management)

This team plays an instrumental role protecting and promoting the health and wellbeing of the community through education and prevention strategies. The function also initiates regulatory intervention where there is a risk to the health, wellbeing and/or safety of our community. A broad range of proactive and reactive activities are undertaken that include the registration and assessment of food and health businesses; statutory food and water sampling; communicable disease investigations; preventative health services; direct immunisation services and general health promotion activities.

Emergency Management (Health, Local Laws and Emergency Management)

Activities supporting prevention, response, and recovery from disasters within the Maroondah municipality and the surrounding Eastern region are a key focus of the Emergency Management team.

Local Laws (Health, Local Laws and Emergency Management)

The Local Laws team provides a broad range of services to ensure the amenity, function and safety of the City is maintained to a high standard. The activities include the registration and management of domestic animals; ensuring the management of safe and accessible car parking; protection of resident and business amenity and safety; fire preparedness and prevention; and managing Maroondah's 73 school crossings.

Leisure Marketing (Leisure)

Maroondah Leisure's marketing team partners with and supports the Maroondah Leisure facility teams to develop and deliver communication and marketing to the consumer market and customers. The team provides expertise in business development, marketing and communication campaign and channel management and work closely with venue teams to respond and deliver to business plan and venue budgets, whilst meeting customer needs and expectations.

Maroondah Golf and Sportsfields (Leisure)

Maroondah Golf offers two 18 hole public courses to the community. Ringwood Golf is on Canterbury Road and is often referred to as one of Melbourne's leading public access courses. The course offers golf lessons, practice facilities, a fully stocked golf shop and a café. Dorset Golf is located in Trawalla Road, Croydon and offers a fully stocked golf shop, golf lessons and practice facilities. The Maroondah Golf team also provides maintenance of Council's parks and gardens, sportsfields and playgrounds. This includes grass mowing and maintenance of landscaped areas within the municipality.

Maroondah Leisure Sales & Membership (Leisure)

The Maroondah Leisure Sales & Membership team works in conjunction with the Maroondah Leisure facility team and Marketing team in acquiring new perpetual members as well as the management of existing Maroondah Leisure members. The membership team facilitate the needs of the business and the customers through business planning, financial management, communication internally and externally and maintaining positive customer relationships. The major focus is to ensure an exceptional customer experience through service delivery.

Maternal & Child Health (Community Services)

The Maternal and Child Health service 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 (DET). Council also provides an enhanced service focusing on children, mothers and families at risk of poor health and community wellbeing outcomes. Support is provided in the home, the maternal and child health centre and other locations within the community. 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. It includes key ages and stages consultations and a flexible service component.

Enhanced MCH service focuses on children, mothers and families at risk of poor health and wellbeing outcomes, where multiple risk factors for poor health outcomes are present. The team also deliver parent education programs, drop in sessions and a lactation service. Supported playgroups are also conducted for families experiencing disadvantage. A new addition to the MCH Service is the Supported Playgroup Program which includes five facilitated playgroups for vulnerable families with children who have needs.

Sport and Recreation (Leisure)

Sport and Recreation supports and encourages increased community involvement in physical activity by coordinating the delivery of programs, activities and events such as the annual Maroondah Festival and Run Maroondah. The Team also seeks to maximise opportunities for community based physical activity by supporting club capacity and improving infrastructure. This is achieved through advocacy; providing information and skill development to local clubs and groups; establishing partnerships; and monitoring participation patterns to ensure local service planning remains relevant to community needs. Sport and Recreation is also responsible for managing occupancy of Council's sporting facilities and pavilions including seasonal allocations, leases, licences and casual use.

The Rings and Maroondah Nets (Leisure)

The Rings is a four-court indoor stadium in Ringwood. The venue offers a range of both junior and adult competitions and programs, mainly catering for basketball and netball. The Rings conducts school holiday activities including multisport programs and skills coaching. Maroondah Nets is a new facility which commenced operations in May 2019. The indoor facility has multipurpose rooms, gym, café and caters for four netball courts, six volleyball and badminton courts plus table tennis. In addition, there are also four outdoor netball courts. The facility caters for junior and senior competitions, casual hire and holiday programs.



Maroondah's retail shopping precincts are popular with local shoppers

A prosperous and learning community

Our vision

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

Our commitments

Through the Council Plan 2017-2021 (Year 2: 2018/19), Council identified six priority actions to be delivered during the 2018/19 financial year to work towards a prosperous and learning community.

Develop Regional Service Partnerships at Realm



Status: In progress

Responsibility: Corporate Services

The Eastern Regional Group of Councils has sought to progress a range of joint advocacy initiatives on regional priorities. Some of these have included integrated planning for the built environment, regional collaboration on social issues, consideration of shared services and targeted joint procurement activities.

Did you know?

The new multi-level carpark in Devon Street, Croydon will have over 480 car spaces

Update the Ringwood Metropolitan Activity Centre Masterplan



Status: Complete

Responsibility: Strategy and Community

Council formally adopted the updated Ringwood Metropolitan Activity Centre (MAC) Masterplan 2018 at its meeting on 26 November 2018. The Masterplan seeks to reinforce the Ringwood MAC as the principal retail, commercial, community, entertainment and employment focal point of the region. Work is now underway to prepare a planning scheme amendment to incorporate the Masterplan into the Maroondah Planning Scheme. Council has submitted the Masterplan and associated documentation to the Minister for Planning. Exhibition of the proposed amendment will commence following ministerial authorisation.

Work in partnership to implement the Bayswater / Bayswater North Industrial Precinct Strategy to assist local businesses and promote investment attraction



Status: In progress

Responsibility: Strategy and Community

This major initiative is a partnership with Knox and Yarra Ranges Councils to develop an overarching strategic framework for the revitalisation of the Bayswater Business Precinct. In conjunction with the UN Global Compact Cities Program, the three Councils are working with key stakeholders, including local businesses, to attract future investment, maximise business performance and generate employment growth for the region. Engagement with existing landowners and businesses in the precinct has commenced, with a transport survey undertaken to determine existing conditions and also identify opportunities to improve commuter travel to and from the precinct. The overwhelming proportion of those who work in the precinct use private vehicles as their primary mode of transportation. Advocacy in 2018/19 has resulted in Federal Government funding of \$24.5 million for further improvements to Canterbury Road.

Develop, promote and expand the BizHub Co-Working Space



Status: In progress

Responsibility: Strategy and Community

The growth of BizHub has exceeded its business plan forecast and is nearing capacity, including premium coworking memberships. Opportunities for expansion of the coworking space as part of the Realm extension will be realised by mid 2020. A new initiative is being implemented offering all members an initial diagnostic of their business on commencement of their membership at BizHub conducted by a business expert.

Plan and implement carparking improvements in the Ringwood Metropolitan Activity Centre and the Croydon Activity Centre



Status: In progress

Responsibility: Development & Amenity

The Maroondah Parking Framework and Action Plan was adopted by Council in March 2019. The action plan to support and improve carparking in Ringwood and Croydon Activity Centres will be progressively implemented over the next three years. Council has commenced a review and update of the Ringwood and Croydon Activity Centre Parking Strategies.

Work in partnership to facilitate appropriate development within the Ringwood Metropolitan Activity Centre (MAC) and Croydon Activity Centre



Status: In progress

Responsibility: Strategy and Community

Council continues to work in partnership with key stakeholders including QIC (Eastland) and the Croydon Main Street Traders Association to foster relationships that position and promote the Ringwood MAC and the Croydon Major Activity Centre as two of Melbourne's most desirable urban destinations. In February 2019, Council was successful in receiving \$30 million in Federal Government funding through the Urban Congestion Fund to create two multi-storey car parks for commuters at Ringwood and Croydon train stations. The proposed Croydon Community Precinct also received a boost from the Federal Government, with a \$2 million contribution towards the project. Communication with developers, business owners and the community continued in 2018/19 to ensure that information is shared regarding the continued renewal of both centres and key projects being undertaken by Council, such as the Croydon Community Precinct, transport improvements and capital works projects.

Our strategic indicator results

Indicator/Measure	Target 2018/19	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16
Library membership as a proportion of the residential population	16.20%	16.26%	16.18%	14.9%	24.2%
Participant satisfaction with business support workshops	90%	97%	97%	96.5%	96%
Increase in new business skills and networking achieved through Bizweek activities	90%	98%	97%	96%	93%

Did you know?

Over 650 members of our business community attended Maroondah BizWeek activities and events in May 2019, a 60% increase on the 2018 program

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

Council's CoWorking Space an award finalist

Council's BizHub Coworking Space received Finalist status at the 2019 LGPro Awards for Excellence in the Special Project's category. Council's coworking initiative at Realm, a first of its kind for local government, continues to provide a flexible working environment for over 50 emerging small businesses with onsite training, mentoring and networking.

Council hosts successful Maroondah BizWeek

Maroondah BizWeek helps build the local economy by bringing together local businesses to be inspired by industry leaders, discover new ways to strengthen and grow their business and make new connections. Held in May 2019, BizWeek continues to build on the success of previous years with 656 members of our business community participating in 40 events, workshops and mentoring sessions, with the majority of sessions sold out.



Maroondah BizWeek breakfast 2019

Ringwood East Special Charge Scheme declared

The Ringwood East Traders Association (RETA) lodged a petition with Council seeking support for the introduction of a new Special Charge Scheme. Following consultation with traders, the statutory process was completed with Council declaring the Special Charge Scheme at its meeting in October 2018. The funds raised by the scheme will be used by RETA for promotional events, advertising, the employment of a part-time Shopping Centre Co-ordinator and activities which aim to increase commerce, patronage, safety, visual appeal and vitality of the Ringwood East shopping precinct.

Council progressed a Special Charge Scheme for Croydon Main Street Traders Association (CMSTA)

In April 2019, the Croydon Main Street Traders Association (CMSTA) lodged a petition with Council to commence the statutory process to declare a new Special Charge Scheme that will operate for a five year period. The continuation of the Special Charge Scheme will enable CMSTA to continue to undertake activities for the benefit of all businesses and property owners within the Croydon Main Street shopping precinct through improved promotion and marketing and the creation of a more attractive and vibrant shopping centre. In June 2019, Council resolved to undertake the process with a decision to be made at its meeting in September 2019, following consultation with business and property owners.



A prosperous and learning community

Our achievements

Working towards a prosperous community

Hosted the Australian Local Government Women's Conference

Council hosted the annual Australian Local Government Women's Association Victorian Branch conference in October 2018 at Realm. The Conference included a combination of keynote speakers, workshops and networking, and provided the opportunity to highlight activity and partnerships within the Ringwood Metropolitan Activity Centre.

New offerings for our small business community

Council has broadened its support offerings to Maroondah's small business community by strengthening its partnerships with the Victorian Chamber of Commerce and Industry and the Australian Small Business Advisory Service Digital Solutions.

New service to help strengthen our emerging businesses in the coworking space

In 2019, a new initiative was launched for local businesses that are members of Council's Coworking Space at Realm. Members now have access to an experienced business mentor who is available on an ad-hoc basis to conduct an initial health check of their business together with mentoring on particular issues that may arise.

Supporting the formation of the Maroondah Business Group

Council supported the merging of the Ringwood Chamber of Commerce and Industry and the Croydon Chamber of Commerce and Industry to form the Maroondah Business Group. With the first formal event held in December 2018, this group actively supports the local business community by promoting shared learning, collaboration, engagement & advocacy.



The inaugural Kindergarten Expo was a huge success

Did you know?

85 volunteers assisted in our Meals on Wheels program

Working towards a learning community

Council's first Kindergarten Expo

Council's first Kindergarten Expo was highly successful with approximately 150 parents attending. All Maroondah kindergartens were present to promote their kindergarten and discuss timetables, learning and their programs with families.

Council's volunteer and student placement program continues

Council continued to provide its volunteering and student placement program providing opportunities for volunteers and students to support the wider community. Council volunteers assist with programs such as Meals on Wheels, maintaining our bushland, reserves and community gardens, arts and cultural programs, and advisory committees.

The Work Experience program is offered across all Council service areas and is an opportunity for students to learn about the services delivered by local government. In 2018/19, Council hosted 23 work experience students and 26 student placements. Volunteers and students joining the program are offered training and support and are recognised for the valuable contribution they make to the community. Council will continue to encourage participation and promote the growth of these programs.

Developing youth leadership

Through the annual Student Wellbeing Action Team (SWAT) program, Council worked with a select group of Year 10 students from Maroondah schools who were keen to take their leadership to the next level. SWAT supports young people to uncover their strengths and use their new skills to lead a wellbeing project in their own school. The 2018 SWAT presentation night, held at Aquinas College in October, saw 24 students present the wellbeing projects they had developed and implemented at their schools.

Development of a Strategic Partnership Plan for Community Houses in Maroondah

Council supported the establishment of a joint Strategic Partnership Plan, developed by the management of the five Community Houses in Maroondah. This Plan aims to establish strategic and mutually supportive collaborative relationships between members of the network. Priorities include establishing interagency relationships, targeting services to meet community needs, and streamlining collective marketing and administrative processes.

Work Inspiration program

Council continued its Work Inspiration program which offers a group of Year 10 students the opportunity to learn about the employment and professional pathways offered by local government. Across a five day period students speak with a variety of professional staff about future career paths and also undertake two days of practical work experience.

Maroondah graduates more drivers from its L2P program

The L2P program continued for its third year with over 695 hours of practice provided by volunteer mentor drivers. The program matches learner drivers with a fully licensed volunteer mentor to help learner drivers 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.



A prosperous and learning community

Looking ahead...

Council will continue working towards a prosperous and learning community during 2019/20 by:

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

Council will continue to work with the Eastern Regional Group of Councils (ERG) on a range of regional priorities identified in the ERG Strategic Plan 2018-2020. Year 2 priorities include initiatives associated with mental health, physical activity and nutrition, perceptions of safety, standardised procurement and OHS processes, shared procurement and regional libraries.

Work in partnership to implement the Baywater/Bayswater North Industrial precinct strategy to assist local businesses and promote investment attraction

Council is partnering with Knox and Yarra Ranges Councils to develop an overarching strategic framework for the revitalisation of the Bayswater Business Precinct. In conjunction with the UN Global Compact Cities Programme, the three Councils will continue working with key stakeholders during 2019/20 to attract future investment, maximise business performance and generate employment growth for the region. The Bayswater Business Precinct Transformation Program will focus on improving critical infrastructure such as transport, information technology and amenity for employees and local residents.

Develop, promote and expand the BizHub Coworking Space

The BizHub Coworking Space is located within Realm and provides a flexible working space for local businesses on a permanent or as needed basis. In 2019/20, with the updating of Council's administrative facilities, the coworking area will be expanded to cater for increasing demand. New web-based offerings are also planned for introduction in 2019/20.

Plan and implement carparking improvements in the Ringwood Metropolitan Activity Centre and the Croydon Activity Centre

Council adopted the Maroondah Parking Framework and Action Plan in March 2019. The framework and associated three-year action plan (2018/19 to 2020/21) provides for a strategic approach to parking provision and management. Council intends to undertake the detailed design for the new Croydon carpark in late 2019 with planning for the new Ringwood carpark in late 2019/20.

Work in partnership to facilitate appropriate development within the Ringwood Metropolitan Activity Centre (MAC) and Croydon Activity Centre

This partnership between Council and key stakeholders is developing an engaging, community focused program to position and promote Ringwood MAC and the Croydon Activity Centre as two of Melbourne's newest urban destinations. During 2019/20, communication will continue with residents and stakeholders to ensure that they have information regarding the continued growth and renewal of the centres.

Undertake a strategic review of shopping centres in Maroondah and develop a Community Shopping Centre Strategy

A comprehensive review of Maroondah's neighbourhood and local shopping centres is underway. By understanding how our community uses neighbourhood shopping centres, Council can better plan its services to support businesses and employment within and around each centre. The review will guide investment priorities and long-term planning.

Did you know?

Our L2P program volunteers assisted with more than 695 hours of driving practice for young people

Implement the changes that result from the Small Business Victoria Regulation Review in relation to the Food Act

The 2018 Small Business Victoria Regulation Review recommended a number of reforms to make it easier for small business to understand and comply with food safety regulation. Council will continue to work with the Victorian Government to implement these changes.

As part of the Croydon Community Precinct development, plan and deliver the Croydon library integrated Customer Service Project

In late 2019, Council will provide a Customer Service presence operating out of the existing Croydon Library. This will be another step towards the staged redevelopment of the Croydon Community Precinct.



Croydon Main Street is popular with local shoppers

Our core 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 delivers support and development programs for the business community and manages the relationships between Council, businesses and community. The team delivers a collaborative coworking space, programs, information, training, and opportunities for businesses to connect and support business growth and employment throughout the region. The team also stewards development of the Ringwood Metropolitan Activity Centre and the Croydon Major Activity Centre by fostering partnerships that improve the viability and prosperity of these important commercial hubs. These partnerships are enhanced through co-ordination of activations and programs at Realm and Ringwood Town Square.

Libraries (Revenue, Property and Customer Service)

Council provides two library facilities – one at Realm in Ringwood and one at Civic Square in Croydon. The library service is delivered under a regional partnership model by Eastern Regional Libraries Corporation.



Cyclo Illuminato perform in Ringwood Town Square



A vibrant and culturally rich community

Our vision

In the year 2040, Maroondah will be a creative cosmopolitan community recognised for its celebration and promotion of arts and culture. There will be a broad range of engaging entertainment options, diverse cultural activities and the creation and display of traditional and contemporary forms of art.

Our commitments

Through the Council Plan 2017-2021 (Year 2: 2018/19), Council identified five priority actions to be delivered during the 2018/19 financial year to work towards a vibrant and culturally rich community.

Create a new \$2M Croydon Town Square, including community engagement, completion of detailed design and construction



Status: Complete

Responsibility: Operations, Assets & Leisure

Council has completed the design and construction of the \$2 million Croydon Town Square, creating a new and vibrant open space in the heart of Croydon. The Town Square was formally opened to the community on 9 April 2019, physically and visually connecting Main Street to Croydon Station and the bus interchange. The Victorian Government contributed \$100,000 towards the Changing Places facility which is located in the public amenity building at the Main Street corner of the square.

Did you know?

4,760 people attended the 2019 Ringwood Spiegeltent season

Implement innovative and engaging arts events and outcomes in Ringwood arts precinct



Status: Complete

Responsibility: Strategy and Community

There has been significant growth in the quality and range of arts experiences offered within the Ringwood arts precinct which includes Realm, Ringwood Town Square, Ringwood Station, the Backyard and Maroondah Federation Estate. Approximately 130,000 people have enjoyed innovative and engaging arts events, exhibitions, performances, permanent and pop-up installations in the heart of Ringwood. This approach to the Ringwood arts precinct has attracted new investment and support from government, corporate and community partners.

Establish a new Arts Advisory Committee and implement new public art across Maroondah in accordance with Council's Public Art Policy



Status: Complete

Responsibility: Strategy and Community

The Maroondah Arts Advisory Committee comprises three Councillors and five industry representatives. Established in May 2018, the Committee meets quarterly and is currently contributing to the development of the Maroondah Arts and Cultural Development Strategy 2020-2025; directions for new Public Art commissions; and ideas for the growth and display of Council's Art Collection. New public art commissions are under development for Croydon Town Square and Croydon Town Park, and completed at Maroondah Nets.

Commence development of an Arts and Cultural Development Strategy 2018-2022



Status: In progress

Responsibility: Strategy and Community

A review of the Arts and Cultural Development Strategy 2014-2018 was undertaken in 2018 and the timeframe for the next Strategy adjusted to the 2020-2025 period. The first stage of identifying key strengths and achievements, as well as gaps and opportunities has been undertaken with the Maroondah Arts Advisory Committee. Further research as well as community consultation will take place from June 2019, with the new Strategy to be completed in early 2020.

Design and construct the \$15M Karralyka redevelopment (*Subject to funding)



Status: In progress

Responsibility: Operations, Assets & Leisure

Concept planning for the \$15 million Karralyka redevelopment has commenced and work will continue over the next few years. A design brief has been developed to engage an architect to undertake the design process for this project. The redevelopment is dependent upon external funding.



A vibrant and culturally rich community

Our strategic indicator results

Indicator/Measure	Target 2018/19	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16
Community satisfaction with arts and cultural facilities	78	82	78	78	77
Participation in Maroondah Festival activities	27,000	27,000	30,000 (est)	30,000 (est)	30,000 (est)
Community members participating in classes at Wyreena Community Arts Centre	1,659	1,626	1,589	1,659	1,520



Jazz in the Park at Ringwood Lake Park

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

Events at Ringwood Town Square

The year saw increasing popularity of events held in Ringwood Town Square including the annual Christmas festivities and open-air movie nights in conjunction with Eastland. On January 1, 2019, the Square formally became smoke free with strong support from the community. Ringwood Town Square and Realm continue to be vibrant spaces for our community.

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

An all-ages live music event held at EV's Youth Centre, headlined by the band Ocean Grove, was sold out with approximately 450 people attending the event. This night provided a fantastic local live music opportunity for people of all ages to enjoy. The event also provided valuable volunteer experience to the young people in the Maroondah FReeZA Program.

Another successful Maroondah Festival

In November 2018, the 29th Maroondah Festival attracted a crowd of more than 27,000 people. There were hundreds of free and low cost activities on offer for people of all ages with many community groups providing information and entertainment. Activities took place in a variety of areas including the Parke Lawyers Main Stage Arena, Platypus Junction Kids Kingdom, Youth Space, Australian Skin Clinics Wellbeing Area, Denso Eco Village, Aveo Community Expo, Mercedes Benz Ringwood Artisan Market, Tastes of Maroondah Stage and the Sounds of Maroondah Stage. The event is considered the largest free community event operating in Melbourne's East.

Arts activation helps bring Croydon precinct to life

Local community members, visitors and businesses within the Croydon Activity Centre have recognised that arts and cultural activation is a great way to build the vibrancy of Main Street and connect communities. In 2018/19, Council supported the Croydon Main Street Traders, local artists and community members to celebrate some of the unique aspects of Croydon through a series of murals and other public art works. These included the very popular "Fruit Thief" laneway mural by Andy Drewitt and Roger Archbold, and an exciting outdoor Big Dance in Croydon Town Square, featuring over thirty performers of all abilities, together with their carers, workers and families.



Big Dance Maroondah perform in Croydon Main Street



A vibrant and culturally rich community

Our achievements

Working towards a vibrant and culturally rich community

Children's Week Fun Day

Children's Week was celebrated with a free Children's Fun Day in October 2018. Wyreena Community Arts Centre hosted a Super Friend's event where children came dressed as their favourite super hero or magical character and explored the gardens with Wizard Sim Sala Bim.

Circus Connecticutus in Ringwood

During September and October 2018, the Circus Connecticutus program involved hundreds of local families, children and young people creating original performances. The program was held at Ringwood Town Square and ArtSpace at Realm, featuring Giant Puppets of Maroondah created by Snuff Puppets and VCAL students from Swinburne University; Melba College year 7 students performing circus skills developed in workshops with Westside Circus; a pop up circus space in ArtSpace; school holiday circus workshops; and a workshop series offered to families from Migrant Information Centre (Eastern Region) playgroups.



Children's Fun Day in Croydon Town Park

Spiegeltent in Maroondah for second season

Maroondah hosted the world famous Spiegeltent for a second year across nine days in April 2019. Built in Belgium, in 1919, the Spiegeltent is an extravagant canvas big top, lavishly decorated inside with mirrors, stained glass, velvet and brocade. The 2019 season involved a total of 18 performances including cabaret, burlesque, comedy, musical tributes and children's shows.



Ringwood Spiegeltent in 2019 sold more than 3600 tickets

Did you know?

27,000 people participated in Maroondah Festival activities

Croydon Activity Centre Multicultural Festival

Council made a significant contribution to the 2019 Croydon Multicultural Festival, held on 17 March. The theme *Proud to Belong - Your Generation, Your Stories* showcased the cultural diversity of our many communities in Maroondah through music and dance performances and a Multicultural Village with street food, market stalls and kids' zone. Council worked with the Croydon Main Street Traders Association to provide marketing and event management assistance to local businesses to ensure this inclusive community event was a success.

Harmony week celebrated in Croydon Main Street

Community members worked with Council to create nine unique national costumes, which were displayed in shopfronts at Croydon Main Street to celebrate Harmony Week. The national dress of countries such as Hungary, Bulgaria, India and Japan were showcased at the official launch of the exhibition in March 2019. The Nation Walk National Costume Exhibition was made possible through the generosity of our community and funding provided through Council's Arts and Cultural Grants Scheme.

Indigenous arts and culture celebrated

Council has worked in close partnership with Indigenous artists, community and cultural groups to build on and promote the richness of Indigenous arts and culture so that it can be appreciated by the whole community. Highlights during 2018/19 included the creation of the original rap "So Deadly", by young people from the Hip Hop Crew at Mullum Mullum Indigenous Gathering Place with singer/songwriter Kutcha Edwards. The project was nominated for a 2019 HART award. A range of other performances and exhibitions across Council's arts venues included *Eye of our Ancestors* featuring the work of five contemporary female Indigenous artists at Realm ArtSpace; and *Too-roo-dun* a highly successful exhibition of larger-than-life bunyips created by Indigenous communities with Baluk Arts and presented at Maroondah Federation Estate Gallery.



The bunyip, Tam-bor-e, created for the too-roo-dun exhibition, with elders Aunty Daphne Milward, Uncle Jack Charles and Aunty Irene Norman



A vibrant and culturally rich community

Looking ahead...

Council will continue working towards a vibrant and culturally rich community during 2018/19 by:

Commence development of an Arts and Cultural Development Strategy

The Maroondah Arts Advisory Committee has determined that the new Arts & Cultural Development Strategy will be developed for the five-year period 2020-2025. Further research as well as community consultation will take place from June 2019, with the new Strategy to be completed early in 2020.

Further develop the programming and profile of the Ringwood arts precinct

The Ringwood arts precinct has seen significant development in innovative programming and profile. It is attracting increased government, corporate and community support along with industry recognition. A series of innovative and engaging arts events and activities are planned for 2019/20 and beyond.

Establish a new Arts Advisory Committee and implement new public art across Maroondah in accordance with Council's Public Art Policy

The Maroondah Arts Advisory Committee (MAAC) was established in mid-2018 and provides a valuable ongoing contribution to identifying strategic priorities and opportunities for arts and cultural development in Maroondah. Current and upcoming priorities include further developing a versatile and responsive suite of spaces for the arts; increased public access and awareness of the Maroondah City Council Art Collection and a focus on priority areas for new acquisitions; innovative programming, activation and promotion of the Ringwood arts precinct; building appreciation of Maroondah's cultural heritage; and the development of the Arts and Cultural Development Strategy 2020-2025.



The Rawcus Encounters performance in Ringwood Town Square

Did you know?

93,529 guests attended
Karralyka in 2018/19

Our core 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 work in partnership with the community, artists and cultural producers, and across Council to realise the community's vision for a creative and culturally vibrant Maroondah. The team delivers a range of facilities, programs and services, which attract high levels of visitation from Maroondah and the eastern region. These include ArtSpace at Realm and other initiatives across 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. Local artists, creative industry professionals, community and cultural groups are supported through capacity building, skills development and networking opportunities in addition to financial support through the Arts and Cultural Grants program. The team provides cultural planning advice and expertise across Council contributing to creative placemaking, the appreciation of cultural heritage, and embedding 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 opened in 1980 and is a premier theatre and function centre in Melbourne's eastern suburbs and the only facility of this size in Maroondah. The theatre has a seating capacity of 428 and generates positive demand as a 'venue for hire' as well as presenting its own programs to bring performing arts to the Maroondah community. Karralyka is a flexible function venue with a total capacity for 550 seated guests. The kitchen facilities at Karralyka are also used to prepare food for Council's Delivered Meals service. The team at Karralyka also oversee the management and booking of Maroondah Federation Estate and eight Maroondah Community Halls.



Dandenong Creek daylighting project



A clean, green and sustainable community

Our vision

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

Our commitments

Through the Council Plan 2017-2021 (Year 2: 2018/19), Council identified two priority actions to be delivered during the 2018/19 financial year to work towards a clean, green and sustainable community.

Implement the Eastern Organics Contract



Status: In progress

Responsibility: Corporate Services

Through the Metropolitan Waste and Resource Recovery Group, an organics contract has been tendered out by five councils in Melbourne's east – Knox, Manningham, Maroondah, Whitehorse and Yarra Ranges. The contract will open up opportunities for participating councils to expand kerbside green waste collections to include food waste. This agreement will help to ensure Melbourne's organics processing network is on track to exceed the target set out in the Metropolitan Waste and Resource Recovery Implementation Plan of 400,000 tonnes of capacity by 2021. Preferred tenderers have been selected and work is progressing on the contract particulars.

Did you know?

Maroondah has an estimated
76,800 street trees

Finalise the Maroondah Vegetation Review and prepare planning controls for inclusion in the Maroondah Planning Scheme



Status: In progress

Responsibility: Strategy and
Community

Council progressed development of the Maroondah Vegetation Review during 2018/19, with an Issues and Options Paper released for public comment in February 2019. A community symposium, *Living Maroondah: a future for our plants, animals and us* was also held in February 2019. Preparation of a draft Strategy has commenced, to be released for community consultation in August and September 2019. The Strategy will provide the justification for the preparation of planning controls for future inclusion in the Maroondah Planning Scheme.

Our strategic indicator results

Indicator/Measure	Target 2018/19	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16
Annual tree planting within Maroondah	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16	33,200
Recycling diversion rate from landfill	55.28%	54.5%	54.9%	53.9%	55.3%



Maroondah is well renowned for its extensive tree canopy



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

An action plan has been developed to continue to implement the Domestic Wastewater Management Strategy over the next two years. Some of the actions in the plan include developing a guide to maintaining Domestic Waste Water systems, running a de-sludge maintenance reminder program, developing a New Owners Kit for new owners of unsewered properties, and updating mapping overlays with the Community Sewerage program.

Desilting completed

Major desilting and waterbody reinstatement works were completed at the Settlers Orchard Reserve Pondage in Croydon Hills and in the Ringwood Lake waterbody and pondage system.



Desilting works at Settlers Orchard Reserve Pondage

Did you know?

3800 native plants have been planted near the footbridge at HE Parker Reserve following a community tree planting day

Working towards a green community

Living Maroondah: a future for our plants, animals and us

Council hosted a free symposium bringing together a range of expert speakers to discuss the value of vegetation to our community. More than 130 residents attended and heard about aboriginal plant uses, biodiversity, sensitive urban design, and the health benefits of vegetation. A key purpose of this symposium was to stimulate interest in the Maroondah Vegetation Review and invite community feedback on the associated Issues and Options paper.

National Tree Day

Council celebrated National Tree Day in July 2018 with Eastwood Primary School children at Wombolano Reserve. Over 500 tubestock plants were planted by the students consisting of upper storey trees (Eucalyptus), middle storey shrubs (Acacia sp, Coprosma, Olearia, and Spyridium), and lower storey plants (Dianella, Goodenia, and Lomandra). These plants were sourced from CRISP Nursery, a local not-for-profit community group who grow indigenous plants to put back into local parks, reserves and home gardens. The trees planted will grow to supplement existing canopy trees which are declining in number. With fewer replacement trees growing naturally, Council is committed to planting trees in Maroondah's bushland reserves to maintain tree canopy.

Maintaining our bushland

During 2018/19 Council, together with volunteer groups, undertook a continuous maintenance program that involved control of weed species, planting of new trees to maintain the canopy and other works to both conserve the bushland and enhance its biodiversity.

Council's annual planting program

Maroondah's streets, parks and bushland reserves are benefiting from Council's annual planting program. Among the new plantings are 1,400 street trees including native gums, wattle, eucalypts, acacia and bottlebrushes and a selection of exotic species such as crepe myrtles, Chinese elms, and flowering pear. Approximately 3,500 seedlings, understory plantings and grasses have been planted at our parks and reserves, with around 10,000 major grasses and trees now at home in bushland reserves. Thousands of trees, shrubs and grasses are planted annually throughout the city, 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.



National Tree Day activities



A clean, green and sustainable community

Our achievements

Working towards a sustainable community

Sustainability Activities Report, Years 1 and 2 (Financial Years – 2016/17 & 2017/18)

Council's Sustainability Activities Report describes actions undertaken to improve social, economic and environmental sustainability in Maroondah. Some of the highlights include adopting sustainable design guidelines for Council buildings and facilities; successfully trialling a framework for the monitoring of biodiversity health; initiating the first joint Energy Performance Contract program in Australia's local government sector; and developing Maroondah's first Climate Change Risk and Adaptation Strategy.

Commencement of a new environmentally sustainable design function

Council commenced a new environmentally sustainable design function to provide advice to the community, developers and planning officers to incorporate sustainable design initiatives into both residential and commercial developments.

Maroondah offers free composting workshops

Composting is a great way to cut down on household waste. Council ran free beginner composting workshops to help households reduce waste, decrease the burden on landfills while at the same time adding important nutrients to lawns and gardens and improving water retention.



Council supports residents to compost at home through the Compost Revolution initiative

A photograph of a man with grey hair, wearing a light-colored button-down shirt and blue trousers, standing in a forest. He is holding a black clipboard and looking down at it. The forest has many tall, thin trees with rough bark and green foliage. The ground is covered in tall grass and some fallen leaves. In the top right corner, there is a green circular graphic containing text.

Did you know?

186 volunteers in our Bushland
and Reserve programs

*An extensive study was done to assess Maroondah's flora
and fauna as part of the Maroondah Vegetation Review*



A clean, green and sustainable community

Looking ahead...

Council will continue working towards a clean, green and sustainable community during 2018/19 by:

Finalise the Maroondah Vegetation Review and prepare planning controls for inclusion in the Maroondah Planning Scheme

The Vegetation Review project involves an assessment of the biodiversity and tree canopy coverage of Maroondah. From this assessment, a Strategy has been prepared that will inform the future planning and management of vegetation and biodiversity within Maroondah. During 2019/20, a planning scheme amendment will be developed to update, replace or supplement the existing planning controls to further protect vegetation and landscape within the Maroondah Planning Scheme.

Work in partnership to undertake renewal works on the Mullum Mullum and Dandenong Creek shared trails

Mullum Mullum Creek shared trail is scheduled for works in 2019/20 with the Dandenong Creek shared trail scheduled for works in 2020/21.

Introduce an environmentally sustainable development policy into the Maroondah Planning Scheme

Background work has commenced to support the introduction of an environmentally sustainable development policy into the Maroondah Planning Scheme. This will require assessment of the energy and water performance measures in development proposals.

Tender and implement contracts for waste collection, landfill and the receipt and sorting of recyclables to meet community need and expectations across all waste streams as identified in the Waste Management Strategy 2019-2029

Council is developing a new Waste Strategy, which aims to be implemented in 2020. This Strategy will help direct and drive the needs within each of its waste contracts. Additionally, in 2020, specifications will be developed and advocacy work will be undertaken to help ensure that Council is in the best possible position when looking to implement its new contracts.



More than 44,000 Maroondah households receive a residential bin collection

Did you know?

35,500 street trees pruned
for electric line and
road clearance

Our core services

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

Bushland and Waterways (Operations)

The team maintains 42 bushland reserves, which involves proactively supporting, conserving and enhancing biodiversity and maintaining appropriate fire breaks. The team also maintains water sensitive urban design elements and waterways that are under Council management.

Park Maintenance (Operations)

The team maintains Council managed parks and gardens including proactive and reactive maintenance of landscaped areas, grass mowing, and programmed tree planting in parks and reserves. The team also maintains Council's playgrounds in accordance with Australian Standards and Best Practice, Councils Reserve fence line half cost fencing program, and the Marveloo hire bookings.

Tree Maintenance (Operations)

The team maintains Council's tree assets including all street trees and trees within parks and reserves. They undertake proactive tree inspections; remedial tree work and reactive inspections in response to customer requests or storm events; and Council's street tree planting program.

Waste Management (Finance and Governance)

The team provides residential and commercial waste services to the Maroondah community, including public recycling bins, street litter bins, parks and reserves bins and Council facility bins. The team manages the contracts for kerbside collection, receipt and sorting, green organics, and land fill collection. Services also include on-call hard waste collection, a schools and community waste education program and strategic planning to meet future waste management needs.



Council's Bushland and Waterways team work to keep our waterways healthy



The Community Fun Day in Croydon South, part of the 20 Minute Neighbourhood pilot program



An accessible and connected community

Our vision

In the year 2040, Maroondah will be an accessible community for all ages and abilities with walkable neighbourhoods, effective on and off-road transport networks and access to a range of sustainable transport options.

Our commitments

Through the Council Plan 2017-2021 (Year 2: 2018/19), Council identified five priority actions to be delivered during the 2018/19 financial year to work towards an accessible and connected community.

Work in partnership to implement intersection improvement works at the corner of Maroondah Highway and Dorset Road in Croydon North



Status: In progress

Responsibility: Development and Amenity

These works will reduce congestion and travel times through this busy intersection, which is noted as the second worst for evening peak travel times in Melbourne. The project is being undertaken in partnership with VicRoads, who are managing the design, community engagement and completion of the intersection works. Works commenced in mid-August 2018 and are progressing as scheduled. Completion of the project is anticipated for late 2019, subject to VicRoads project delivery timeframes. The project has been supported by \$8 million in Federal Government funding.

Did you know?

Council constructed approximately 5,100 metres of footpath at a value of \$1.37 million

Develop a Maroondah Carparking Framework, incorporating a Parking Policy, updates to parking strategies and permit systems



Status: Complete

Responsibility: Development and Amenity

The Maroondah Parking Framework and Action Plan was adopted by Council in March 2019. The first year (2018/19) actions are being implemented, with the remaining actions to be progressively implemented over the next three years. The 2018/19 actions have included development of Parking Guidelines and Frequently Asked Questions which were published on Council's website in April 2019. A review and update of the Ringwood and Croydon Parking Strategies has commenced and is expected to be completed during the 2019/20 and 2020/21 financial years.

Commence road renewal works in Caroline Street, Ringwood



Status: Complete

Responsibility: Development and Amenity

Works took place in Caroline Street, Ringwood during 2018/19 to rectify the significant deterioration of the existing kerb and channel and road pavement. Works were completed in April 2019, and included reconstruction of the existing concrete kerb and channel; reconstruction of vehicle crossovers; drainage infrastructure; road pavement reconstruction, along with signage and line marking upgrades.

Accelerate Council's footpath construction program



Status: In progress

Responsibility: Development and Amenity

Council continued its footpath construction program to provide improved pedestrian safety. This work recognises that our footpaths are a key element of connection and activity within local communities. During 2018/19, Council constructed footpaths in Lockhart Road and Terrara Place in Ringwood North; Holland Road in Ringwood East; The Boulevard, Lena Grove, Daisy Street and Jarma Road in Heathmont; Dorset Road; and Pratt Street and Aird Street in Ringwood.

Advocate to the Commonwealth and Victorian Government for provision of new and upgraded major transportation infrastructure in Maroondah; including freeway connections, upgrade to arterial roads and intersections, and major public transport enhancements




Status: In progress

Responsibility: Executive Office

Council has continued to advocate to the Victorian and Federal governments on transport improvements in the lead up to the State Election in November 2018 and the Federal Election in May 2019. Council's comprehensive advocacy strategy resulted in approximately \$180 million in budget and election commitments for the Maroondah community across State and Federal levels of government. This included: \$62 million for two multi-storey car parks in Ringwood and Croydon and public transport carparking enhancements at every railway station in Maroondah; \$80 million for road improvements including the intersection of Wantirna Road and Reilly Street in Ringwood; an upgrade to Plymouth Road in Croydon Hills; upgrades to Dorset Road north of Hull Road; and an upgrade to Canterbury Road between Dorset and Liverpool Roads; \$8.5 million funding for sporting pavilion upgrades including at Dorset Recreation Reserve, Eastfield Park, Jubilee Park and Springfield Reserve; and \$2 million in funding for a new community hub as part of the Croydon Community Precinct.

Our strategic indicator results

Indicator/Measure	Target 2018/19	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16
Proportion of sealed roads below the set intervention level	3%	2.69%	2.75%	2.75%	0.7%
Square metres of sealed local roads reconstructed	3,500	3,499	14,501	8,498	1,639

A photograph of four people, two adults and two children, standing in front of a modern building with large glass windows. They are all wearing cycling helmets and rain jackets. The man on the left is wearing a black jacket and a black helmet. The man in the center is wearing a grey jacket and a black helmet. The woman in the foreground is wearing a red jacket and a white helmet. The child on the right is wearing a red jacket and a black helmet. They are all smiling at the camera. A green circular graphic is in the top right corner containing text.

Did you know?

Over 350 projects were completed through Council's community facilities improvement program

Participants in the 2018 Ride2Work Day activities in Ringwood Town Square



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 community

Formal opening of new playspace at Ringwood Lake Park

The new playspace at Ringwood Lake Park was opened in August 2018 and has quickly become one of the most popular destinations for local families. Following community consultation, an innovative space was designed providing opportunities for climbing, swinging, gliding and sliding. Pathways link all the experiences including water play, a tree canopy trail, and slides. Other features include a flying fox and climbing structures, as well as wooden animal sculptures. There are new timber totems, a Tadpole Tapper Musical Sculpture and Maroondah's Expression Swing (where a parent can be on the swing and face their young child). Accessibility is a major feature of the playspace with a Liberty Swing and Carousel both catering for people in wheelchairs, a Changing Places facility, and five new disabled car parking bays with accessible paths connecting to the playspace.



Ringwood Lake Park playspace

Maroondah participates in a 20-Minute Neighbourhoods Pilot Project

In January 2018, Council received funding to participate in a 20-Minute Neighbourhoods Pilot Project. The Pilot sought to explore potential solutions for creating healthier, walkable, more connected neighbourhoods to inspire enhanced local living. Through this pilot, Council trialled a new co-design approach to neighbourhood planning in Croydon South, with a focus on collaborative place-based practices. Strong partnerships were built with project partners, Victorian Government agencies and the local community through a series of engagement activities and events. The project has highlighted a range of future improvements for the Croydon South neighbourhood along with the development of a new neighbourhood planning framework.

Kurboroo Kinder upgrade

The completed works for Kurboroo Kinder in Warranwood featured accessibility improvements and new landscaping including soft fall materials outside and an improved outdoor play area. Extensive internal upgrades were completed including purpose-built children's lockers, larger kitchen and main activity room, and a new covered entrance with ramp. In addition, the construction of a path from the carpark to the building and accessible toilet facilities has improved accessibility, while a focus on energy efficiency has seen LED lighting and double glazed windows used throughout the building. The extension and internal refurbishment will enable the capacity of the kindergarten to increase to 33 children per session.

Did you know?

A total of 3,361 students from 15 local schools participated in the Walk to School Program, completing a total of 59,005 walks

Completion of the Maroondah Disability Policy and Action Plan 2014-2018

In December 2018, the Maroondah Disability Policy and Action Plan 2014-2018 was completed, and a Final Report developed outlining the key achievements of the Plan. Some achievements during the 2014-2018 period included the development of the award-winning Pathways for Carers program; Suicide Prevention and Mental Health First Aid training for community members; the Changing Places campaign; website accessibility improvements; employment of a NDIS Transition Coordinator at Council; disability training for Council employees; development of an Access Focus group; and improved accessible infrastructure in Maroondah.

Bill Wilkins Lodge redeveloped

The formal opening of the redeveloped Bill Wilkins Lodge took place in March 2019. The building, located in Bedford Park, Ringwood, was built in 1958, and is one of the city's most utilised community halls with activities during all times of the day and evening. It is named after Bill Wilkins, an Honorary Freeman of the City for his dedicated service to the community. The works included the replacement of the existing hall floor and kitchen, with improved accessibility to the car park, building entrance and bathroom amenities and hall facilities.

Disability Discrimination Act (DDA) pedestrian improvement works completed

Council has undertaken a number of DDA improvement works involving the construction of pedestrian refuge islands in Narr Maen Drive in Croydon Hills and also on Wonga Road in Ringwood North.

Pedestrian safety upgrades undertaken in the Croydon Major Activity Centre

A number of pedestrian safety upgrades were completed in May 2019 within the Croydon Activity Centre. These upgrades included the installation of raised pedestrian crossings along Main Street and introduction of a reduced speed limit in Lacey Street.



An accessible and connected community

Our achievements

Working towards a connected community

Successful advocacy for carparking improvements in Ringwood and Croydon

Council successfully advocated for new carparks for the Ringwood Metropolitan Activity Centre and the Croydon Activity Centre, with the Federal Government committing \$30 million of funding in February 2019 for these carparks. Based on the initial concept design, the new Devon Street, Croydon carpark will have at least 487 car spaces. Council is currently reviewing options in the Ringwood Metropolitan Activity Centre with approximately 482 new spaces planned. A preferred location and a design concept will be completed in 2019/20.

Heathmont Village carparking upgraded

Works were completed on a \$1.2 million project that significantly improved safety, traffic flow and carpark access off Canterbury Road and through the carpark. The project included extension of the right turn slip lane for central access to the car park and an extension of the left turn slip lane. Other carpark improvement works included pedestrian access, drainage upgrades, additional bollards and planter boxes. The upgrades were designed to improve safety and enhance the village feel of the local shopping centre.

Council supported National Ride 2 Work Day

Council continued its support of National Ride2Work Day to promote the inclusivity, access and safety of cycling in all its forms and celebrate the diversity of Maroondah's cycling community. The annual breakfast event at Ringwood Town Square was enjoyed by 42 committed cyclists braving the weather on the day. In addition to the Ringwood Breakfast, Council supported four businesses to host their own events.

Seniors Transport Guide updated

Maroondah's Seniors Transport Guide was updated to ensure our older residents can continue to easily and confidently access and move around the municipality and metropolitan Melbourne. The guide includes information on senior travel discounts, using a myki card, the variety of transport options available, as well as other helpful travel tips. By encouraging the use of varied transport options, senior residents are able to better maintain their independence and stay connected with work, family, friends and community.

Road safety education programs delivered

Council offered a range of programs to teach road safety and healthy and active lifestyles to local communities through active commuting to school. *Be Safe, Stay Safe* is a 40-minute road safety session aimed at Prep and Grade 1 classes. In 2018/19, 531 students across four primary schools received training in being observant in our streets, identifying safe places to cross streets and practising skills to walk safely.

Walk to School Month promotion

VicHealth provided funding to Council for *Walk to School Month*. The initiative encourages Victorian primary school students to walk, ride or scoot to and from school as often as they can. It promotes regular physical activity and safe pedestrian or cycling behaviours while aiming to establish healthy and active routines for life.



Participants in the Bike It! Program

Did you know?

Bike It! 2018 was attended by 125 students from five primary schools

Looking ahead...

Council will continue working towards an accessible and connected community during 2019-20 by:

Advocate to the Commonwealth and Victorian Government for provision of new and upgraded major transportation infrastructure in Maroondah; including freeway connections, upgrade to arterial roads and intersections and major public transport enhancements

Council will continue its robust advocacy to address the major transport needs of the Maroondah community. This advocacy will include Council's position on the impacts of the North-East Link on the Maroondah road network, and the removal of level crossings at Coolstore Road, Croydon and Bedford Road, Ringwood.

Implement the Maroondah Carparking Framework action plan

Council will continue to implement the Maroondah Carparking Framework in 2019/20. The Framework will provide a greater consistency to Council's approach to planning parking, resolving issues, applying restrictions and the issuing of parking permits throughout the municipality. Activities in 2019/20 and 2020/21 will include 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.

Undertake the renewal of New Street in Ringwood, including flood mitigation works, between Maroondah Highway and Sylvia Grove

Council has commenced the renewal of New Street in Ringwood, including flood mitigation works. The planning phase of the project commenced in 2018/19, including community consultation seeking feedback from residents and businesses. The results will be used to inform the detailed design, with construction works commencing in 2019/20.

Accelerate Council's footpath construction program

During 2019/20, Council will continue the implementation of its footpath construction program to provide improved pedestrian safety. Council aims to complete works on Armstrong Road in Heathmont (Canterbury Road to Railway Line), Barkly Street in Ringwood (New Street to Wantirna Road), Windsor Road in Croydon (Hewish Road to Lacey Street) Macey Grove in Ringwood North (Rosebank Avenue to Goldsmith Avenue), Rosebank Avenue in Ringwood North (Warrandyte Road to Through Road), and Terrigal Close in Ringwood North (Oban Road to Lockhart Road), Ringwood North.



An accessible and connected community

Our core services

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

Built Environment (Operations)

The team provides proactive and reactive maintenance of Council's infrastructure assets including roads, footpaths and drains. Built Environment provides proactive cleaning of all drainage pits within road reserves and programmed street sweeping. The team also provides all logistical and fleet maintenance services for Council.

Engineering Services (Engineering and Building Services)

The team provides engineering technical expertise in areas of traffic and transportation planning, drainage investigation and strategy, engineering development approvals, and project management. Council manages assets such as roads, footpaths, drainage, and bicycle paths which provide important links to services and enhance community wellbeing.

Did you know?

More than 450 new carpark spaces
are planned for the Croydon and
Ringwood Activity Centres





Ringwood has experienced a boom in development

An attractive, thriving and well built community

Our vision

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

Our commitments

Through the Council Plan 2017-2021 (Year 2: 2018/19), Council identified five priority actions to be delivered during the 2018/19 financial year to work towards an attractive thriving and well-built community.

Upgrade Lincoln Road, east of Dorset Road



Status: Completed

Responsibility: Development and Amenity

The stage 1 upgrade of Lincoln Road in Croydon, between Hull Road and Dornoch Court, commenced in late June 2018. The upgrade included improvements to the overall condition of the road, street lighting, drainage and cyclist safety. Road based works, including road reconstruction and widening, have been completed.

Did you know?

In 2018/19, Council delivered \$2.56 million of drainage improvements in Maroondah

Undertake a municipal wide review of Council's neighbourhood character and heritage controls



Status: In progress

Responsibility: Strategy and Community

Over the past twelve months, a review of neighbourhood character changes and a survey of potential buildings of heritage significance have been completed. A recommendations report was prepared and placed on public exhibition in May 2019. This report identifies changes to the Maroondah Planning Scheme to reflect the findings of the Neighbourhood Character Study Review Residential Character Assessment and community feedback. Work has also commenced to assess potential heritage sites. This project will continue in 2019/20, with a view to preparing future amendments to the Maroondah Planning Scheme.

Continue the upgrade of drainage including flood mitigation works in Power Street catchment

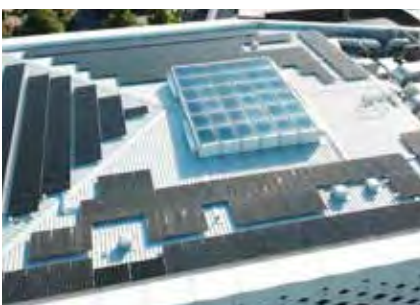


Status: Complete

Responsibility: Development and Amenity

The final stage of the Power Street catchment drainage upgrade (Stage 6) was completed in June 2019. This stage involved drainage upgrades in Aumann Court and Knee Lane in Croydon North. The completion of this stage concludes a five year capital works program to reduce stormwater flooding within the Power Street and Knee Lane catchments.

Develop and commence implementation of priority open space and public realm enhancement plans



Status: In progress

Responsibility: Operations, Assets & Leisure

Council commenced the development of open space enhancement plans for Eastfield Park, Dorset Recreation Reserve and Ainslie Park Reserve. These open space enhancement plans are being developed in accordance with actions identified in Council's Open Space Strategy. Extensive community consultation regarding the proposed Eastfield Park Enhancement Plan resulted in significant feedback from the community. After analysing the feedback, Council identified five key elements with feedback again being sought through a range of community consultation activities. A revised draft concept plan will be developed in 2019/20.

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




Status: Complete

Responsibility: Strategy and Community

Greening the Greyfields is an Australian Government funded pilot project aimed at improving overall community outcomes in these areas. The project aims to promote the creation of collaborative redevelopment precincts where landowners work together with Council to design better housing outcomes for their land. In 2018/19, a Community Advisory Group was established to provide feedback to the pilot program. Community engagement was also undertaken with pilot residential precincts. In addition to better informing residents within the precincts, the engagement has helped to determine the level of community interest in participating in the pilot project and initiated communications with interested community members. Successful engagement with the development industry has also been undertaken with participants supportive of the proposed changes to the planning scheme. A rigorous process of engaging internally and externally with the design industry was undertaken to prepare a concept plan and design guides.

Our strategic indicator results

Indicator/Measure	Target 2018/19	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16
Council's infrastructure renewal/maintenance ratio	112%	97%	107%	114%	107%
Proportion of planning applications assessed within statutory timeframes	82%	81%	82%	80%	84%
Total value of building approvals - residential, commercial and industrial - \$'000 from ABS 2019	\$450,000	\$494,360**	\$437,814	\$300,000	\$349,503
Community satisfaction with general town planning policy	56	58	54	58	58



Did you know?

There are more than 760 lineal kilometres of stormwater drains

McAdam Square in Croydon is one of Council's thriving shopping precincts



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 community

Ringwood North Maternal and Child Health Centre upgrade

The Ringwood North Maternal and Child Health Centre was renovated in early 2019 enabling the Centre to continue to provide a welcoming and safe space for new parents. Support continued to be provided to families during this time.



Maternal and Child Health nurses at the newly renovated Ringwood North Centre

Did you know?

2,600 customer enquiries
were received in relation
to planning

Working towards a thriving and well built community

Accelerated Council's drainage improvement program

During 2018/19 Council continued the implementation of its drainage improvement program, with a value of \$2.56 million a range of works were delivered, including drain relining works and drainage upgrades in Ringwood, Heathmont and Croydon; easement drain upgrades in Ringwood North and Croydon; drainage renewal in Ringwood; and flood mitigation works in Ringwood East.

Re-imagining Tarralla Creek project

During 2018/19, Council partnered with Melbourne Water and Yarra Valley Water to progress the design of the re-naturalisation of Tarralla Creek. Through extensive consultation with the project's Community Advisory Group, a holistic community vision for Tarralla Creek has been developed. This vision seeks to create a healthier waterway which connects people to nature and provides spaces for recreation, relaxation, and social connection. Project staging has been identified to allow for delivery of a component of works within the available funding. A successful application to the Caring for Our Local Environments grant and an ongoing partnership with Mullum Mullum Indigenous Gathering Place will also ensure opportunities for sharing of indigenous art, culture, and knowledge of the Creek.

Upgrade of drainage including flood mitigation works in the Scenic Avenue catchment

Work has continued on the Scenic Avenue catchment area in Ringwood East. This project has been undertaken in stages due to the complexity of the works. During 2018/19, Scenic Avenue Stage 3B works involved a drainage easement pipe upgrade in Dublin Road to 23 Alexandra Road. The works involved the upgrade of Council's easement drainage infrastructure through the rear of properties to provide 100-year flood protection.

Delivery of sub-standard easement drainage upgrade Program

Easement drainage upgrade works were completed at properties in Wonga Road in Ringwood North and Hull Road in Croydon, to provide increased flood protection and asset serviceability.



An attractive, thriving and well built community

Looking ahead...

Council will continue working towards an attractive, thriving and well built community during 2019-20 by:

Delivering over \$28.76 million in capital works

The 2019/20 Capital Works program will facilitate over \$28.76 million in improvements to community assets across the municipality. The program of works will ensure Maroondah's assets continue to meet the needs of the community. Highlights of the 2019/20 Capital Works Program include:

- \$3.53 million on recreational and open space improvements across Maroondah, including playgrounds renewals at Melview Reserve; sportsfield surface renovations at Quambee Reserve; sports infrastructure renewal such as cricket nets, coaches boxes and tennis and netball court surfacing, along with footbridge replacement works.
- \$9.57 million on facility improvement works to ensure the community has access to well maintained, safe and appropriate facilities. The program includes the redevelopment of pavilions and facilities at Cheong Park, HE Parker, Silcock and Springfield reserves; completion of public toilets at Warrien Reserve; and building renewal and accessibility works at various locations including public toilets and pavilion at Quambee Reserve; the pavilion at Griff Hunt Reserve; and Maroondah Montessori Preschool in Ringwood East.
- \$7.61 million on roads, footpaths, local area traffic management and commercial centres, including road resealing and renewal of Emerald Street, Ringwood; New Street, Ringwood between Maroondah Highway and Sylvia Grove; and Stage 2 reconstruction of Lincoln Road between Dornoch Court and Dorset Road. Carpark improvements will be undertaken at Mullum Mullum Reserve in Ringwood. More than \$2.8 million will be used on footpath replacement and construction at various locations across the municipality.



Eastfield Park is one of many open spaces in Maroondah currently undergoing an Enhancement Plan

Did you know?

There are 510 Council buildings and structures in Maroondah

Undertake a municipal wide review of Council's neighbourhood character and heritage controls

A Neighbourhood Character Study Review has been undertaken and a series of community forums completed that have enabled Council to understand how neighbourhood character has changed since 2003. This work will be completed in mid-2019 with findings to be incorporated into a planning scheme amendment to the Maroondah Planning Scheme during 2019/20. Work is also being progressed with regards to the potential extension of coverage of heritage controls for buildings of heritage significance.

Implement the new Ringwood Metropolitan Activity Centre (MAC) Masterplan into planning processes

The Ringwood MAC Masterplan was adopted by Council in late 2018. The directions and objectives of the Masterplan, that seek to reinforce Ringwood as the principal retail, commercial, community, entertainment and employment focal point of the region, are being incorporated into a planning scheme amendment during 2019/20. Parallel work is also underway in developing a Developer Contributions Plan to help fund the infrastructure needed to support the increased number of residents, workers and visitors to the centre.

Commence preparation of a new Croydon Structure Plan

The Croydon Structure Plan was adopted by Council in 2006 and has successfully influenced the function and form of this Major Activity Centre. In 2019/20, Council will commence a series of background studies on the issues facing Croydon now and over the next 10 years. The findings of these reports and associated community engagement will inform development of a revised Croydon Structure Plan.

Commence the Croydon Community Precinct development (subject to funding)

The transformation of the existing Croydon Civic Precinct into the Croydon Community Precinct 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.

Complete the Lincoln Road upgrade, east of Dorset Road, Croydon

Council will continue working on stage 2 of the Lincoln Road upgrade throughout 2019/20. The upgrade will improve the overall condition of the road, street lighting, drainage, and improve safety for cyclists. With Stage 1 completed, Council will commence work on Stage 2 which involves works from Dornoch Court to Dorset Road. Key elements of the works include renewal of the existing road surface and pavement; on road bicycle lanes from Dorset Road to Hull Road; widening of some bicycle lanes, protection of existing, and provision of additional landscaping; formalisation of parking and vehicle turnaround areas; construction of missing lengths within the footpath network; construction of localised sections of kerb and channel along Lincoln Road; and sealing of service roads.



Asphalting works along Lincoln Road, Croydon



An attractive, thriving and well built community

Looking ahead...

Council will continue working towards an attractive, thriving and well built community during 2019-20 by:

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

During 2019/20, a planning scheme amendment will be introduced to enable an alternative form of precinct redevelopment to be developed within Maroondah. Council has requested authorisation from the Minister for Planning to prepare and exhibit a Planning Scheme Amendment for the two Greening the Greyfields pilot precincts.

Work in partnership to implement the Tarralla Creek Connects project

Development of the Tarralla Creek Connects project will continue in 2019/20. Detailed designs are currently being developed and are expected to be complete in late 2019. Once the designs have been finalised, a construction schedule will be established.

Work in partnership to develop flood mitigation solutions for the central Croydon area

In 2018/19 Council commenced investigations into concept options for flood storage and upgrades within the catchment including high level cost estimates. Investigations have commenced into concept options for flood storage and upgrades within the catchment including high level cost estimates. Initial investigations show flood impact reductions can be gained by locating flood storages within Council owned land and reserves to defer major pit and pipe infrastructure works within roads and easements. Further construction feasibility of flood storage options is to be undertaken to finalise detailed costings.

Continue the upgrade of drainage including flood mitigation works in the Scenic Avenue catchment in Ringwood East

With the first three stages of this project now completed, Stage 4, which involves construction to finalise the drainage for the Scenic Avenue catchment area, is proposed for 2020/21. The works will involve the continuation of drainage works from 23 Alexandra Road through to Vista Avenue.

Develop and commence implementation of priority open space and public realm enhancement plans

During 2019/20, work will continue on the Croydon Community Precinct Masterplan, completion of the Wyreena Heritage Masterplan and commencement of the Jubilee Park Enhancement Plan. These plans are intended to ensure our community spaces meet evolving community needs.

Develop and implement the Flood Mapping Communications Plan

A Flood Mapping Communications Plan is under development and will be communicated and implemented during the 2019/20 financial year.

Did you know?

3,900 Planning and
Building notifications
were advertised

Our core services

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

Asset Management (Assets)

The team is responsible for the strategic long-term planning and management of all of Council's community assets, and provides specialist advice and support to facilitate improved asset management capabilities for the organisation. The function provides advice on strategic direction, policy development and capital works in relation to all of Council's community assets.

Building Services (Engineering and Building Services)

The team provides services that are dictated by statutory and legislative requirements. Although this limits the ability to introduce new initiatives, it requires work practices and services/service levels to be responsive to legislative changes and community expectations. The team also ensures the compliance of existing and proposed buildings with the Building Act and regulations, and provides advice on variations to building regulations and swimming pool/spa safety barriers.

The *Building Amendment (Swimming Pool and Spa) Regulations 2019* will commence on 1 December 2019. This change will introduce mandatory requirements for owners of private swimming pools and spas to register their pool or spa with Council. In addition, owners will be required to engage a registered building surveyor or building inspector to inspect and certify the compliance of their safety barrier every three years. The proposed implementation period will span two financial years and will require owners of existing swimming pools and spas to take action and register by 14 April 2020. Following this all registered pools and spas must be inspected and certified in a staged fashion between October 2020 and October 2021, depending on when they were constructed.

Project & Facilities (Assets)

Responsible for the overall delivery and management of Council's community facility assets and provides specialist advice and support in relation to all building construction works and reactive and proactive maintenance associated with facilities.

Statutory Planning (Planning)

Council has the responsibility for delivering town planning land use and development advice and assessments to a diverse community of over 117,000 residents and over 9000 businesses. These residential and commercial land uses are set in a unique urban environment with high levels of amenity protected by various landscape and environmental controls, as set out in the Maroondah Planning Scheme. The role of statutory planning is to manage and consult with the community to ensure that land use changes are to the social, environmental and economic betterment of the City.

Strategic Planning and Sustainability (Integrated Planning)

The team is responsible for the development of land use and planning policies and strategies to ensure the most sustainable land use patterns; and administering and reviewing the Maroondah Planning Scheme including amendments to the scheme. The team also guides the integration of sustainability into Council and community activities and operations. Council takes a holistic and strategic approach to sustainability focusing on reducing its 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.



Enjoying the festivities at a Celebrate Maroondah event



An inclusive and diverse community

Our vision

In the year 2040, Maroondah will be an inclusive community where social connections are strong across generations and diversity is embraced and celebrated.

Our commitments

Through the Council Plan 2017-2021 (Year 2: 2018/19), Council identified four priority actions to be delivered during the 2018/19 financial year to work towards an inclusive and diverse community.

Monitor the Federal National Disability Insurance Scheme and My Aged Care reform agenda and implement transitional arrangements for relevant areas of Council service delivery



Status: In progress

Responsibility: Strategy and Community

Transition arrangements for Commonwealth Home Support Program (CHSP) and National Disability Insurance Scheme (NDIS) have commenced with in-home services transferring direct to contractor on 1 July 2019. Commonwealth extensions have been announced for assessment services until 2020 and others extended until 2022. Council services will continue to be reviewed to identify service gaps and future service models during the 2019/20 transitional period.

Did you know?

Council's oldest volunteer is 95 years with our youngest volunteer is 17 years of age

Investigate and implement additional female changing facilities at local sporting venues



Status: In progress

Responsibility: Operations, Assets and Leisure

In 2018/19, concept design works were undertaken for Quambee Pavilion and the pavilion at Bensons Oval; and construction has commenced for the sporting pavilion at HE Parker Reserve. During the year Council successfully received Sport and Recreation Victoria grants for female changing facilities at Griff Hunt Reserve, Cheong Park and Springfield Pavilion. Council was also successful in receiving an Australian Government grant for female changing facilities at Ainslie Park and has continued to advocate for funding at Proclamation Park.

Continue the Corporate Volunteering Program



Status: Achieved

Responsibility: Corporate Services

Implementation of the Corporate Volunteering Program is one of the identified actions in Council's *Organisational Volunteers Plan 2015-2019*. Volunteering opportunities are currently available on request to employees, in the lead up to the full implementation of the program.

Develop and commence implementation of a new Disability Policy and Action Plan



Status: Complete

Responsibility: Strategy and Community

Council adopted a new *Disability Policy and Action Plan 2019-2021* in April 2019. The Policy and Action Plan incorporates a range of initiatives across the breadth of Council operations to remove barriers to discrimination and meet the legislative obligations for people with disabilities, their families and carers. The Plan was developed through examining data, considering relevant government legislation, and engaging with the community to determine the issues that are important to them.

Our strategic indicator results during 2016/17

Indicator/Measure	Target 2018/19	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16
Number of volunteers engaged within the organisation	380	400	348	380	473



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

Gender Equity in Victorian Sport and Recreation Pilot Program

Council secured Victorian Government funding to work with tenant clubs of the RO Spencer Pavilion at Jubilee Park on a primary prevention project. The project will establish and refine a framework that will test draft design principles for ensuring an inclusive and equitable process when designing sporting infrastructure. As the project progresses, tenant clubs will have input into things such as female-friendly facility design, gender equitable usage arrangements and training activities.

International Women's Day breakfast with a focus on wellbeing

Council's International Women's Day breakfast was held at Karralyka to celebrate the contribution women make to workplaces, families and communities and is an opportunity for friends and family members to get together, in a positive, supportive and celebratory environment. This year's presenter was Meredith Gaston, author, illustrator and wellness coach. The event was booked out with 320 guests included neighbouring councils, community groups and secondary college students.

Maroondah's Community Grants Funding Program supports 79 local community groups

A total of 79 Maroondah community groups benefitted from more than \$140,000 in Council's 2018/19 Community Grants Funding Program. The annual grants are allocated to eligible projects that increase community participation; address a community need; provide advice or support to a group in need; or support the development of arts and cultural content in Maroondah. A diverse range of programs were funded including emergency food relief and support for vulnerable people, aquatic safety programs for local youth, multilingual settlement resources for newly arrived youth, and a multicultural costume exhibition in Croydon.

Celebrating Maroondah

Council ran a series of events to celebrate Maroondah ensuring the events catered for a large cross-section of the community. The celebrations commenced at Ringwood Lake Park, which was the backdrop for a Jazz in the Park event in February, and there was an encouraging turnout for the Family Fun Day at Glen Park. The free movie night planned for Barnegeong Reserve in March was cancelled due to weather, with an alternate event held at Croydon Town Square in June.

Did you know?

Council's Meals on Wheels program is delivered with the help of 85 volunteers

Recognition of volunteers from our Corporate Volunteers Program

Council's volunteers were formally thanked and recognised at a Volunteer Recognition evening in December 2018. This annual event officially acknowledges volunteers who assist Council by delivering important services and activities for the community. Council currently has approximately 400 volunteers involved in different areas, including Meals on Wheels, bushland and reserve management and social support services. At the event, Council publicly recognised the significant contribution of our long-serving volunteers who have achieved a combined total of 670 years of volunteering with Council.

Council celebrates IDAHOBIT Day

Council celebrated the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT Day) by raising the rainbow flag at both its Ringwood and Croydon offices. The rainbow flag was raised for one week, in support for, and commitment to, reducing the barriers faced by the lesbian, gay, bisexual, transgender and intersex (LGBTI) community. Council has done significant work over the years to increase the inclusivity of all Council services to LGBTI community members.



Enjoying the outdoor activities at the Celebrate Maroondah event at Glen Park Reserve



An inclusive and diverse community

Our achievements

Working towards a diverse community

The first Maroondah Reconciliation Action Plan endorsed by Council

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 the 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.

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. Council, in collaboration with Mullum Mullum Indigenous Gathering Place (MMIGP) and the Maroondah Movement for Reconciliation (MMR), held a Reconciliation Week event at MMIGP. The event included a Smoking Ceremony and Welcome to Country, the launch of the Maroondah Reconciliation Action Plan, performances by singer/songwriter Kutcha Edwards with Yeng Gali Mullum and displays by MMIGP, MMR and CRISP Indigenous Nursery. The event was attended by a range of community members including students from Eastwood Primary School and the Croydon Community School.

Gender Equity Policy adopted

Council endorsed a Gender Equity Policy in 2018 to support current and future work in preventing all forms of violence. The Policy supports Council services being accessible and inclusive so that Maroondah residents can enjoy the same opportunities regardless of their gender. In 2018/19, Council continued to participate in TFER (Together for Equality and Respect) regional initiatives, participated in the annual 16 Days of Activism campaign, and sought to embed gender equity principles across Council services including early years and sporting clubs.

New Supported Playgroup program

In 2018/19, Council commenced a new Supported Playgroup program catering for vulnerable families. The eligibility includes those who may be known to child protection services, enhanced home visiting clients, parents with a health card or parents under 25 years of age.

Enhancements to Maternal and Child Health partnerships

Several new Maternal and Child Health (MCH) partnerships were introduced in 2018/19 offering direct services to Maroondah parents with children 0-5 years. These include a speech therapist at Croydon MCH; EACH family counselling; 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.

Did you know?

Over 187, 000 people
visited Maroondah
Federation Estate

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. In 2018/19, Council ran a six-week parent program for Burmese families with a specific purpose of encouraging social connections, parent education, improving mental health and wellbeing and reducing post-trauma stress disorder symptoms. A second Mothers and Babies six-week program for Burmese families was also offered supporting mothers to understand and develop positive relationships with their children with follow up support through a facilitated playgroup. The MCH Service offers a variety of parent education programs to refugee families, with interpreters to support non-English speaking families.

Australia Day celebrations and Citizenship ceremony

Maroondah residents of all ages and backgrounds gathered at Ringwood Lake Park on 26 January to participate in Australia Day celebrations. Council officially welcomed 60 of our newest Australian citizens and presented awards to Citizen of the Year, Young Citizen of the Year and Community Event of the Year.

Seniors Week recognises the contribution of older people in our community

Council provided a diverse and enjoyable program of events to celebrate Senior's Week in October 2018 recognising the achievements and contributions of older people within our community. Council's Seniors Festival Day was held at Karralyka and included activities such as the annual Seniors Wellbeing Expo, the Seniors Celebration Lunch and an afternoon musical performance. Council also coordinated a diverse program of events across the week including information sessions on using different technologies, art and craft sessions, training courses, walking groups, and fitness classes.

Youth Week celebrates local young people

Council hosted a range of activities in April 2019 to celebrate National Youth Week held to recognise the achievements and creativity of local young people aged 12 to 25. The annual Maroondah Youth Awards acknowledged the exceptional commitment of local young people who give their time to support the community and help others. A record 181 young people were nominated for awards across four categories of creativity, personal journey, leadership and group achievement. The Pure Talent art exhibition at Wyreena Community Arts Centre showcased the artistic talent of 14 young people from secondary schools across Maroondah and included digital media, painting, drawing, photography, sculpture, print making and design.



An inclusive and diverse community

Looking ahead...

Council will continue working towards an inclusive and diverse community during 2019-20 by:

Continue implementation of the Corporate Volunteering Program that recruits, promotes and manage volunteers who support the provision of services and community activities

Council will continue to implement its volunteering and student placement programs during 2019/20. These programs provide opportunities for volunteers and students to support the wider community. Council's volunteers assist with programs such as Meals on Wheels, Maroondah's Disability Advisory Committee, maintaining our bushland and reserves, arts and cultural programs, community gardens and many more. Council's Work Experience Program is offered across all areas of Council and provides an opportunity for students to learn and give back to the community.

Investigate and implement additional female changing facilities at local sporting venues

An audit of all Council owned community sporting facilities has been undertaken to identify and prioritise female friendly infrastructure improvements. The results will inform the capital works program and support applications to Sport and Recreation Victoria's Community Sports Infrastructure Fund - Female Friendly Category.

Commence development of an Active and Healthy Ageing Strategy 2020-2025

Council has commenced an evaluation of the Active and Healthy Ageing initiatives over the 2015-2020 period to inform the planning phase for the Active and Healthy Ageing Strategy 2020-2025. Some consultation for this project will occur in tandem with the review of the Maroondah 2040 Community Vision.

Commence development of a Children and Families Strategy

The community consultation phase for development of a new Children and Families Strategy has commenced. The Strategy and associated Action Plan is due to be completed in mid-2020.



Council consulted with people of all ages to help inform a draft Children and Family Strategy

Did you know?

181 young people were nominated
for a Maroondah
Youth Award in April 2019

Our core services

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

Aged and Disability Services (Community Services)

Council provides both Commonwealth Home Support Program (CHSP) Services and Home and Community Care Program for Younger People (HACC PYP) which includes intake, assessment and care coordination, domestic assistance, personal care and individual social support, respite care, occupational therapy and allied health, vulnerable persons support, food services (Delivered Meals), Supported Residential Services (SRS) social support program, social support groups and home maintenance services to eligible residents. The CHSP aims to support frail older people and their carers to maximise their independence by supporting them to remain safely living at home and stay connected to their community. HACC PYP assists people with disability during the transition to National Disability Insurance Scheme (NDIS) and supports those people under the age of 65 who may not be eligible for NDIS. Aged and Disability Services also provide active and healthy ageing activities, facilitate carer support groups and provide support to senior citizens and older persons groups.

Volunteer Workforce Services (Workplace People and Culture)

This function oversees the development, implementation and review of Council's Volunteer Strategy which includes a centralised and coordinated approach to recruiting, rewarding, promoting and managing Council's volunteers to ensure the provision of sustainable Council services for the community. The function also coordinates Council's student placement, disability employment and indigenous employment programs.

Youth and Children's Services (Community Services)

Youth and Children's Services works to raise the wellbeing of Maroondah's children and young people. The mission of Youth & Children's Services is to build a future where all children and young people can achieve their potential. The team works towards this through:

- Service delivery, including programs, services, and events for young people; vacation care, family day care, and occasional care services for children; and information and education sessions for parents.
- Providing information and resources to community members and professionals in Maroondah.
- Providing support and coordination to the local child and youth sectors through provision of professional learning, networking opportunities, capacity building initiatives, sector coordination projects, supporting local kindergartens and schools, and facility management.
- Planning and strategy - including consultation and engagement work, service and sector planning and strategy to meet local needs and leverage strengths.



Customer service at Aquahub



A well governed and empowered community

Our vision

In the year 2040, Maroondah will be an effectively empowered community that is actively engaged in Council decision making through processes that ensure their voice is heard and considered. Council provides strong and responsive leadership, ensures transparent processes and works with the community to advocate and champion their needs.

Our commitments

Through the Council Plan 2017-2021 (Year 2: 2018/19), Council identified three priority action to be delivered during the 2018/19 financial year to work towards a well governed and empowered community.

Progress Council's innovative digital services transformation



Status: In progress

Responsibility: Corporate Services

Council's digital services transformation program spans several years. A broad suite of projects is currently underway, underpinned by a new Information Technology Strategy that ensures alignment of initiatives with organisational objectives. These projects include the development of a standard operating environment, and the review of Council's large range of software solutions to reduce complexity and ensure licensing compliance. Council is also working towards implementing an industry and sector wide best practice approach to mobilising Council's workforce.

Did you know?

Council received a Community Satisfaction rating of 80 points for customer service

Continue to work on Innovation and Customer Service delivery models, including online services and additional payment options for customers



Status: In progress

Responsibility: Corporate Services

Council is working towards the implementation of new contact software for its telephone traffic both inbound and outbound. Council is also piloting a new multi-channel service which will include SMS, web chat engagement, social media and email. In 2019/20, Council will commence implementation of a new web payment platform that will enable contemporary and consistent customer experiences across all Council facilities.

Update Council's administrative facilities



Status: In progress

Responsibility: Operations, Assets and Leisure

The Realm extension design commenced in 2018/19 with site preparation works expected to commence in July 2019. Construction is expected to commence in early August and be completed in mid 2020.

Our strategic indicator results

Indicator/Measure	Target 2018/19	Actual 2018/19	Actual 2017/18	Actual 2016/17	Actual 2015/16
Community satisfaction with overall performance of Council	68	69	67	63	68
Community satisfaction with overall direction of Council	59	59	58	53	59
Community satisfaction with customer service provided by Council	77	80	73	70	77
Average liabilities per assessment	\$947	\$1,034	\$1,010	\$986	\$990
Operating result per assessment	\$362	\$509	\$253	\$481	\$87
Average rates and charges per residential assessment	\$1,735	\$1,718	\$1,614	\$1,465	\$1,468
Community satisfaction with Council engagement	58	58	56	55	58
Community satisfaction with Council lobbying/advocacy	60	61	57	57	54



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

Consumer Intelligence Program for Maroondah Leisure facilities

Council commenced a Consumer Intelligence Program aimed at understanding customer satisfaction, sentiment and membership churn factors at Maroondah Leisure facilities, with a view to improving membership retention. This program is a key action of *Maroondah Leisure Customer Engagement and Retention Strategy*.

Expansion of e-services for Statutory Planning

Additional e-services have been introduced in 2018/19 to provide a more efficient and transparent process for our customers and community. New services such as lodgement of more application types, delivery of documents and communicating between parties electronically have helped improve the service provided to customers.

Implementation of Domestic Animal Management Plan

Council has developed an action plan to prioritise animal management projects over the next three years. Highlights include further cleansing of Council's animal registration database; continued partnership with Animal Aid to address state wide concerns on animal abandonment; activities aimed at reducing the number of stray and lost animals being impounded; and increasing the number of animals being reunited.

Implementation of legislative changes relating to animal management

Over the past 12 months, Council has worked towards implementing legislative changes relating to the *Infringement Act 2006* and *Domestic Animal Act 1994*. A matrix framework in line with current legislation is being established for internal review guidelines to ensure decision making on infringement withdrawals is consistent with legislation provisions and the requirements of general administrative law.

High level of service delivery in Statutory Planning maintained

Council has continued to maintain a high percentage of Statutory Planning decisions within specified timeframes (an average 84% of decisions were made within 60 days). Over the past twelve months, VCAT has set aside just 2% of Council's decisions, suggesting that Council's consistent view, approach and implementation of the planning scheme is supported by the Tribunal.

Redesign of Council's corporate information technology networks

Council has commenced an information technology network review and redesign to support data centre projects. 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 computer architecture to facilitate the migration of core infrastructure to the cloud, the mobilisation of Council's workforce, increasing agility and resilience to disasters, and enhanced business continuity capabilities.

Finalisation of Maroondah Enterprise Bargaining Agreement (EBA) 2018-2021

Council's replacement EBA was negotiated with Unions and employee representatives, and subsequently approved by the Fair Work Commission on 26 April 2019. The EBA provides collective terms and conditions of employment for Council's workforce and will ensure industrial stability for the next three years. The EBA will also seek to maintain high levels of employee engagement and strengthen Council's ability to attract and retain an appropriately skilled and qualified workforce, whilst ensuring that operations remain financially sustainable in the rate capped environment.

Did you know?

There are over 18,000 registered cats and dogs in Maroondah

Working towards an empowered community

Consultation commenced for the new Children & Families Strategy and Action Plan, and the new Youth Strategy Action Plan

Council consulted widely to identify how to raise the wellbeing of children, young people and families in Maroondah. A significant amount of community input has been received for this consultation, including 4491 survey responses from children, young people, parents/carers and school staff through the Maroondah Wellbeing Surveys. The consultation findings will be used to inform Council's new Children and Families Strategy and Action Plan, along with a new Action Plan for Council's existing Youth Strategy.

Improved community consultation portal, Your Say Maroondah

Council launched an improved community consultation online portal which enables residents to have their say on all Council consultations. The online portal complements Council's traditional methods of engagement, making it easier complements to share thoughts and ideas on projects that are most important to our community. Your Say Maroondah opens the way for genuine two-way engagement, enabling Council to hear the opinions of our community, to inform decisions that reflect a shared vision for our city's future.

Improved information on Council's website

Council launched two major new areas within its website providing improved access to arts and cultural information and events, and to provide information on Council's Maroondah Festival, held in November each year.

Connecting through social media

Council's 25 social media channels continue to connect exceptionally well with our community, with more than 32,000 people following our Facebook, Twitter and Instagram messaging, and an average weekly reach of more than 48,000 people

Online Customer Contact channels trial

New customer contact centre technology has been installed enabling Council to trial, live chat, short message service (SMS), email and outbound contact campaigns. This is aimed at enabling Council to better connect with our community with improved communication and accessibility functions across a range of channels.

Management of Customer Service Knowledge system

Council has continued to build on the customer service experience through the increase of internal knowledge and first point of contact resolution, which is now at 60%. Council aims to provide a seamless 'one stop shop' 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.



A well governed and empowered community

Looking ahead...

Council will continue working towards a well governed and empowered community during 2019/20 by:

Progress Council's digital services transformation that enables innovation and improved Customer Service delivery models including access to information, engagement and online payments

Council will continue its focus on providing more effective services through the utilisation of new and improved technologies. These improvements will include the mobilisation of Council's workforce, targeted improvement of key digital processes, and a considered focus on security. The wider access to more mobile technologies will enable Council to deliver more timely and efficient services to our community.

Update Council's administrative facilities

Over the next twelve months, Council will upgrade administrative facilities at its Operations Centre and complete the extension to Realm. These developments are designed to improve Council's ability to provide improved, integrated and accessible services to the Maroondah community.

Engage the community in undertaking an interim review of Maroondah 2040: Our future together

During 2019/20, Council will finalise an interim review of the Maroondah 2040 Community Vision following research and community engagement undertaken over the past 12 months. The project will highlight key policy areas for both Council and the community based on emerging trends and community needs.

Participate in an Electoral Representation Review as mandated by the State Government in the leadup to the 2020 Local Government elections

The Victorian Electoral Commission is conducting a review of electoral representation across all municipalities. A review of Maroondah's electoral representation commenced in June 2019 and will conclude in October 2019. The purpose of the review is to ensure that the electoral structure of Maroondah City Council provides fair and equitable representation for all voters.

Undertake a review of Council's Community Engagement Policy

Council will commence a review of the Community Engagement Framework and Policy to ensure it reflects best practice, outcomes of the proposed *Local Government Act* and community expectations.

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

Council will commence development of a new Customer Service Strategy in early 2020 ahead of the commencement of the next Council term.

Review the current use of CCTV for its effectiveness in controlling waste dumping

During 2019/20, Council will review the current practice of using CCTV to investigate illegal dumping of waste and litter. The project will consider the effectiveness of current practices along with emerging technology available to support monitoring activities.

Develop and implement the Workforce People and Culture Plan 2021-2025

Council's current human resources strategy identifies the key themes and priorities to ensure Council maintains and develops a skilled, competent and motivated workforce that is best able to meet current and future service delivery requirements in a sustainable manner. In developing a new Strategy for the 2021-2025 period, Council will consider 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.

Did you know?

There are nearly 1,000 food and health premises registered in Maroondah and all are inspected by Council's environmental health officers

Our core services

Council delivers a broad range of services aimed at promoting a well governed and empowered community. These services include:

Change Management facilitation (Workplace People and Culture)

During a period of rapid and transformative organisational change, the focus of this function is to facilitate effective change management as a means of ensuring positive organisational outcomes. This is achieved via effective employee participation and maintaining high levels of employee engagement.

Communications and Engagement

The role of Communications and Engagement is to promote the work and achievements of Council and to keep the community informed and engaged. The team is responsible for the management of communication and engagement strategy and planning; organisation branding; community engagement activity; online, digital and social communications; media and public relations; advocacy; internal communications; and the promotion, branding and marketing of Maroondah City Council's services, activities and events. The team also provides support to the Mayor and Councillors; management of civic and corporate events; activities related to the Mayor, Councillors and Council Meetings; and coordination of policies, processes and reporting related to the Mayor and Councillors.

Continuous Improvement and Innovation (Workplace People and Culture)

The function is responsible for shaping the execution of continuous improvement and innovation for Council and leading its implementation across the organisation. The function works closely with the executive, leaders and employees to ensure the organisation delivers strategic and integrated improvements to processes and services, builds a culture of innovation and improvement and improves customer value, service efficiency and effectiveness.

Council and Community Planning (Integrated Planning)

This team oversees the integrated planning of Council activities and seeks to proactively strengthen community wellbeing. The team consists of three functions: Council Planning, Community Planning, and Community Development. The Council Planning function coordinates the preparation of the Council Plan, the Annual Report, corporate strategy and policy development, and the cyclical service delivery planning process. The Community Planning function oversees social research and policy development, along with the Maroondah 2040 Community Vision and the Maroondah Health and Wellbeing Plan. The Community Development function builds partnerships aimed at strengthening community wellbeing and advocating for community needs. This includes work in the following areas: disability, culturally and linguistically diverse communities, marginalised communities, gender equity, life-long learning, reconciliation, and community safety.

Customer Service (Revenue, Property and Customer Service)

The Customer Service team manages and operates Council's 1300 Contact Centre and three service centres: in Braeside Avenue, Croydon Civic Square, and Realm. The team provides information and referral on Council services, supporting the customer interface for key Council services such as Waste, Local Laws, operations and Maroondah Leisure, referral and triage of customer requests, and cash receipting for payment of all accounts and fees.



A well governed and empowered community

Our core services

Council delivers a broad range of services aimed at promoting a well governed and empowered community. These services include:

Financial Services (Finance and Governance)

This team provides sound financial management that complies with legislative requirements, and also ensures that planning and budgeting activities meet Maroondah's vision and the long term financial sustainability of Council. The core services include: accounts payable, financial accounting (including reconciliations, financial accounts and statutory returns), management accounting (including long term financial strategy, annual budget, monitoring and reporting) strategic project analysis and coordination of Council's internal audit projects for the Audit and Risk Advisory Committee.

Governance Administration (Finance and Governance)

This team provides administrative support and advice on a range of matters, including statutory compliance; Council Meeting processes; and conduct of Australian Citizenship Ceremonies. The team also manages meeting room requirements at the City Offices in Ringwood.

Human Resources Advisory Services (Workplace People and Culture)

This team provides a range of generalist human resources advice and support on matters including recruitment and selection, induction, job design and analysis, remuneration and benchmarking, policies and procedures, equal opportunity, performance management and conditions of employment.

Information Technology (Information Technology)

The Information Technology team provides a diverse range of services, supporting the delivery of high quality, convenient, and cost-effective services. This is achieved primarily through the enablement of Council staff, and by increasing organisational efficiency through the adoption and use of technology to underpin service delivery to the Maroondah community. The team also focuses on our community's needs and expectations, increasing the convenience of interacting with Council by securely providing more services online, and delivering increased accessibility beyond traditional business hours.

Learning and Development (Workplace People and Culture)

This function oversees the development, implementation and review of Council's learning and development activities and career development. This incorporates a range of internal services including management of all learning and development programs (including eLearning), targeted skills acquisition; digital literacy, employee performance reviews, employee and leadership development programs, employee engagement and the management of learning and development related policies.

Local Laws (Health, Local Laws and Emergency Management)

The Local Laws team provides a broad range of services to ensure the amenity, function and safety of the City is maintained to a high standard. Activities include the registration and management of domestic animals; ensuring the management of safe and accessible car parking; protection of resident and business amenity and safety; fire preparedness and prevention; and managing the City's school crossings.

Did you know?

An average 84%
of statutory decisions are
made within 60 days

Occupational Health and Safety (OH&S) (Workplace People and Culture)

This function oversees the development, implementation and review of Council's safety management systems which includes reviewing and updating OH&S policies, OH&S training, hazard identification, inspections and reporting and OH&S consultative processes. A strong focus is placed on hazard identification, risk assessment and the identification and implementation of effective control measures. Where incidents occur, the focus is on minimising adverse consequences and making sure appropriate counter measures are put in place with the aim of preventing future accidents and incidents.

Payroll (Finance and Governance)

This team is responsible for the delivery of the fortnightly payroll (end-to-end), system administration of the payroll system and time and attendance system, process and system improvements, legislative compliance, remuneration services, reporting and policy development and review.

Procurement (Finance and Governance)

This function assists Council's service areas in the purchasing of goods and services through the strategic development and co-ordination of the purchasing, tendering and contract management processes.

WorkCover and Injury Management (Workplace People and Culture)

This function involves management of rehabilitation, fitness for work and the return to work program, management of the employee assistance program and development of associated policies.

Property and Valuations (Revenue, Property and Customer Service)

This team provides, develops and implements Council's revenue policy and strategy, the annual rating strategy, statutory declarations and notices, and rates and charges generation. The team issues rate notices, develops revenue projections, manages concessions, sundry debtor invoicing, leads Council's debt recovery, Electoral Roll production, manages the property database recording ownership changes, new property creations, street numbering and road naming. The team also manages the Name and Address register and ePathway registration requests for the organisation, along with Council's geographic information system (mapping) database. The team also collect the Fire Services Property Levy (FSPL) on behalf of the Victorian Government.

The property component has carriage of Council's land portfolio including, buying, selling, encroachments, and statutory requirements in relation to its land holdings.

Risk, Information and Integrity (Finance and Governance)

This team oversees the development, implementation and review of the risk management framework across Council. This includes the development and maintenance of strategic and operational risks including risk treatment plans and administration of the risk register. The function also provides risk management advice and training to Council service areas. Mitigation of Council's liability is achieved through effective claims management and maintains appropriate insurance cover for insurable assets and liabilities. This team also helps ensure compliance in regard to statutory registers, freedom of information & privacy as well as the organisation's information management component, which relates to the accurate and compliant storage of corporate documents.

Corporate Governance

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.

Maroondah City Council is constituted under the *Local Government Act 1989* 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 the Act.

Democratic governance in Maroondah is supported by policies and protocols associated with both the functions of Council and of Council employees.

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. Council delegates the specific functions to Council employees. These delegations are exercised in accordance with adopted Council policies.

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 employees 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. Councillors make the final decision.

Council meetings are open to the public and held on Monday evenings on a monthly basis. Due to issues of timing it is sometimes necessary for Special Council Meetings to be called to consider specific matters.

The *Local Government Act 1989* [s.89(2)] allows Council to resolve that the meeting be closed to the public, if matters of a confidential nature are to be discussed.

Meetings are conducted in accordance with the provisions of Council's *Local Law No. 12 - Meetings Procedure & Use of Common Seal*, the objectives of which are to regulate the: -

- proceedings of Ordinary and Special Meetings of the Maroondah City Council;
- election of the Mayor;
- use of the Common Seal of the Maroondah City Council; and
- proceedings of special committees.

Local Law No. 12 came into operation on 1 October 2016 and is due for review in September 2026.

The Council meeting agenda is available on Council's website from 12 midday on the Friday preceding the meeting and from Council's Service Centres on the Friday preceding the meeting.

All Councillors and employees are required to disclose any conflict of interest in relation to any item to be discussed at Council meetings. If a conflict of interest exists, Councillors are required to leave the room when voting on an item occurs. Time is made available during ordinary meetings for questions from the public in accordance with guidelines prescribed in *Local Law No. 12* and on Council's website.

Live Streaming (Webcasting) of Council Meetings

Council offers on-demand video and audio of Council meetings, which can be accessed via Council's website.

Live streaming allows proceedings of Council meetings to be viewed via the Internet without the need to attend the meetings.

This gives greater access to Council decisions and debate and eliminates geographic barriers preventing the public from attending meetings.

An archive of past Council meetings is also available to view via Council's website.

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 76C of the *Local Government Act 1989*. 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 Special Meeting of Council held on 20 February 2017.

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; and
- 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 tied up 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 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.

Mayoral election

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

Cr Rob Steane was elected Mayor of Maroondah City Council for 2018/19 at a Council meeting held on 14 November 2018, at which time Cr Kylie Spears was elected Deputy Mayor. The role of Deputy Mayor is to assist the Mayor in the undertaking of meeting and civic duties.

Councillor representation and attendance

There are two types of bodies requiring formal Council representation, either Council led or where Council participates.

Council led 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 various issues. An extension of these committees has been the development of internal committees with a large degree of community representation.

External bodies where Council participates are 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 activities are in Maroondah's interest.

Committee representation is reviewed on an annual basis and coincides with the election of Mayor. Convention indicates that where the Mayor is a member of a Council led committee; they would automatically act as chairperson, unless they relinquish that role. In accordance with good governance practice, the Mayor may exercise the option to attend any Committee in an ex-officio capacity if he or she is not a specific member of a committee.

Council meeting attendance

From July 2018 to June 2019, 12 ordinary Council meetings and one (1) Special Council meeting were held. Councillor attendance at the meetings in 2018/19 was as follows:

Councillors	Meetings eligible to attend	Attendance			Leave of absence granted
		Ordinary Council Meetings	Special Council Meetings	Total Attendance	
Arrabri Ward Councillors					
Cr Tony Dib JP	13	10	1	11	2*
Cr Paul Macdonald	13	10	1	11	1*
Cr Kylie Spears Deputy Mayor: November 2018 to June 2019	13	12	1	13	-
Mullum Ward Councillors					
Cr Nora Lamont Mayor: July 2018 to November 2018	13	10	1	11	1*
Cr Samantha Mazzuchelli	13	9	1	10	-
Cr Mike Symon Deputy Mayor: July 2018 to November 2018	13	12	1	13	-
Wyreena Ward Councillors					
Cr Tasa Damante	13	11	1	12	-
Cr Marijke Graham	13	12	1	13	-
Cr Michael Macdonald	-	-	-	-	-
Cr Rob Steane Mayor: November 2018 to June 2019	13	9	1	10	2*

*Notes

Cr Michael Macdonald resigned as a Councillor for the Wyreena Ward effective Friday 13 July 2018, during which time there was no scheduled Council Meeting

Cr Tasa Damante was subsequently declared elected as a Councillor for the Wyreena Ward, following a countback election held on Monday 16 July 2018, conducted by the Victorian Electoral Commission. The election was required due to an extraordinary vacancy on Council caused by the resignation of former Councillor Michael Macdonald.

Cr Tasa Damante attended her first Council Meeting on Monday 16 July 2018.

Cr Tony Dib was granted Leave of Absence from the Ordinary Council Meetings held 29 October 2018 & 24 June 2019.

Cr Paul Macdonald was granted Leave of Absence from the Ordinary Council Meeting held on 24 June 2019.

Cr Nora Lamont was granted Leave of Absence from the Ordinary Council Meeting held 24 June 2019.

Cr Rob Steane was granted Leave of Absence from the Ordinary Council Meetings held 17 September 2018 and 24 June 2019.

Councillor representation

Council involvement on 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
Audit and Risk Advisory Committee	July to October 2018: Mayor of the Day and Cr Symon November 2018 to June 2019: Mayor of the Day and Cr Symon
Arts Advisory Committee	July to October 2018: Cr Spears, Cr Graham and Cr Symon November 2018 to June 2019: Cr Spears, Cr Graham and Cr Symon
Disability Advisory Committee	July to October 2018: Cr Spears and Cr Dib November 2018 to June 2019: Cr Spears and Cr Dib <i>Substitute representative/s</i> <i>July 2018 to June 2019: Program Manager Community Planning & Development</i>
Maroondah Community Safety Committee	July to October 2018: Cr Lamont, Cr Steane and Cr Paul Macdonald November 2018 to June 2019: Cr Lamont, Cr Steane and Cr Paul Macdonald <i>Substitute representative</i> <i>July 2018 to June 2019: Community Safety Officer</i>
Maroondah Business Advisory Committee	July to October 2018: Cr Spears, Cr Steane and Cr Dib November 2018 to June 2019: Cr Spears, Cr Steane and Cr Damante
Maroondah Partners in Community Wellbeing Committee	July to October 2018: Cr Mazzuchelli and Cr Graham November 2018 to June 2019: Cr Mazzuchelli and Cr Damante <i>Substitute representatives</i> <i>July 2018 to June 2019: Social Planning and Development Officer and Program Manager Community Planning & Development</i>
Maroondah Environment Advisory Committee	July to October 2018: Cr Mazzuchelli, Cr Graham and Cr Paul Macdonald November 2018 to June 2019: Cr Mazzuchelli, Cr Graham and Cr Paul Macdonald

Council involvement in 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
Maroondah Communities of Wellbeing Inc Steering Committee	<p>July to October 2018: Cr Mazzuchelli and Cr Graham</p> <p>November 2018 to June 2019: Cr Mazzuchelli and Cr Graham</p> <p><i>Substitute representatives</i></p> <p><i>July 2018 to June 2019: Manager Integrated Planning</i></p>
Victorian Local Government Women's Charter (VLGA)	<p>July to October 2018: Crs Mazzuchelli, Cr Graham, Cr Spears and Cr Lamont and Director Corporate Services as Council's representatives/Charter Champions.</p> <p>November 2018 to June 2019: Cr Mazzuchelli, Cr Graham, Cr Spears, Cr Lamont, Cr Damante and Director Corporate Services as Council's representatives/Charter Champions</p>
Eastern Affordable Housing Alliance / Committee	<p>July to October 2018: Cr Paul Macdonald</p> <p>November 2018 to June 2019: Cr Paul Macdonald</p> <p><i>Substitute representatives</i></p> <p><i>July 2018 to June 2019: Program Manager Community Planning & Development and/or Manager Integrated Planning</i></p>
Eastern Regional Group - Mayors and CEO's	<p>July 2018 to June 2019: The Mayor of the Day, Deputy Mayor of the Day and the Chief Executive Officer</p> <p><i>Substitute representatives</i></p> <p><i>November 2018 to June 2019: Cr Symon</i></p>
Eastern Regional Libraries Corporation	<p>July to October 2018: Cr Spears and Cr Graham</p> <p>November 2018 to June 2019: Cr Spears and Cr Damante</p> <p><i>Substitute representatives</i></p> <p><i>July to October 2018: Cr Paul Macdonald and the Director Corporate Services (or nominee) and Manager Revenue, Property and Customer Service</i></p> <p><i>November 2018 to June 2019: Cr Paul Macdonald and Director Corporate Services (or nominee) and Manager Revenue, Property and Customer Service</i></p>
Eastern Alliance for Greenhouse Action	<p>July to October 2018: Cr Graham</p> <p>November 2018 to June 2019: Cr Graham</p> <p><i>Substitute representatives</i></p> <p><i>July 2018 to June 2019: Director Planning and Community and/or Manager Integrated Planning</i></p> <p><i>November 2018 to June 2019: Cr Paul Macdonald, Director Planning and Community and/or Manager Integrated Planning</i></p>

Councillor representation

Council involvement in External Committees (continued...)

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 Transport Coalition	<p>July (1st to 13th) Cr Michael Macdonald</p> <p>August to November 2018: Cr Damante</p> <p>November 2018 to June 2019: Cr Graham</p> <p><i>Substitute representatives</i></p> <p><i>July to October 2018: Cr Spears and the Transport & Sustainability Planner and/or Team Leader Strategic Planning & Sustainability</i></p> <p><i>November 2018 to June 2019: Cr Damante and Director Corporate Services (or nominee) and Manager Revenue, Property and Customer Service</i></p>
Metropolitan Local Governments' Waste Forum	<p>July to October 2018: Cr Symon</p> <p>November 2018 to June 2019: Cr Symon</p> <p><i>Substitute representatives</i></p> <p><i>July 2018 to June 2019: Director Corporate Services, Manager Finance & Governance and Waste Management Coordinator</i></p>
Local Government Safe Cities Network	<p>July to October 2018: Cr Steane</p> <p>November 2018 to June 2019: Cr Steane</p> <p><i>Substitute representatives</i></p> <p><i>July to October 2018: Cr Paul Macdonald</i></p> <p><i>November 2018 to June 2019: Cr Lamont</i></p>
Municipal Association of Victoria State Council	<p>July to October 2018: Cr Symon</p> <p>November 2018 to June 2019: Cr Symon</p> <p><i>Substitute representatives</i></p> <p><i>July to October 2018: Cr Spears</i></p> <p><i>November 2018 to June 2019: Cr Spears</i></p>

Councillor allowances

In accordance with Section 74 of the *Local Government Act 1989*, 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 2018/19 financial year.

Councillor	Allowance (\$)
Tony Dib JP	27,943.92
Paul Macdonald	27,943.92
Kylie Spears Deputy - Mayor November 2018 to June 2019	27,943.92
Nora Lamont - Mayor July 2018 to November 2018	49,474.91
Samantha Marks	27,943.92
Mike Symon - Deputy Mayor July 2018 to November 2018	27,943.92
Marijke Graham	27,943.92
Michael Macdonald - July 1 to July 13 2018	1,534.54
Tasa Damante - July 16 2018 to June 30 2019	26,830.16
Rob Steane - Mayor November 2018 to June 2019	64,931.96

Councillor expenses

In accordance with Section 75 of the *Local Government Act 1989*, 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 2018/19 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 2018/19 financial year are set out in the table below.

Councillor	TR (\$)	CM (\$)	CC (\$)	IC (\$)	CT (\$)	CCA (\$)	Total (\$)
Tony Dib JP	0	0	0	486.64	0	90.00	576.64
Paul Macdonald	1,558.67	0	0	612.48	4,240.22	2,533.47	8,944.84
Kylie Spears	1,481.60	0	0	436.13	4,886.73	3,039.14	9,843.60
Nora Lamont	2,278.86	4,467.00#	0	207.61	3,761.69	1,114.24	11,829.40
Samantha Mazzuchelli	0	0	0	601.39	0	0	601.39
Mike Symon	2,713.78	1,123.98	0	629.23	6,118.62	1,902.07	12,487.68
Marijke Graham	661.95	0	0	401.99	4,661.26	2,199.70	7,924.90
Michael Macdonald	0	0	0	63.93	0	0	63.93
Tasa Damante	352.56	0	1,788.42	400.57	2,412.72	2,012.99	6,967.26
Rob Steane	2,866.36	7,533.00	0	470.11	1,705.26	1,995.24	14,569.97
TOTAL	\$11,913.78	\$13,123.98	\$1,788.42	\$4,310.08	\$27,786.50	\$14,886.85	\$73,809.61

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.

Conflict of interest

The *Local Government Act 1989* 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. In general terms, a person has a conflict of interest if they have a direct interest in a matter, including where they are likely to directly gain or lose financially. A conflict of interest also exists where a person has one or more of the following six types of indirect interest:

- An indirect interest because of a close association with a family member, relative or housemate who has a defined interest
- An indirect financial interest, including holding shares above a certain value in a company with a direct interest
- A conflict of duty arising from having particular responsibilities to a person or organisation with a direct interest
- Having received an applicable gift or gifts totalling \$500 in value over a five year period
- Being a party to the matter by having become a party to civil proceedings in relation to the matter
- Where there is a reasonable likelihood of the person's residential amenity being altered.

Declaration of a conflict of interest is a standard agenda item for all Ordinary Council, Special Council, Assembly 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 2018/19, three (3) conflict of interest disclosures were made at Special and Ordinary Meetings of Council.

Conflict of Interest Disclosures at Ordinary and Special Meetings of Council

	Councillor	Officer	Total
Direct interest (section 77B)	1	-	1
Indirect interest by close association (section 78)	-	-	-
Indirect financial interest (section 78A)	-	-	-
Indirect interest because of conflicting duties (section 78B)	2	-	2
Indirect interest due to receipt of a gift, being of \$200 value or more (section 78C)	-	-	-
Indirect interest as a consequence of becoming party to civil proceedings (section 78D)	-	-	-
Indirect interest because of impact on residential amenity (section 78E)	-	-	-
Conflicting personal interest (section 79B)	-	-	-

Accountability

Audit and Risk Advisory Committee

The Audit and Risk Advisory Committee is established pursuant to Section 139 of the *Local Government Act 1989* to assist 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 Advisory 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 & Risk Advisory 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 2018/19 and its activities included a

- a detailed review of quarterly and annual financial statements;
- identification and assessment of strategic, organisational, and operational level risks;
- 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, Manager Finance and Governance attend for advice and administrative support while the internal auditor and the external auditor attend meetings by invitation, to assist the committee with information requests.

Audit and Risk Advisory Committee membership

Period July 2018 to November 2018

External Members	Mr John Watson (Chair)
	Mr Bruce Potgieter
	Mr Michael Ulbrick
Councillor Members	Cr. Nora Lamont (Mayor)
	Cr. Mike Symon (Deputy Mayor)

Audit and Risk Advisory Committee membership

Period November 2018 to June 2019

External members	Mr John Watson (Chair)
	Mr Bruce Potgieter
	Mr Michael Ulbrick
Councillor members	Cr. Rob Steane (Mayor)
	Cr. Mike Symon

External audit

Council is externally audited by the Victorian Auditor-General. In 2018/19, 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 City 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 and operational 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 Advisory 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 Advisory Committee

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 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. 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, they are unlawful and Council will ensure that all employees, Councillors, consultants, contractors, and volunteers are educated in the prevention of unlawful equal opportunity acts.

Maroondah City Council is committed to:

- 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 equal opportunity 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.

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 and/or
- 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 | • Environment Protection Act 1970 |
| • Aged Care Act 1997 (Commonwealth) | • Estate Agents Act 1980 |
| • Associations Incorporation Reform Act 2012 | • Fences Act 1968 |
| • Australian Accounting Standards | • Fire Services Property Levy Act 2012 |
| • Building Act 1993 | • Flora and Fauna Guarantee Act 1988 |
| • Building Regulations 2006 | • Food Act 1984 |
| • Carers Recognition Act 2012 | • Freedom of Information Act 1982 |
| • Catchment and Land Protection Act 1994 | • Gambling Regulation Act 2003 |
| • Charter of Human Rights and Responsibilities Act 2006 | • Geographical Place Names Act 1998 |
| • Child Wellbeing and Safety Act 2005 | • Geothermal Energy Resources Regulations 2006 |
| • Children Youth and Families Act 2005 | • Graffiti Prevention Act 2007 |
| • Children's Services Act 1996 | • Health (Immunisation) Regulations 1999 |
| • Climate Change Act 2010 | • Health Records Act 2001 |
| • Conservation, Forests and Land Act 1987 | • Heavy Vehicle National Law Application Act 2013 |
| • Country Fire Authority Act 1958 | • Heritage Act 1995 |
| • Country Fire Authority Regulations 2014 | • Housing Act 1983 |
| • Crown Land (Reserves) Act 1978 | • Impounding of Livestock Act 1994 |
| • Cultural and Recreational Lands Act 1963 | • Independent Broad-Based Anti-Corruption Commission Act 2011 |
| • Dangerous Goods (Explosives) Regulations 2011 | • Infringements Regulations 2016 |
| • Dangerous Goods Act 1985 | • Infringements Act 2006 |
| • Disability Act 2006 | • Land Acquisition and Compensation Act 1986 |
| • Domestic Animals Act 1994 | • Land Acquisition and Compensation Regulations 2010 |
| • Drugs, Poisons and Controlled Substances Regulations 2017 | • Land Act 1958 |
| • Education and Care Services National Law Act 2010 | • Liquor Control Reform Act 1998 |
| • Education and Care Services National Law Regulations 2011 | • Local Government Act 1989 |
| • Education and Training Reform Act 2006 | • Local Government (Electoral) Regulations 2016 |
| • Electricity Safety Act 1998 | • Local Government (General) Regulations 2015 |
| • Emergency Management Act 2013 | • Local Government (Long Service Leave) Regulations 2012 |

- Local Government (Planning and Reporting) Regulations 2014
 - Magistrates' Court Act 1989
 - Major Transport Projects Facilitation Act 2009
 - Metropolitan Fire Brigades Act 1958
 - Mineral Resources (Sustainable Development) Act 1990
 - Occupational Health and Safety Act 2004
 - Occupational Health and Safety Regulations 2007
 - Privacy and Data Protection Act 2014
 - Planning and Environment Act 1987
 - Planning and Environment Regulation 2015
 - Planning and Environment (Fees) Further Interim Regulations 2016
 - Protected Disclosure Act 2012
 - Public Health and Wellbeing Act 2008
 - Public Health and Wellbeing Regulations 2009
 - Public Records Act 1973
 - Residential Tenancies Act 1997
 - Road Management Act 2004
 - Road Management (General) Regulations 2016
 - Road Management (Works & Infrastructure) Regulations 2015
 - Road Safety (General) Regulations 2009
 - Road Safety (Traffic Management) Regulations 2009
 - Road Safety (Vehicles) Regulations 2009
 - Road Safety Act 1986
 - Road Safety Road Rules 2017
 - Second Hand Dealers and Pawnbrokers Act 1989
 - Sex Work Act 1994
 - Sheriff Act 2009
 - Sport and Recreation Act 1972
 - Subdivision (Fees) Regulations 2016
 - Subdivision (Procedures) Regulations 2011
 - Subdivision (Registrar's Requirements) Regulations 2011
 - Subdivision Act 1988
 - Summary Offences Act 1966
 - Tobacco Act 1987
 - Transfer of Land Act 1958
 - Transport (Safety Schemes Compliance and Enforcement) Act 2014
 - Transport Integration Act 2010
 - Urban Renewal Authority Victoria Act 2003
 - Valuation of Land Act 1960
 - Victoria Grants Commission Act 1976
 - 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.austlii.edu.au/au/vic/
- Full text of Commonwealth legislation is online at: www.austlii.edu.au/au/

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 outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 24 August 2015
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Toolkit Date of operation of current guidelines: 21 June 2016
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the <i>Local Government Act 1989</i> Date of adoption: 20 May 2019
4	Annual Budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the <i>Local Government Act 1989</i> Date of adoption: 20 May 2019
5	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of adoption: 16 October 2015 The Asset Management Plan is a single document with sections for each asset class: roads, car parks, laneways and rights-of-way, kerb and channel, traffic management devices, pathways, bridges and walkways, park inventory, trees and stormwater drainage.
6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 20 May 2019
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 28 June 2016
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 19 March 2018
9	Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 20 February 2017

#	Governance and Management Items	Assessment
10	Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 30 July 2018
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)	Policy Date of approval: 2 August 2018
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 approval: 13 December 2018
13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 28 June 2016
14	Audit committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the <i>Local Government Act 1989</i> Date of establishment: 1 October 1994 At Maroondah, this Committee is known as the Audit and Risk Advisory Committee
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 September 2016
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 26 April 2017
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 six months of the financial year)	Report Date of report for the first six months of financial year 27 August 2018 Date of report for the second six months of financial year: 18 February 2019

Victorian Local Government Performance Reporting Framework: Governance and management checklist

#	Governance and Management Items	Assessment
18	Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the <i>Local Government Act 1989</i> Date quarterly statements presented: 27 August 2018 26 November 2018 18 February 2019 24 June 2019
19	Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Report Date of report for the last six months of last financial year 26 November 2018 Date of report for the first six months of financial year: 18 February 2019
20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Report Date of report for the first six months of financial year: 27 August 2018 Date of report for the second six months of financial year: 18 February 2019
21	Annual Report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 134 of the <i>Local Government Act 1989</i> Date presented: 29 October 2018
22	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the <i>Local Government Act 1989</i> Date reviewed: 20 February 2017
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)	Reviewed in accordance with section 98(6) of the <i>Local Government Act 1989</i> Date of review: 15 May 2017
24	Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the <i>Local Government Act 1989</i> Date local law made: 1 October 2016

I certify that this information presents fairly the status of Council's governance and management arrangements.



Steve Kozlowski
Chief Executive Officer
Dated: 6 August 2019



Cr. Rob Steane
Mayor
Dated: 12 August 2019



Giant Puppets were a Standout at Ringwood Town Square

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)
Best Value Reporting	Local Government (Best Value Principles) Act 1999 amending Local Government Act 1989
Carers Recognition	Carers Recognition Act 2012
Disability Policy and Action Plan	Disability Act 2008
Documents to be made available for public inspection	Local Government Act 1989 and Local Government (General) Regulations 2015
Domestic Animal Management	Domestic Animals Act 1994
Food Act Ministerial Directions	Food Act 1984
Freedom of Information requests	Freedom of Information Act 1982
Infrastructure and development contributions	Local Government Act 1989
Local Laws	Local Government Act 1989
National Competition Policy	Local Government Act 1989
Privacy	Privacy and Data Protection Act 2014 and the Health Records Act 2001
Procurement	Local Government Act 1989
Protected Disclosure	Local Government Act 1989
Road Management	Road management Act 2004
Victorian Local Government Indicators	Local Government Act 1989
Victorian Local Government Performance Reporting Framework: Service Performance Indicators	Local Government (Planning and Reporting) Regulations 2014 amending Local Government Act 1989

Best Value reporting

In December 1999, the Victorian Government passed the *Local Government (Best Value Principles) Act 1999* (the Act), which required Councils to review all their services against six Best Value principles. The Best Value principles aim to ensure that local government services are the best available and meet the needs of the community.

The Best Value principles as set out in Section 208B of the Act are:

1. All services provided by a Council must meet quality and cost standards.
2. All services provided by a Council must be responsive to the needs of the community.
3. Each service provided by a Council must be accessible to those members of the community for whom the service is intended.
4. A Council must achieve continuous improvement in the provision of services for its community.
5. A Council must develop a program of regular consultation with its community in relation to the services it provides.
6. A Council must report regularly to its community on its achievements in relation to Best Value.

At Maroondah City Council, an integrated planning framework ensures that Council strategies and financial resources are aligned to deliver the objectives outlined in the *Maroondah 2040 Community Vision: Our Future Together* and the *Council Plan 2017-24*. Within this planning framework, an annual service delivery planning process incorporates reference to Best Value principles to ensure that Council services continue to meet the changing needs of the community.

To ensure a continuous improvement approach to the provision of Council services, a wide range of continuous improvement initiatives have been implemented during 2018/19. Some of these initiatives are highlighted below.

Service improvements

During 2018/19, Council focused on several exciting projects that will see some new facilities built improving services and connections for our community.

The Realm Extension, Karralyka redevelopment, and the Croydon Community Precinct are all planned future developments for Maroondah.

Our community vision is for Maroondah to be a centre of economic activity and opportunity within the eastern region. With Ringwood and Croydon both Victorian Government designated Activity Centres, Council supports a broad range of facilities and services to meet the community needs and where the sustainability and growth of local businesses is supported.

Commercial, civic and recreational areas will incorporate infrastructure and services that meet the needs and aspirations of all ages and abilities. These projects aim to deliver key strategic civic infrastructure in these two Activity Centres and enable provision of services to the Maroondah community.

To ensure a continuous improvement approach to the provision of Council services, a wide range of service delivery, information systems, human resource, process, physical infrastructure and community engagement improvement initiatives were implemented during 2018/19. Some of these initiatives are highlighted below.

Process improvements

Paperless Office & Trapeze assessment tools implemented

The operation of Council's Statutory Planning department now requires less paper to deliver its service. Whilst there is a component of the service that requires paper usage and postal delivery (advertising notifications and decision documentation), the remaining services and function of the team occur electronically. Council no longer print and store hard copy planning files, general correspondence, and endorsed documents. The Trapeze assessment tool enables Council officers to review, assess and endorse documents, saving significant time and cost.

Reserve path renewal program

Council has developed a reserve path renewal program to maintain the unconstructed path network in reserves to encourage use of the reserve paths for recreational purposes.

Structural improvements

Council's Youth Services and Children's Services teams merge

The merge of Council's Youth Services and Children's Services teams is continuing to provide improvements to Council and the Maroondah community. This service change allows Council to create a more strategic, streamlined and effective approach to meeting the needs of 0-25-year olds and their families across Maroondah, including more effective joined-up planning for 0-25 year olds and their families.

Relocation and enhancement of Council Asset Protection Program

In July 2018, Council's Asset Protection service relocated from Council's Operations service area to Engineering Services team. The function has been enhanced with the introduction of Infrastructure Compliance Officer roles and by the ongoing development of formal compliance and enforcement capabilities to protect Council's infrastructure assets.

Building Regulations Advisory Committee (BRAC)

Council's Municipal Building Surveyor successfully nominated for the state-wide Building Regulations Advisory Committee (BRAC). BRAC is an independent statutory body established to advise the Minister on draft regulations prepared under the Act, to accredit building products, construction methods or designs, components or systems connected with building work and to advise the Minister on any matter referred to the committee by the Minister.

Information systems improvements

Technology is often an enabler of service improvements. Council's information technology team continues to improve its service offerings to the organisation. These include:

- Successfully implementing a dedicated Information Technology Infrastructure Library (ITIL) based Service Desk function employees to provide Council staff with a responsive and timely 'first point of contact' to address the high volume of comparatively low complexity support requests. An average of 820 requests per month are actioned.
- Developing, implementing and testing a new information technology centric disaster recovery process to provide Council with core fundamental capabilities to effectively mitigate the risk of significant and sustained service interruptions.
- Automating the apportionment of telephony costs across the organisation. These transactions are now imported directly into business systems which then flow into corporate reporting for managers/team leaders/supervisors to review.
- Scoping and planning the migration of Council's current on premise core information technology infrastructure to a hosted Infrastructure as a Service (IaaS) solution utilising a purpose built local government 'cloud offering' that will allow Council to utilise its current licensing. This reduces the risk of Council's core information technology infrastructure being housed in current 'server rooms' that are no longer fit for purpose.
- Commencing various projects and initiatives to future-proof the technology environment including the purchase of mobile technologies to support a more agile and responsive workforce. The objective is to allow users to work from everywhere whilst still retaining the ability to adequately secure, manage and support them.
- Undertaking a network review and redesign to support the office and data centre relocation projects. This involved establishing processes, processes to ensure minimal impact on the production environment during relocation and migration of core infrastructure; developing a design to incorporate the appropriate storage and compute architecture; identifying the end state architecture of the data centre platform and wide area network (WAN) connectivity.
- Extensive consultation with all Council service areas including their respective leaders to identify the specific end user compute and software needs for every Council employee. This provides a clear and unambiguous identification of a specific equipment set for each employee based on their portability and software needs.

Other service delivery improvements

Council continues to work to improve its service delivery and interactions with the community. Some of these improvements include:

- Footpath construction map and the supporting frequently asked questions provided on Council's website
- Prioritisation category implemented for all incoming traffic investigations to better triage critical issues
- Investigate and implement 'modular or pre-fabricated' procurement methodologies for community facilities to minimise disruption to community groups during the construction process
- Implementing online services for Vacation Care, Family Day Care, and Occasional Care services
- Online parking information and traffic issue submission modules have been improved allowing for greater detail and more targeted responses
- Introduction of proactive Live Chat via Council's Website
- Outbound Courtesy Calling Program for residents with Disabled Parking Permits
- Implementation of online immunisation booking system for public sessions
- Development of inspection tool in Mobile Pathway, consultation with business and guidance material provided online for the Food Safety Risk Assessment
- Creation of a new process to enable better resolution for matters in regard to derelict buildings within Council
- Emailing of all registered premises renewals and reminders including SMS reminders
- Enhanced working partnerships between service areas particularly with the Customer Service team, to share knowledge and information which enhance and support internal and external customer service delivery.

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 Seniors Register, Senior Citizens Clubs, older people's groups, and clients of Council's Aged & 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 & 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 had also sought to review procedures and supports to include recognition of the carer relationship. The following additional activities and resources have been provided to recognise the care relationship:

- facilitation of the Maroondah Carer Support Group
- facilitation of a Dementia Carers Support Group
- facilitation of the Dementia-specific Social Support Group program 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.



Chris presents at the Accessible Technology Session at Karralyka

Disability Policy and Action Plan

In accordance with section 38 of the *Disability Act 2006*, Council must report on the implementation of the Disability Policy and Action Plan in its Annual Report. During 2018/19, Council undertook a wide range of activities in delivering on this Plan. These included:

- Council, in partnership with Knox and Yarra Ranges Councils, has committed to supporting the Opening Doors Leadership program in 2019.
- Mental Health First Aid training was provided to Maroondah carers of people with a disability.
- Council's Pathways for Carers program has continued to expand locally and now is being recognised internationally.
- Maroondah's International Women's Day event focused on women in sport and the panel of speakers included a Paralympic cyclist.
- The Improved Outdoor Spaces Nomination Program continues with nominations from community members and subsequent improvements.
- Council received a Victorian Government grant to build a Changing Places facility at Croydon Town Square which was opened in April 2019.
- Council continues to support Changing Places and has included the facility in new developments in such as Maroondah Nets.
- Council was involved in 'Rawcus Encounters', a three-week arts project focussed on participation by people with and without disabilities. The project helped build the capacity of local disability day programs.
- Realm continues to provide many opportunities for local disability support agencies to host regular regional meetings, as well as accommodating the DHHS Outer East Local Connections Program.
- Council has undertaken facility audits to assist with and identify enhanced access opportunities to community facilities.
- Accessible Technology sessions were run for community members to help increase awareness on how technology can improve the everyday lives of people with disabilities, their families and carers.
- Council commenced the Pop Culture program in partnership with Eastern Regional Libraries to help build self-confidence and social connections for young people with and without disabilities. Due to the success of this program a pilot program is also being trialled for 12-16 year olds.
- Council is continuing to implement changes to support young people with disabilities access to programs and services.
- Planning has commenced for a Touchable Sounds project: an arts and dementia project which will run for two years and will benefit people with dementia and their families.
- Council worked with QIC to improve Eastland's website with better information regarding disability and way finding signage for Eastland's Changing Places.
- Enabling Women Leadership Program for women with disabilities was run in partnership with Women with Disabilities Victoria, Knox and Yarra Ranges Councils. Participants continue to meet regularly for support and personal development.
- Council continues to facilitate the Maroondah Disability Advisory Committee which offers opportunities for people with disabilities and their carers, a chance to provide feedback on Council projects, strategies, activities & events.
- Consultation was undertaken for Council's *Disability Policy and Action Plan 2019-2021*.
- A 2019 Action Plan has been developed for Council's *Children's Plan 2015-2019* that includes actions encompassing the needs of children and their families living with a disability.
- Council continues to support the transition of community members onto the NDIS.
- Capital works community facility improvement program continues incorporating works that focus on providing enhanced condition, functionality and accessibility.
- Support was provided to several disability groups through the Arts & Cultural Development Grants and Community Development Grants programs.
- Council continues to include DDA initiatives into development approvals.
- Council actively promotes positive imagery/stories regarding people with a disability across our publications and through our social media channels.

Documents to be made available for public inspection

Council is committed to open and transparent governance. Section 222 of the *Local Government Act 1989* (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 2018/19 financial year.

For the purposes of section 222 of the Act, the following are prescribed documents:

- 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 s80A 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, Support and Reimbursement 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 222 of the *Local Government Act 1989* 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, Braeside Avenue, 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 has reviewed the *Domestic Animal Management Plan 2017-2021* and continues to promote and support responsible pet ownership within Maroondah. Further details of Council's consolidated plan outlining the proactive program can be viewed in the DAMP on Council's website.

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
- demonstrations and information on responsible pet ownership at the Maroondah Festival
- programmed and random patrols of parks and reserves
- property inspections of the owners of dog at large
- annual inspections for declared menacing and 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 2018/19 financial year.

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 2018 to 30 June 2019.

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 \$28.90 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

Category	2018/19	2017/18	2016/17	2015/16	2014/15
2018/19	9	10	12	10	6
Access granted in full	6	7	6	6	2
Access granted in part	2	1	1	2	2
Other	-	-	3	-	-
Access denied in full	-	1	1	1	2
Requests still under consideration	1	1	1	1	-
Number of reviews by FOI Commissioner sought (Internal Reviews prior to 2012/13)	1	-	-	-	1
Appeals lodged with VCAT	-	-	-	-	-
Notices served pursuant to section 12(1) of the Act	-	-	-	-	-
Occasions where disciplinary action was taken against any officer regarding the administration of this Act	-	-	-	-	-
Application fees collected	\$173.40	\$170.40	\$279.00	\$244.80	\$132.50
Charges collected	\$36.20	\$0	\$85.00	\$30	\$88

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 2018/19 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 2018/19	
DCP name (Year approved)	Levies received in 2018/19 financial year
Ringwood Development Contributions Plan Overlay (2006)	\$374,191
Total	\$374,191

No DCP land, works, services or facilities were accepted in kind in 2018/19

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)	\$374,191	\$100,000	0	\$374,191
Total	\$374,191	\$100,000	0	\$374,191

Land, works, services or facilities delivered in 2018/19 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
Box Hill to Ringwood shared upgrade pathway	73451	Ringwood Development Contributions Plan Overlay (2006)	\$100,000	0	0	0	\$100,000	100%
Total			\$100,000	0	0	0	\$100,000	

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 2019)

Local Law No. 11 - General Local Law

Local Law No. 11 aims to assure equitable, orderly and enjoyable use by people of community facilities, including roads.

The objectives of *Local Law No 11 - General Local Law* are to:

- 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.

Local Law No. 11 was adopted by Council on 14 December 2015 and came into effect on Friday 1 January 2016.

Local Law No. 11 was also amended incorporating Local Law No. 13 and came into effect on 1 September 2016.

Local Law No. 12 - Meetings Procedure and Use of Common Seal

The objectives of *Local Law No. 12 - Meetings Procedure & Use of Common Seal* are to regulate the:

- proceedings of Ordinary and Special Meetings of the Maroondah City Council
- election of the Mayor and Acting Chairman
- use of the Common Seal of the Maroondah City Council and
- proceedings of special committees.

Local Law No 12 was adopted by Council on 18 April 2016 and came into operation on 1 October 2016.

Local Law No. 13 - General (Amendment) Local Law

Local Law 13 amends Local Law No.11 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:

- Amending the existing General Local Law 11
- Inserting a new Clause 30.1 – Incinerators and Burning

Local Law No. 13 was adopted by Council on 22 August 2016 and came into effect on 1 September 2016.

Local Law No. 14 - General (Amendment) Local Law

Local Law 14 amends Local Law No.11 by prohibiting smoking of tobacco products in Ringwood and Croydon Town Squares by:

- Amending the existing General Local Law 11
- Amending the existing clause 6.1 by adding relevant new definitions
- Inserting a new Clause 39 A – Smoke Free Areas

Local Law No. 14 was adopted by Council on 26 November 2018 and came into effect on 1 January 2019.

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.

Maroondah City Council regards 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

Council's Procurement Policy aims to provide a framework that ensures Maroondah City 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.

This 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 this policy, 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 Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without first engaging in a competitive process.



Ringwood Lake Park is a popular picnic location for families

Protected disclosure

The Protected Disclosure Act 2012 (the Act) commenced operation in February 2013. The purpose of the 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 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 *Protected Disclosure Act 2012*. Procedures in handling disclosures have been adopted to comply with the provisions of the Act. Copies of these procedures are available on Council's website at www.maroondah.vic.gov.au

During 2018/19, Council did not receive any disclosures. Council did identify one suspected fraud matter which was subsequently reported to IBAC.

Road management

The Act provides that Council has a statutory obligation to inspect, maintain and repair a public road, and that a Road Management Plan (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 2017-2021* 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* (the Act), 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.



Constructing a new footpath on Northwood Avenue, Ringwood East

Victorian Local Government Indicators

The Minister for Local Government, under the authority of the *Local Government Act 1989*, requires every Council to report on the following indicators.

Indicator	Target 2018/19	Actual Results			
		2018/19	2017-18	2016-17	2015-16
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.	\$1,814	\$1,795	\$1,707	\$1,660	\$1,622
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).	\$1,735	\$1,718	\$1,614	\$1,458	\$1,468
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.	\$947	\$1,034	\$1,010	\$948	\$990
Operating result per assessment The difference between the average operating revenue and average operating expenditure for each property in the municipality. Council rates and charges comprise 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.	\$362	\$509	\$253	\$285	\$87
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.	65	69	67	63	68
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.	\$2,666	\$2,654	\$2,562	\$2,450	\$2,327

Indicator	Target 2018/19	Actual Results			
		2018/19	2017-18	2016-17	2015-16
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.	\$878	\$951	\$513	\$723	\$711
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.	116%	96%	92%	118%	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.	112%	97%	94%	114%	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	61	57	57	56
Community satisfaction rating for Council's Engagement in decision making on key local issues Overall satisfaction with Council performance in engaging the community in decision making on key local issues as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	55	58	56	55	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.

Service/indicator/measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Aquatic Facilities						
Service standard User satisfaction with aquatic facilities	User satisfaction with how Council has performed on the provision of aquatic facilities Expected range: N/A	N/A	N/A	N/A	N/A	Optional measure only. Not measured
Service standard Health inspections of aquatic facilities	Number of health inspections per Council aquatic facility Expected range: 1 to 4 inspections	2	2	2	3	Increase in health inspections is due to 2 outbreak inspections and 1 contact visit at Aquanation
Service standard Reportable safety incidents at aquatic facilities	Number of WorkSafe reportable aquatic safety incidents Expected range: 0 to 20 incidents	6	0	4	7	Work has been undertaken to raise awareness of incidents classified as notifiable, this education may reflect the increase in incidents in 2018/19.
Service cost Cost of indoor aquatic facilities	\$ direct cost less any income received of providing indoor aquatic facilities per visit Expected range: -\$3 to \$10	\$0.36	-\$0.88	-\$1.16	-\$0.63	This result is less favourable than 2017/18, but indoor aquatic facilities are still operating at a profit per visit.
Service cost Cost of outdoor aquatic facilities	\$ direct cost less any income received of providing outdoor aquatic facilities per visit Expected range: -\$3 to \$20	\$14.12	\$14.50	\$15.05	\$11.68	The cost to Council per outdoor aquatic visits declined in 2018/19, this due to an increase in visitation to Croydon Memorial Pool during the past summer season.
Utilisation Utilisation of aquatic facilities	Number of visits to aquatic facilities per head of municipal population Expected range: 1 to 10 visits	7.39	8.33	8.75	10.11	This result shows an overall increase in utilisation of aquatic facilities over the past financial year. This was particularly the case at Croydon Memorial Pool.

Service/indicator/ measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Animal Management						
Timeliness Time taken to action animal requests	Number of days taken to action animal requests Expected range: 1 to 10 days	1.0	1.7	1.08	1.02	No material variation
Service standard Animals reclaimed	% of collected animals reclaimed Expected range: 30% to 90%	65.4%	54.7%	67.74%	76.87%	A greater number of owners responded in a positive way when contacted and reclaimed animals. Officers have made a conservative effort to reunite animals with their owners rather than impound. The collaboration with Animal Aid on education around Responsible Pet Ownership which has increased efforts for animals to be reclaimed.
Service cost Cost of animal management service	\$ direct cost of the animal management service per registered animal Expected range: \$10 to \$70	\$32.13	\$30.65	\$31.58	\$35.27	The cost of animal management services is a reflection of the increase in State Levy to \$4.00 (previously \$2.00 cats and \$3.00 dogs).
Health and safety Animal management prosecutions	Number of prosecutions Expected range: 0 to 50 prosecutions	1	3	3	5	This figure represents the number of defendants prosecuted directly for offences under the Domestic Animals Act 1994 that cannot be dealt with by way of direct fine. Council cannot control the number of reports in relation to number of dog attacks that occur within the community. Officers have increased educational programs such as park patrols. As a result this measure has the potential to fluctuate.

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Food Safety						
Timeliness Time taken to action food complaints	Number of days taken to action food complaints Expected range: 1 to 10 days	1.3	1.9	1.88	1.24 2018 calendar year	There has been a decrease in the time taken to respond to complaints in 2018, compared with 2017 data.
Service standard Food safety assessments	% of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment Expected range: 50% to 100%	89.5%	98.5%	98.0%	100% 2018 calendar year	No material variation
Service cost Cost of food safety service	\$ direct cost of the food safety service per registered food premises Expected range: \$300 to \$1,200	\$667.85	\$639.70	\$738.76	\$689.36	No material variation
Health and safety Critical and major non-compliance notifications	% of critical and major non-compliance outcome notifications that are followed up by council Expected range: 60% to 100%	92.3%	92.3%	100%	99.06% 2018 Calendar year	No material variation

Service/indicator/ measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Governance						
Transparency Council resolutions at meetings closed to the public	% of Council resolutions made at meetings closed to the public Expected range: 0% to 30%	13.7%	11.9%	13.74%	8.52%	There was a reduction in confidential 'in camera' decisions made at Council meetings during 2018/19 financial year.
Consultation and engagement Satisfaction with community consultation & engagement	Satisfaction rating out of 100 Expected range: 40 to 70	58	55	56	58	No material variation
Attendance Council attendance at Council meetings	% of Council attendance at ordinary and special Council meetings Expected range: 80% to 100%	88.1%	91.5%	86.32%	88.89%	No material variation
Service cost Cost of governance	\$ direct cost of the governance service per councillor Expected range: \$30,000 to \$80,000	\$43,653	\$49,530	\$45,744	\$48,959	No material variation
Decision making Satisfaction with Council decisions	Satisfaction rating out of 100 Expected range: 40 to 70	61	58	59	62	No material variation

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Libraries						
Utilisation Library collection usage	Number of library collection item loans per library collection item Expected range: 1 to 9 items	9.4	10.0	10.58	10.47	No material variation
Resource standard Standard of library collection	% of the library collection that has been purchased in the last 5 years Expected range: 40% to 90%	79.3%	77.4%	75.47%	72.39%	No material variation
Service cost Cost of library service	\$ direct cost of the library service per visit Expected range: \$3 to \$15	\$3.01	\$2.65	\$2.58	\$2.78	No material variation
Participation Active library members	% of the municipal population that are active library members Expected range: 10% to 40%	24.2%	14.9%	16.18%	16.26%	No material variation

Service/indicator/ measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Maternal and Child Health						
Satisfaction Participation in first MCH home visit	% of infants enrolled in the MCH service who receive the first MCH home visit Expected range: 90% to 110%	99.4%	102.8%	101.2%	98.8%	No material variation
Service standard Infant enrolments in the MCH service	% of infants enrolled in the MCH service Expected range: 90% to 110%	98.8%	100.1%	101.06%	101.06%	No material variation
Service cost Cost of the MCH service	\$ cost of the MCH service per hour of service delivered Expected range: \$50 to \$200	\$72.64	\$86.04	\$71.22	\$87.20	The cost per hour of MCH services delivered has increased for the 12-month period due to multiple factors that have impacted on the MCH service delivery. The MCH nurses have undertaken compulsory professional development in MARAM training (family violence), MERTIL training (trauma informed practice) and CISS (new child information sharing scheme legislation). The implementation of the new CDIS data collection system has involved additional training for MCH staff and an additional 30 minutes administration time/ day for staff. There have also been staff retirements and backfill arrangements which impacted the overall costs.
Participation Participation in MCH service	% of children enrolled who participate in the MCH services Expected range: 70% to 100%	90.6%	78.1%	73.88%	78.11%	No material variation
Participation Participation in MCH service by Aboriginal children	% of Aboriginal children enrolled who participate in the MCH service Expected range: 60% to 100%	118.3%	74.4%	69.90%	72.63%	No material variation

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/ measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Roads						
Satisfaction of use Sealed local road requests	Number of sealed local road requests per 100 kilometres of sealed local road Expected range: 10 to 120 requests	71.6	96.3	98.35	108.04%	No material variation
Condition Sealed local roads below the intervention level	% of sealed local roads that are below the renewal intervention level Expected range: 80% to 100%	99.3%	97.3%	97.25%	97.31%	No material variation
Service cost Cost of sealed local road reconstruction	\$ direct reconstruction cost per square metre of sealed local roads reconstructed Expected range: \$20 to \$200	\$140.10	\$209.37	\$87.98	\$221.08	The increase in cost of sealed local reconstruction is due to the unique nature of individual roads and the subsequent scope of works. These figures tend to fluctuate between financial years.
Service cost Cost of sealed local road resealing	\$ direct resealing cost per square metre of sealed local roads resealed Expected range: \$4 to \$30	\$24.21	\$33.68	\$26.60	\$19.99	Council only uses asphalt products for resealing to meet community expectations and ensure long term road sustainability. 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 the Council asset register has been included in this figure. Reseals that does not cover an entire road block is considered as a patch and is not included. Isolated patches may have occurred throughout the financial year.
Satisfaction Satisfaction with sealed local roads	Satisfaction rating out of 100 Expected range: 50 to 100	68	66	68	70	No material variation

Service/indicator/ measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Statutory Planning						
Timeliness Time taken to decide planning applications	Days between receipt of a planning application and a decision on the application Expected range: 30 to 110 days	29 days	39 days	35 days	34 days	No material variation
Service standard Planning applications decided within 60 days	% of planning application decisions made within 60 days Expected range: 40% to 100%	84.0%	80.0%	82.45%	81.63%	No material variation
Service cost Cost of statutory planning service	\$ direct cost of the statutory planning service per planning application Expected range: \$500 to \$4,000	\$1,424	\$1,617	\$1,860.81	\$1,869.80	No material variation
Decision making Planning decisions upheld at VCAT	% of decisions subject to review by VCAT that were not set aside Expected range: 30% to 100%	42.9%	48.9%	90.41%	90.24%	No material variation

Victorian Local Government Performance Reporting Framework: Statement of service performance

Service/indicator/measure	Measure expressed as	Result 15/16	Result 16/17	Result 17/18	Result 18/19	Material variation comment
Waste Collection						
Satisfaction Kerbside bin collection requests	Number of kerbside bin collection requests per 1000 kerbside bin collection households Expected range: 10 to 300 requests	56.0	61.3	72.05	71.93	No material variation
Service standard Kerbside collection bins missed	Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts Expected range: 1 to 20 bins	2.3	2.5	3.38	3.49	No material variation
Service cost Cost of kerbside garbage collection service	\$ direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin Expected range: \$40 to \$150	\$101.50	\$101.64	\$103.19	\$106.11	No material variation
Service cost Cost of kerbside recyclables collection service	\$ direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin Expected range: \$10 to \$80	\$30.06	\$30.14	\$43.36	\$62.59	This change is due to the increase to the cost of processing recyclables following China's ban on import of waste and the subsequent recycling industry crisis in Australia and world-wide. Instead of receiving income from recyclables, Council had to start paying for them to continue to be recycled.
Waste diversion Kerbside collection waste diverted from landfill	% of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill Expected range: 20% to 80%	54.0%	54.9%	54.14%	54.56%	No material variation

Please note:

- The threshold for providing a 'material variation' comment for this table is +/-10% variance compared with 2018 data
- More detailed Council comments on 2019 LGPRF service performance indicator results will be available once data is released by the Victorian Government at www.knowyourcouncil.vic.gov.au



Annual Financial Report and Performance Statement

For the year ended 30 June 2019

Understanding the Financial Report

Introduction

The Financial Report shows how Council performed financially during the 2018/19 financial year and shows its overall financial position at the end (30 June 2019) 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 'not for profit' 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.

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.

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.
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

- the use of monies from Council's reserves
- 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. It also occurs when existing assets are taken up in the books for the first time.

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.

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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 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Antonio Rocca, CA
Principal Accounting Officer

Date : 19 August 2019
Melbourne

In our opinion the accompanying financial statements present fairly the financial transactions of Maroondah City Council for the year ended 30 June 2019 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 2014* to certify the financial statements in their final form.

R. Steane
Mayor



Date : 19 August 2019
Melbourne

M. Symon
Councillor



Date : 19 August 2019
Melbourne



S. Kozłowski
Chief Executive Officer

Date : 19 August 2019
Melbourne

Victorian Auditor General's Report

Financial Statements



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 2019 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows 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 2019 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</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's 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 and the <i>Local Government Act 1989</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's 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
29 August 2019



Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
Income			
Rates and charges	3.1	90,054	84,948
Statutory fees and fines	3.2	4,703	4,593
User fees	3.3	26,320	24,258
Grants - operating	3.4	12,602	13,719
Grants - capital	3.4	16,108	3,488
Contributions - monetary	3.5	7,197	5,080
Contributions - non monetary	3.5	51	1,890
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	64	493
Share of net profits (or loss) of associates and joint ventures	6.2	125	292
Other income	3.7	1,520	1,325
Total income		158,744	140,086
Expenses			
Employee costs	4.1	54,971	52,222
Materials and services	4.2	51,820	48,244
Depreciation and amortisation	4.3	22,468	21,136
Bad and doubtful debts	4.4	13	13
Borrowing costs	4.5	967	1,031
Other expenses	4.6	2,959	4,852
Total expenses		133,198	127,498
Surplus/(deficit) for the year		25,546	12,588
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	(8,518)	(1,549)
Total comprehensive result		17,028	11,039

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

Balance Sheet

As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	16,049	14,945
Trade and other receivables	5.1	11,680	8,677
Other financial assets	5.1	36,995	36,824
Inventories	5.2	393	324
Other assets	5.2	470	1,112
Total current assets		65,587	61,882
Non-current assets			
Trade and other receivables	5.1	155	122
Other financial assets	5.1	1,279	1,000
Investments in associates, joint arrangements and subsidiaries	6.2	3,447	3,322
Property, infrastructure, plant and equipment	6.1	1,842,087	1,821,383
Intangible assets	5.2	782	993
Total non-current assets		1,847,750	1,826,820
Total assets		1,913,337	1,888,702
Liabilities			
Current liabilities			
Trade and other payables	5.3	14,502	12,505
Trust funds and deposits	5.3	4,823	4,477
Provisions	5.5	12,217	12,007
Interest-bearing liabilities	5.4	1,398	1,332
Total current liabilities		32,940	30,321
Non-current liabilities			
Trust funds and deposits	5.3	6	6
Provisions	5.5	1,632	1,280
Interest-bearing liabilities	5.4	17,286	18,684
Total non-current liabilities		18,924	19,970
Total liabilities		51,864	50,291
Net assets		1,861,473	1,838,411
Equity			
Accumulated surplus		820,938	791,358
Reserves	9.1	1,040,535	1,047,053
Total Equity		1,861,473	1,838,411

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

Statement of Changes in Equity

For the year ended 30 June 2019

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019					
Balance at beginning of the financial year		1,838,411	791,358	1,038,053	9,000
Adjustment for prior periods		6,034	6,034	-	-
Surplus/(deficit) for the year		25,546	25,546	-	-
Net asset revaluation increment/(decrement)	6.1	(8,518)	-	(8,518)	-
Transfers to other reserves	9.1	-	(2,000)	-	2,000
Balance at end of the financial year		1,861,473	820,938	1,029,535	11,000

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018					
Balance at beginning of the financial year		1,541,055	495,343	1,038,712	7,000
Adjustment for prior periods		9,394	8,504	890	-
Adjustment due to adoption of AASB 1051		276,923	276,923	-	-
Surplus/(deficit) for the year		12,588	12,588	-	-
Net asset revaluation increment/(decrement)	6.1	(1,549)	-	(1,549)	-
Transfers to other reserves	9.1	-	(2,000)	-	2,000
Balance at end of the financial year		1,838,411	791,358	1,038,053	9,000

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 2019

	Note	2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		89,938	84,946
Statutory fees and fines		4,723	4,610
User fees		24,425	24,796
Grants - operating		12,729	13,763
Grants - capital		16,108	3,488
Contributions - monetary		7,325	5,200
Interest received		1,482	1,287
Trust funds and deposits taken		17,784	17,774
Net GST refund/(payment)		7,041	4,039
Employee costs		(54,333)	(51,353)
Materials and services		(62,394)	(55,876)
Trust funds and deposits repaid		(17,438)	(17,221)
Net cash provided by/(used in) operating activities	9.2	47,390	35,453
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(45,629)	(25,122)
Proceeds from sale of property, infrastructure, plant and equipment		2,092	796
Payments for investments		(93,601)	(77,734)
Proceeds from sale of investments		93,151	76,222
Net cash provided by/(used in) investing activities		(43,987)	(25,838)
Cash flows from financing activities			
Finance costs		(967)	(1,031)
Repayment of borrowings		(1,332)	(1,268)
Net cash provided by/(used in) financing activities		(2,299)	(2,299)
Net increase (decrease) in cash and cash equivalents		1,104	7,316
Cash and cash equivalents at the beginning of the financial year		14,945	7,629
Cash and cash equivalents at the end of the financial year		16,049	14,945
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 2019

	Note	2019 \$'000	2018 \$'000
Property			
Land		600	-
Total land		600	-
Buildings		27,845	8,485
Total buildings		27,845	8,485
Total property		28,445	8,485
Plant and equipment			
Plant, machinery and equipment		1,929	2,648
Fixtures, fittings and furniture		203	144
Computers and telecommunications		130	160
Total plant and equipment		2,262	2,952
Infrastructure			
Roads		8,847	3,728
Footpaths and cycleways		596	2,879
Drainage		2,977	1,604
Waste management		28	40
Parks, open space and streetscapes		2,890	5,101
Off street car parks		138	478
Other infrastructure		1,522	276
Total infrastructure		16,998	14,106
Total capital works expenditure		47,705	25,543
Represented by:			
New asset expenditure		22,624	5,127
Asset renewal expenditure		19,157	17,343
Asset upgrade expenditure		5,924	3,073
Total capital works expenditure	1.2, 6.1	47,705	25,543

The above statement of capital works should be read in conjunction with the accompanying notes

Notes to the Financial Statements

For the year ended 30 June 2019

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 Braeside Avenue 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 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, 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.

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.

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)

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.

Note 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 2014* 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 21 May 2018. 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 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
Income					
Rates and charges	90,273	90,054	(219)	(0%)	
Statutory fees and fines	4,508	4,703	195	4%	
User fees	26,204	26,320	116	0%	
Grants - operating	11,940	12,602	662	6%	
Grants - capital	12,945	16,108	3,163	24%	1
Contributions - monetary	3,738	7,197	3,459	93%	2
Contributions - non monetary	-	51	51	100%	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(93)	64	157	(169%)	3
Share of net profits/(losses) of associates and joint ventures	-	125	125	100%	
Other income	1,081	1,520	439	41%	4
Total income	150,596	158,744	8,148	5%	
Expenses					
Employee costs	56,085	54,971	1,114	2%	5
Materials and services	52,680	51,820	860	2%	
Depreciation and amortisation	22,054	22,468	(414)	(2%)	
Bad and doubtful debts	11	13	(2)	(18%)	
Borrowing costs	968	967	1	0%	
Other expenses	798	2,959	(2,161)	(271%)	6
Total expenses	132,596	133,198	(602)	0%	
Surplus/(deficit) for the year	18,000	25,546	8,750	49%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Grants - capital	The favourable variance relates to pavilion redevelopment (Jubilee Park Sports \$1.2m, Ainslie Park \$400k and Silcock Sports \$225k), Heathmont Shopping Centre access \$1.04m and Croydon Main Street Pedestrian safety improvements \$804k all of which had not been budgeted for. HE Parker Multisports complex \$1.55m budgeted in 18/19 will be received in 19/20.
2	Contributions - monetary	The improved position in Contributions - monetary received was largely due to Public Open Space funds \$2.06m and Statutory Planning contributions \$234k received greater than budget. These funds have special requirements to the manner they can be spent.
3	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	The net gain relates mainly to the sale of plant and fleet items \$40k.

1.1 Income and expenditure (cont'd)

Variance Ref	Item	Explanation
4	Other income	The improved position of other income was due to interest on investments up by \$1.2m which is due to higher levels of investment.
5	Employee costs	The favourable variance is only 2% of the total budget and is across numerous activities. Aquanation and Aquahub have achieved savings of \$337k and Operations has also achieved savings of \$332k.
6	Other expenses	Other expenses are as expected however assets written-off relate mainly to Roads and these amounts are not budgeted for.

Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
Property					
Land	-	600	(600)	0%	
Total land	-	600	(600)	0%	
Buildings	22,211	27,845	(5,634)	(25%)	1
Total buildings	22,211	27,845	(5,634)	(25%)	
Total property	22,211	28,445	(6,234)	(28%)	
Plant and equipment					
Plant, machinery and equipment	3,882	1,929	1,953	50%	2
Fixtures, fittings and furniture	80	203	(123)	(154%)	3
Computers and telecommunications	930	130	800	86%	4
Total plant and equipment	4,892	2,262	2,630	54%	
Infrastructure					
Roads	4,325	8,847	(4,522)	(105%)	5
Footpaths and cycleways	3,090	596	2,494	81%	6
Drainage	3,467	2,977	490	14%	7
Waste management	50	28	22	44%	8
Parks, open space and streetscapes	4,466	2,890	1,576	35%	9
Off street car parks	460	138	322	70%	10
Other infrastructure	720	1,522	(802)	(111%)	11
Total infrastructure	16,578	16,998	(420)	(3%)	
Total capital works expenditure	43,681	47,705	(4,024)	(9%)	
Represented by:					
New asset expenditure	16,220	22,624	(6,404)	(39%)	12
Asset renewal expenditure	22,500	19,157	3,343	15%	13
Asset upgrade expenditure	4,961	5,924	(963)	(19%)	14
Total capital works expenditure	43,681	47,705	(4,024)	(9%)	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings	Operations Centre Activity redevelopment is progressing ahead of schedule. The HE Parker Sports Pavilion and Kurboroo Kinder Redevelopment are funded from funds carried forward from 2017/18. The Building Renewal works are being forward funded.
2	Plant, machinery and equipment	Funds were not required for plant, machinery and equipment in 2018/19.
3	Fixtures, fittings and furniture	Initially budgeted funding for plant, machinery and equipment - however, once works undertaken on planned projects, it was deemed as within this class of asset to the amount of \$580k.
4	Computers and telecommunications	This variance is due to IT hardware equipment requirements being reviewed and also due to software being budgeted in capital expenditure and then included in the accounts as an intangible asset. Funds to be carried forward to 2019/20.
5	Roads	Roads to Recovery for Lincoln Road Croydon road works partly funded through monies carried forward from 2017/18. The local road renewal program of works are ahead of schedule.
6	Footpaths and cycleways	\$2.025m adopted budget reclassified to Roads as actuals are capitalised under Roads. The Ringwood to Box Hill Shared User Pathways contribution not budgeted for and funded by developers contributions.

1.2 Capital works (cont'd)

Variance Ref	Item	Explanation
7	Drainage	The Ringwood Activities Area drainage contribution is deferred due to alternatives currently being reviewed. Funds to be carried forward to 2019/20.
8	Waste management	Level of work undertaken not to the estimated volume.
9	Parks, open space and streetscapes	Quambee Sports Oval and Surface Renovation works are in progress and will continue into 2019/20. Open Space Playground and Golf pathways works are being deferred. Funds to be carried forward to 2019/20.
10	Off street car parks	Carpark works completed under budget.
11	Other infrastructure	The Main St Croydon Pedestrian Safety Improvements required additional work outside of original scope of works. The additional costs have been funded by VicRoads.
12	New asset expenditure	The HE Parker Sports Pavilion and Croydon Town Development are funded from 2017/18. The Footpath Construction program is partly forward funded and the flood mitigation land acquisition is also forward funded.
13	Asset renewal expenditure	(\$3.1M) adopted budget is now classified as Asset Upgrade after review of capital project classification.
14	Asset upgrade expenditure	\$3.1M adopted budget is now classified as Asset Upgrade after review of capital project classification. RTR Lincoln Road Croydon and Ringwood Activities Area Drainage works are being deferred. Also, the IT hardware equipment requirements are being reviewed. Funds to be carried forward to 2019/20.

Note 2 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 and Governance, including Waste Management and Risk Management
- Workplace People and Culture
- Information Technology
- Revenue, Property and Customer Service including library services.

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 Karalyka, Maroondah Federation Estate and Council's Maroondah Leisure facilities, including Aquanation, Aquahub, Ringwood and Dorset Golf, The Rings 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.

Note 2 Analysis of Council results by program

(b) 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
2019					
Chief Executive Office	176	2,331	(2,155)	-	-
Corporate Services	97,081	31,180	65,901	4,746	71,219
Development and Amenity	11,213	10,986	227	118	-
Operations, Assets and Leisure	40,774	70,385	(29,611)	16,519	1,842,118
Strategy and Community	9,500	18,316	(8,816)	7,327	-
	158,744	133,198	25,546	28,710	1,913,337
	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
Chief Executive Office	124	1,814	(1,690)	-	-
Corporate Services	94,065	29,596	64,469	5,273	67,520
Development and Amenity	8,674	10,419	(1,745)	142	-
Operations, Assets and Leisure	27,586	68,925	(41,339)	4,290	1,821,182
Strategy and Community	9,637	16,744	(7,107)	7,502	-
	140,086	127,498	12,588	17,207	1,888,702

Commentary on allocations

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

Corporate Services: rates revenue including supplementaries, 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****2019****2018****\$'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 2018/19 was \$38.10 billion (2017/18 \$32.09 billion).

General rates	74,546	72,498
Waste management charge	14,743	11,652
Special rates and charges	92	172
Supplementary rates and rate adjustments	399	307
Interest on rates and charges	255	297
Cultural and recreational	19	22
Total rates and charges	90,054	84,948

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation will be first applied in the rating year commencing 1 July 2018.

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**2019****2018****\$'000****\$'000**

Infringements and costs	1,247	1,316
Court recoveries	197	153
Town planning fees	1,711	1,613
Land information certificates	83	108
Permits	1,323	1,278
Other	142	125
Total statutory fees and fines	4,703	4,593

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**2019****2018****\$'000****\$'000**

Active leisure centres	19,309	18,276
Aged and health services	755	717
Child care and children's programs	315	390
Community facilities recreation	565	504
Community health	14	14
Local laws	42	35
Performing arts, functions and conferences	3,418	2,900
Waste management services	1	(35)
Youth programs	5	13
Other fees and charges	1,896	1,444
Total user fees	26,320	24,258

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

3.4 Funding from other levels of government**2019****2018**

Grants were received in respect of the following:

\$'000**\$'000****Summary of grants**

Commonwealth funded grants	20,011	10,726
State funded grants	8,699	6,481
Total grants received	28,710	17,207

3.4 Funding from other levels of government (cont'd)	2019	2018
(a) Operating Grants	\$'000	\$'000
<i>Recurrent - Commonwealth Government</i>		
Childrens services	401	346
Community health	89	122
Financial assistance grants	4,646	5,160
Aged care	3,478	3,297
<i>Recurrent - State Government</i>		
Aged care	1,255	1,775
Community, planning and development	145	139
Youth services	71	71
Maternal and child health	1,037	1,001
Community Health	10	-
Total recurrent operating grants	11,129	11,911
<i>Non-recurrent - Commonwealth Government</i>		
Integrated planning	154	71
Childrens services	-	1
<i>Non-recurrent - State Government</i>		
Sport & Recreation	381	-
Waste management	100	113
Community health	20	19
Maternal child and health	161	95
Youth services	265	257
Integrated planning	242	390
Childrens services	100	-
Council and Community Planning	20	-
Open space planning	-	767
Other	30	96
Total non-recurrent operating grants	1,473	1,809
Total operating grants	12,602	13,719
(b) Capital Grants	2019	2018
	\$'000	\$'000
<i>Non-recurrent - Commonwealth Government</i>		
Buildings	9,998	1,006
Roads to recovery	1,195	724
Recreational, leisure and community facilities	53	-
<i>Non-recurrent - State Government</i>		
Buildings	2,385	1,305
Roads	1,904	231
Drainage	121	31
Recreational, leisure and community facilities	442	90
Parks and open space	10	100
Total non-recurrent capital grants	16,108	3,488
Total capital grants	16,108	3,488
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	4,302	3,863
Received during the financial year and remained unspent at balance date	3,160	1,943
Received in prior years and remained unspent at balance date	1,093	195
Received in prior years and spent during the financial year	(3,209)	(1,699)
Balance at year end	4,253	4,302

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal).

3.5 Contributions	2019 \$'000	2018 \$'000
Monetary	7,197	5,080
Non-monetary	51	1,890
Total contributions	7,248	6,970

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

Land	51	1,890
Total non-monetary contributions	51	1,890

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	2019 \$'000	2018 \$'000
Proceeds of sale	829	1,976
Written down value of assets disposed	(765)	(1,483)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	64	493

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	2019 \$'000	2018 \$'000
Interest on investments	1,242	1,038
Interest other	3	5
Rent	275	282
Total other income	1,520	1,325

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	2019 \$'000	2018 \$'000
Wages and salaries	49,174	46,762
Workcover	612	582
Superannuation	4,864	4,392
Fringe benefits tax	521	486
Total employee costs	54,971	52,222

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	222	319
	222	319

Employer contributions payable at reporting date.

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,589	2,462
Employer contributions - other funds	1,853	1,611
	4,442	4,073

Employer contributions payable at reporting date.

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

4.2 Materials and services	2019	2018
	\$'000	\$'000
Agency staff	1,426	895
Apprentices	382	358
Bank charges	389	382
Cleaning	852	792
Communications, postage and advertising	1,313	1,386
Consultants	1,393	1,033
Cost of goods sold	870	819
Fire services levy	106	107
Food costs - meals on wheels	401	262
Fuels, oil, registrations and running costs - plant & fleet	991	893
Grants to community	427	443
Insurance	871	726
Legal fees	982	986
Library contribution	2,611	2,558
Licence fees	264	142
Maintenance	3,511	3,515
Marketing and promotion	277	248
Materials - depot and golf courses	1,135	1,137
Memberships/subscriptions	251	175
Printing and stationary	153	181
Security	383	329
Training	373	445
Uniforms	93	126
Utilities	4,172	3,768
Other	4,106	3,808
Contract payments - home care	2,967	2,950
Contract payments - waste	11,769	10,536
Contract payments - operations	4,054	6,261
Contract payments - valuations	66	248
Contract payments - election	3	68
Contractors - other	5,229	2,667
Total materials and services	51,820	48,244

4.3 Depreciation and amortisation	2019	2018
	\$'000	\$'000
Property	4,363	3,961
Plant and equipment	2,143	2,084
Infrastructure	15,625	14,813
Total depreciation	22,131	20,858
Intangible assets	337	278
Total depreciation and amortisation	22,468	21,136

Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Bad and doubtful debts	2019	2018
	\$'000	\$'000
Other debtors	13	13
Total bad and doubtful debts	13	13
Movement in provisions for doubtful debts		
Balance at the beginning of the year	52	50
New provisions recognised during the year	20	19
Amounts already provided for and written off as uncollectible	(7)	(4)
Amounts provided for but recovered during the year	(16)	(13)
Balance at end of year	49	52

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.

4.5 Borrowing costs	2019	2018
	\$'000	\$'000
Interest - Borrowings	967	1,031
Total borrowing costs	967	1,031

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.

4.6 Other expenses	2019	2018
	\$'000	\$'000
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	64	65
Auditors' remuneration - Internal	135	132
Councillors' allowances	312	305
Operating lease rentals	257	252
Assets written-off / impaired	2,191	4,098
Total other expenses	2,959	4,852

Note 5 Our financial position	2019	2018
5.1 Financial assets	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	25	25
Cash at bank	1,118	2,483
Term deposits	14,906	12,437
Total cash and cash equivalents	16,049	14,945
(b) Other financial assets		
Term deposits - current	36,995	36,824
Term deposits - non-current	1,279	1,000
Total other financial assets	38,274	37,824
Total financial assets	54,323	52,769

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)	4,829	4,483
Total restricted funds	4,829	4,483
Total unrestricted cash and cash equivalents	11,220	10,462

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	7,207	7,777
- operating grants received during the financial year and remained unspent at balance date	820	1,943
Total funds subject to intended allocations	8,027	9,720

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.

5.1 Financial assets (cont'd)	2019	2018
(c) Trade and other receivables	\$'000	\$'000
Current		
<i>Statutory receivables</i>		
Rates debtors	2,314	2,226
Garbage charges - debtors	456	380
Infringement debtors	233	253
Provision for doubtful debts - infringements	(14)	(15)
<i>Non statutory receivables</i>		
Loans and advances to community organisations	36	45
Interest accrued - other investments	297	232
Other debtors	8,393	5,593
Provision for doubtful debts - other debtors	(35)	(37)
Total current trade and other receivables	11,680	8,677
Non-current		
<i>Statutory receivables</i>		
Rates debtors	39	23
Garbage charges - debtors	11	11
<i>Non statutory receivables</i>		
Loans and advances to community organisations	81	71
Other debtors	24	17
Total non-current trade and other receivables	155	122
Total trade and other receivables	11,835	8,799

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)	3,153	4,014
Past due by up to 30 days	345	1,416
Past due between 31 and 180 days	4,526	121
Past due between 181 and 365 days	702	336
Past due by more than 1 year	105	71
Total trade and other receivables	8,831	5,958

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$44,130 (2018: \$30,402) were impaired. The amount of the provision raised against these debtors was \$44,130 (2018: \$30,402). 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	10	3
Past due between 181 and 365 days	3	3
Past due by more than 1 year	31	24
Total individually impaired receivables	44	30

5.2 Non-financial assets	2019	2018
(a) Inventories	\$'000	\$'000
Inventories held for distribution	169	172
Inventories held for sale	224	152
Total inventories	393	324

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)	2019	2018
(b) Other assets	\$'000	\$'000
Prepayments	419	1,069
Accrued income	51	43
Total other assets	470	1,112
(c) Intangible assets	2019	2018
	\$'000	\$'000
Software	782	993
Total intangible assets	782	993
	Software	Total
	\$'000	\$'000
Gross carrying amount		
Balance at 1 July 2017	1,281	1,281
Additions	383	383
Balance at 1 July 2018	1,664	1,664
Other additions	126	126
Balance at 30 June 2019	1,790	1,790
Accumulated amortisation and impairment		
Balance at 1 July 2017	348	348
Amortisation expense	323	323
Balance at 1 July 2018	671	671
Amortisation expense	337	337
Balance at 30 June 2019	1,008	1,008
Net book value at 30 June 2018	993	993
Net book value at 30 June 2019	782	782

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	2019	2018
(a) Trade and other payables	\$'000	\$'000
Trade payables	13,343	11,294
Accrued expenses	1,159	1,211
Total trade and other payables	14,502	12,505
(b) Trust funds and deposits	2019	2018
	\$'000	\$'000
Current		
Refundable deposits	2,837	2,457
Fire services levy	285	564
Retention amounts	862	674
Other refundable deposits	838	782
Total current trust funds and deposits	4,823	4,477
Non-Current		
Other refundable deposits	6	6
Total non-current trust funds and deposits	6	6
Total trust funds and deposits	4,829	4,483

5.3 Payables (cont'd)

(b) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable/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.

5.4 Interest-bearing liabilities	2019 \$'000	2018 \$'000
Current		
Borrowings - secured	1,398	1,332
Total current interest-bearing liabilities	1,398	1,332
Non-current		
Borrowings - secured	17,286	18,684
Total non-current interest-bearing liabilities	17,286	18,684
Total interest-bearing liabilities	18,684	20,016

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	1,398	1,332
Later than one year and not later than five years	6,323	6,024
Later than five years	10,963	12,660
	18,684	20,016

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 \$ '000
2019	
Balance at beginning of the financial year	13,287
Additional provisions	4,227
Amounts used	(3,950)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	285
Balance at the end of the financial year	13,849
2018	
Balance at beginning of the financial year	12,866
Additional provisions	4,541
Amounts used	(4,108)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(12)
Balance at the end of the financial year	13,287

5.5 Provisions (cont'd)	2019	2018
(a) Employee provisions	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	2,808	2,814
Long service leave	995	932
Service gratuities	22	35
	3,825	3,781
Current provisions expected to be wholly settled after 12 months		
Annual leave	991	1,029
Long service leave	7,320	7,106
Service gratuities	81	91
	8,392	8,226
Total current employee provisions	12,217	12,007
Non-current		
Long service leave	1,632	1,280
Total non-current employee provisions	1,632	1,280
Aggregate carrying amount of employee provisions:		
Current	12,217	12,007
Non-current	1,632	1,280
Total aggregate carrying amount of employee provisions	13,849	13,287

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:

- weighted average discount rate	1.15%	2.36%
- inflation rate	4.31%	3.88%

5.6 Financing arrangements	2019	2018
	\$'000	\$'000
The Council has the following funding arrangements in place:		
Bank overdraft	1,300	1,300
Corporate purchasing cards	200	200
Total facilities	1,500	1,500
 Used facilities	 198	 137
Unused facilities	1,302	1,363

Notes to the Financial Statements

For the year ended 30 June 2018

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.

2019	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
Recycling	1,290	1,306	330	-	2,926
Waste management	10,307	8,760	2,216	-	21,283
Loan facility	2,299	2,299	6,896	12,641	24,135
Other	661	124	367	-	1,152
Cleaning contracts for council buildings	1,171	915	1,161	-	3,247
Senior officers salaries and contracts	3,600	2,693	3,693	10	9,996
Total	19,328	16,097	14,663	12,651	62,739
Capital					
Buildings	5,895	61	-	-	5,956
Roads	185	-	-	-	185
Drainage	-	-	-	-	-
Total	6,080	61	-	-	6,141

2018	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
Recycling	1,235	1,260	2,930	-	5,425
Waste management	9,700	9,893	18,889	-	38,482
Loan facility	2,299	2,299	6,896	14,913	26,407
Other	1,641	71	22	-	1,734
Cleaning contracts for council buildings	585	396	220	-	1,201
Senior officers salaries and contracts	3,752	2,950	4,334	60	11,096
Total	19,212	16,869	33,291	14,973	84,345
Capital					
Buildings	17,671	-	-	-	17,671
Roads	3,827	-	-	-	3,827
Drainage	257	-	-	-	257
Total	21,755	-	-	-	21,755

	2019 \$'000	2018 \$'000
Operating lease commitments		

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment, land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	183	233
Later than one year and not later than five years	147	212
Later than five years	10	13
	340	458

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2018	Adjustments for prior periods	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	At Fair Value 30 June 2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,176,133	14	27,438	51	(32,946)	(4,363)	-	-	2,809	1,169,136
Plant and equipment	10,699	-	2,238	-	-	(2,143)	(765)	(63)	-	9,966
Infrastructure	626,747	6,031	9,152	-	24,428	(15,624)	-	(1,621)	3,241	652,354
Work in progress	7,804	-	8,877	-	-	-	-	-	(6,050)	10,631
	1,821,383	6,045	47,705	51	(8,518)	(22,130)	(765)	(1,684)	-	1,842,087

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000
Property	3,065	1,007	(2,809)	1,263
Plant and equipment	-	24	-	24
Infrastructure	4,739	7,846	(3,241)	9,344
Total	7,804	8,877	(6,050)	10,631

Adjustments for prior periods

Council has brought to account a number of additional assets inadvertently omitted, overstated or not discovered during prior recognition processes. This has been adjusted against Property, Infrastructure, Plant & Equipment and accumulated surplus at 1 July 2018.

1 July 2018
\$'000

Buildings Non Specialised	14
Roads	31
Drainage	6,000
	6,045

(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 2018	283,687	714,564	998,251	264,840	264,840	3,035	1,266,126
Accumulated depreciation at 1 July 2018	-	-	-	(86,958)	(86,958)	-	(86,958)
	283,687	714,564	998,251	177,882	177,882	3,035	1,179,168
Movements in fair value							
Adjustment for prior period	-	-	-	14	14	-	14
Additions	-	600	600	26,838	26,838	1,007	28,445
Contributions	-	51	51	-	-	-	51
Revaluation	(32,946)	-	(32,946)	-	-	-	(32,946)
Transfers	-	-	-	2,809	2,809	(2,809)	-
	(32,946)	651	(32,295)	29,661	29,661	(1,802)	(4,436)
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	-	(4,363)	(4,363)	-	(4,363)
	-	-	-	(4,363)	(4,363)	-	(4,363)
At fair value 30 June 2019	250,741	715,215	965,956	294,501	294,501	1,233	1,261,690
Accumulated depreciation at 30 June 2019	-	-	-	(91,321)	(91,321)	-	(91,321)
	250,741	715,215	965,956	203,180	203,180	1,233	1,170,369

(b) Plant and Equipment

At fair value 1 July 2018

Accumulated depreciation at 1 July 2018

Movements in fair value

Additions

Disposal

Write-off

Movements in accumulated depreciation

Depreciation and amortisation

Accumulated depreciation of disposals

Write-off

At fair value 30 June 2019

Accumulated depreciation at 30 June 2019

Plant machinery and equipment	Fixtures and fittings furniture	Computers and telecomms	Work in Progress	Total plant and equipment
\$'000	\$'000	\$'000	\$'000	\$'000
11,905	6,516	2,730	-	21,152
(5,383)	(2,855)	(2,205)	-	(10,453)
6,523	3,651	525	-	10,699
1,905	203	130	24	2,262
(1,633)	(3)	-	-	(1,636)
(185)	-	(140)	-	(325)
87	200	(10)	24	301
(1,406)	(444)	(293)	-	(2,143)
869	2	-	-	871
122	-	140	-	262
(415)	(442)	(153)	-	(1,010)
11,993	6,716	2,720	24	21,453
(5,798)	(3,307)	(2,358)	-	(11,463)
6,195	3,409	362	24	9,990

(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 2018	422,320	99,557	390,458	65,676	20,849	4,769	1,003,629
Accumulated depreciation at 1 July 2018	(131,032)	(54,940)	(155,490)	(27,620)	(3,031)	-	(372,113)
	291,288	44,617	234,968	38,056	17,818	4,769	631,516
Movements in fair value							
Adjustment for prior period	36	-	7,407	-	-	-	7,443
Additions	3,677	596	2,221	2,520	138	7,846	16,998
Revaluation	15,152	3,465	17,090	-	1,009	-	36,716
Write-off	(1,686)	-	(112)	(265)	-	-	(2,063)
Transfers	2,177	246	230	432	156	(3,241)	-
	19,356	4,307	26,836	2,687	1,303	4,605	59,094
Movements in accumulated depreciation							
Adjustment for prior period	(5)	-	(1,407)	-	-	-	(1,412)
Depreciation and amortisation	(6,783)	(2,005)	(3,632)	(2,844)	(360)	-	(15,624)
Revaluation	(3,179)	(1,981)	(7,042)	-	(86)	-	(12,288)
Write-off	331	-	59	52	-	-	442
	(9,636)	(3,986)	(12,022)	(2,792)	(446)	-	(28,882)
At fair value 30 June 2019	441,676	103,864	417,294	68,363	22,152	9,374	1,062,723
Accumulated depreciation at 30 June 2019	(140,668)	(58,926)	(167,512)	(30,412)	(3,477)	-	(400,995)
	301,008	44,938	249,782	37,951	18,675	9,374	661,728

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	-	10
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	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 & Recreational		
sub-surface drainage	10	5
irrigation	10	5
lake improvement works	60 - 80	5
sporting grounds surfaces	20 - 50	5
playground equipment	5 - 10	5
public seating	5 - 10	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 (Tim Frain AAPI - Certified Practising Valuer No. 63092) in May 2018. 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 unserviced) 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.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was based on analysis of recent property sales by a qualified independent valuer (James Graps AAPI - Certified Practising Valuer No. 101826) Westlink Consulting. A full revaluation of these assets will be conducted in the 2019/20 financial period.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land	-	9,825	705,390	Jun-19
Specialised land	-	-	250,741	Jun-19
Buildings	-	16,518	186,662	Jun-19
Total	-	26,343	1,142,793	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with valuations carried out by an accredited valuer.

The date of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year, this valuation was based on published constructions costs by Rawlinsons, a full revaluation of these assets will be conducted in 2019/20.

The valuation is at fair value based on 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 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	-	-	301,008	Jun-19
Footpaths and cycleways	-	-	44,938	Jun-19
Drainage	-	-	249,782	Jun-19
Off street car parks	-	-	18,675	Jun-19
Total	-	-	614,403	

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 \$586.77 per square metre.

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.

	2019 \$'000	2018 \$'000
Reconciliation of specialised land		
Land under roads	250,741	283,687
Total specialised land	250,741	283,687

6.2 Investments in associates, joint arrangements and subsidiaries

2019	2018
\$'000	\$'000

(a) Investments in associates

Investments in associates accounted for by the equity method are:

- Eastern Regional Library Corporation	3,150	3,025
- Narre Warren User Group	297	297
Total	3,447	3,322

Eastern Regional Library Corporation*Background*

Council's equity share in the Eastern Regional Library Corporation as at 30 June 2019, 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	3,025	2,723
Reported surplus/(deficit) for year	125	302
Council's share of accumulated surplus/(deficit) at end of year	3,150	3,025

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	297	307
Reported surplus/(deficit) for year	-	(10)
Council's share of accumulated surplus/(deficit) at end of year	297	297

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

2019
No.

2018
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	R. Steane (including as Mayor November 2018 to current)
	N. Lamont (including as Mayor July 2018 to November 2018)
	K. Spears (including as Deputy Mayor November 2018 to current)
	M. Symon (including as Deputy Mayor July 2018 to November 2018)
	T. Dib
	M. Graham
	P. Macdonald
	S. Mazzuchelli
	T. Damante (from July 2018)
	M. Macdonald (until July 2018)
Key Management Personnel	Chief Executive Officer
	Director - Corporate Services
	Director - Development and Amenity
	Director - Operations, Assets and Leisure
	Director - Strategy and Community

Total Number of Councillors	10	9
Total of Chief Executive Officer and other Key Management Personnel	5	5
Total Number of Key Management Personnel	15	14

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2019 \$'000	2018 \$'000
Short-term benefits	1,510	1,440
Long-term benefits	750	634
Total	2,260	2,074

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2019 No.	2018 No.
\$1,000 - \$9,999	1	-
\$20,000 - \$29,999	7	7
\$40,000 - \$59,999	1	2
\$60,000 - \$89,999	1	1
\$220,000 - \$239,999	2	1
\$250,000 - \$259,999	2	2
\$320,000 - \$329,999	-	1
\$340,000 - \$359,999	1	-
	15	14

(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 \$148,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	2019 No.	2018 No.
\$148,000 - \$149,999	-	1
\$150,000 - \$159,999	3	3
\$160,000 - \$169,999	2	6
\$170,000 - \$179,999	12	5
	17	15

Total Remuneration for the reporting year for Senior Officers included above, amounted to:

2,872	2,480
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7.2 Related party disclosure**2019****2018****(a) Transactions with related parties****\$'000****\$'000**

During the period Council entered into the following transactions with related parties.

There were no transactions that occurred with a related party during the 2018/19 period.

(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 are no outstanding balances with related parties as at the 30 June 2019.

(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 2018/19 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:

No commitments to or from related parties noted for the 2018/19 year.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

(a) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined 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.

Building cladding

Council has assessed its potential exposure to rectification works and other claims in relation to building cladding as low risk and limited exposure, with their potential financial impact being minimal.

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 \$1,864,000 (\$1,861,000 in 2018) 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

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019/20)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

8.2 Change in accounting standards (cont'd)

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$1,451,663 in lease related assets and an equivalent liability.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. 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.

8.3 Financial instruments (cont'd)

(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 1.25%.

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.

AASB 13 defines fair value as 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. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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.

1.4 Fair value measurement (cont'd)

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.

1.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

1.9 Other matters

1.1 Reserves

(a) Asset revaluation reserves

2019

Property

Land

Buildings

Infrastructure

Roads

Footpaths and cycleways

Drainage

Total asset revaluation reserves

2018

Property

Land

Buildings

Infrastructure

Roads

Footpaths and cycleways

Drainage

Total asset revaluation reserves

	Balance at beginning of reporting period \$'000	Adjustments for prior periods \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
2019				
Property				
Land	582,268	-	(32,946)	549,322
Buildings	63,449	-	-	63,449
	645,717	-	(32,946)	612,771
Infrastructure				
Roads	230,456	-	12,896	243,352
Footpaths and cycleways	25,469	-	1,484	26,953
Drainage	136,411	-	10,048	146,459
	392,336	-	24,428	416,764
Total asset revaluation reserves	1,038,053	-	(8,518)	1,029,535
2018				
Property				
Land	607,156	-	(24,888)	582,268
Buildings	65,762	890	(3,203)	63,449
	672,918	890	(28,091)	645,717
Infrastructure				
Roads	205,496	-	24,960	230,456
Footpaths and cycleways	23,887	-	1,582	25,469
Drainage	136,411	-	-	136,411
	365,794	-	26,542	392,336
Total asset revaluation reserves	1,038,712	890	(1,549)	1,038,053

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

(b) Other reserves

2019

General

Total Other reserves

2018

General

Total Other reserves

	Balance at beginning of reporting period \$'000	Adjustments for prior periods \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
2019				
General	9,000	-	2,000	11,000
Total Other reserves	9,000	-	2,000	11,000
2018				
General	7,000	-	2,000	9,000
Total Other reserves	7,000	-	2,000	9,000

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)	2019	2018
	\$'000	\$'000
Surplus/(deficit) for the year	25,546	12,588
Depreciation/amortisation	22,468	21,136
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(64)	(493)
Assets written off and adjustments	1,684	2,975
Finance costs	967	1,031
Contributions - non-monetary assets	(51)	(1,890)
Other	(209)	(292)
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(4,216)	(1,339)
(Increase)/decrease in prepayments	642	(721)
Increase/(decrease) in trade and other payables	(216)	1,108
Increase/(decrease) in trust funds and other deposits	346	551
(Increase)/decrease in inventories	(69)	78
Increase/(decrease) in provisions	562	721
Net cash provided by/(used in) operating activities	47,390	35,453

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories receive 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 2019, this was 9.5% as required under Superannuation Guarantee legislation.

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2018, 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 106.0%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.0% pa

Salary information 3.5% pa

Price inflation (CPI) 2.0% pa

Vision Super has advised that the estimated VBI at 31 March 2019 was 105.4%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim 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 2018 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 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018). This rate will increase in line with any increases in the SG contribution rate.

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 Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2019 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 conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2019 \$'000	2018 \$'000
A VBI surplus	131,900	69,800
A total service liability surplus	218,300	193,500
A discount accrued benefits surplus	249,100	228,800

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 2019.

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 2019.

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 2019.

The VBI at 30 June 2019 is an actual of 107.1%, as per Vision Super Website in August 2019 (2018: August 2018).

The 2019 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

Victorian Auditor General's Report

Performance Statement



To the Councillors of Maroondah City Council

Opinion	<p>I have audited the accompanying performance statement of Maroondah City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2019 • sustainable capacity indicators for the year ended 30 June 2019 • service performance indicators for the year ended 30 June 2019 • financial performance indicators for the year ended 30 June 2019 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of Maroondah City Council in respect of the year ended 30 June 2019 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and 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 performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, 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</p>

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 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.



Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

MELBOURNE

Performance Statement

For the year ended 30 June 2019

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 117,498 residents¹ and 47,137 households with an average of 2.58 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. Some areas have limited access to public transport and many residents are reliant on private vehicles. 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.

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.

Sustainable Capacity Indicators

For the year ended 30 June 2019

Indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Population					
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,066	\$1,057	\$1,095	\$1,134	No material variation
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$6,955	\$6,941	\$7,066	\$7,457	No material variation
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	236	238	244	246	No material variation
Own-source revenue					
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$927	\$977	\$995	\$1,045	No material variation

Indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Recurrent grants					
Recurrent grants per head of municipal population	\$82	\$126	\$102	\$95	No material variation
[Recurrent grants / Municipal population]					
Disadvantage					
Relative socio-economic disadvantage	9	9	9	9	No material variation
[Index of Relative Socio-economic Disadvantage by decile]					
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.					

For the year ended 30 June 2019

Service / indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities	7.23	11.20	8.75	10.11	This result shows an overall increase in utilisation of aquatic facilities over the past financial year. Weather is a factor in these results - and a driver of utilisation rates increasing/decreasing between seasons. Some warmer summer months also an increase usage over that period for the outdoor Croydon Memorial Pool (increase of 16%).
[Number of visits to aquatic facilities / Municipal population]					
Animal management					
Health and safety					
Animal management prosecutions	1	3	3	5	This figure represents the number of defendants prosecuted directly for offences under the Domestic Animals Act 1994 that cannot be dealt with by way of direct fine. Council cannot control the number of reports in relation to number of dog attacks that occur within the community. As a result this measure has the potential to fluctuate. Officers have increased educational programs such as park patrols.
[Number of successful animal management prosecutions]					
Food safety					
Health and safety					
Critical and major non-compliance notifications	92.31%	95.06%	100.00%	99.06%	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
	2016	2017	2018	2019	
Governance					
Satisfaction					
Satisfaction with council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	61	58	59	62	An increase of three percentage points indicates that the Community's perception of Council decisions meeting its expectations is extremely positive. Additionally, when benchmarking this ratio against the sector, Maroondah was seven percentage points higher than the State average and two above the Metropolitan average.
Home and community care					
Participation					Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation in HACC service <i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i>	25.63	N/A	N/A	N/A	
Participation					
Participation in HACC service by CALD people <i>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</i>	23.21%	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Libraries					No material variation.
Participation					
Active library members <i>[Number of active library members / Municipal population] x100</i>	24.17%	14.87%	16.18%	16.26%	

Service / indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Maternal and child health					No material variation.
Participation					
Participation in the MCH service	90.62%	78.13%	73.88%	78.11%	
<i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>					
Participation					No material variation.
Participation in the MCH service by Aboriginal children	118.31%	74.44%	69.90%	72.63%	
<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>					
Roads					No material variation.
Satisfaction					
Satisfaction with sealed local roads	68	66	68	70	
<i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>					

Service / indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT	42.86%	48.94%	90.41%	90.24%	No material variation.
[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					
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill	53.96%	54.94%	54.14%	53.66%	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 HACCC 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 HACCC 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 2019

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
Efficiency									
Revenue level									
Average residential rate per residential property assessment	\$1,506	\$1,384	\$1,614	\$1,718	\$1,756	\$1,793	\$1,836	\$1,885	No material variation.
[Residential rate revenue / Number of residential property assessments]									
Expenditure level									
Expenses per property assessment	\$2,443	\$2,457	\$2,562	\$2,654	\$2,660	\$2,669	\$2,702	\$2,748	No material variation.
[Total expenses / Number of property assessments]									
Workforce turnover									
Resignations and terminations compared to average staff	7.53%	5.83%	9.01%	12.98%	9.93%	9.93%	9.93%	9.93%	There was a small increase in the FTE number of resignations in the current year compared to prior. FTE staff numbers remained consistent. Four year forecast based on
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
									estimated turnover. Current year turnover higher than estimated, partly as a result of earlier than anticipated retirements
Liquidity									
Working capital									
Current assets compared to current liabilities	171.89%	185.64%	204.09%	199.11%	172.38%	161.01%	142.80%	147.40%	No material variation
<i>[Current assets / Current liabilities] x100</i>									
Unrestricted cash									
Unrestricted cash compared to current liabilities	94.41%	-14.70%	2.45%	9.69%	43.35%	39.37%	31.78%	33.77%	Council's cash position is higher than prior period, and moving towards the benchmark rate of 10%. However, the unrestricted component is affected by \$37 million in term deposits due to mature within the next reporting period. These term deposits are not reflected in this measure. If included, the measure would be at approximately 122% as opposed to 9.69%.
<i>[Unrestricted cash / Current liabilities] x100</i>									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
Obligations									
Asset renewal									
Asset renewal compared to depreciation	87.18%	100.29%	82.05%	85.26%	86.60%	98.51%	95.87%	96.33%	No material variance.
[Asset renewal expenses / Asset depreciation] x100									
Loans and borrowings									
Loans and borrowings compared to rates	28.75%	25.86%	23.60%	20.77%	18.72%	16.61%	14.50%	12.40%	The decreasing forecast trend reflects the scheduled repayment down of Council's debt facilities over this period and the next four budget periods. Without any additional borrowings, the principal loan amount continues to reduce year-on-year.
[Interest bearing loans and borrowings / Rate revenue] x100									
Loans and borrowings									
Loans and borrowings repayments compared to rates	2.94%	2.79%	2.71%	2.56%	2.49%	2.41%	2.34%	2.25%	No material variance.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
Indebtedness									
Non-current liabilities compared to own source revenue	21.64%	19.07%	17.23%	15.41%	13.80%	12.21%	10.69%	9.18%	This decrease represents a combination of increasing rate and user fee revenues and decrease long term debt levels.
<i>[Non-current liabilities / Own source revenue] x100</i>									
Operating position									
Adjusted underlying result									Increases in operating revenues outweighed increases in costs during the period due to cost containments, with initiatives to establish efficiencies, in delivering services as expected. The increase to 6.58% indicates that as a Council, Maroondah is still funding its ordinary business activities and meeting community needs. Maroondah continues to develop strategies and monitoring techniques to generate surpluses deliver on community expectations.
Adjusted underlying surplus (or deficit)	-0.77%	8.10%	5.35%	6.58%	3.16%	4.09%	4.91%	5.59%	
<i>[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100</i>									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue	65.84%	62.82%	62.97%	63.09%	66.97%	67.53%	67.71%	67.85%	No material variance.
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
Rates compared to property values	0.32%	0.26%	0.26%	0.23%	0.26%	0.26%	0.27%	0.27%	The value of properties within the municipality outgrew the increase in rate revenues for the period, which are capped under enforcement by the Essential Services Commission.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



Antonio Rocca CA

Principal Accounting Officer

Dated: 19 August 2019

In our opinion, the accompanying performance statement of Maroondah City Council for the year ended 30 June 2019 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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 2014 to certify this performance statement in its final form.



R Steane

Mayor

Dated: 19 August 2019



M Symon

Councillor

Dated: 19 August 2019



S Kozlowski

Chief Executive Officer

Dated: 19 August 2019

Other Information

For the year ended 30 June 2019

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 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.






The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 20 May 2019 and which forms part of the council plan. The strategic resource 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.



*Council partnered with local schools and kindergartens
as part of National Tree Day activities*

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 community 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	•		•		•		•	
Aquahub / Croydon Memorial Pool	•							
Aquanation	•							
Arts and Cultural Development	•					•	•	
Asset Planning and Management					•	•		
Building Services					•	•		
Bushland and Water Ways				•		•		
Business and Activity Centre Development		•				•		
Communications and Engagement		•	•		•		•	•
Community Health and Emergency Management	•	•		•				•
Construction Maintenance (Operations)					•	•		
Council and Community Planning	•				•		•	•
Customer Service	•						•	•
Engineering Services				•	•	•		
Financial Services								•
Governance Administration								•
Human Resources Advisory Services								•
Information Technology								•
Karralyka			•					
Learning and Development		•					•	•
Leisure Marketing	•							
Libraries		•	•					
Local Laws	•							•



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
Maroondah Golf and Sportsfields	•			•				
Maternal & Child Health	•						•	
Occupational Health and Safety	•							•
Organisation Development								•
Park Maintenance	•			•		•		
Procurement								•
Project & Facilities	•	•	•			•		
Property and Valuations						•		•
Remuneration and Benefits								•
Risk Information and Integrity	•							•
Sports and Recreation	•			•	•		•	
Statutory Planning	•			•		•		
Strategic Planning and Sustainability	•			•	•	•		
Systems, Reporting and Analytics								•
The Rings	•						•	
Tree Maintenance				•		•		
Volunteer Workforce Services							•	•
Waste Management				•		•		
WorkCover and Injury Management	•							•
Workforce Relations								•
Youth and Children's Services	•	•	•		•		•	•

Glossary of terms

- **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.
- **Aquahub:** Formerly known as Croydon Leisure and Aquatic Centre, Aquahub comprises a fully equipped gym, group fitness studio, cycle room, multipurpose room, multisport indoor stadium, family leisure pool, 25m pool, warm water program pool, spa and sauna.
- **Aquanation:** A state of the art regional and leisure centre in Ringwood that incorporates the State Diving Centre, a 66.5 metre 10 lane swimming and diving pool, warm water pool, a dedicated learn to swim pool, a large gym with three separate group fitness rooms, dry diving training room, child care facilities and a cafe.
- **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.
- **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 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.
- **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.
- **Best Value:** An approach to Local Government service delivery which includes community input, effective service delivery and cost efficiency as key service outcomes. Victorian Government legislation requires all Victorian councils to review their services and adopt a model that consider six principles.
- **Black Spot program:** A road safety program to identify and raise awareness of hazardous spots on Victoria's roads initiated by the State and Australian Governments.
- **Biodiversity:** Different plants, animals and microorganisms make a variety of life incorporating their genes and the ecosystems.
- **Capital Works:** Projects undertaken to establish, renew, expand, upgrade and dispose of assets owned by Maroondah City Council in the community.
- **Charter of Human Rights and Responsibilities Act 2006:** Legislation created to protect and promote human rights. It sets out freedoms, rights and responsibilities.
- **Community Grants:** Council funding made available to local not-for-profit community groups and organisations to assist in the provision of activities and services not available through state, federal and private resources.
- **Community Engagement:** defined as the range of opportunities for public involvement in Council decision-making, relationship building and community strengthening. Community engagement is achieved when the community is and feels part of a project, process or relationship. Council adopted principles and practices regarding community engagement are outlined in the Community Engagement Policy 2015.

- **Community Satisfaction Survey:** A Victorian Government survey conducted annually to gauge community satisfaction levels with Council services.
- **Continuous improvement:** The process that ensures ongoing review and improvement practices are built into operational activities.
- **Corporate governance:** Council's responsibility for the economic and ethical performance of the municipality.
- **Council:** The collective group of nine elected councillors that set the strategic direction for Maroondah City Council, monitor organisational performance, liaise with stakeholders and ensure operational compliance.
- **Council Plan:** A four year plan which provides the framework and outlines Council's medium-term strategies to work toward the outcome areas set out in Maroondah 2040: Our future together.
- **Councillor:** A member of the community elected in accordance with the Local Government Act 1989 to represent the residents of a ward within the municipality, as a member of Council.
- **Croydon Memorial Pool:** A seasonal outdoor heated 50m pool, with toddlers' pool, grand stand 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.



Croydon Town Square provided a new linkage between Croydon Station and Main Street

Glossary of terms

- **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.
- **Development Contributions Plan:** A plan developed by Council that identifies financial contributions required from developers towards the provision of shared community infrastructure to service new developments and communities. Items or infrastructure funded by way of a Development Contributions Plan may include (but are not limited to) the construction or widening of roads, provision of bus stops, public parks and recreation facilities, provision of stormwater drainage and community centres.
- **Dorset Golf:** A secluded 18 hole public golf course located in Trawalla Rd, Croydon offering a fully stocked golf shop and golf lessons.
- **Environment Protection Authority:** A statutory authority established under the Environment Protection Act 1970 to ensure the protection and control of air, land and water pollution, and industrial noise.
- **Equity:** The 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.
- **Governance:** How Council operates as a decision-making body, its relationship with the administration and the ways that Council engages with their community.
- **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.
- **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:** Facilities required for the functioning of the community, such as roads, drains, footpaths, public buildings and waste systems.
- **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.
- **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.
- **Local Laws:** The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Maroondah.
- **Local Government Act 1989:** This Victorian Government legislation outlines the intention for Councils to provide a democratic and efficient system of local government in Victoria. It provides Councils with the authority to meet the needs of their communities and provides the basis for an accountable system of local governance in Victoria.
- **Local Government Amendment (Performance Reporting and Accountability) Act 2014:** Sets out a financial planning and reporting framework for local government, that commenced from the 2014/15 financial year.
- **Local Government Performance Reporting Framework:** A Victorian Government planning and reporting framework that seeks to provide a comprehensive picture of Council performance. The framework comprises four indicator sets: service performance, financial performance, sustainable capacity and governance & management.

- **Local Government (Planning and Reporting) Regulations 2014:** Supports the operation of the new Local Government Performance Reporting Framework for Councils under the Local Government Act 1989.
- **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.
- **Maroondah 2040:** Our future together: A shared strategic vision for the future of Maroondah developed by Council and the community developed in 2013/14. The strategic framework within this new community vision has provided the strategic basis for all of Council's service delivery and operations since 1 July 2014. An interim review of this Vision is currently underway and will be finalised in 2019/20.
- **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, multi sports 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 multi-purpose room.
- **Mission Statement:** The overall corporate philosophy that articulates how the Maroondah 2040 community vision will be achieved.



Family-friendly events are organised throughout the year across our parks and reserves

Glossary of terms

- **Municipal Emergency Coordination Centre (MECC):** The centre responsible for the coordination of the provision of human and material resources within the municipality, during response and recovery phases of emergencies.
- **Municipal 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.
- **Net Assets:** The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
- **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.
- **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.
- **Productivity Commission:** The Australian Government's independent research and advisory body established to consider a range of economic, social and environmental issues that affect the welfare of Australians. Its role is to help governments make better policies in the long term interest of the Australian community.
- **Rate and Charges Income:** Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
- **Realm:** Council's new library, learning and cultural centre on Maroondah Highway in Ringwood that is the centrepiece of the new Ringwood Town Square. The facility integrates a library, a learning centre, an art gallery and Council service centre.
- **Revenue:** Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
- **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 31000:2009
- **Service Centre:** Council's customer service centres handle requests, enquiries and payments from the general community.
- **Service Delivery Plan:** A detailed work plan to guide how a Council service area will achieve the relevant outcomes and key directions set out in Maroondah 2040: Our future together and the Council Plan.
- **Statutory Authority:** Organisations established under an Act of the Victorian Parliament or Australian Parliament for a public purpose.
- **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 Plans:** 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.
- **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 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 three wards, each with three elected Council representatives.
- **Wyreena Community Arts Centre:** A classic English Tudor-style building set on four acres of lawns and gardens on Hull Road, Croydon. The facility incorporates a recently redeveloped Adventure Playground, the Wyreena Gallery, and the Conservatory Café. A range of short courses, ongoing courses, after school programs and school holiday programs are offered in the creative arts.
- **X Space:** A children's playground and activity space adjacent to the Y Space in Croydon Park.
- **Y Space:** An outdoor activity space in Croydon Park designed to enable a variety of activities that meet the needs of young people and the wider community.



Ringwood Town Square and Croydon Town Square are now smoke-free following extensive support from the community

Acronyms

- AAS: Australian Accounting Standards
- ABS: Australian Bureau of Statistics
- ALGA: Australian Local Government Association
- AS/NZS ISO 31000:2009: Australian Standards for Risk Management
- ATO: Australian Taxation Office
- CBD: Central Business District
- CCTV: Closed Circuit Television
- CEO: Chief Executive Officer
- CFA: Country Fire Brigade
- CIV: Capital Improved Value
- CMT: Corporate Management Team
- COAG: Council of Australian Governments
- CP: Council Plan
- CPA: Certified Practising Accountants
- DCP: Development Contributions Plan
- DHHS: Department of Health and Human Services
- DELWP: Department of Environment, Land, Water and Planning
- DVD: Digital Video Disk
- EACH: Eastern Access Community Health
- EBA: Enterprise Bargaining Agreement
- EDMS: Electronic Document Management System
- EEO: Equal Employment Opportunity
- EFT: Equivalent full-time
- EOC: Equal Opportunity Commission
- EPA: Environment Protection Authority
- ERL: Eastern Regional Libraries
- FDC: Family Day Care
- FOI: Freedom of Information
- FSC: Fire Services Levy
- GIS: Geographic Information System
- GST: Goods and Services Tax
- HACC: Home and Community Care
- IBAC: Independent Broad-based Anti-Corruption Commission
- ICT: Information and Communications Technologies
- IFRS: International Finance Reporting Standards
- IPAA: Institute of Public Administration Australia
- IT: Information Technology
- KPI: Key Performance Indicator
- KSA: Key Strategic Activity
- LASPLAN: Local Authorities Superannuation Plan
- LGPA: Local Government Professionals Australia
- LGPro: Local Government Professionals
- LGV: Local Government Victoria
- LLEN: Local Learning and Employment Network
- MAV: Municipal Association of Victoria
- MAC: Major Activity Centre
- MBS: Municipal Building Surveyor
- MCC: Maroondah City Council
- MCH: Maternal and Child Health
- MECC: Municipal Emergency Coordination Centre
- MEM: Municipal Emergency Manager
- MERC: Municipal Emergency Response Coordinator
- MERO: Municipal Emergency Resource Officer
- MFPO: Municipal Fire Prevention Officer
- MFB: Melbourne Fire Brigade
- MRM: Municipal Recovery Manager
- MSS: Municipal Strategic Statement
- NAC: Neighbourhood Activity Centre
- NBN: National Broadband Network
- NCP: National Competition Policy
- OH&S: Occupational health and safety.
- PC: Personal Computer
- PCP: Primary Care Partnership
- RMAC: Ringwood Metropolitan Activity Centre
- SACS: Social and Community Services
- SDP: Service Delivery Plan
- UDF: Urban Design Framework
- VCAT: Victorian Civil Administrative Tribunal
- VLGA: Victorian Local Governance Association



To contact Council

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- 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

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