

Draft Maroondah City Council Annual Report 2017/2018



Part A



Print Friendly Version

Welcome to the Maroondah City Annual Report 2017/18

The Annual Report provides a record of the achievements, performance and financial management of Maroondah City Council for the 2017/18 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 1: 2017/18)* and *Annual Budget 2017/18*.

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 15 August 2018, and Council endorsed the financial report in principle at the Council meeting on 27 August 2018. 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 2017/18 Annual Report is divided into eight sections:

1	Our Highlights	Provides reflections from the Mayor and CEO and outlines key capital works and events highlights from 2017/18.
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 2017/18 achievements relating to Council's eight outcome areas outlined in the Council Plan 2017-2021 (Year 1: 2017/18). 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.

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Our Highlights

Message from the Mayor and Chief Executive Officer

We are pleased to present the 2017/18 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 2017/18, we continue to have our sights firmly set on the future. We have successfully completed the first year of the new four year Council Plan, and reviewed and updated delivering a Year 2 Council Plan in May 2018.

The Council Plan 2017-2021 has been updated to reflect Year 2 initiatives, based on the community directions in Maroondah 2040 – Our future together, and a range of community consultation activities undertaken throughout 2017/18.

Our Youth Services team has completed the first year of the new Youth Strategy, which was adopted in June 2017. The Strategy guides the delivery of vital services and support to young people aged 10-25 years and their families, and draws upon extensive research and analysis as well as conversations with over 5000 young people. During the year Council successfully integrated the Children's and Youth Services teams to provide a seamless service to the community for families with children and young people from birth to aged 25.

Other strategic and long term planning has taken place to develop a new Gambling Policy; Reconciliation Action Plan; Domestic Animal Management Plan 2017-21; a municipal-wide vegetation study; Climate Change Risk and Adaptation Strategy; Sports Demand Analysis; Domestic Waste Water Management Plan; Affordable & Social Housing Policy and the Municipal Health and Wellbeing Plan.

We have also continued to plan for the future of our two Activity Centres, with a review of the Ringwood Metropolitan Activity Centre Masterplan and significant work in the Croydon Activity Centre. This has seen the design and start of works for a new \$2 million Croydon Town Square to create a new open space and better connections between Main Street and Croydon station and bus interchange; as well as development of a Croydon Community Precinct Masterplan.

Council has continued its advocacy to the Victorian Government for the removal of the level crossing at Coolstore Road to create a fully integrated Croydon town centre with improved pedestrian and vehicle connectivity, more open space and car parking, along with a new station and bus interchange. A business case was put to the Victorian Government in late 2017.

The challenge for Council as we continue to move into the future is to ensure that the community's aspirations and vision drive the direction for Council's planning framework and long term financial sustainability.

Maroondah City Council leads 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 2017/18 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 new 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 in to effect on 1 July 2016. Maroondah City Council complied with the Victorian Government's rate cap of 2.5 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

Some of the key highlights are:

- The Maroondah Hoarding and Squalor Network developed a new website tailored to engage, support and assist a variety of audiences, including those experiencing the condition; those concerned about a family member, friend or neighbour; and also health professionals. The website was launched in April 2018.
- The Maroondah Health and Wellbeing Plan 2017-2021 was adopted in October 2017 following extensive community consultation and statistical analysis of key research and indicators. The plan is a major strategic planning document and comprises the vital work being done by Council and external partners to improve the health and wellbeing of the community.
- In April 2018, the first Maroondah Night Run was held at Ringwood Golf Course. The family friendly event saw more than 450 people take part in either a five kilometre run or walk held after sunset. This event adds to the Active Maroondah annual calendar of runs, walks, cycling and swimming events.
- BizWeek 2018 saw more than 480 people attend the annual program of events and workshops designed to provide opportunities for businesses to gain new skills; grow their contacts; and build success.
- The Maroondah Plus 10 Schools project is a partnership between Council, the University of Melbourne, the Institute of Positive Education and Maroondah's primary and secondary schools, with 22 schools activity participating. A new Positive Education Network has been established, with the Victorian Government providing \$890,000 funding to support the initiative.
- In January 2018, the Karralyka Spiegeltent set up in the centre of Ringwood for a 10 day season of performances for people of all ages. This is the first time Karralyka has scheduled programs in January, and with almost 4000 people attending, it has shown that Maroondah audiences are keen to experience high-quality performances close to home.

- A number of new public art pieces were added to Council's diverse collection over the past 12 months. These include the award winning *GlowB Cubby* which is now part of the Wyreena Playspace; the sculpture *Mullum Mullum the Owl* by William Eicholtz is keeping watch over the Mullum Mullum Creek Trail near Acacia Court, Ringwood; and a large wattle damaged by lightning in Longview Road, Croydon South has been turned into a sculpture of a pair of yellow tailed black cockatoos by Rob Bast.
- Daylighting of a section of the Dandenong Creek has been undertaken by Melbourne Water in partnership with Council. This has involved the removal of an 830 metre piped section of the creek, transforming it to its natural shape and form.
- Energy consumption has been reduced at Aquahub and Realm with sustainability improvements completed, including new LED internal lighting and energy efficient boilers at Aquahub; and the installation of solar panels at Realm. Both projects deliver on Council's Sustainability Strategy working towards being carbon neutral.
- The first stage of the new \$1 million Ringwood Lake Park playspace saw the completion of a new accessible for all abilities playspace. New experiences include waterplay, a canopy trail, slides, flying fox, climbing structures and the inclusion of a carousel catering for wheelchairs along with the return of the Liberty Swing.
- A range of traffic and parking improvements at local shopping and neighbourhood centres, including Heathmont Road, Knaith Road Reserve, Exeter Road, Hughes Park, and the \$1.2million Heathmont Village project.
- The review and development of the Ringwood Metropolitan Activity Centre Structure Plan has progressed. The existing plan dates to 2004 with the new plan intended to reflect development to date and provide a framework for future development.
- A move to new facilities in Civic Square for the Croydon Maternal and Child Health Centre now sees the service operating from three large consulting rooms, and able to provide parent education classes. The new space has the added benefit of the nurses working with the enhanced home visiting team and the MCH administration team.
- A successful collaboration between Council, Swinburne University's VCAL program and Homestyle Aged Care Ferndale Gardens trialled a new program to promote age friendly respect and social inclusion using music to bring together the generations.
- A Gender Equity Policy has been adopted, which sets two key principles to further support Council's work in preventing all forms of violence.
- Council launched its highly interactive, new-look website in August 2017, featuring an improved look and layout; an enhanced search function; improved functionality and optimisation for mobile and desktop devices; online consultation hub; and new accessibility features; enabling our community to better interact with Council 24/7.

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 2017/18 are highlighted below:

2017 LGPro Corporate Planners Award – Community Engagement Framework – Finalist

In response to community aspirations, Maroondah City Council developed a new Community Engagement Framework. Led by a cross-disciplinary project team, the Framework incorporates a new holistic Policy; a comprehensive Toolkit; and a range of enabling initiatives. VAGO has identified Maroondah's Community Engagement Framework as an example of sector best practice. Council is building on the framework to ensure it works with the Maroondah community to create opportunities for shared decision making through active community involvement.

2017 Council's Immunisation Service awarded ISO 9001:2015 certification

Council has worked to upgrade its quality management system for the immunisation service from ISO 9001:2008 to ISO9001:2015. The effort was recognised in December 2017 when external auditors found that the requirements of the new standard had been achieved. The standards focus on processes, continuous improvement and stakeholder accountability. Maroondah is the only Metropolitan Council to achieve this certification.

2018 LGPro Awards for Excellence in Community Partnerships – Student Wellbeing Action Teams (SWAT) – Finalist

Maroondah City Council's Student Wellbeing Action Teams (SWAT) program is an eight month personal development initiative for young people between the ages of 15 and 17, which aims to build the leadership skills of young people while helping them to identify their strengths and understand their own wellbeing. The participants are then supported to develop a wellbeing project within their school. The success of the program is a testament of the strong partnership between Council, young people, secondary schools, Victoria Police and other service providers.

2018 PLA Awards – Physical Activity Strategy – Finalist

Only 35 per cent of adult Maroondah residents are undertaking enough physical activity to benefit their health. To address this challenge, Council developed the Physical Activity Strategy which focuses on four key priority areas and highlights opportunities for Council action to improve environments to support more activity, more often.

2018 PLA Awards – The Coopersmith Pavilion, East Ringwood – Finalist

This innovative model for facility provision provided a multi-purpose pavilion that services the specific needs of a daytime tenant as well as the two seasonal sporting tenants. The pavilion provides a new home and a new start for all the groups while also creating strong connections for the groups. The pavilion is the successful outcome of three years of commitment, careful planning and collaboration between representatives of the East Ringwood football and cricket clubs together with Council and Chin Community Victoria, now formally established as the East Ringwood Sports and Community Group for the ongoing management of the Coopersmith Pavilion.

Maroondah 2018 Australia Day awards

Maroondah's Citizen of the Year was awarded to environmental scientist Dr Graeme Lorimer. Graeme was acknowledged for his 30 years of volunteer service within Maroondah, spanning his work with the Friends of Bungalook Conservation Reserve in Kilsyth South. He was instrumental in the creation of the Bungalook Conservation Reserve in the 1980's when the land was subdivided for residential development, lobbying the Council of the day to purchase two blocks of land as well as instigating Trust for Nature's purchase of an adjoining block. Graeme is also a member of the Maroondah Environment Advisory Committee and has won several awards for his contribution to the environment.

Young Citizen of the Year was awarded to Georgia Read, for her significant contribution to Ringwood Secondary College (RSC) and the wider Maroondah community. Within the context of the RSC community Georgia has supported and instructed junior students on cyber safety and supported the RSC Bounce into Mental Health Day Carnival. Georgia has also volunteered at Interchange Outer East where she supports young people with disabilities. She runs activities for Glue Zone, a weekly program designed to encourage all students to socialise with their peers and assists in the development of the Maroondah Youth Service program SAGAA (Sexuality and Gender Acceptance Alliance) and she is a member of the New Community Church where she volunteers as a childcare and disability worker.

The Community Event of the Year was awarded to the Bounce into Mental Health Carnival – an event produced by Ringwood Secondary College to increase awareness of support services available at the school and beyond that can be accessed by young people. It also promoted the understanding and use of positive psychology and celebrated the differences in students' cultures, beliefs and religions through information sharing, stalls and activities.

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. In 13 out of 17 services, Maroondah achieved a community satisfaction level either the same or higher than the state average and has achieved higher than state average results in all six core performance measures. This is evidence of the high standard of work across all areas of Council, including our strategic leadership.

The 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 Nora Lamont
Mayor



Steve Kozlowski
Chief Executive Officer

Maroondah at a glance

Maroondah is home to:

- 116,489 people
- 45,104 households
- 9000 businesses
- 21 neighbourhood shopping centres

We provide:

- 121 playgrounds
- 3 skateparks
- 3 aquatic centres
- 2 golf courses
- 3 arts and culture centres
- 2 libraries
- 450 parks and reserves
- 48 sports grounds

We maintain:

- 28,000 signs
- 767 kms of storm waterpipes
- 478 kms of local roads
- 35 kms of shared trails
- 70,000 street trees
- 625 kms 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 116,489 residents and 45,104 households with an average of 2.56 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 Warranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park.

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

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and a large number of bus routes linking the City with other regions.

Our sustainable transport links continue to expand, with on-road cycling paths and 35km of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.

Our history

The first settlers to the area prior to European colonisation were the 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 Ranges, 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 Lilydale'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 Lilydale 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 Lilydale and the former City of Doncaster and Templestowe. The term 'Maroondah' is named after an aboriginal word meaning 'leaf' which symbolises the green environment of the city.

Our community

Maroondah has an estimated population of 116,489 residents and 45,104 households with a similar age structure to the State's average.

Compared with metropolitan Melbourne, Maroondah has a slightly higher proportion of residents aged over 45 years and a lower proportion of residents aged between 18 to 35 years.

Cultural diversity in Maroondah is increasing, with the highest numbers of recent overseas immigrants arriving from Myanmar, China, Malaysia, India, Thailand and Iran. Maroondah is now home to the largest Burmese community in Melbourne's eastern region. Maroondah became a refugee welcome zone in 2015.

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. During 2017/18, Council planted over 3,000 additional street trees and over 20,000 trees and plants in parks and reserves in conjunction with Friends Groups.

There are many areas of recreational open space in Maroondah. The City has 450 parks and reserves with 48 sports grounds. Open space areas include two golf courses, 121 public playgrounds, three skate areas, three BMX dirt jump sites and five outdoor exercise equipment locations.

Maroondah's residents and businesses are also great recyclers: nearly 24,000 tonnes of recycling and green waste diverted from landfill in 2017/18.

Our health

Maroondah enjoys a good level of subjective wellbeing, consistent with ratings across both the Eastern Metropolitan Region (EMR) and Victoria. Maroondah's life expectancy for both females and males is higher than the Victorian average and Maroondah is below both the Victorian and Greater Melbourne rates in a number of avoidable mortality fields.

However, there are many areas in which Council and the wider service system can direct efforts in order to maximise beneficial health and wellbeing outcomes and work to address inequalities.

Our economy

Almost 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 trade and health care sectors. In total, businesses in Maroondah provide employment for just over 44,000 people and the municipality has a gross regional product (GRP) of \$5.83 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 21 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 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 community 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

To deliver on the Maroondah 2040 Community Vision, Maroondah City Council should be an organisation that:

- **Applies best practice in all that we do.** We should be aware of how other organisations conduct their business and ensure we adopt the most practicable approaches/methods that are possible.
- **Is a recognised leader in the local government sector.** We should strive to set an example to others in innovation, service delivery, governance, performance and advocacy.
- **Easily retains and attracts high quality staff.** We should ensure that our reputation and staff practices are second to none.
- **Fosters continuous improvement and innovation.** We should encourage new ideas and changes to processes that are capable of improving our efficiency and effectiveness in service delivery and outcomes.
- **Is transformational.** We should acknowledge that by striving to meet the aspirations of Maroondah 2040, our organisation's work will change the look and feel of the Maroondah community.
- **Is nimble, flexible and sustainable.** We should ensure that we are proactive in identifying and planning for change and implement actions that endure.
- **Is outwardly focused.** We should focus on community outcomes, working together in partnership with state and regional bodies, local stakeholders and the Maroondah community.

Our mission

Maroondah City Council will be an effective and dynamic leader, working in partnership with the community, business and other spheres of government to foster quality, accessible and sustainable lifestyles for the community.

Our values

Values are important and enduring beliefs or ideas shared by members of a workplace about what is good or desirable. They exert major influences on the behaviour of an individual and serve as broad base guidelines in all workplace cultures.

Our core values at Maroondah City Council are:

Co-operation

Working together and sharing knowledge to achieve common goals and agreed outcomes.

Commitment

Leading by example to achieve the best result for the organisation and the community

Communication

Sharing information and ideas at all levels, the Council and the community.

Continuous Improvement and Innovation

Consistently finding better ways of delivering service and value

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 via 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. It also articulates the mission statement and the core values of Council.

A new Council Plan 2017-2021 was adopted on 26 June 2017 to guide Council's activities for the 2017/18 to 2020/21 period.

This Annual Report refers to the Council Plan 2017-2021 (Year 1: 2017/18)

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 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 – 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.

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 31000:2009. 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 upon 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.

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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”.

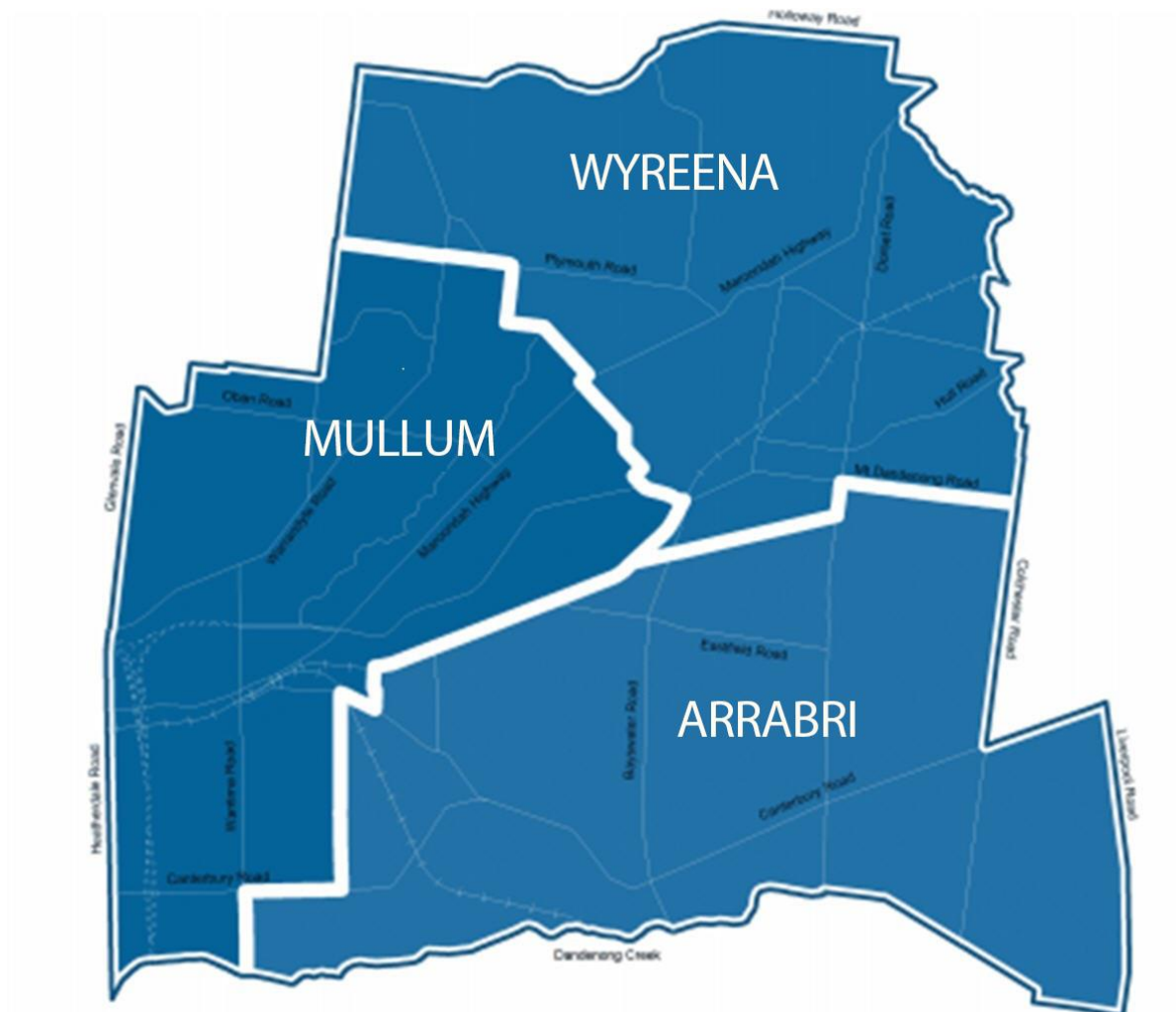
The role of a Council is defined in the Local Government Act 1989 which formalises a Council’s legal status, purpose and objectives, delegates Council with specific functions and powers, and imposes Council with various duties.

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 facilities, maternal and child health, parks and reserves, planning and building, and waste and recycling

Councillors and Wards



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 Nora Lamont was unanimously elected to the position of Mayor on 15 November 2017. Cr Lamont is Maroondah's 22nd mayor, with this being her second term as Mayor of Maroondah. She was Mayor in 2012/13. During the financial year, Cr Lamont served as Mayor from 15 November 2017 to 30 June 2018.

As Mayor of Maroondah, Cr Lamont 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 Mike Symon was elected to the position of Deputy Mayor on 15 November 2017. This position provides support to the Mayor during the mayoral term.

From 1 July to 14 November 2017, Cr Tony Dib was Mayor of Maroondah, and Cr Nora Lamont was Deputy Mayor.

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 JP (Mayor July 2017 to November 2017)

Mobile: 0438 515 089;

tony.dib@maroondah.vic.gov.au

Sworn in February 2010

Cr Paul Macdonald

Mobile: 0436 001 760;

paul.macdonald@maroondah.vic.gov.au

Elected in October 2016

Cr Kylie Spears

Mobile: 0436 003 660

kylie.spears@maroondah.vic.gov.au

Elected in October 2016

Mullum Ward

Cr Nora Lamont (Deputy Mayor July 2017 to November 2017 and Mayor November 2017 to June 2018)

Mobile: 0428 394 581

nora.lamont@maroondah.vic.gov.au

First elected November 2008

Cr Samantha Marks

Mobile: 0408 145 110

samantha.marks@maroondah.vic.gov.au

First elected November 2012

Cr Mike Symon (Deputy Mayor November 2017 to June 2018)

Mobile: 0436 002 080

mike.symon@maroondah.vic.gov.au

Elected October 2016

Wyreena Ward

Cr Marijke Graham

Mobile: 0418 109 015

marijke.graham@maroondah.vic.gov.au

Elected October 2016

Cr Michael Macdonald

Mobile: 0436 001 852

michael.macdonald@maroondah.vic.gov.au

Elected October 2016 (resigned on 25 June 2018 effective 12 July 2018)

Cr Rob Steane

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 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 more than 25 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 ranging in interests including: economic development, environmental planning, tourism, coastal settlement development and community development. Steve was the chair of the Melbourne East Regional Development Australia (RDA) Committee, and has been appointed by the Federal and Victorian Governments as the Chair of the newly formed Melbourne Regional Development Australia Committee, which will replace the four previous RDA Committees. This new role also has the member responsibility on 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 Economy and Planning Working Group, a member of the Victorian Government's Eastern Metropolitan Region Partnership, and a member of the Eastern Region Group of Council's.

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 37 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 a Masters of Business Administration. She is a member of a number of sector boards: Local Government Professionals Australia representative on the Australia's Centre of Excellence for Local Government – Research Advisory Committee and is on the Infor Global Customer Experience Board.

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 has 17 years experience in local government. He joined Maroondah City Council in 2001 within the Engineering service area, and in 2007 he became the Team Leader Infrastructure Management. In September 2013, Adam became Manager of the current Assets service area, which saw the joining of the Asset Management team and the Facilities team.

As Manager of the Assets service area, Adam was responsible for the development of Council's Asset Management strategies and systems. This includes leading the development of the Infor Public Sector Asset Management System which supports the management of Council's \$1.4 billion in 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.

Director Strategy and Community - Phil Turner

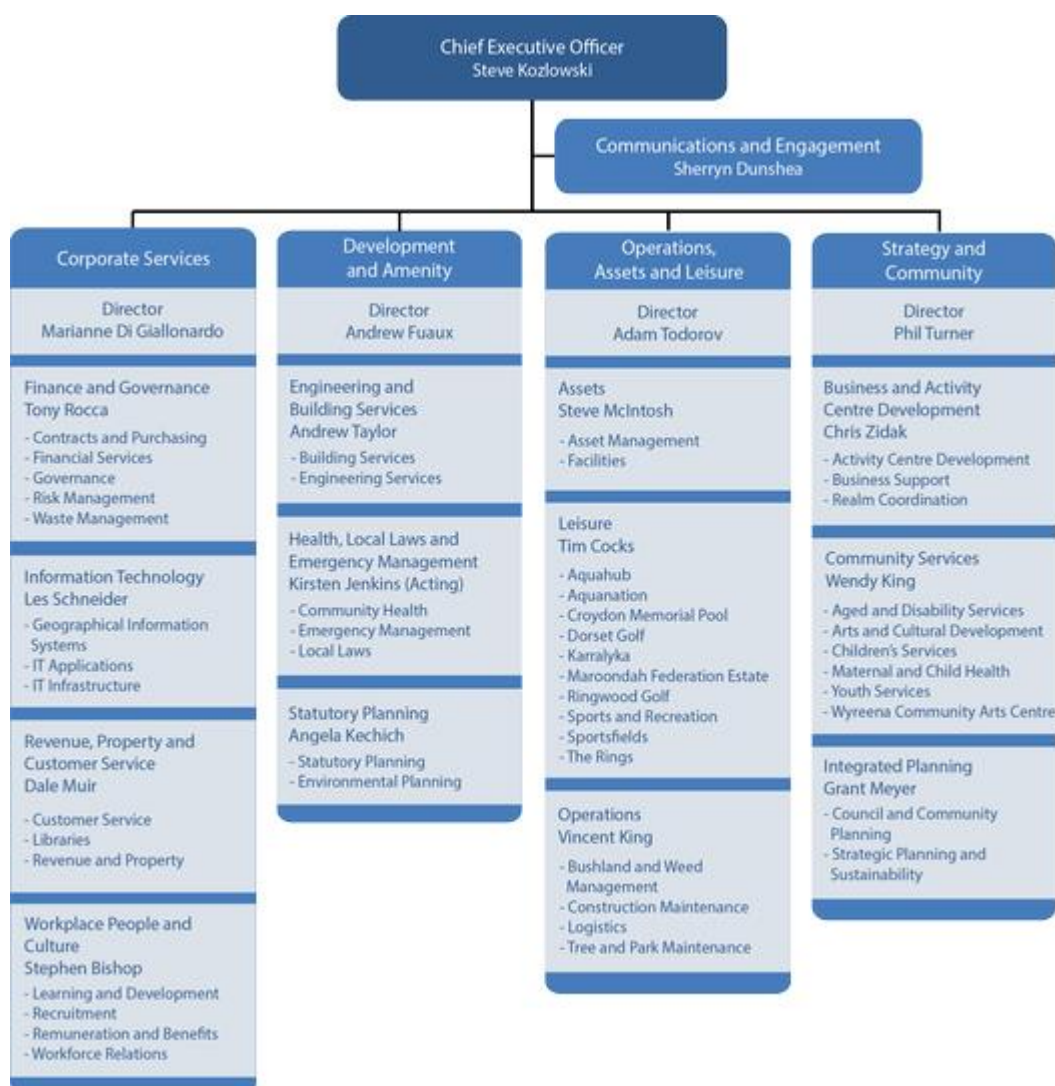
Phil is responsible for Business and Activity Centre Development (including Council's involvement in the Ringwood Metropolitan Activity Centre); Community Services; and Integrated Planning.

Phil commenced with the former City of Ringwood in 1985 and has over 33 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 2018. There are 14 service area managers and 1137 employees (482.09 EFT) at Maroondah City Council 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 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 2018, 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 2018 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 2018 these managers are:

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

Operations, Assets and Leisure - Service Area Managers

There are three service area managers who report to the Director Operations, Infrastructure and Leisure. As at 30 June 2018 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 2018 these managers are:

- Chris Zidak – Manager Business and Activity Centre Development
- Wendy King – 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 of Cooperation, Commitment, Communication, and Continuous Improvement and Innovation.

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 2017/18, please see the Financial Report.

In 2017/18, for every \$100 of rates, Council spent:

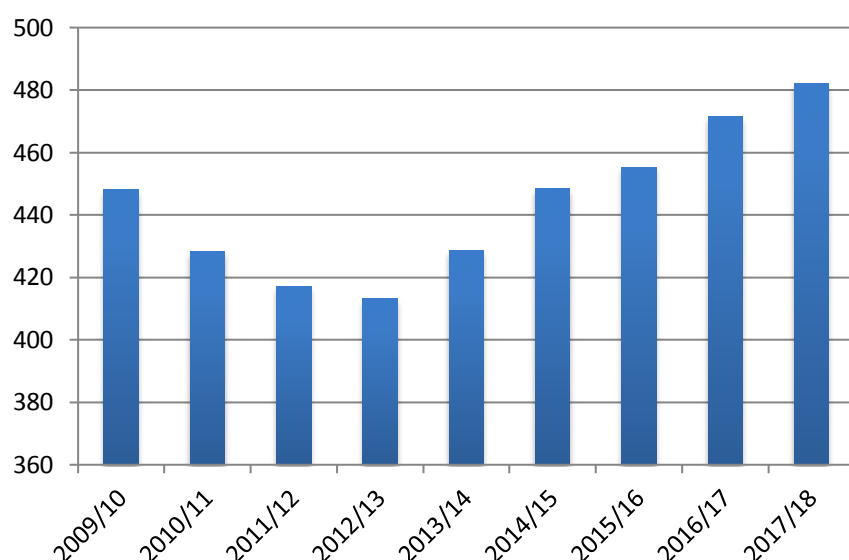
- Leisure and Culture: \$23.25
- Environment: \$23.21
- Capital Works: \$18.14
- Community Support: \$16.04
- Transport and Access: \$11.48
- City Development: \$7.88

Organisational Profile

There was a total of 1,137 employees at Maroondah City Council as at 30 June 2018. This included 334 full-time, 328 part-time, and 466 casual employees; resulting in an equivalent of 482.09 full-time employees. The following provides an overview of Council's workforce:

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

Year	EFT*
2017/18	482.09
2016/17	471.5
2015/16	455.16
2014/15	448.38
2013/14	428.49
2012/13	413.10
2011/12	417.22
2010/11	428.38
2009/10	448.31



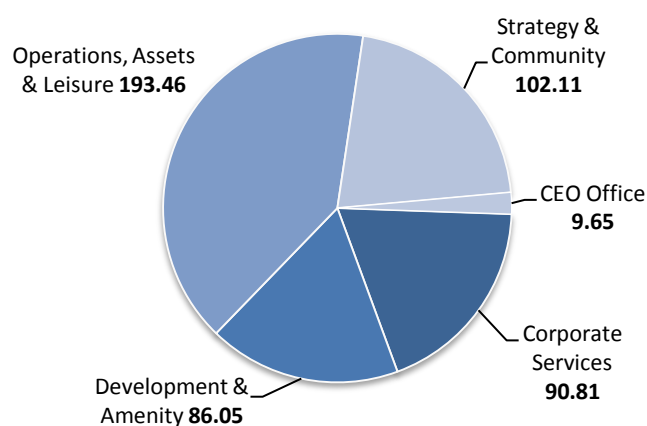
Notes:

- A number of positions are dependent on external funding.
- Casual employees are not included in the figures above.
- The reduction in employee numbers from 2010/11 to 2013/14 was due to the transition of the Ringwood Aquatic Centre to Aquanation

Equivalent full-time employees by Directorate (as at 30 June 2018)

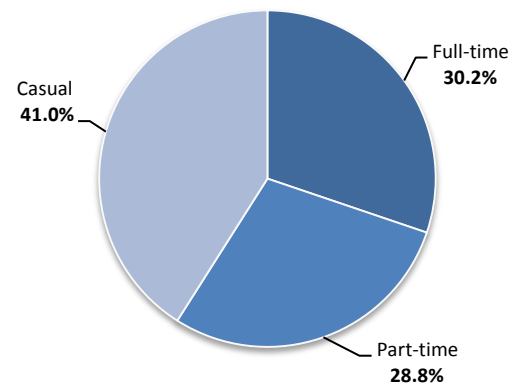
Division	EFT
Corporate Services	90.81
Development & Amenity	86.05
Operations, Assets & Leisure	193.46
Strategy & Community	102.11
CEO Office	9.65

Note: A number of positions are externally funded



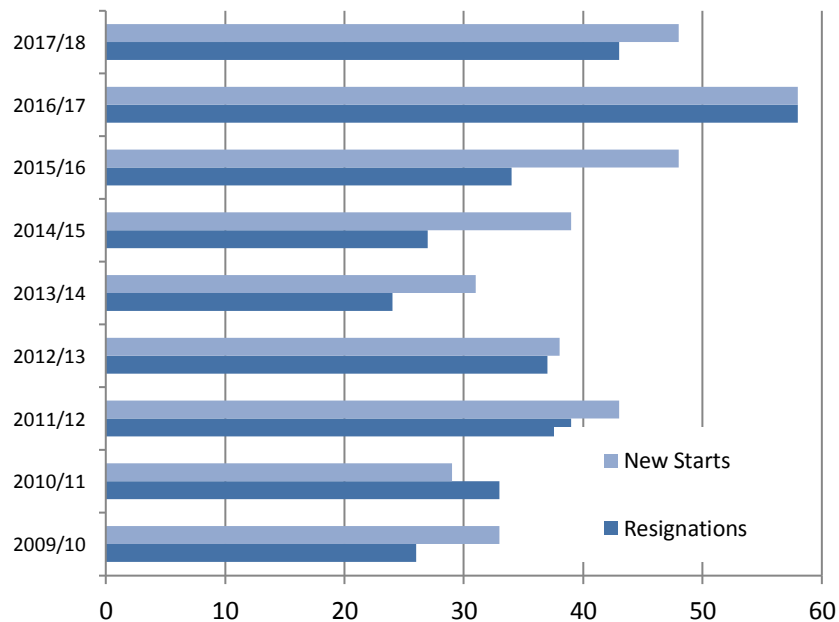
Categories of Employees (% of total employees as at 30 June 2018)

Year	Full-time	Part-time	Casual
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%
2013/14	33.4%	38.6%	28.0%
2012/13	32.0%	35.1%	32.9%
2011/12	32.0%	37.6%	30.4%
2010/11	28.9%	40.2%	30.9%
2009/10	27.6%	39.0%	33.4%



Resignations and new starts

Year	Resignations	New Starts
2017/18	43	48
2016/17	58	58
2015/16	34	48
2014/15	27	39
2013/14	24	31
2012/13	37	38
2011/12	39	43
2010/11	33	29
2009/10	26	33



Note: Data represents full-time employees only

Banding of employees (as at 30 June 2018)

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	2.00	36.00	31.00	31.00	16.00	1.00	23.00	140.00
Permanent Full Time – Male	0.00	0.00	41.00	27.00	34.00	29.00	18.00	0.00	32.00	181.00
Permanent Part Time - Female	3.19	2.79	2.59	43.9	17.04	16.35	10.94	0.00	36.65	134.45
Permanent Part Time – Male	2.06	1.21	0.00	2.80	4.30	2.50	1.90	0.00	11.97	26.74
Permanent sub total	5.25	4.00	45.59	109.7	86.34	78.85	46.84	1.00	103.62	482.19
Casual - Female	6.86	0.00	1.97	3.63	1.32	1.39	0.13	0.00	38.42	53.73
Casual - Male	4.17	0.00	0.66	0.39	1.26	0.00	0.00	0.00	14.34	20.82
TOTAL	16.28	4.00	48.22	113.72	88.92	80.24	46.97	1.00	156.38	556.74

Note: Data has been rounded

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 2017/18, 26 Council employees achieved ten years of service, three employees achieved 20 years of service and three employees achieved 30 years of service.

Employees achieving exceptional performance are recognised through the Recognising Extra Value (REV) Program with 45 employees receiving a REV Award during 2017/18.

Recognition is also given to employees for successful study completion. In 2017/18, 21 employees successfully completed 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 \$22,410.20 was donated by employees in 2017/18.

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 1: 2017/18), Council identified 10 priority actions to be delivered during the 2017/18 financial year to work towards a safe, healthy and active community.

Commence construction of the \$2.5m Jubilee Sporting Pavilion redevelopment

Status: Deferred

Responsibility: Operations, Assets and Leisure

Construction of the pavilion was delayed and will be undertaken during 2018/19 with the assistance of a \$2 million grant from the Victorian Government announced in the 2018/19 budget. The Victorian Government funding is the result of strong advocacy from Council. The pavilion is home to the Ringwood Cricket Club, Ringwood Football Club and the Ringwood Spiders All Abilities Sports Club and will become home to the Ringwood District Cricket Association and to Cricket Victoria's new Eastern Metro Zone association. The pavilion redevelopment will include accessibility features, new and improved change and toilet facilities that will be female friendly. A first floor extension with designated office space will also be constructed. The pavilion will complement the \$1 million project being undertaken to upgrade the oval.

Commence construction of the \$3.0m HE Parker Sporting Pavilion redevelopment

Status: Achieved

Responsibility: Operations, Assets and Leisure

The detailed design for the upgrade of the sporting pavilion at HE Parker, home to football and cricket was completed in 2017/18 and construction commenced. This \$3 million project will see the pavilion gain new unisex change rooms; the addition of female bathroom facilities; new umpire, first aid and trainers rooms; a new multi-purpose room and meeting room; a new spectator viewing area and new public toilets. The works will also see improved accessibility to and within the facility, as well as accessible bathroom and change facilities. 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 \$2.5 million from the Capital Works program, and \$500,000 funding from the Federal Government's Community Development Grants program

Develop a Gender Equity Policy/Statement

Status: Achieved

Responsibility: Strategy and Community

A new Gender Equity Policy was developed and was adopted by Council's management team in May 2018. This Policy is aimed at supporting Council in its work to prevent violence against women in our community by demonstrating leadership in relation to gender equity.

Gender inequality is one of the main contributors to violence against women. The policy identifies a range of commitments for Council that seek to advance both culture and practice in promoting gender equity through its workforce and service delivery.

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

Status: Underway

Responsibility: Strategy and Community

Following extensive consultation a draft Maroondah Gambling Policy was developed authorised for placement of public exhibition by Council in June 2018. Following exhibition it is anticipated that the Policy will be presented for adoption by Council early in 2018/19. The new Gambling Policy seeks to advance and strengthen Council policy statements and planning controls in relation to electronic gaming machines in Maroondah. Following its adoption Council will commence preparing documentation for a future planning scheme amendment to implement the Policy into the Maroondah Planning Scheme

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

Status: Underway

Responsibility: Operations, Assets and Leisure

The design works and associated operational readiness planning for this major redevelopment of the HE Parker sporting complex were completed in 2017/18. With Council being successful in receiving funding grants from both the Australian (\$10.5 million) and the Victorian (\$3.0 million) governments for the sports complex the project is moving from the design phase to the construction phase with works planned to be completed in 2019.

At a total cost of \$16.5 million the complex sees a complete rebuild of the courts and facilities to cater for a variety of sports including netball, volleyball, badminton and table tennis with associated training facilities. There will be four new indoor netball courts, a kiosk, new male and female toilets, a Changing Places toilet facility, change facilities, officials and first aid rooms, sport association offices and three multipurpose rooms constructed. Car parking will also be improved including new accessible parking spaces.

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

Status: Achieved

Responsibility: Strategy and Community

Council received funding of \$435,000 from the Australian Government to upgrade and extend the existing CCTV network within the Croydon Town Centre precinct. The funding was provided through the Safer Streets Program and enabled the upgrading of 14 existing CCTV cameras as well as upgrades to the wi-fi communication system. Seven new CCTV cameras were also installed at designated priority areas. Two CCTV cameras located within the site of the new Croydon Town Square are in temporary locations providing surveillance of the space until the Town Square construction is completed.

Prepare and commence implementation of a new Maroondah Health and Wellbeing Plan 2017-2021

Status: Achieved

Responsibility: Strategy and Community

The Maroondah Health and Wellbeing Plan 2017-2021 was adopted by Council in October 2017. The development of the plan included extensive stakeholder consultation and compilation of health and wellbeing data. The implementation plan contains a variety of actions to achieve improvements in the wellbeing of the community. Some actions included researching food security within Maroondah that has resulted in the formation of the

Maroondah Emergency Relief Network. Other activity has involved working with the Migrant Information Centre to identify and support the needs of our CALD community. The membership of the Maroondah Partners in Community Wellbeing Committee has also been strengthened. In addition the development of wellbeing related policies on gender equity, affordable housing and gambling has been completed.

Participate in the South East Melbourne Council's Alliance (SEMCA) Alcohol Density Project to strengthen decision making capabilities of Councils regarding packaged liquor outlets

Status: Achieved

Responsibility: Strategy and Community

In December 2017 Council elected to seek authorisation from the Minister for Planning for a Group Council Planning Scheme Amendment. The eight participating Councils comprise Cardinia, Casey, Frankston, Greater Dandenong, Kingston, Knox, Maroondah and Mornington Peninsula. Once enacted the amendment will enable these Councils to take social and health impacts into consideration when assessing planning applications for packaged liquor licenses. In May 2018 the group was successful in gaining authorisation from the Minister for Planning to proceed with the Group Councils Amendment to their respective Planning Schemes. The amendment process will be undertaken in 2018/19.

Commence construction of the \$2.7m Silcock Sporting Pavilion redevelopment

Status: Deferred

Responsibility: Operations, Assets and Leisure

The project to construct the new pavilion has been delayed due to the complexity of incorporating the variety of user groups requirements into the design.

Commence sportsfield reconstruction works at Jubilee Park in Ringwood

Status: Achieved

Responsibility: Operations, Assets and Leisure

This major upgrade of the Russell Lucas oval included new sub-surface drainage, irrigation, oval fencing and improvements to the ground contours. Also included were new turf centre wickets as well as new turf and synthetic practice wickets. The playing surface has been planted with drought tolerant Santa Anna couch grass. During the works Ringwood Cricket Club, Ringwood Football Club and Ringwood Spiders were relocated to other grounds in the region

Our strategic indicator results

Indicator/Measure	Actual 2017/18	Target 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15
Overall Maternal and Child Health service client participation in key ages and stages visits (Local Government Performance Reporting Framework - LGPRF) - Participation in first home visit)	101.2%	100%	102.8%	99.4%	96.9%

Indicator/Measure	Actual 2017/18	Target 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15
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 - CSS)	80	77	77	78	74

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

Promoting an end to all forms of violence

The Maroondah community made an incredible contribution of more than 30,000 stars to the One Million Stars to End Violence nationwide community art project. The stars made in Maroondah were included in a Weave100 community exhibition as part of the 2018 Commonwealth Games held in April on the Gold Coast. The woven stars are symbols of light and reminders of the importance of having the courage to end all forms of violence, including violence against women and children, elder abuse, homophobia and racism. Stars were provided by more than 45 different groups including kindergartens, schools, churches, businesses, service clubs and aged care facilities.

Funding extended for MABELS program

The pioneering work of our enhanced Maternal and Child Health service for the MABELS (Mothers And Babies Engaging and Living Safely) program has been recognised by the State Government and resulted in a two year extension of the funding for the program.

Support to assist with hoarding behaviour

In April 2018, the Maroondah Hoarding and Squalor Network (MHSN) launched a new website. The website is tailored to engage a variety of audiences including those experiencing the condition; those concerned about a family member, friend or neighbour; and also health professionals. The MHSN network and website provides a model for other councils and community groups to create their own local support networks.

16 days of activism against gender violence

Council and Women's Health East used the 16 days of activism to promote awareness that gender equality is critical for the prevention of violence against women. In communities where men and women are equally valued instances of family violence is lower. Awareness was raised through a targeted social media campaign and the use of billboards in prominent

locations throughout the community. The 16 days of activism runs nationally from White Ribbon Day to the UN Human Rights Day (25 November to 10 December).

Next stages of CCTV safety projects delivered

CCTV cameras contribute to maintaining safety in the community. In April 2018 an additional 5 cameras were installed in the Ringwood MAC. In Ringwood East Council also worked closely with the Ringwood East Traders, Victoria Police, VicTrack and Metro Trains Melbourne to provide an improved and integrated safety solution that included 7 CCTV cameras installed in August 2017. These projects were additional to the cameras upgraded and installed in the Croydon Town Centre.

Occupational therapy demand grows

Council's Occupational therapy is part of the overall aged and disabilities service for our community. The team improves safety in the home and aims to maximise independence by providing safety assessments, trialling equipment and recommending ways to complete daily tasks safely. In 2017/18 the team experienced a 50% increase in referrals and responded to all these new client needs. In addition, the team supported the Dementia Carers Support Group with information, providing guest speakers and arranging outings.

Aquination strives to become a Platinum Pool

At Aquanation the team already has many practices in place to ensure the safety of users and they have decided to have this confirmed. The process has begun to become a certified Platinum Pool. This certification is awarded by Life Saving Victoria who assess and guides aquatic facilities to achieve the highest possible standards in aquatic safety and risk management. The accreditation is recognised as a sign of excellence within the Industry. The program requires facilities to adhere to a strict 'Code of Practice' with the completion of an initial combination of assessment processes over 12 months followed by annual recertification.

Working towards a healthy community

Council partners for positive education program

Council was instrumental in developing a strong partnership with our local schools that has resulted in the Victorian Government allocating \$5.5million to a new facility at Heathmont Secondary College. In addition \$89,000 has been allocated over two years to support a positive education program to run within Maroondah. The partnership builds on the Communities of Wellbeing work and is designed to support the use of positive psychology in over 20 of our schools. Through positive education, students are taught valuable life skills and provided with increased capacity to learn effectively to provide a strong foundation to build a successful life. This is a first for local government in Australia and is an outstanding example of Council working to support the community to embrace action and deliver on the Maroondah 2040 community vision.

Upgrade standard for Immunisation

During 2017/18 Council completed the successfully transition to the new quality management standard ISO9001:2015 from ISO9001:2008 for its immunisation service. The community health service was then audited against the standard by an independent auditor. The auditor found the Quality Management System was 'cutting-edge' and that the team showed high levels of professionalism and care. Maroondah is the first metropolitan council to achieve this certification for this service.

New Maroondah Health and Wellbeing Plan adopted

Council formally adopted the updated Maroondah Health and Wellbeing Plan 2017-2021 in October 2017. The Plan is reviewed every four years in partnership with key stakeholders. An extensive consultation process was undertaken together with an analysis of relevant data about Maroondah. Included in the plan are a series of actions designed to improve the health and wellbeing of the Maroondah community. Work has commenced on implementing these actions.

Tarralla Creek trail pram walk

In February 2018 a new initiative to encourage parents and carers to get active was begun when Council arranged several pram walks along the Taralla Creek Trail. Participants enjoyed a friendly chat with other parents and carers, as well as with the attending Maternal and Child Health nurses.

Vacation care activities

Council's vacation care programs continue to be conducted during the school holidays with a focus on 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 to places like Funfields, the beach, zoos and trampoline centres.

Aged & Disability team audited

Council was successfully audited on all of the services it delivers under the Commonwealth Support Program. This program has replaced the State Home and Community Care (HACC) Program. Services audited included occupational therapy, meals on wheels and the Kerrabee Social Support Programs. Also audited were all in home services including domestic assistance, personal care, respite care and the home maintenance provided through Calvary Silver Circle. This was the first Commonwealth Audit of all aspects of the services and included observing the team delivering services and interviews with staff and clients.

Council's draft policy on Gambling released

In June 2018 Council released the draft gambling policy for final community review. Work began on the policy in 2016/17 with Council building an understanding of views of key stakeholders, local venues and the broader Maroondah community on gambling patterns and attitudes to gambling. Council is not the responsible authority for gaming machines in Victoria however Council can make submissions on behalf of the community to the Victorian Commission for Gambling and Liquor Regulation when existing gaming machine venues seek to increase the number of machines or when a new venue seeks to include gaming machines. The policy will be formally adopted in 2018/19 and will guide Council's submissions in the future.

Successful pilot of program to support infants who have experienced trauma

Council piloted a program where an infant mental health specialist works alongside a maternal and child health nurse to plan and implement services for children who have been exposed to childhood trauma as a result of family violence. The success of the pilot has resulted in the program now being offered in other local governments in the region. The program has also resulted in education programs to improve the capacity of professionals to work with children exposed to trauma.

Working towards an active community

Let's get walking

In October 2017 Council introduced a series of low impact Walk Maroondah initiatives to further foster an active and healthy Maroondah. These initiatives included the Come Walk with Us program that was a casual group that walked every Thursday evening during October at the Croydon Athletics track. Specifically designed for children were the Maroondah Junior Ranger walks that highlighted points of interest, flora and historical information around walking paths located at Ringwood Lake, Yarrunga Reserve, Warrien Reserve and Wombolano Reserve.

Event promotes family participation during Active April

The annual Tri Maroondah event was held in April 2018 at Town Park and Aquahub in Croydon. Tri Maroondah provided the community with an opportunity to be active with family and friends. The individual event involved a 150-metre swim and 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.

Eastfield Park Enhancement Plan

Work commenced on the development of a concept enhancement plan for Eastfield Park. In May 2018 Council commenced a formal first-stage community consultation process for the concept enhancement plan, and received significant feedback, which is currently being reviewed."

Run Maroondah

In September 2017 the annual Run Maroondah was held at HE Parker Reserve with over 500 people participating. This run caters for people of all ages and has different course lengths including 15 and 10 kilometre runs, a five kilometre run/walk and for children the 1.2 kilometre kids dash.

Aquahub revamped

In 2017/18 Aquahub's Health and Fitness Club was transformed with more space, new equipment, and additional training options. Included in the work was a new gym floor and three dedicated training zones that provide full-body workouts. Zone 1 features cardio equipment, pin-loaded machines and free weights. Zone 2 features a range of state-of-the-art Technogym Selection Pro pin-loaded machines, additional cardio pieces and treadmills. Zone 3 features a three training matrix with platforms, plate-loaded machines and a larger range of dumbbells, kettlebells and more. The FITT studio has also had a facelift with the addition of a two cell matrix, a sled track and dedicated equipment storage.

Inaugural Night run

In April 2018 the first ever Maroondah Night Run was held at Ringwood Golf course. This family friendly event proved extremely popular with more than 450 people taking part. The five kilometre run or walk was held after sunset with the course illuminated by glowsticks.

New walking routes

Council has created new walking routes using existing footpaths and routes. The new trails have signage and bollards installed to identify them. All the paths are either concrete or gravel and are accessible for wheelchairs, prams, bikes and scooters. There are 12 new routes including the 4.2km Yarra walking route starting at Hochkins Ridge Flora Reserve, Croydon North; the 3.9km Candlebark Walk that connects Candlebark Reserve, Narr Maen Reserve and Yarrunga Reserve in Croydon Hills; the 3.8km Mullum walking route that connects Norwood Secondary College, North Ringwood Reserve, Mullum Mullum

Reserve and the Mullum Mullum Creek Trail and the 2.8km The Range walking route in Croydon.

More people learning to swim

There is already a strong aquatic education program at Maroondah's leisure facilities, however in 2017/18 this became even stronger with 2,100 people enrolled in the learn to swim lessons, a 20% increase on 2016/17. That's more members of our community able to enjoy water recreation safely and with confidence.

Looking ahead...

Council will continue working towards a safe, healthy and active community during 2018/19 by:

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

As a result of successful advocacy to the Victorian Government for funding the redevelopment of the pavilion at Jubilee Park will proceed in 2018/19. The pavilion is home to the Ringwood Cricket Club, Ringwood Football Club and the Ringwood Spiders All Abilities Sports Club and will become home to the Ringwood District Cricket Association as well as to Cricket Victoria's new Eastern Metro Zone association. The pavilion redevelopment will include improved accessibility access including a new entrance and connections to and from the existing ground floor and grandstand areas. Also included in the work are new and improved change and toilet facilities that are female friendly and a first floor extension with designated office space.

Design and constructing the HE Parker Sporting Pavilion redevelopment

This \$3 million project will see the pavilion gain new unisex change rooms; the addition of female bathroom facilities; new umpire, first aid and trainers rooms; a new multi-purpose room and meeting room; a new spectator viewing area and new public toilets. The works will also see improved accessibility to and within the facility, as well as accessible bathroom and change facilities. 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 \$2.5 million from the Capital Works program, and \$500,000 funding from the Federal Government's Community Development Grants program

Finalise a new Gambling Policy and commence Preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning scheme

Council will formally adopt the new Gambling Policy developed and exhibited to the public in late 2017/18. The policy will define Council's role and responsibilities in managing gambling in the municipality and its commitment to supporting a 'harm minimisation' approach. Once adopted, work will then commence to incorporate the Policy into the Maroondah Planning Scheme to help positively impact the issue of gambling in the community.

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

Council has been successful in receiving funding grants from both the Australian (\$10.5million) and Victorian Governments (\$3 million) to upgrade the current netball facilities within the HE Parker sports precinct. The design and placement of the \$16.5 million complex uses the existing footprint of the ten netball courts to achieve the maximum retention and protection of existing native trees. The existing netball pavilion and 10 courts have been demolished and a new indoor four court, multi-sports complex is being built to enable training and competition for netball, volleyball, badminton and table tennis. The four new outdoor netball courts will have spectator viewing areas and good connectivity to the facilities within the new complex. There will be four new indoor netball courts, a kiosk, new

male and female toilets, a Changing Places toilet facility, change facilities, officials and first aid rooms, sport association offices and three multipurpose rooms. Grandstand seating will accommodate 310 people and will be supplemented with courtside seating for an additional 360 people within the venue. Car parking will also be improved with new accessible parking spaces.

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

Council will finalise the upgrade of CCTV cameras in Croydon Town Centre with the last two cameras installed in permanent positions following the completion the redevelopment of the new Croydon Town Square. The project involves the upgrade of 14 existing cameras and installation of seven new cameras in central Croydon. The new and upgraded cameras aim to protect our community, deter unsocial behaviour criminals and provide vital information to police. The project has been funded through a \$435,000 Australian Government grant under the Safer Streets Programme.

Implement a new Maroondah Health and Wellbeing Plan 2017-2021

Council will continue implementing the action plan that was adopted in 2017/18. Activities to be undertaken include continued participation in the South East Melbourne Councils Alcohol Density project, working with local agencies on suicide prevention, continuing to work with Council owned and operated facilities to enhance the range of healthy food options offered and collaborating with the Maroondah Community House Network to provide lifelong learning opportunities. Other activities include the collaborative development and implementation of the first Maroondah Reconciliation Action Plan, implementation of the new gambling policy and the new affordable and social housing policy. Work will also continue with Maroondah's partners in the Together for Equality and Respect project helping to prevent violence against women.

Commence construction of the \$2.7m Silcock Sporting Pavilion redevelopment in Croydon

Design work for this facility is underway and is focused on establishing a new multipurpose facility that includes multipurpose spaces, change rooms that are appropriate sized and flexible, and enhanced amenities, storage areas, office space, and kitchen/bar areas. The reserve is home to the Croydon Ranges Soccer Club, the Croydon Ranges Cricket Club and the Croydon & District Obedience Dog Club

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

Council is a partner in the South East Melbourne Councils Alcohol Density Project. This project has provided strong evidence of a correlation between the size and number of liquor outlets and an increased rate of alcohol related harm in communities. Following approval from the Planning Minister in late 2017/18 work will continue on developing a planning scheme amendment for the member councils to enable the social impact of a liquor licence to be taken into consideration for a Planning Scheme amendment.

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

Quambee Reserve is a large sporting precinct located in Ringwood North. It includes three ovals, a tennis club, pony club (including a horse jumping area) and walking trail around the reserve. The reserve also has a playground that is suitable for older children, featuring a large structure with ladders up to a big orange tunnel slide, a flying fox and a nest swing. In Council's capital budget money was allocated to undertake sportsfield reconstruction work to

commence in 2018/19. The reserve is home to the North Ringwood Football Club, Parkwood Tennis Club, Ringwood Horse & Pony Club and the Warranwood Cricket Club.

Design and construct the Springfield Sporting Pavilion redevelopment

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 2018/19 with construction occurring in future years. The new pavilion will incorporate universal design principles and female friendly facilities for all users, including the female team members of the Croydon Rangers Gridiron Club.

Fast facts

- Council Environmental Health Officers inspected 900 registered premises in 2017
- Over 57,000 people attended the theatre at Karralyka
- Over 970,000 visits were recorded at Aquanation during 2017/18
- The Maternal & Child Health Service welcomed 1,419 new babies into their programs in 2017/18
- Health Club members cycled nearly 39,000 kilometres in 2017/18
- 11,714 vaccinations were delivered by Council's fully accredited immunisation service during 2017
- 94 school crossing supervisors help children and families safely get to and from school at 76 school crossings across Maroondah
- Over 34,000 meals on wheels were prepared at Karralyka
- Just under 60,000 visits to Learn to Swim programs.

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 comprehensive diving facilities. 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, dedicated dry dive training facilities, a large gym with three separate group fitness rooms, child care facilities and a café.

Community Health and Emergency Management (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)

These activities support the prevention, response, and recovery from disasters within the Maroondah municipality and the surrounding Eastern region are a key focus of the Emergency management team.

Leisure Marketing (Leisure)

Maroondah Leisure's marketing team partners with and supports the Maroondah Leisure facility teams to develop and deliver marketing and communications to the consumer market and customers. The team provides expertise in business development, marketing and communication campaign and channel management.

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. Maroondah Golf also provides maintenance of Council's parks and gardens, sportsfields and playgrounds. This includes grass mowing and maintenance of landscaped areas within the municipality.

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 Universal Maternal and Child Health 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, in particular 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.

Sports and Recreation (Leisure)

This function supports and provides a range of leisure opportunities for the Maroondah community. The Team supports and encourages increased community involvement in physical activity by coordinating the delivery of programs, activities and events such as the annual Maroondah Festival. The Team also seeks to maximise opportunities for community based physical activity by increasing skills and resources. This is achieved through advocacy and lobbying peak sports bodies and other levels of government for increased funding of programs and facilities; providing information and skill development to local clubs and groups; facilitating local networks to establish partnerships; and monitoring industry trends and participation patterns to ensure local service planning remains relevant to community needs. Sports and Recreation is also responsible for the overall occupancy of Council's sporting facilities and pavilions including seasonal allocations, leases, licences and casual use.

The Rings (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

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 1: 2017/18), Council identified five priority actions to be delivered during the 2017/18 financial year to work towards a prosperous and learning community.

Undertake pedestrian and vehicle access improvement works at Heathmont Shopping Precinct - Canterbury Road, Heathmont

Status: Underway Responsibility: Development & Amenity

Traffic signal and carpark access improvement works commenced as planned in February 2018 however a two month delay was experienced in completing the critical high voltage power pole relocation works. Council continued its construction work where possible with the pedestrian operated traffic signals being relocated in May 2018. The remaining carpark access improvement works are now due for completion in September 2018.

Commence Regional Service Partnerships at Realm

Status: Achieved Responsibility: Corporate Services

Realm is a major community hub in Ringwood and is home to the library, public art space and Council's BizHub. Realm also offers an interface to Council's operations via a physical Customer Service Centre. With its proximity to Ringwood and Eastland it presents an opportunity to provide the community with greater information and access to regional information. Council is working with the Eastern Regional Group of Councils to identify opportunities to expand the service offering at Realm.

Work in partnership to finalise development of the Ringwood Metropolitan Activity Centre Masterplan

Status: Underway Responsibility: Strategy and Community

Metropolitan Activity Centres (MACs) are important elements of the Victorian Government's long-term plan to encourage and manage the sustainable growth of Melbourne's suburbs. Ringwood is an important strategic location because it is located at the junction of EastLink and the Eastern Freeway with excellent connections to the metropolitan arterial road network. It is also at the junction of the Lilydale and Belgrave rail lines and 10 bus routes as well as being a key gateway between the CBD and Yarra Valley. In planning terms it serves as a large catchment area supporting a range of land uses and activities. The previous masterplan for the overall development of the Ringwood MAC was developed in 2004. A major review of this plan is now being undertaken that recognises the development to date

and plans for the next 10 to 15 years. Work is well progressed and has involved key stakeholder engagement together with development of a series of background studies. The work to date informs the development of the revised masterplan due to be considered by Council in late 2018.

Work in partnership to implement the Bayswater / Bayswater North Industrial Precinct Strategy

Status: Underway

Responsibility: Strategy and Community

The location of the Bayswater/ Bayswater North Industrial precinct has led to a partnership between Maroondah, Knox and Yarra Ranges councils. The project has been identified as suitable for inclusion in the UN Global Compact City Partnerships model. This model will enable Maroondah and its partners to utilise a proven global framework for capacity building in the precinct. The framework is being developed in conjunction with RMIT. It brings opportunities to advocate for capital investment within the precinct to stimulate investment, business growth and employment ensuring the longer term sustainability of the area. A plan will be developed that identifies linkages and gaps between existing strategies for the precinct and the model framework, resulting in the development of an overall implementation plan.

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

Status: Underway

Responsibility: Strategy and Community

Council continues to advocate for and facilitate private sector investment in the Ringwood Metropolitan Activity Centre and Croydon Activity Centre. This occurs at all phases of the development from Masterplan stage to actual construction and land use. The Croydon Town Square redevelopment currently under construction with completion expected in 2018/19 is one example of Council improving the commercial precinct of Croydon to add additional vitality to that area. The review and update of the Ringwood MAC masterplan that was adopted in 2004, is another example of looking to the future to strengthen Maroondah's liveability.

Our strategic indicator results

Indicator/Measure	Actual 2017/18	Target 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15
Library membership as a proportion of the residential population (LGPRF)	16.18%	15%	14.9%	24.2%	17.0%
Participant satisfaction with business support workshops (SDP - Level of positive improvement in business skills)	97%	96%	96.5%	96%	97%
Increase in new business skills and networking achieved through Bizweek activities (B&D SDP - % of participants who learned new skills at Bizweek)	97%	96%	96%	93%	93.6%

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 hosts Maroondah BizWeek

The BizWeek program, held in May 2018, includes a major calendar of events. Events were mostly located at Realm and designed to provide opportunities for businesses to gain skills and to connect with others through networking opportunities. Over 480 people attended the events and took part in over 430 hours of workshops. Just over half the attendees were attending for the first time. The success of BizWeek is best measured by those who attended with 80% saying they made valuable connections with other Maroondah businesses and 97% reporting that it will help them grow their businesses.

Work Inspiration program

Council once again conducted its Work Inspiration program offering the opportunity for a group of Year 10 students to spend three days at Council. During the three days students can speak with a variety of professional staff about future career paths and also undertake two days of practical work experience. Students who take part find that talking first hand with a variety of people helps inform their future career paths.

Women on the Go events showcase local businesses

As part of International Women's Day in March 2018 Council hosted its annual Women on the Go event at Eastland. The event was an opportunity for 40 local women to showcase their businesses and provides an opportunity for the businesses to network and build important contacts.

Heathwood Shopping Centre future

Council is working to develop a concept plan for the Heathwood Shopping Centre, on Wantirna Road, Ringwood. This concept plan will guide future improvement to the centre. The project began in 2017/18 and will continue into 2018/19 with broader engagement and consultation with local businesses and property owners.

BizHub improves its offering

Council continues to look at ways of improving the BizHub experience for small business users. Improvements introduced in 2017/18 included BizHub Coworking Members having automated payment options, including for print-copying services. Members are now also able to access the coworking space on weekends. A Premium Coworking Membership has been introduced providing permanent desks within the cowork space and other benefits.

Working towards a learning community

Libraries report increased use

Maroondah's libraries are operated by the Eastern Regional Library Corporation in a partnership with Knox and Yarra Ranges Councils. Over the past two years library visits at Realm have increased by over 300 percent to 485,000 visits per annum whilst those at Croydon have remained constant at around 300,000. This averages over 15,000 visits a week. Both libraries have strong use, not just in loans but also in the use of computers and general spaces.

Maroondah graduates more drivers from its L2P program

The L2P program continued into its second year with 697 hours of practice provided by the 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 supervisors with a full license. Volunteer mentor drivers are provided with comprehensive training and support throughout the program. The program is run with support from the Rotary Club of Ringwood and the Victorian Government.

Maroondah Plus 10 schools project

Council coordinates the Maroondah Plus 10 Schools Project that is a partnership between Council, Maroondah's primary and secondary Schools, University of Melbourne, and the Institute of Positive Education. There are now 22 schools actively participating. All these schools have undertaken a Positive Education Needs Analysis and are also training in Positive Education. Positive education aims to teach students and teachers to be more resilient by focusing on people's strengths which assist in protecting from depression. A new Maroondah Positive Education Network has also been established to provide ongoing support. A further \$890,000 funding was announced by the Minister for Education to support the initiative alongside \$5.5m to build a centre for wellbeing at Heathmont College.

Professional learning program delivered for child educators

Council continued to deliver the annual Children's Services professional learning program during 2017/18. This program aims to help child educators in Maroondah keep pace with best practice in key areas of social, health and behaviour management. Some of the sessions were aimed at educators who work in early childhood services, while others were for educators working with primary school aged children. Topics included autism, behaviour management, indigenous culture and play-based learning. In all 810 educators took part in these sessions.

SWAT recognised

Year 10 students across Maroondah have the opportunity to participate in a leadership program conducted by Council. The SWAT program (Student Wellbeing Action Teams) is designed to upskill and empower young people to create meaningful change in their communities. In 2018 the program was shortlisted as a finalist in the Local Government Professionals Awards for Excellence.

Looking ahead...

Council will continue working towards a prosperous and learning community during 2018/19 by:

Develop regional service partnership at Realm

Council will continue to work with the Eastern Regional Group of Councils to increase the utilisation for Regional services at Realm. The Group will work to develop specific projects over the coming year. Opportunities are also being explored at a state level to expand the services available for the Community.

Complete the update of the Ringwood Metropolitan Activity Centre Masterplan

Council will continue to work with the Victorian Planning Authority in developing the Ringwood Metropolitan Activity Centre Masterplan. Council plans complete the updated Masterplan and commence preparation of an accompanying planning scheme amendment. The amendment will formally implement the objectives of the Masterplan and reference it

within the Maroondah Planning Scheme. Subject to Victorian Government reforms it is anticipated that either an Infrastructure Contributions Plan or Developer Contributions Plan will be undertaken in parallel with the planning scheme amendment.

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

This major project has been identified as suitable for inclusion in the UN Global Compact City Partnerships model. Council has committed to continuing to work in partnership with the Victorian Government, the Melbourne Regional Development Australia Committee, Knox City Council and Yarra Ranges Council to implement the Bayswater Business Partnership. The Partnership supports improved business growth, sustainable employment, advocacy and improved infrastructure for the 4500 businesses in Bayswater and Bayswater North.

Develop, promote and expand the BizHub Coworking Space

The BizHub Coworking space is located within Realm. Realm is a library service and Arts Space. The Coworking Space provides a flexible working space for local businesses on a permanent or ad hoc basis. In 2018/19 Council's business support team will continue to promote the value of coworking including the many opportunities to collaborate and network.

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

Council is developing a Maroondah Parking Framework and Action plan. The framework and associated action plan will result in a strategic approach to parking provision and management. The framework will complement the work being undertaken in reviewing the plans for Ringwood and Croydon Activity Centres. It is anticipated that following community consultation in late 2018 the framework will be presented to Council.

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

Council will continue to work in partnership with key stakeholders to develop an engaging, community focused program to position and promote Ringwood MAC, and the redeveloping Croydon Activity Centre as Melbourne's newest urban destinations. Council plans to continue communicating with residents and stakeholders ensuring they are provided with relevant and timely information regarding the continued growth and renewal in their areas.

Fast facts

- BizHub delivered over 250 hours of training in 2017/18
- The estimated gross regional product in Maroondah has increased over 13% to \$5.83 billion
- There were over 600,00 visits to Realm in 2017/18
- Eastland celebrated its 50th birthday in late 2017.
- There are over 44,000 employed people working in Maroondah
- There are over 1000 food and health premises registered in Maroondah.

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 business support and development programs for the broader business community to support the sustainable growth of the local economy, and manages the relationships between Council, business, and community. The Business and Activity Centre Development team delivers a collaborative cowork space, programs, information, training, and opportunities for businesses to connect and support business growth and employment throughout the region. The team also stewards the development of the Ringwood Major Activity and Croydon Major Activity Centres through fostering partnerships with key stakeholders to improve the viability and prosperity of these important commercial hubs. These partnerships are also 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 in Croydon. The library service is delivered under a regional partnership model by Eastern Regional Libraries Corporation.

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 1: 2017/18), Council identified two priority actions to be delivered during the 2017/18 financial year to work towards a prosperous and learning community.

Create a new Croydon Town Square, including community engagement, completion of detailed design and construction.

Status: Underway

Responsibility: Operations, Assets and Leisure

The new Croydon Town Square is designed to provide an open space that better connects Main Street and the Croydon Station and Bus Interchange. A Changing Places toilet facility is being included thanks to \$100,000 funding from the Victorian Government. Council has consulted with the community and worked closely with key stakeholders to understand what they would like in this new space. Design works have been completed and preparation work undertaken with the demolition of the former 97 Main Street building. It is planned that the new Croydon Town Square will be completed by March 2019.

Implement innovative and engaging arts events and outcomes in Ringwood Arts Precinct

Status: Achieved

Responsibility: Strategy and Community

Approximately 120,000 people have visited exhibitions, programs, installations, and events across the Ringwood Arts Precinct, including at Realm, Ringwood Town Square, Ringwood Station, the Backyard and Maroondah Federation Estate. From niche indoor and outdoor events, to popular and highly successful arts incubators and exhibitions in ArtSpace at Realm. A number of activities and events in 2017/18 have had a strong focus on community engagement and cultural diversity including the “Sounding Stories” project and the highly successful Bamboo Village event which celebrated the culture and stories of our communities from Burma. Also exhibited at ArtSpace at Realm was the Edna Walling: A Creative Legacy exhibition.

Our strategic indicator results

Indicator/Measure	Actual 2017/18	Target 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15
Community satisfaction with arts and cultural facilities (CSS - Arts centres and libraries)	78	78	78	77	73
Participation in Maroondah Festival activities	30,000 (est)	30,000 (est)	30,000 (est)	30,000 (est)	25,250 (est)

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

Thousands enjoy the 2017 Maroondah Festival

An estimated 30,000 plus people enjoyed the annual Maroondah Festival in November 2017. The festival continued the tradition of providing free and low cost activities for people of all ages. Over 100 community groups provided information and entertainment. The 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 Spiegeltent came to Maroondah

In a first for Maroondah the world famous Spiegeltent appeared in January 2018 for 10 days of frivolity, fun and spectacular entertainment for people of all ages. This was the result of a collaboration between Council, Karralyka and Eastland. The season of performances kicked off with an opening night gala on Wednesday 17 January, 2018. Acts included Circus Oz, the burlesque of Dolores Daiquiri, comedy from Akmal and Lawrence Mooney as well as other musical performers. Children were also entertained by How to be a Rockstar – a rock and roll comedy and *The Amazing Drumming Monkeys*, a unique blend of puppetry, live music and comedy.

Wyreena celebrated 40 years

Since 1978 Wyreena Community Arts Centre has been a much-loved creative place where the community has come together to enjoy, create, and explore. In March the centre celebrated its 40 year birthday with an exhibition titled *Celebrating Wyreena – 40 Years* with works by past artists and teachers. At the launch of the exhibition guest speaker Kay Scott reflected on her involvement in saving Wyreena in the 1970s from developers. One of the first artists to exhibit at Wyreena, Cecilia Sharpley, also spoke about her memories of Wyreena.

Movies in the Park

Three family friendly movie nights were held in Maroondah parks during February and March 2018. During the two hour leadup to the movies at dusk there were, family activities and sausage sizzles. Movies this year were Lego Batman, Moana and Guardians of the Galaxy 2.

New public art for play

October 2017 saw the installation of a new public art piece at Wyreena. The art work titled the *GlowB Cubby* is a 3.2-metre diameter sphere of stainless-steel and granite complete with jewel-like glowing mirrors and its also a place for children to play. GlowB is an award-winning design by Benjamin Gilbert, of Agency of Sculpture, in collaboration with Playce. Council secured this art piece at auction with the proceeds going to national youth homelessness prevention charity, Kids Under Cover. GlowB took out the title of Australia's Best Cubby and Best Interior Designed Cubby at the 2017 Melbourne International Flower and Garden Show 'Kids Under Cover Cubby House Challenge'.

Children's Week

Over 400 families attended the annual Children's week fun day in October 2017. The day had many activities including face painting, sensory play, rock star workshops, storytelling and a performance by Paul Jamieson, the music man. A super friends event was also held at Wyreena Community Arts Centre where children came dressed as their favourite super hero or magical character and explored the gardens with wizard Sim Sala Bim!.

New artwork on Mullum Mullum Creek trail

Council added to its diverse collection of public art with the unveiling of Mullum Mullum the Owl. The owl is the work of sculptor William Eicholtz and now keeps watch over the Mullum Mullum Creek Trail (adjacent to Acacia Court). The sculpture depicts a 'Powerful Owl' which is a species that can still be seen along Mullum Mullum Creek. It also reflects the meaning of 'Mullum Mullum' - an adaptation from the Woiwurrung language meaning 'a place of many large birds'. This impressive sculpture stands 1.65 metres tall and weighs 750 kilograms.

Bedford Park Ballet Studio opened

The official opening of the Bedford Park Ballet studio occurred in July 2017 and marked the completion of the major upgrade to the facility. The studio is home to the Bedford Park Ballet Group that is a non profit group established in 1961. The \$638,000 works included a new accessible entry and car parking, extended functional foyer area for parents to mingle before and after classes, a unisex accessible toilet, junior and senior change rooms, male change rooms, a kitchenette as well as improved office facilities and additional storage. The work was largely funded by Council with contributions from the Ringwood Ballet Group and the Australian Government.

Yellow Tailed Black Cockatoos

Maroondah's Public Art Collection was also expanded by the addition of a tree sculpture in Longview Road, Croydon South. An opportunity arose following a large wattle being damaged by lightning to use the remaining stump to capture the essence of the area. Working with the shape of the stump of the old tree sculptor Rob Bast took four days to carve a pair of yellow tailed black cockatoos.

ANZAC – Building Bridges

2018 saw the final iteration of the three year ANZAC Building Bridges project that explored Maroondah's stories of connection with ANZAC. The project resulted in creative works including performance, video and exhibitions. The 2018 project titled *In the Blood* saw documentary maker Andy Drewitt interview five residents and explore what ANZAC means to the current generation.

Looking ahead...

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

Continuing the creation of a new Croydon Town Square

Council will finalise the construction the Croydon Town Square in 2018/19. The Square includes a Changing Places toilet facility thanks to \$100,000 funding from the Victorian Government and is designed to create a new vibrant open space in the heart of Croydon together with better connections between Main Street and the Croydon Station and Bus Interchange. Council undertook community consultation and worked closely with key stakeholders to understand what they would like to see in this new space.

Implementing arts events and outcomes in the Ringwood Town Square Precinct

Building on successful events in previous years Council will continue to offer a variety of events and exhibitions in ArtSpace at Realm and Ringwood Town Square. These will include live music, contemporary art exhibitions and creative arts incubators.

Introducing a new Arts Advisory Committee and implementing new public art across Maroondah

During the 2040 visioning process the community identified the importance of arts and culture. To further support and guide the development of arts and culture a new committee will be established to provide advice on future arts activities.

Commencing an Arts and Cultural Development Strategy for 2018-2022

The current Arts and Cultural Development strategy was adopted in 2014. It is timely to review the strategy and develop the focus for the next four year period 2018-2022. The strategy will be developed with both community and artistic consultation to identify the preferred directions to grow, promote and support arts and culture in Maroondah.

Redevelop Karralyka

Karralyka is Council's premier conference and performance venue and is programmed to undergo a major redevelopment. This \$10m project will deliver improved facilities, performance areas and access. Council will continue to advocate for support from other levels of government for funding towards this project. The redevelopment is expected to be completed in 2020, subject to funding outcomes.

Fast facts

- Nearly 120,000 people attended arts and cultural activity at the Realm art spaces and the Maroondah Access Gallery
- More than 100 community groups were involved in the Maroondah Festival in November 2017
- 455 functions were held at Karralyka in 2017/18

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 and across Council to realise the community's vision for a creative and culturally vibrant Maroondah. The team directly manages a range of programs, services, and facilities for all the community to enjoy. These include: ArtSpace at Realm, Wyreena Community Arts Centre in Croydon, Maroondah Access Gallery at Maroondah Federation Estate, Maroondah Art Collection, Council's Public Art program and initiatives across the Ringwood Arts Precinct. Artists, creative industry professionals, community and cultural groups are supported through capacity building, skills development, networking opportunities and the Arts and Cultural Grants program. Arts and Cultural Development also 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.

Karralyka (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 430 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. Karralyka has built a profitable function business, managing its food and beverage operations in-house. The kitchen facilities at Karralyka are also used to prepare food for Council's Meals on Wheels service

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 1: 2017/18), Council identified five priority actions to be delivered during the 2017/18 financial year to work towards a prosperous and learning community.

Commence implementation of the Eastern Organics Contract

Status: Underway Responsibility: Corporate Services

Council is working with its neighbouring councils to source a new contract for organic waste. Following the advertising of the regional tender, a preferred tender was selected with full implementation to occur in late 2018.

Develop a Climate Change Risk and Adaptation Strategy

Status: Achieved Responsibility: Strategy and Community

In June 2018 Council adopted the Climate Change Risk and Adaption Strategy 2018-2022. The new strategy builds on the work previously undertaken and outlines how Council and its partners will work toward building a more climate adapted community. The development of the new strategy was informed by stakeholder engagement and climate projections by the Bureau of Meteorology and the CSIRO. The strategy includes managing the risks of climate change, using the natural environment to build adaptive capacity and encouraging climate future proofing.

Undertake preliminary works to rehabilitate the waterway and infrastructure at Yaggai Barring in Warranwood

Status: Achieved Responsibility: Operations, Assets and Leisure

Council manages many waterways, dams and ponds within its parks and reserves. A component of this waterway management process involves desilting. Desilting is the removal of silt, sediment and salts that build up in waterways and affect both water quality and quantity and impact the local habitat. During the year Council undertook dam rehabilitation works at Yaggai Barring in Warranwood. This work included draining the dam, desilting works and the installation of a flow control valve that helps to control water levels.

Undertake a major upgrade of the playground at Ringwood Lake Park

Status: Achieved Responsibility: Operations, Assets and Leisure

The first stage of the new Ringwood Lake playground was completed in 2017/18. This major enhancement to the amenity of the park is accessible for all abilities and includes a Changing Places toilet and a Liberty Swing. Also included are a carousel catering for

wheelchairs with all paths being fully accessible for wheelchairs and prams. The paths link to all the experiences including water play, the canopy trail, and slides. Other features include a flying fox and climbing structures, as well as wooden animal sculptures dotted around the park. There are new timber totems, a tadpole Tapper Musical Sculpture, and the first Expression Swing (where a parent can be on the swing and face their young child) in Maroondah. The new playspace is complimented by the creation of five new disabled car parking bays with accessible paths connecting to the playspace. The work was funded by \$900,000 from Council's capital works budget and \$100,000 from the Victorian Government's Community Sports Infrastructure Fund.

Finalise the Maroondah Vegetation Review

Status: Achieved

Responsibility: Strategy and Community

Work is progressing on the vegetation review with the crucial evidence gathering phase nearing completion. This has involved a review of existing documentation, stakeholder engagement, commissioning a tree canopy study and a biodiversity analysis. Analysis of issues identified has commenced and potential options to address the issues are being compiled.

Our strategic indicator results

Indicator/Measure	Actual 2017/18	Target 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15
Annual tree planting within Maroondah (Bushland, street and parks – trees only)	25,000	24,000	24,500	23,000	33,200
Recycling diversion rate from landfill (LGPRF)	55.28%	54.5%	54.9%	53.9%	55.3%

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

Strategy to manage domestic wastewater adopted

During 2017/18 Council developed the Domestic Wastewater Management Strategy 2017-2021. The Strategy aims to improve processes and inform environmentally sustainable decision making. It also provides the necessary actions to ensure that existing septic tank wastewater systems and any new installations are installed, maintained and monitored to protect the health of the community and the surrounding environment. The project involved development of a single database for wastewater management systems; establishing a mapping layer to enable spatial analysis and the introduction of a new internal planning

referral process. All relevant properties were inspected to determine how their wastewater system was operating and to answer any questions from the property owners.

Working towards a green community

Dandenong Creek brought back to life

Melbourne Water is working in partnership with Council to undertake the Dandenong Creek project. Council manages many of the stormwater and road drains that flow into the creek. Work commenced on the revitalisation of the creek which will improve both storm water quality and the habitat of native fish. Council also manages the bridge that spans the creek and the Dandenong Creek Trail that adjoins it. An important component of the project is the 'daylighting' of the creek, which involved the removal of an 830 metre piped section of the creek between HE Parker Reserve and the railway line in Heathmont. This excavation is designed to restore the creek to its natural shape and form.

National Tree Day

Council and the community celebrated National Tree Day in July 2017 by planting trees in parks and reserves. Candlebark Walk Reserve in Croydon Hills was one example where 30 Grade 6 students from Croydon Hills Primary School together with Council planted over 300 eucalyptus trees. The trees planted will grow to supplement existing canopy trees that are declining in number. There are fewer replacement trees growing naturally so Council is committed to planting trees into Maroondah's bush reserves to maintain the canopy.

Maintaining our bushland

Maroondah's areas of remanet bushland do not manage themselves. Council together with volunteer groups undertake continuous programs of maintenance that involve control of weed species of all varieties, planting of new trees to maintain the canopy and other works to both conserve the bushland and enhance their biodiversity.

Working towards a sustainable community

Aquahub reduces its energy consumption

Following energy audits at Aquahub, located in Croydon, Council decided to act on both power and water usage. Aquatic facilities are generally high consumers of both resources. To achieve positive changes Council has upgraded all internal lighting to LEDs and installed new energy efficient boilers that heat both the wet and dry areas. To complete the project 800 solar panels were installed on the roof. All of these have contributed to a cleaner, greener and more cost effective facility.

Maroondah joins the Compost Revolution

In 2017/18 Council joined the Compost Revolution and encouraged all residents to do the same. The Compost Revolution is an award-winning social enterprise that encourages composting at home. Maroondah residents receive 60 per cent off the recommended retail price of a compost bin, worm farm or Bokashi bin, as well as free delivery to their home. The Compost Revolution is a response to research that shows up to half of the rubbish that households create is organic waste such as paper, food scraps and garden waste. This waste can be removed from landfill by Composting, which in turn benefits gardens by increasing nutrients and improving water retention.

Realm contributes to greenhouse gas reduction

In May 2018 the installation of solar panels at Realm in Ringwood was completed. The work was part of Council's commitment to deliver on the Maroondah Sustainability Strategy by working towards being carbon neutral and reducing greenhouse gas emissions from nonrenewable power generation. The panels also provide a long term benefit with a positive impact on Realm's energy costs.

Looking ahead...

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

Finalise the implementation of the Eastern Organics Contract

Council has joined the Metropolitan Waste and Resource Recovery Group in a regional contract for organic waste. Following the selection of preferred tenderer in 2017/18 the remaining contractual items will be finalised enabling the implementation of the contract in late 2018.

Finalise the Maroondah Vegetation Review

The Maroondah Vegetation Review project commenced in 2017/18 and involves an assessment of the biodiversity and tree canopy of Maroondah together with a review of relevant planning controls. In 2018/19 it is planned to conclude these studies and finalise the strategy. A planning scheme amendment will be developed to update, replace or supplement the existing controls regarding vegetation and landscape within the Maroondah Planning Scheme.

Fast facts

- Council planted 25,000 trees to maintain the leafy canopy in the municipality
- Just under 24,000 tonnes of garden organics and recyclables were collected in 2017/18
- There are 13 distinct habitat types within Maroondah and 82 sites of biological significance which are protected by the Maroondah Planning Scheme.
- 35,000 street trees were inspected to assess their health
- Maroondah is home to 18 mammal species, 23 butterfly species, 116 bird species and nine frog species, including the rare Victorian smooth froglet.

Our core services

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

Bushland and Water Ways (Operations)

This maintains over 50 bushland reserves, which involves proactively supporting, conserving and enhancing biodiversity and maintaining appropriate fire breaks. As well as maintaining Water Sensitive Urban Design and water ways under Council's control.

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.

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 and works in response to customer requests or storm events; and deliver 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.

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 1: 2017/18), Council identified five priority actions to be delivered during the 2017/18 financial year to work towards a prosperous and learning community.

Advocate for grade separation of the Lilydale railway line at Coolstore Road in Croydon

Status: Achieved

Responsibility: Strategy and Community

In the lead up to the State election in late 2018 Council continued its proactive advocacy to the Victorian Government for the grade separation of the Coolstore Road level crossing in Croydon. This level crossing is not included on the Victorian Government's current level crossing removal program. Council advocated that it be included within the current program or as a priority once the current program of 50 crossings is completed. Council considers that the future removal of this level crossing, together with an upgraded railway station and bus interchange will enable improved vehicle and pedestrian links, improved car parking capacity and a fully integrated Croydon Town Centre.

Commence Hughes Park carpark improvement works

Status: Achieved

Responsibility: Development and Amenity

Hughes Park in Croydon North is home to the Croydon North Cricket Club and Veterans Football team, the Croydon Homing Pigeon Club and the 1st Croydon Hills Scout Group. The first stage of renewal of the car park was completed in May 2018 and involved the reconstruction and widening of the main access road, drainage works, construction of formal parking bays, two of which are designated disabled bays, and associated landscaping.

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

Status: Underway

Responsibility: Development and Amenity

VicRoads is working in partnership with Council to deliver this project to improve traffic flow at this major intersection. In 2017/18 the community were consulted regarding the project and the design works were completed. Following the completion of the design, the works were tendered and awarded in June 2018. The actual construction works at the intersection are due to be completed in the first half of 2019.

Accelerate Council's footpath construction program

Status: Achieved

Responsibility: Development and Amenity

The 2017/18 Budget allocated \$730,000 for new footpath construction in Maroondah. This enabled footpaths to be constructed in Possum Lane, Northwood Street, Dillon Grove, Goldsmith Avenue, Karista Avenue, Jeffrey Drive, Jennifer Court, Lockhart Drive and Edna Street. The planned footpath construction works in Dorset Road was delayed due to issues with traffic management and resolution with VicRoads. These works commenced in late June 2018 and are expected to be completed by the end of 2018.

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: Achieved

Responsibility: Executive Office

Council has continued to advocate to the Australian and Victorian Governments on transport improvements. This has included the upgrade of Dorset Road between Hull Road and Maroondah Highway; pedestrian and traffic improvements at the intersection of Maroondah Highway, Yarra Road and Kent Avenue and at Plymouth Road, Croydon; traffic improvements at Canterbury and Bedford Roads, Ringwood and at New Street and Maroondah Highway, Ringwood. This is in addition to the advocacy for construction of an underpass at the intersection of Warrandyte Road and Ringwood Bypass. Council also provided a report and recommendations to the North East Link Authority as part of the consultation on the preferred route for the new road. Council will continue to advocate to both levels of Government in the lead up to the Victorian election in November 2018 and the Federal election due to take place in 2019.

Our strategic indicator results

Indicator/Measure	Actual 2017/18	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15
Total length of overlay works undertaken as part of the road asset enhancement program (LGPRF - Proportion of sealed roads below the set intervention level)	2.75%	2.75%	2.75%	0.7%	1.1%
Number of different streets where works are undertaken as part of the road asset enhancement program (LGPRF - Square metres of sealed local roads reconstructed)	14,501	10,000	8,498	1,639	7,846

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

Stage 1 of Ringwood Lake Park playground completed

The first stage of the new Ringwood Lake playground was completed in 2017/18. This major enhancement to the amenity of the park is accessible for all abilities and includes a Changing Places toilet and a Liberty Swing. Also included is a carousel catering for wheelchairs and all paths are fully accessible for wheelchairs and prams. The paths link to all the experiences including water play, the canopy trail, and slides. Other features include a flying fox and climbing structures, as well as wooden animal sculptures dotted around the park. There are new timber totems, a tadpole Tapper Musical Sculpture and Expression Swing (where a parent can be on the swing and face their young child). The new playspace is complimented by Stage 2 works which will see the creation of five new disabled car parking bays with accessible paths connecting to the playspace. The work was funded by \$900,000 from Council's capital works budget and \$100,000 from the Victorian Government's Community Sports Infrastructure Fund.

New Glen Cairn Avenue footbridge

This new \$65,000 footbridge across the Mullum Mullum Creek at Glen Cairn Avenue, Ringwood was opened in July 2017. The new and improved bridge is almost twice as wide as the previous timber structure and has a non-slip deck supported by a more robust steel structure. The bridge makes it easier for walkers and bike riders to enjoy the Mullum Mullum Creek trail. Pathways leading to the bridge have also been realigned, as well as improvements to levels, bends have been smoothed out and wider openings were created at both ends of the bridge.

Working towards a connected community

Heathmont Village carparking upgrades

Work is well underway on this \$1.2 million project that will significantly improve safety, traffic flow and carpark access off Canterbury Road and through the centre's carpark. Included in the project is the 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 improvements works include pedestrian access, drainage upgrades, additional bollards and planter boxes to improve safety and enhance the village feel of the local shopping centre. The final stages of the project will be completed in 2018/19.

Council hosts National Ride 2 Work Day community breakfast

During October 2017 over 165 cyclists took part in the Maroondah Ride2Work Day. The main objective of the day was to promote riding to work as a normal activity and grow the appetite for cycling in the community. Council hosted free breakfasts at HE Parker Reserve in Heathmont and at Realm in Ringwood Town Square. Free bicycle safety checks were also offered at both locations. The cyclists also had the opportunity to give their opinion on possible cycling corridor alignments on the Box Hill to Ringwood bicycle path and the Carrum to Warburton Trail.

Traffic calming design works completed for Heathmont Road

In 2016/17 designs were completed to promote traffic calming in Heathmont Road, Heathmont. This was done following concerns raised by residents and Council's subsequent investigations. The design incorporated three raised intersections, four raised sections of pavements two pedestrian refuges near Edith Street and Edna Street and alterations to

Balfour Avenue and Wainui Avenue intersections. The eight month construction project was completed in June 2018.

Safety improved in Exeter Road

In April and May 2018 works were undertaken to improve safety on Exeter Road, Croydon. These works included the installation of three raised pavement sections between Nangathan Way and Neuparth Road that are designed to help control speed in the area.

Improved parking at neighborhood centres

Council undertook projects to improve parking at two of its neighborhood centres. In Heathmont Road, 15 new spaces were constructed. At Knaith Road Reserve, Ringwood East, an additional 33 parking services were constructed. Knaith Road Reserve is located behind the Ringwood East shops and has a playground, grassland and picnic table. The car park is also next to the senior citizens centre, kindergarten, bridge club, community hall and scout hall

Looking ahead...

Council will continue working towards an accessible and connected community during 2018/19 by:

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

This project is a partnership with VicRoads. In 2017/18 VicRoads completed the consultation, project design and contract letting. Construction works will commence in late 2018 and due for completion in mid 2019. The work includes the construction of new traffic lanes, and the redistribution of existing lanes within the intersection, together with changes to the traffic signal programming. These works are designed to improve traffic flow at this busy intersection.

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

Council recognises that as the community changes so does the way people access locations for both personal and commercial reasons. Parking is one element that supports this mobility. Council is developing a framework that considers the changing nature of housing, events, commercial developments and transportation modes. It will provide a greater consistency in Council's approach to planning parking, resolving issues, applying restrictions and the issuing of parking permits throughout the municipality.

Commence road renewal works in Caroline Street, Ringwood

Renewal of roads within Maroondah maintains existing standards and amenity of the area. In 2018/19 Caroline Street, Ringwood, is programmed to be renewed. Design works for this project were completed in 2017/18 and the resulting project placed out to tender. Council will award the tender early in 2018/19 with the actual construction planned to be commenced in late 2018.

Continuing Council's footpath construction program

During 2018/19 Council will continue 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. A program of work based on priorities will be developed and residents in construction areas will be notified.

Advocating for provision of new and upgraded transportation infrastructure in Maroondah with both State and Federal governments

In 2018/19, as part of the lead up to both Federal and State elections, Council will continue its robust advocacy to address the major transport needs of the community. This advocacy will include Council's position on the proposed North-East Link and the removal of the railway crossing at Coolstore Road.

Fast facts

- In 2017/18, 181 traffic management plans were assessed, 37% more than 2016/17
- This year we gave consent for 268 building demolitions, slightly less than 2016/17
- Just over 4% more building permits were issued by Council than in 2016/17
- 112 applications to build on flood prone or overflow land were assessed

Our core services

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

Construction Maintenance (Operations)

This team provides proactive and reactive maintenance of Council's infrastructure assets including roads, footpaths and drains. Construction maintenance 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)

This 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, bicycle paths, and buildings which provide important links to services and enhance community wellbeing.

An attractive, thriving and wellbuilt 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 1: 2017/18), Council identified four priority actions to be delivered during the 2017/18 financial year to work towards an attractive thriving and wellbuilt community.

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

Status: Achieved

Responsibility: Development and Amenity

Stage 4 of the Acacia Court catchment works completed in 2017/18, with Stage 5 works currently undergoing final design, with works scheduled to be carried out in the 2018/19 year. Completion of Stage 3A Scenic Avenue works have been delayed due to the completion of service authority works. Stage 3 is expected to be completed in September 2018. Design of the Scenic Avenue drainage works is complete, with the tender for works expected to be awarded in late 2018 allowing construction works to commence in the 2019 calendar year.

Upgrade Lincoln Road, east of Dorset Road

Status: Underway

Responsibility: Development and Amenity

Lincoln Road is being upgraded to improve the condition of the road and enhance safety. The project is supported with funding from the Federal Roads to Recovery Project and delivered by Maroondah, in partnership with Yarra Ranges Council. The detailed design for Stages 1 and 2 and construction of early works were all completed in 2017. Tender for construction of the remainder of the stage 1 works was awarded by Council in April 2018., and actual works commenced in June 2018. This project is expected to be completed in early 2019.

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

Status: Underway

Responsibility: Strategy and Community

Maroondah has 23 identified neighborhoods which have specific local characteristics. The Neighborhood Character Study identified the important local design elements of each of these areas set clear guidelines for residential development that should be met when considering applications. A consultant has also completed a heritage review that included identifying places of heritage significance and reviewing nominations from the community.

Develop a Council policy position on affordable and social housing

Status: Achieved

Responsibility: Strategy and Community

Council has prepared a Draft Affordable and Social Housing Policy that was placed on public exhibition in June 2018. This new Policy has been prepared to help Council better understand affordable and social housing issues, establish closer relationships and ongoing sharing of information with the local service sector, and clarify Council's policy position in responding to these issues. Development of the Policy involved background research led by expert consultants. A stakeholder engagement program involving interviews, focus groups and a broader consultation forum helped inform development of the Policy. The Policy will be considered for adoption in 2018/19.

Our strategic indicator results

	Actual 2017/18	Target 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15
Council's infrastructure renewal/maintenance ratio (Renewal and maintenance gap)	107%	110%	114%%	107%	130%
Proportion of planning applications assessed within statutory timeframes (LGPRF)	82%	80%	80%	84%	90%
Total value of building approvals (residential, commercial and industrial) (\$'000)	\$437,814	\$330,000	\$300,000	\$349,503	\$326,908
Community satisfaction with general town planning policy (CSS)	54	58	58	58	58

Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide 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

Wyreena's future planned

Following on from Wyreena's 40th anniversary Council consulted with the community to develop a Wyreena Heritage Masterplan. The plan addresses the heritage values of this significant site and will ensure that Wyreena accommodates the growing demand for community space, creativity and the arts. In 2018/19 a landscape plan incorporating a public art element will be finalised.

Changes to Maroondah's planning scheme

Work has progressed on updating the Maroondah Planning Scheme to include the Housing Strategy that was adopted by Council in June 2016. This work includes changes to the Municipal Strategic Statement. The preparatory work was completed in 2017/18. The next stage requires Council to formally initiate the scheme amendment which is likely to occur early in 2018/19.

Working towards a thriving and well built community

Updating the Ringwood Metropolitan Activity Centre (MAC) Masterplan

Council has continued its partnership with the Victorian Planning Authority in update the Masterplan for Ringwood MAC. The existing plan dates to 2004 and is being updated to reflect development to date and provide a framework for future development. This project has involved undertaking several background studies and engaging with stakeholders to inform the development of an Issues and Options Paper.

A draft plan is scheduled to be placed on public exhibition by the end of 2018. Once complete it is planned to commence preparation of an accompanying planning scheme amendment to formally implement the objectives of the Masterplan and reference it within the Maroondah Planning Scheme. Depending on the outcome of State Government reforms in planning it is anticipated that either an Infrastructure Contributions Plan or Developer Contributions Plan will be undertaken in parallel with the planning scheme amendment.

Croydon Maternal and Child Health Centre upgrade

In April 2018 the Croydon Maternal & Child Health Centre relocated to facilities at 9 Civic Square, Croydon. This new centre has three large consulting rooms to service the increasing demands in the area. The original MCH site was heritage-listed so had limited capacity to be redeveloped. The new space allows nurses to work with the enhanced home visiting team and the MCH administration team. The MABELS program and Child & Youth Mental Health Service representatives also operate out of the centre. There is also a new multipurpose room for parent education classes. The old heritage listed site will be used for several Maternal and Child Health outreach programs, including breastfeeding support; new parents' groups; playgroups; services for Burmese families; and MCH drop in sessions where parents can see a nurse without having to make an appointment.

Jubilee Park Upgrade

The \$1 million upgrade to Jubilee Park oval was completed in late 2017/18 and included new sub surface drainage, irrigation and overall improvements to the oval contours. The project also included new turf centre wickets and the installation of new turf and synthetic practice wickets. The playing surface is now Santa Anna couch grass, a drought tolerant and hard wearing species.

Bedford Park Ballet Studio redeveloped

The official opening in July 2017 marked the completion of the major upgrade to the Bedford Park Ballet Studio. The \$638,000 works included a new accessible entry and car parking, extended functional foyer area for parents to mingle before and after classes, unisex accessible toilet, junior and senior change rooms, male change rooms, a kitchenette as well as improved office facilities and much needed additional storage. The redevelopment was largely funded by Council with contributions from the Ringwood Ballet Group and the Federal Government.

Stage 1 of Hughes Park car park completed

The first stage of the renewal of the car parking at Hughes Park in Croydon North has been completed. This stage included reconstruction and widening of the main access road and

drainage works. In addition there was construction of formal parking bays, two of which are designated disabled bays together with some associated landscaping. The four month project was completed in May 2018. The park is home to the Croydon North Cricket Club and Veterans Football team as well as the Croydon Homing Pigeon Club and the 1st Croydon Hills Scout Group as well as a playground.

Looking ahead...

Council will continue working towards an attractive, thriving and well built community during 2018/19 by:

Delivering over \$43m in capital works

The 2018/19 Capital Works program will deliver over \$43.6m in asset renewal and development across Maroondah. The program of works will ensure Maroondah's assets continue to meet the needs of the community. Highlights of the 2018/19 Capital Works Program include:

- \$4.46 million on recreational and open space improvements across Maroondah including completion of the Croydon Town Square, sportsfield surface renovation at Mullum Mullum Oval 2, playground renewals and renewal of some sports field lighting.
- \$22.21 million on buildings and renewal works to ensure the community has access to well maintained, safe and appropriate facilities. The program includes construction of the HE Parker Multi Sports complex, and works at Central Ringwood Community Centre, Croydon Sporting Pavilion, HE Parker Scout Hall, HE Parker Sporting Pavilion, Jubilee Park Croquet Pavilion, Maroondah Montessori Pre School, Maroondah Pre School and Quambee Sporting Pavilion.
- \$7.3 million on roads, footpaths, local area traffic management and commercial centres including reconstruction of Ford Street in Ringwood; Tarralla Creek Trail improvement works and \$2.28 million on footpath replacement and construction at various locations across the municipality.

Upgrading Lincoln Road, east of Dorset Road

In 2017/18 the upgrade to Lincoln Road, from Dorset Road in Croydon to the five-ways roundabout in Mooroolbark, began. The project is a partnership between Maroondah and Yarra Ranges councils and supported in part by funding from Federal Road to Recovery Program. The upgrade will improve the overall condition of the road, street lighting, drainage and improve safety for cyclists. This work is due for completion in 2018/19.

Reviewing Council's neighbourhood character and heritage controls

Councils current municipal-wide planning controls for neighbourhood character and heritage are based on an evidence report dating back to 2006 and 2003 respectively. The existing controls and the previous work have served Council well, but with increasing development pressures it is timely that these studies and their associated planning controls are now reviewed. Work began in 2017/18 on the review with the undertaking of heritage and neighbourhood studies. It is planned to complete this work in 2018/19 to incorporate the findings into Maroondah's overall planning controls.

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

This large project is being conducted over many stages. In 2018/19 it is planned to undertake Stage 6 design and actual construction commence in early 2019.

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

Work in 2018/19 will focus on plans to improve open space. Ainslie Park, Eastfield Park and Dorset Recreation Reserve. Work will continue on the development of the Croydon Community Precinct Masterplan and beginning the development of the HE Parker Reserve Enhancement Plan. It is also planned to complete the Wyreena Heritage Masterplan. All these works are designed to ensure the community spaces meet evolving needs.

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

Greening the Greyfields is a federally sponsored pilot project aimed at improving overall community outcomes in these areas. Greyfields are areas where the housing stock is near the end of its useful life and most of the asset value is in the land itself. 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. The project builds on the direction of the 2016 Maroondah Housing Strategy and 2017 Plan Melbourne Policy. A Community Advisory Group has been established to provide feedback to the pilot program. Work is continuing to develop the enabling statutory planning instruments and to further consult with the community.

Fast facts

- The 2017/18 community facilities improvement program delivered 275 projects.
- There are 104 different community facilities in Maroondah
- A total of 112 applications to build on flood prone or overland flow land were assessed by Council in 2017/18
- A total of 68 building permits were issued by Council's building services in 2017/18
- 268 consents for building demolitions were issued in 2017/18
- There are just over 150 properties in Maroondah not connected to sewerage
- In 2017/18 Council made 1,464 decisions on planning applications
- Council participated in 73 Victorian Civil and Administrative Tribunal (VCAT) hearings in relation to planning decisions with a 90% success rate.

Our core services

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

Asset Planning and Management (Assets)

Responsible for the strategic long term planning and management 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 Council's community assets.

Building Services (Engineering and Building Services)

This function provides a number of 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 also provides advice on variations to building regulations and swimming pool/spa safety barriers

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 116,489 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)

This 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.

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 1: 2017/18), Council identified three priority actions to be delivered during the 2017/18 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: Achieved

Responsibility: Strategy and Community

Maroondah has successfully transitioned to the My Aged Care (Commonwealth Home Support Program and Regional Assessment Service) with advice that funding will be extended until 2020. The transition of younger clients to National Disability Insurance Scheme (NDIS) commenced in November 2017 and the transition of service arrangements are continuing to be negotiated with the Victorian Government and the current service provider. Council is continuing to build good working relationships with the NDIS Local Area Coordinators. Outcomes for the 186 clients transitioned to date have been positive.

Develop a Female Participation Strategy for physical activity

Status: Underway

Responsibility: Operations, Assets and Leisure

Council's 2015 Physical Activity strategy highlighted the need to help improve the physical activity of females within Maroondah. Work has progressed on the delivery of some immediate activities including provision of suitable changing facilities at various sporting venues. To provide a comprehensive assessment of the current opportunities, and develop a coordinated approach a Female Participation Strategy is being developed. A situational analysis has been completed, a project plan developed and broader consultation continues to be undertaken to ensure the strategy meets community needs.

Investigate and implement additional female changing facilities at local sporting venues

Status: Underway

Responsibility: Operations, Assets and Leisure

Council is undertaking several initiatives to increase or modify its existing change room facilities and pavilions to cater for increased female participation. There are several facilities involved at a range of progression states. Upgrades to the Dorset Soccer pavilion are complete and the redevelopment of Heathmont and Silcock pavilions are underway. There are proposed upgrades to the Quambee and Croydon pavilions, planned modifications to Benson Pavilion and also the development of concept plans for the redevelopment of Springfield Pavilion.

Our strategic indicator results

Indicator/Measure	Actual 2017/18	Target 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15
Number of volunteers engaged within the organisation	348	350	380	473	396

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

Glen Park Community Shed

The transformation of what was a men's shed into a community shed is now complete. This was achieved by craning in a building previously located at Norwood Reserve. The new shed was fitted out and extends the work space and includes a new kitchenette. Importantly it has been fitted with ramps and accessible benches allowing the shed to expand its focus from men to people of all ages, genders and abilities. The community shed now operates five days a week with volunteers offering six programs, including a beginner's carpentry course for people with higher needs.

Maroondah's Carer Group celebrates 20 years

Maroondah Carer's Group celebrated its 20 year anniversary in April 2018 with a high tea. The group offers a supportive and social environment for carers of all ages. Peer support is provided, with the guidance of staff members from Council and Eastern Access Community Health. Following consultation with the carers the group has been relocated to the Kerrabee Centre, Croydon, where other social support groups are based.

66 local groups supported by community grants funding program

66 Maroondah community groups benefitted from more than \$140,000 in Council's 2017/18 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: playgrounds for newly arrived mums and Chinese grandparents run by the Migrant Information Centre; therapy dog visits organised by SalvoCare Eastern Gateways; Electric Wheelchair Sports Association court hire; and the Adult Hot Shots and Cardio Tennis program run by the Gracedale Park Tennis Club. Tarralla Kindergarten in Ringwood East also received a grant to enable kindergarten children and community members to work with an artist to create a mural.

Intergenerational music memories trialled

A collaboration between Council, Swinburne University's VCAL program and Homestyle Aged Care Ferndale Gardens successfully trialled a new program to promote age friendly respect and social inclusion. Music was used to bring together one generation within the facility who were experiencing some memory loss with another generation that were disenfranchised from mainstream society. Through music, both generations were able to connect, grow and learn that age is no barrier to building relationships.

International Women's Day breakfast with a focus on sport

Council's International Women's Day breakfast was held at Karralyka in March 2018 and celebrated women in sport at the local, national and international level. The keynote speaker was Carol Cooke AM, an Australian Paralympic cyclist who then joined a panel with Toni Cumpston, Hockey Australia's High Performance Manager, Belinda Hocking, three time Olympian and Emerson Woods, cocaptain of the Eastern Ranges Australian Rules team in the TAC Cup on a panel. The panel answered questions from the attendees and spoke of the challenges and rewards of participating in sport.

Local volunteers recognised

Council's volunteers were formally thanked and recognised at a function in December 2017. This annual event is an opportunity to officially acknowledge Maroondah's volunteers who assist Council by delivering important services and activities for the community. Council currently has more than 400 volunteers involved in different areas, including Meals on Wheels, bushland and reserve management and social support services. Council recognised the incredible contribution of 31 volunteers who have volunteered with Council for 10, 15, 20, 30 or 35 years.

Council celebrates IDAHOBIT Day

Council celebrated the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT Day) in May 2018 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, both locally and across the globe. Council has done significant work over the years to increase the inclusivity of all Council services to LGBTI community members. IDAHOBIT Day is held on the anniversary of the date in 1990 when the World Health Organisation removed the classification of homosexuality as a mental disorder.

Supporting equitable sporting clubs

Council worked with neighbouring Councils, local community groups and sporting clubs on the *Our Codes Our Clubs* project. The project highlighted the positive work local clubs are doing to encourage equal access to opportunities in sport. The collaboration developed an online resource that outlines the practical actions sporting club committees can take to promote gender equality and highlights the benefits for clubs in creating a more inclusive environment. To complement the resource a short film also titled *Equality is the Game!* was produced with representatives of local clubs sharing their experiences in increasing opportunities for females to be involved in sport and the benefits it brings including helping to prevent violence against women.

Working towards a diverse community

Gender Equity Policy adopted

The Council Plan identified the need for a policy on gender equity as a means of further supporting Council's work in preventing all forms of violence. Two key principles are set out in the policy, the first that everyone is entitled to basic human rights such as social inclusion, equal opportunity and freedom from discrimination. The second principle is that Council will demonstrate leadership and commitment to gender equity in all communication, policies, practices and processes, both internally and externally.

National Sorry Day event held to promote reconciliation

In recognition of National Sorry Day (26 May) and National Reconciliation Week (27 May to 3 June) Council, in collaboration with local Indigenous and Wurundjeri Elders, hosted an event at the Mullum Mullum Indigenous Gathering Place. A Welcome to Country and Smoking Ceremony was held, followed by performances by singer-songwriter Kutcha

Edwards along with members of Yeng-Gali Mullum Mullum (formerly the Mullum Mullum Indigenous Gathering Place Choir) and students from Ringwood Secondary College. The Indigenous and Torres Strait Islander flags were formally raised outside Council's Braeside offices to mark the start of National Reconciliation Week.

Seniors Week recognises the contribution of older people in our community

The Maroondah Seniors Festival Day was again held at Karralyka in October 2017 as part of Council's celebration of Seniors Week. Over 800 seniors attended the Seniors Festival Day with 30 local groups providing information during the Seniors Wellbeing Expo. The groups showcased local opportunities and services for Maroondah residents aged over 65. The day also included musical performances by the Melbourne Welsh Male Choir and John Bowles. Council coordinated a diverse program of events across the week including information sessions on using different technologies, craft sessions, training courses, walking groups, fitness classes and golf sessions.

Youth Week celebrates local young people

Council hosted a range of activities in April 2018 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. 123 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 16 young people from secondary schools across Maroondah and included digital media, painting, drawing, photography, sculpture, print making and design.

Looking ahead...

Council will continue working towards an inclusive and diverse community during 2018/19 by:

Monitoring the Federal National Disability Insurance Scheme and My Aged Care reform agenda

Council will continue a review of funding and current contractual arrangements for aged-related and disability support services to inform Council's position and role in these services beyond 2019. Transitional arrangements for relevant areas of Council service delivery will be put in place in the interim.

Investigating and implementing 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 the Sport and Recreation Victoria Community Sports Infrastructure Fund - Female Friendly Funding Category. This will extend the work already completed or in progress.

Continue implementation of the Corporate Volunteering program

Council will continue to implement its corporate volunteering program during 2018/19. This program coordinates the recruitment of volunteers for a variety of activities across Council. Some of the volunteer roles include Meals on Wheels, reserve and bushland maintenance, community gardens, facility tour guides and study support sessions. Volunteers joining the program are offered training and support and are recognised for the valuable contribution they make to the community.

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

During 2018/19 Council will review the previous Disability Policy and Action Plan and work with key stakeholder groups to identify key outcomes and actions to be undertaken over the coming years. More detail on the implementation of the current plan can be found in the Statutory Information section of this report.

Fast facts

- Nearly 9000 young people took part in programs, services and events offered by the Youth Services Team
- 123 young people were nominated for a Maroondah Youth Award in 2018.
- 697 hours of driving practice were provided to young people by volunteer mentor drivers through the Maroondah L2P
- Council created and delivered more than 34,191 Meals on Wheels in 2017/18.

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 (home care), personal care and individual social support, respite care, occupational therapy and allied health, vulnerable persons support, food services (Meals on Wheels), supported residential services (SRS) 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 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 formed through the recent integration of the Youth Services and Children's Services teams. The purpose of Youth and Children's Services is to raise the wellbeing of Maroondah's children and young people. 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.

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 1: 2017/18), Council identified two priority action to be delivered during the 2017/18 financial year to work towards a well governed and empowered community.

Progress Council's innovative digital services transformation

Status: Achieved

Responsibility: Corporate Services

Council's digital services transformation program spans several years. A broad suite of projects is currently underway including development of a standard operating environment, and the review of Council's large range of software solutions, to reduce complexity and ensure licensing compliance.

Our strategic indicator results

Indicator/Measure	Actual 2017/18	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15
Community satisfaction with overall performance of Council (CSS)	67	65	63	68	66
Community satisfaction with overall direction of Council (CSS)	58	55	53	59	57
Community satisfaction with customer service provided by Council (CSS)	73	70	70	77	73
Average liabilities per assessment	\$922	\$948	\$948	\$994	\$1,008
Operating result per assessment	\$133	\$285	\$285	\$84	\$346

Indicator/Measure	Actual 2017/18	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15
Average rates and charges per residential assessment	\$1,635	\$1,458	\$1,458	\$1,441	\$1,432
Community satisfaction with Council engagement (CSS)	56	55	55	58	55
Community satisfaction with Council lobbying/advocacy (CSS)	57	57	57	54	57

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

New website launched

Council launched its highly interactive, new-look website in August 2017, featuring an improved look and layout; an enhanced search function; improved functionality and optimisation for mobile and desktop devices; an online consultation hub; and new accessibility features; enabling our community to better interact with Council 24/7

New plan to guide animal management in Maroondah

Council completed the development of a new Domestic Animal Management Plan 2017-2021 that will guide how Council's animal management services operate over the next four years. The Plan is reviewed every four years as a statutory requirement under the Domestic Animals Act 1994. The new Plan was formally adopted by Council in December 2017.

Emergency management working group established

Council strengthened its preparedness for emergencies at its facilities by establishing an internal focused Emergency Management Working Group. The group has developed and implemented processes to review Council's Business Continuity Planning that will guide how the organisation functions if there is a major interruption to Council's operations. The group also commenced planning for the development of an Emergency Management Workforce Strategy to further guide activities.

Improved risk management practices

Council has continued to enhance its sector leading practices by further improving its monitoring of risks and clearly link strategic risks with operational outcomes. The creation of Risk Leaders throughout the organisation has improved risk awareness by embedding risk expertise within all service areas to identify and mitigate risks in daily operations.

New community grants policy

Council's independent auditor reviewed the current policy and practices associated with the Community Grants program. These grants provide funds to community groups and not for

profit organisations to support the provision of programs and services that respond to an identified need; contribute to the building of stronger communities; and aligning to Council's key directions as outlined in Maroondah 2040: Our future together. One of the results of the audit were recommendations to further improve the grant process. These recommendations were implemented in 2018 and included a revised policy adopted in May.

Working towards an empowered community

Council continues to advocate for the removal of the level crossing at Coolstore Road in Croydon

In the lead up to the State election in late 2018 Council has continued its proactive advocacy to the Victorian Government and other parties for the grade separation of the Coolstore Road level crossing in Croydon. This level crossing is not included on the Victorian Government's current level crossing removal program. Council advocated that it be included within the current program or as the first priority once the current program of 50 crossings is completed. Council considers that the future removal of this level crossing, along with an upgraded railway station and bus interchange, will enable improved vehicle and pedestrian links, improved car parking capacity and a fully integrated Croydon Town Centre.

Advocacy for children, reserves and roads

Council continues to advocate for support across a range of projects including the proposed Croydon Family and Children's centre, a facility that will incorporate a range of early childhood services, such as kindergarten, Occasional Care, and Maternal & Child Health Care. Council continued its advocacy for the duplication of the section of Dorset Road north of Hull Road. This upgrade would also enable changes to drainage, and improvements to footpaths and significantly reduce traffic congestion. The duplication would complement and integrate with the \$8 million Maroondah Highway/Dorset Road intersection improvements being funded by the Australian Government and currently underway.

Council advocates for support at the national level

Council advocates for support at the federal level of government as well as with the state level. Whilst at the National Assembly for the Australian Local Government Association (ALGA) Council advocated strongly for funding for several road projects and sought support for the Bayswater Business Precinct, and the Karralyka upgrade. Meetings were held with the Minister for Infrastructure and Transport (removal of Croydon railway crossing and other road upgrade projects) and the Shadow Minister for the Arts (Karralyka upgrade). Briefings were also held with the Assistant Minister for Cities and Digital Transformation and the Shadow Minister for Innovation as well as the Shadow Minister for Sport. (

Municipal Association of Victoria (MAV) state council meeting

Council was successful in having 2 motions adopted at the MAV state council meeting in May 2018. These motions will now formally be part of the advocacy that MAV conducts with the Victorian Government. The first motion was to press the Victorian Government on the introduction of a container deposit scheme to contribute to a reduction in land fill. The second was to advocate to the Victorian Government to amend the Victorian Planning Provisions to better support small affordable housing.

Looking ahead...

Council will continue working towards a well governed and empowered community during 2018/19 by:

Progressing Council's innovative digital transformation

Council will continue its focus on utilising new technologies to provide more efficient services. These improvements will include new functionality in applications and digital processes coupled with a continued focus on security. Utilising technology to increase the mobility of staff whilst providing access to Council's systems will assist in providing more efficient services. The iPEP initiative will continue to be a foundation for identifying and delivering improvements.

Continue to work on Innovation and Customer Service delivery models

Customer service is a key interface between Council and the community and work continues to identify changes and improvements to that experience. In addition to customer service, Council continues to identify and implement improvements to all its services. The changes to Council's administrative facilities will provide additional opportunities for innovation.

Update Council's administrative facilities

Council will upgrade its administrative facilities at its Operation Centre and complete the extension of Realm. These developments are designed to improve Council's overall ability to provide improved, integrated and accessible services to the Maroondah community.

Fast facts

- During 2017/18 there were over 6,700 local laws customer requests, including 1,800 relating to animals
- There are over 18,000 registered animals in Maroondah, with nearly 500 animals collected and impounded during 2017/18
- With the move to electronic payment Council issued only 82 cheques in 2017/18
- There are 99 different acts or regulations at either State or Federal Government levels that impact directly on services delivered by Council
- Council's customer service call centre responded to over 112,500 calls in the year
- Council's IT department support over 600 PCs and laptops and 723 users across 22 sites
- 1000 community members chose to use our Live Chat online channel to connect with Council

Our core services

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

Communications and Engagement

This team has both a corporate and an operational responsibility for the management of public relations, communications and community engagement for Council, to promote the work and achievements of Council and keep the community informed and engaged. It provides a range of services including publications, advertising and newsletters, communication and advocacy campaigns, management of Council's e-Communications including websites and digital media, Council's branding, corporate identity and marketing, internal communications, development of style guides and related policies. The team also provides a support role to the Mayor and Councillors.

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 Call Centre and three service centres: in Braeside Avenue, Croydon Civic Square, and Realm. The team provides information and referral on Council services, booking services for a number of Council services, referral of customer requests, and cash receipting for payment of accounts and fees.

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 process (i.e. preparation of agendas and minutes of Council Meetings); 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.

Human Resources Strategy and Projects (Workplace People and Culture)

This function leads the development, implementation and review of Council's human resource and workforce planning strategies. The function also manages key organisational development process improvement initiatives to ensure Council remains progressive and sustainable, maximising organisational efficiency to deliver exceptional community services. These strategies consider political, economic, social, technological, environmental and legal factors that may impact on the local government sector into the future. The function also provides project management and change management support to the organisation and undertakes strategic human resource planning.

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 community. And, by focusing on our citizens needs and expectations, increasing the convenience of interacting

with Council by securely providing more services online, delivering increased accessibility beyond traditional business hours.

Learning and Development (Workplace People and Culture)

This team oversees the development, implementation and review of Council's learning and development activities and career development which cover a range of internal services including management of all learning and development programs (including eLearning), performance reviews, employee and leadership development programs, employee engagement and 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. 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 the City's school crossings.

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

This function oversees the development, implementation and review of Council's safety management system which includes reviewing and updating OH&S policies, OH&S training, hazard identification, inspections and reporting and OH&S consultative processes.

Organisation Development (Workplace People and Culture)

This function focuses on the strategic direction of the organisation, assessing, and building on our organisational strengths, weaknesses, and opportunities. The function works on building unity and open communication among organisational leaders, promoting a more diverse and inclusive workplace, encouraging change in people and the organisation for growth. The organisational activities undertaken by this function include team building, career development, coaching, mentoring, leadership development, talent management and change management with an aim of enhancing organisational performance and individual development.

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.

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 function undertakes general property valuations, supplementary rating valuations, non-rating valuations, and reviews of the rateability of properties. The team also issues rate notices, develops revenue projections, manages concessions, sundry debtor invoicing, leads Council's debt recovery, Electoral Roll production and manages the property database including the name and address register, Council's geographic information system (mapping) database and street naming/numbering.

The team also collect the Fire Services Property Levy (FSPL) on behalf of the SRO.

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

Remuneration and Benefits (Workplace People and Culture)

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.

Risk, Information and Integrity (Finance and Governance)

This team oversees the development, implementation and review of the risk management framework across Council which 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 organisations information management component, which relates to the accurate and compliance storage of corporate documents.

Systems, Reporting and Analytics (Workplace People and Culture)

The function manages the implementation and maintenance of human resource systems, initiates, and coordinates innovation and process improvement activities. This team is also responsible for identifying performance standards, analysing, and reporting on organisation performance data, and driving improvement initiatives to support effective data driven decision making. Critical to this function is the extraction of data from a range of sources, to inform decision making in complex operating environments, and to drive tangible performance improvements.

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

Workforce Relations (Workplace People and Culture)

This function oversees Council's enterprise agreement negotiation, award interpretation, provides employee and industrial relations advice and supports the end-to-end employment contracts management

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 and Acting Chairman;
- 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. It is noted that as 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, adopting it 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 Nora Lamont was elected Mayor of Maroondah City Council for 2017/18 at a Council meeting held on 15 November 2017, at which time Cr Mike Symon 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 2017 to June 2018, 12 ordinary Council meetings and one (1) Special Council meeting were held. Councillor attendance at the meetings in 2017/18 was as follows:

Councillor attendance at Council Meetings – July 2017 to June 2018					
Councillors	Meetings eligible to attend	Attendance			Leave of absence granted (number of mtgs)
		Ordinary Council Meetings	Special Council Meetings	Total attendance	
Arrabri Ward Councillors					
Cr Tony Dib JP Mayor: July 2017 to November 2017	13	8	1	9	1*
Cr Paul Macdonald	13	10	1	11	-
Cr Kylie Spears	13	12	1	13	-
Mullum Ward Councillors					
Cr Nora Lamont Deputy Mayor: July 2017 to November 2017 Mayor: November 2017 to June 2018	13	11	1	12	-
Cr Samantha Marks	13	1	1	2	4*
Cr Mike Symon Deputy Mayor: November 2017 to June 2018	13	12	0	12	1*
Wyreena Ward Councillors					
Cr Marijke Graham	13	12	1	13	-
Cr Michael Macdonald	13	8	0	8	2*
Cr Rob Steane	13	11	1	12	1*

***Notes**

Cr Dib was granted a leave of absence from the Ordinary Council Meeting held on 27 November 2017

Cr Marks was granted a leave of absence from Ordinary Council Meetings held on 17 July 2017, 12 August 2017, 18 September 2017 and 16 October 2017

Cr Symon was granted a leave of absence from the Special Council Meeting held on 9 April 2018

Cr M Macdonald was granted a leave of absence from the Ordinary Council Meeting held on 19 March 2018 and Special Council Meeting held on 9 April 2018

Cr Steane was granted a leave of absence from the Ordinary Council Meeting held on 28 August 2017

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 2017: Mayor of the Day – Cr Dib JP and Cr Symon November 2017 to June 2018: Mayor of the Day – Cr Lamont and Cr Symon
Disability Advisory Committee	July to October 2017: Cr Lamont and Cr Spears November 2017 to June 2018: Cr Spears and Cr Dib <i>Substitute representative/s</i> <i>July 2017 to June 2018: Program Manager Community Planning & Development</i>
Maroondah Business Advisory Committee	July to October 2017: Cr Lamont, Cr Spears and Cr Steane November 2017 to June 2018: Cr Spears, Cr Steane and Cr Dib
Maroondah City of Wellbeing Steering Committee	July to October 2017: Cr Marks and Cr Graham November 2017 to June 2018: Cr Marks and Cr Graham <i>Substitute representative</i> <i>July 2017 to June 2018: Manager Integrated Planning</i>
Maroondah Community Safety Committee	July to October 2017: Cr Lamont, Cr Steane and Cr Paul Macdonald November 2017 to June 2018: Cr Lamont, Cr Steane and Cr Paul Macdonald <i>Substitute representative</i> <i>July 2017 to June 2018: Community Safety Officer</i>
Maroondah Partners in Community Wellbeing Committee	July to October 2017: Cr Marks and Cr Graham November 2017 to June 2018: Cr Marks and Cr Graham <i>Substitute representatives</i> <i>July 2017 to June 2018: Social Planning and Development Officer and Program Manager Community Planning & Development</i>
Maroondah Environment Advisory Committee	July to October 2017: Cr Marks, Cr Graham and Cr Paul Macdonald November 2017 to June 2018: Cr Marks, Cr Graham and Cr Paul Macdonald
Victorian Local Government Women's Charter	November 2017 to June 2018: Cr Graham, Cr Lamont, Cr Marks, and Cr Spears

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
Arts Advisory Committee	November 2017 to June 2018: Cr Spears, Cr Graham and Cr Symon
Eastern Affordable Housing Alliance / Committee	<p>July to October 2017: Cr Paul Macdonald</p> <p>November 2017 to June 2018: Cr Paul Macdonald</p> <p><i>Substitute representatives</i></p> <p><i>July 2017 to June 2018: Program Manager Community Planning & Development and/or Manager Integrated Planning</i></p>
Eastern Regional Group - Mayors and CEO's	July 2017 to June 2018: The Mayor of the Day and the Chief Executive Officer
Eastern Regional Libraries Corporation	<p>July to October 2017: Cr Paul Macdonald and Cr Spears</p> <p>November 2016 to June 2017: Cr Spears and Cr Graham</p> <p><i>Substitute representatives</i></p> <p><i>July to October 2017: Cr Graham and the Director Corporate Services (or nominee) and Manager Revenue, Property and Customer Service</i></p> <p><i>November 2016 to June 2017: Cr Graham and Director Corporate Services (or nominee) and Manager Revenue, Property and Customer Service</i></p>
Eastern Alliance for Greenhouse Action	<p>July to October 2017: Cr Graham</p> <p>November 2017 to June 2018: Cr Graham</p> <p><i>Substitute representatives</i></p> <p><i>July 2017 to June 2018: Director Planning and Community and/or Manager Integrated Planning</i></p>

Representation on External Committees	
External Committee	Council Representative/s
Eastern Transport Coalition	<p>July to October 2017: Cr Michael Macdonald</p> <p>November 2017 to June 2018: Cr Michael Macdonald</p> <p><i>Substitute representatives</i></p> <p><i>July to October 2017: Cr Spears and the Strategic & Transport Planner and/or Team Leader Strategic Planning and Sustainability</i></p> <p><i>November 2017 to June 2018: Cr Spears and the Strategic and Transport Planner and/or Team Leader Strategic Planning and Sustainability</i></p>
Local Government Safe Cities Network (formerly National Local Government Drug and Alcohol Advisory Committee)	<p>November 2017 to June 2018: Cr Steane</p> <p><i>Substitute representatives</i></p> <p><i>November 2016 to June 2017: Cr Paul Macdonald</i></p>
Metropolitan Local Governments' Waste Forum	<p>July to October 2017: Cr Lamont</p> <p>November 2017 to June 2018: Cr Symon</p> <p><i>Substitute representatives</i></p> <p><i>July to October 2017: Director Corporate Services, Finance Project Accountant and Waste Management Coordinator</i></p> <p><i>November 2017 to June 2018: Director Corporate Services, Manager Finance & Governance, and Waste Management Coordinator</i></p>
Municipal Association of Victoria – State Council	<p>July to October 2017: Cr Symon</p> <p>November 2017 to June 2018: Cr Symon</p> <p><i>Substitute representatives</i></p> <p><i>November 2017 to June 2018: 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 2017/18 financial year.

Councillors	Allowance
Cr Tony Dib JP Mayor July 2017 to November 2017	\$47,533.89
Cr Paul Macdonald	\$27,395.51
Cr Kylie Spears	\$27,395.51
Cr Nora Lamont Deputy Mayor July 2017 to November 2017 Mayor November 2017 to June 2018	\$64,629.37
Cr Samantha Marks	\$27,395.51
Cr Mike Symon Deputy Mayor November 2017 to June 2018	\$27,395.51
Cr Marijke Graham	\$27,395.51
Cr Michael Macdonald	\$27,395.51
Cr Rob Steane	\$27,395.51

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 2017/2018 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 2017/18 financial year are set out in the table below.

Councillor	TR (\$)	CM (\$)	CC (\$)	IC (\$)	CT (\$)	CCA (\$)	Total (\$)
Cr Tony Dib JP Mayor July 2017 to November 2017	677.34	7835.00*	0	903.29	0	134.00	9,549.63
Cr Paul Macdonald	1257.96	0	0	942.55	2,280.82	1596.56	6,077.89
Cr Kylie Spears	849.53	0	0	794.43	2,126.64	689.03	4,459.63
Cr Nora Lamont Deputy Mayor July 2017 to November 2017 Mayor November 2017 to June 2018	154.95	7500*	0	837.52	35.70	562.12	9090.29
Cr Samantha Marks	0	0	0	754.16	0	0	754.16
Cr Mike Symon Deputy Mayor November 2017 to June 2018	1833.83	1012.50	0	818.86	6310.95	418.52	10,394.66
Cr Marijke Graham	940.49	0	0	768.98	2595.89	1331.70	5,637.06
Cr Michael Macdonald	0	0	0	745.13	272.73	449.27	1,467.13
Cr Rob Steane	1258.99	191.88	0	810.29	1955.74	2940.30	7,157.20
Total	6973.09	16539.38	0	7375.21	15578.47	8121.50	54587.65

Legend: TR-Travel, CM-Car Mileage (*A budget allocation 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 2017/18, five (5) 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)	3	-	3
Indirect financial interest (section 78A)	1	-	1
Indirect interest because of conflicting duties (section 78B)	-	-	-
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)	-	-	-

Conflict of Interest Disclosures at Ordinary and Special Meetings of Council			
	Councillor	Officer	Total
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 2017-18 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 2017 to November 2017	November 2017 to June 2018
External Members	Mr John Watson (Chair) Mr Bruce Potgieter Mr Michael Ulbrick	Mr John Watson (Chair) Mr Bruce Potgieter Mr Michael Ulbrick
Councillor Members	Cr. Tony Dib JP (Mayor) Cr. Mike Symon	Cr. Nora Lamont (Mayor) Cr. Mike Symon

External audit

Council is externally audited by the Victorian Auditor-General. In 2017/18, the Office of the Auditor-General appointed Mann Judd 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 Council's 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 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, 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 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 (EO) 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 EO within the workplace
- Identify opportunities and issues that relate to our workplace and facilitate actions to drive change
- Raise prevailing issues that exist within the organisation
- Provide direction to the broader organisation on diversity and inclusion

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
- Aged Care Act 1997 (Commonwealth)
- Associations Incorporation Reform Act 2012
- Australian Accounting Standards
- Building Act 1993
- Building Regulations 2006
- Carers Recognition Act 2012
- Catchment And Land Protection Act 1994
- Charter of Human Rights and Responsibilities Act 2006
- Child Wellbeing and Safety Act 2005
- Children Youth And Families Act 2005
- Children's Services Act 1996
- Climate Change Act 2010
- Conservation, Forests And Land Act 1987
- Country Fire Authority Act 1958
- Country Fire Authority Regulations 2014
- Crown Land (Reserves) Act 1978
- Cultural and Recreational Lands Act 1963
- Dangerous Goods (Explosives) Regulations 2011
- Dangerous Goods Act 1985
- Disability Act 2006
- Domestic Animals Act 1994
- Drugs, Poisons and Controlled Substances Regulations 2017
- Education and Care Services National Law Act 2010
- Education and Care Services National Law Regulations 2011
- Education and Training Reform Act 2006
- Electricity Safety Act 1998
- Emergency Management Act 2013
- Environment Protection Act 1970
- Estate Agents Act 1980
- Fences Act 1968
- Fire Services Property Levy Act 2012
- Flora and Fauna Guarantee Act 1988
- Food Act 1984
- Freedom of Information Act 1982

- Gambling Regulation Act 2003
- Geographical Place Names Act 1998
- Geothermal Energy Resources Regulations 2006
- Graffiti Prevention Act 2007
- Health (Immunisation) Regulations 1999
- Health Records Act 2001
- Heavy Vehicle National Law Application Act 2013
- Heritage Act 1995
- Housing Act 1983
- Impounding of Livestock Act 1994
- Independent Broad-Based Anti-Corruption Commission Act 2011
- Infringements Regulations 2016
- Infringements Act 2006
- Land Acquisition and Compensation Act 1986
- Land Acquisition and Compensation Regulations 2010
- Land Act 1958
- Liquor Control Reform Act 1998
- Local Government Act 1989
- Local Government (Electoral) Regulations 2016
- Local Government (General) Regulations 2015
- 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: <http://www.austlii.edu.au/au/vic/>

Full text of Commonwealth legislation is online at: <http://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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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: 26 June 2017	<input checked="" type="checkbox"/>
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: 26 June 2017	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>

Governance and Management Items	Assessment
6 Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 29 March 2018 <input checked="" type="checkbox"/>
7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 28 June 2016 <input checked="" type="checkbox"/>
8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 31 January 2017 <input checked="" type="checkbox"/>
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 <input checked="" type="checkbox"/>
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: 28 February 2017 <input checked="" type="checkbox"/>
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: 8 December 2015 <input checked="" type="checkbox"/>
12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of approval: 11 July 2014 <input checked="" type="checkbox"/>
13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 28 June 2016 <input checked="" type="checkbox"/>
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 <input checked="" type="checkbox"/>

Governance and Management Items	Assessment
15 Internal audit (independent accounting professionals engaged by the Council to provide analyses 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 26 February 2018 Date of report for the second six months of financial year: 27 August 2018
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 November 2017 26 February 2018 21 May 2018 27 August 2018
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 27 November 2017 Date of report for the first six months of financial year: 21 May 2018
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: 20 February 2018 Date of report for the second six months of financial year: 27 August 2018
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: 16 October 2017
22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the	Reviewed in accordance with section 76C of the <i>Local Government Act 1989</i>

Governance and Management Items	Assessment	
dispute resolution processes to be followed by Councillors)	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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>

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



Steve Kozlowski

Chief Executive Officer

Dated: 31 August 2018



Cr. Nora Lamont

Mayor

Dated: 31 August 2018

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 legislation was introduced to replace the Compulsive Competitive Tendering that had been introduced in 1994. 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.

Best Value principles allow Council to benchmark services, assess their efficiency and gauge the extent to which they meet community needs. The aim is to improve the responsiveness, quality, efficiency, accessibility and value of the services Council provides to the community.

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 *Maroondah City Council Plan 2017-21*. 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 service delivery, information systems, human resource, process, physical infrastructure and community engagement improvement initiatives were implemented during 2017/18. Some of these initiatives are highlighted below.

Process improvements

During 2017/18, Council invested in a process improvement program to optimise and accelerate process improvement across the organisation. The program involved mapping a range of organisational processes to identify opportunities for improvement and to develop a consistent and systematic approach to process improvement to build capacity within the organisation. A range of process improvements were identified to reduce duplication and minimise identified 'pain points'.

Some of the processes mapped included:

- Records naming convention
- IT onboarding and off boarding
- Name and Registered Address
- Annual License renewal
- Start-up checklist process for Plant and Equipment
- Works on public infrastructure process

- MCH Administration process
- Leisure Customer Journey
- Tree maintenance requests – data management
- Customer Service reporting
- Health reporting requirements
- Youth Services client records data management

Other service delivery improvements

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

- Developing and implementing of an electronic assessment to support internal referrals and communication relating to planning and building applications for development on flood prone or overland flow land.
- Delivering Health license renewals to over 100 recipients in a pilot of an online process.
- Introducing new Project Management software (Uniphi) to deliver efficiencies in a range of project management tasks (risk, issues, communication, contract management and reporting) enhancing the delivery of capital projects.
- Deploying Mobileworks to the Operations Team enabling updates in the field, alleviating paper based reporting and double handling.
- Continuing the rollout of the electronic application and assessment of all planning applications. This has resulted in applicants / consultants receiving digitally stamped plans, permits and correspondence from Council electronically without the delays or costs of printing and postage.
- Eliminating signatures on hard copy contract payment certificates ensuring quicker processing time and creating greater efficiencies within the procurement process.
- Supporting sustainability by introducing the Compost Revolution program which includes the sale of compost bins, bokashi and worm farms enabling our residents to reduce the amount organic food waste from landfill.
- Introducing SMS confirmation and reminder messaging regarding hard waste bookings to customers.
- Introducing Live Streaming of Council Meetings that allows for a broader audience to have real time access to decision making in the Council Chamber.
- Reviewing and improving the current process for recovering unpaid infringements resulting in faster cost recovery, with 30 per cent of infringements being paid prior to the Magistrates Court hearing date.
- Introducing new processes for the issuing of fire hazard notices to property owners during the fire danger period has seen a 50 per cent reduction of follow up notices.
- Trailing email distribution of Food Act Renewals to Eastland premises in 2017/2018 significantly reduced postage costs and undeliverable mail. The trial has been extended to all premises for 2018/2019.
- Delivering Maroondah's Multi Channel Contact Centre including the introduction of Web Chat.

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:

- Introducing the ITIL service management framework to its operations. ITIL is an industry best practice approach to delivery of IT support service. The Service Desk function provides a single point of contact between IT and Council staff. Activities include the

management of incidents (service disruptions) and service requests (routine service related tasks).

- Consolidating Council's telephony services to a single platform has simplified internal communications and has improved collaboration across Council's many sites and workforce. This also provides Council with a number of future communication options.
- Utilising industry best approaches to software management to effectively manage its complex software environment that underpins the delivery of a wide range of services to staff and the community.
- Increased use of mobile platforms that enable new capabilities and increased efficiencies in targeted services.

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 Victorian Government 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
- The provision of factsheets to all of Council's Aged & Disability employees and volunteers

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship:

- Facilitation of the Maroondah Carer Support Group
- Facilitation of a Dementia Carers Support Group
- Facilitation of the Dementia-specific Social Support Group program to support carers of people with dementia.
- Identification and implementation of priority actions within the Aged & Disability Diversity Plan to respond to the increasing number of people with dementia residing in Maroondah. This included the provision of two new groups offering respite for carers, one specifically supporting clients with dementia.
- Shared training/professional development opportunities with other local services responding to people with dementia and their carers

- Ongoing staff professional development
- Council Occupational Therapist will work with carers to solve and improve safety issues in the home and community.

Disability Policy and Action Plan

In accordance with section 38 of the *Disability Act 2008*, Council must report on the implementation of the Disability Policy and Action Plan in its Annual Report. During 2017/18, Council undertook a wide range of activities in delivering on this Plan. These included:

- maintaining regular contact with all Disability Support Employment Agencies and ensure that all positions advertised through Council and BizMatch are circulated and candidates given equal opportunity to be considered
- Advertising volunteer opportunities through Disability Employment Services
- Running the Enabling Women's Leadership program in the Outer East region in partnership with Women with Disabilities Victoria
- Delivering IT skills training through partnerships with local secondary colleges and social support group
- Providing opportunities for local disability support agencies to host regional meetings at Realm, as well as accommodating the DHHS Outer East Local Connections Program
- Continuing to work with the community to ensure people have information and resources to make informed decisions about their NDIS plans and the implementation of these plans
- Successfully advocating for funding to build a Changing Places facility in the new Croydon Town Square
- Continuing the promotion of Marveloo through Council's social media channels, at events and through the Marveloo Facebook page
- Hosting workshops in Realm ArtSpace for adults with intellectual disabilities and elderly people with dementia, along with their carers
- Implementing the 2017/18 community facilities improvement program, which consists of more than 250 individual projects, many that facilitate enhanced accessibility
- Launching a new Council website in August 2017 with Easy English, ReadSpeaker and other DDA items
- Consulting with Maroondah's Disability Advisory Committee in the development of Council's strategies, plans, future projects, and events
- Supporting a range of disability groups through the Arts & Cultural Development Grants and Community Development Grants programs.
- Producing two new social scripts for local parks to help people who may feel anxious visiting new places A social script helps people with autism, or others that may feel anxious in new places, to learn more about the parks before they visit.
- Continuing the Pathways for Carers program in Maroondah and assisting to expand the program to other municipalities

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 2017/18 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; and
 - ii. the date on which the travel began and ended; and
 - iii. the destination of the travel; and
 - iv. the purpose of the travel; and
 - 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
- r) 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* requires Council to prepare a Domestic Animal Management Plan and provide an evaluation of its implementation of the Plan.

Council has reviewed the Domestic Animal Management Plan 2017-2021 and continues to promote and support responsible pet ownership within Maroondah. The plan is also reported on annually to the Department of Environment, Land, Water and Planning (DELWP).

In 2011 Council adopted an order for dogs to be kept on leash, except in designated off leash areas, and a dawn-to-dusk curfew for cats. There has been wide community acceptance of the provisions which is supported by off leash areas in the municipality. There has also been a significant measurable decline in the number of cat nuisance complaints since the introduction of the curfew and Council's cat trap hire program.

Responsible pet ownership programs and activities continue to ensure that the community is aware of all aspects of responsible pet ownership. These include:

- The completion and opening of a fenced dog park at Eastfield Park
- 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 'dogs 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
- Distribution of "Walkies" brochures showing Council's off and on leash areas to exercise dogs
- Training of animal management officers in best practice responsible pet ownership
- Promotion of de-sexing with vets including vouchers for reduced cost

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 2017/18 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, with a number of exemptions.

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 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 2017 to 30 June 2018.

	2017/18	2016/17	2015/16	2014/15
Total number of new requests	10	12	10	6
Access granted in full	7	6	6	2
Access granted in part	1	1	2	2
Other	-	3	-	-
Access denied in full	1	1	1	2
Requests still under consideration	1	1	1	-
Number of reviews by FOI Commissioner sought (Internal Reviews prior to 2012/13)	-	-	-	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	\$170.40	\$279.00	\$244,80	\$132.50
Charges collected	\$0	\$85.00	\$30	\$88

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 \$28.40 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 Governance 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:
<http://www.maroondah.vic.gov.au>



Infrastructure and development contributions

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, any Council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in Council’s annual report.

For the 2017/18 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 2017-18

DCP name (Year approved)	Levies received in 2017-18 financial year \$
Ringwood Development Contributions Plan Overlay (2006)	0
Total	0

No DCP land, works, services or facilities were accepted in kind in 2017/18

Total DCP contributions received and expended to date



DCP name (Year approved)	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind)
Ringwood Development Contributions Plan Overlay (2006)	0	80,000	0	0
Total	0	80,000	0	0

Land, works, services or facilities delivered in 2017-18 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
Drainage works - Sherbrooke Avenue Ringwood	72483	Ringwood Development Contributions Plan Overlay (2006)	80,000	0	0	0	80,000	100%
Total			80,000	0	0	0	80,000	

Local Laws

Local Laws (as at 30 June 2018)	
Local Law No. 11 - General Local Law	<p>Local Law No. 11 aims to assure equitable, orderly and enjoyable use by people of community facilities, including roads.</p> <p>The objectives of Local Law No 11 - General Local Law are to:</p> <ul style="list-style-type: none"> ▪ revoke Local Laws 8 and 10 made by Council ▪ provide for and assure equitable, orderly and enjoyable use by people of community facilities, including roads ▪ protect Council Property and other community assets from loss or unnecessary or avoidable damage ▪ support provision by Council of a safe, clean and healthy environment in areas under its control and management ▪ provide generally for the peace, order and good government of the Municipal District. <p>Local Law No. 11 was adopted by Council on 14 December 2015 and came into effect on Friday 1 January 2016.</p> <p>Local Law No. 11 was also amended incorporating Local Law No. 13 and came into effect on 1 September 2016.</p>
Local Law No. 12- Meetings Procedure and Use of Common Seal	<p>The objectives of Local Law No. 12 - Meetings Procedure & Use of Common Seal are to regulate the:</p> <ul style="list-style-type: none"> ▪ 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. <p>Local Law No 12 was adopted by Council on 18 April 2016 and came into operation on 1 October 2016.</p>
Local Law No. 13 - General (Amendment) Local Law	<p>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:</p> <ul style="list-style-type: none"> ▪ Amending the existing General Local Law 11 ▪ Inserting a new Clause 30.1 – Incinerators and Burning <p>Local Law No. 13 was adopted by Council on 22 August 2016 and came into effect on 1 September 2016.</p>

National Competition Policy

Council is required to complete an annual statement of compliance with the requirements of National Competition Policy prepared in accordance with reporting guidelines issued by Local Government Victoria.

Council is aware of its compliance obligations in relation to the National Competition Policy and associated Competitive Neutrality Principles. This extends to ensuring that Council's Local Laws are not anti-competitive; periodically providing staff training regarding relevant provisions of the Competition and Consumer Act and; considering competitive neutrality provisions where required.

Maroondah City Council continues to comply with the requirements of the National Competition Policy and The Australian Consumer Law. Council's business activities operate in accordance with the principles of competitive neutrality to ensure that Council does not unduly influence the private market in the provision of services.

One local law was reviewed during the year with a competition assessment applied as part of this review process.

While payments under the Improvement Incentive Principles Agreement were terminated in 2005-06, Council was required to recommit to the principles contained in the agreement under the National Competition Policy, regarding Australian Consumer Law, local laws and competitive neutrality.

There were no complaints under the National Competition Policy or Australian Consumer Law received during the 2017/18 financial year. Council continues to comply with these principles under the national policy and in fulfilment of its obligations.

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. Maroondah is required to balance the rights of individuals to have controls over the use of their personal information to that of ensuring that the right information is available for services to operate and function.

Both the Privacy and Data Protection Act 2014 (the Act) and the Health Records Act 2001 require all Victorian Councils to comply with a series of privacy principles that are tailored for either the collection and use of personal information or the collection and use of health information. Maroondah is fully committed to its privacy obligations.

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

Maroondah City Council has always regarded privacy as an important issue 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.

Protected disclosure

The *Protected Disclosure Act 2012* (the Act) commenced operation in February 2013 establishing an Independent Broad-based Anti-Corruption Commission (IBAC). 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 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: <http://www.maroondah.vic.gov.au>

During 2017/18, Council has not received any disclosures nor have any matters been transmitted to IBAC to Council's knowledge.

Road management

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.

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.

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	Actual Results			
	2017/18	2017/18	2016/17	2015/16	2014/15
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.	\$1,718	\$1,707	\$1,660	\$1,622	\$1,544
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)	\$1,635	\$1,614	\$1,458	\$1,468	\$1,432
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.	\$922	\$1,010	\$948	\$990	\$1,008
Operating result per assessment³ The difference between the average operating revenue and average operating expenditure for each property in the municipality. Council rates and charges comprise the major part of its operating revenue. The operating result has been adjusted by excluding the revenue from property, infrastructure, plant and equipment not previously recognised and the expenditure in relation to disposal, obsolescence and adjustments in relation to property and infrastructure. This allows for a better basis of comparison.	\$133	\$253	\$285	\$87	\$346
Services					

Indicator	Target	Actual Results			
	2017/18	2017/18	2016/17	2015/16	2014/15
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	67	63	68	66
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.	\$2,524	\$2,562	\$2,450	\$2,327	\$2,222
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.	\$552	\$513	\$723	\$711	\$1,068
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.	108%	92%	118%	96%	140%
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.	107%	94%	114%	97%	130%
Governance					

Indicator	Target	Actual Results			
	2017/18	2017/18	2016/17	2015/16	2014/15
Community satisfaction rating for Council's Advocacy and Community Representation on key local issues Overall satisfaction with Council performance in advocacy and community representation as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	57	57	57	56	57
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	56	55	58	55

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/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	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 <i>Expected range: N/A</i>	N/A	N/A	N/A	N/A	Optional measure only. Not measured in 2017/18
Service standard Health inspections of aquatic facilities Number of health inspections per Council aquatic facility <i>Expected range: 1 to 4 inspections</i>	2	2	2	2	No material variation
Service Standard Reportable safety incidents at aquatic facilities Number of WorkSafe reportable aquatic safety incidents <i>Expected range: 0 to 20 incidents</i>	0	6	0	4	The number of incidents is not directly controllable – safe operating practices are in place
Service Cost Cost of indoor aquatic facilities \$ direct cost less any income received of providing indoor aquatic facilities per visit <i>Expected range: -\$3 to \$10</i>	\$0.37	\$0.36	-\$0.88	-\$1.16	Number of visits for 2015/16, 2016/17 and 2017/18 all facilities has been amended to count via more accurate PoS (point of sale) not traffic counter. Refer Utilisation. Trend remains the same

Service/indicator/ measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Service Cost Cost of outdoor aquatic facilities \$ direct cost less any income received of providing outdoor aquatic facilities per visit <i>Expected range: \$3 to \$20</i>	\$7.86	\$14.12	\$14.50	\$15.05	Number of visits for 2015/16, 2016/17 and 2017/18 all facilities has been amended to count via more accurate PoS (point of sale) not traffic counter. Refer Utilisation. Trend remains the same
Utilisation Utilisation of aquatic facilities Number of visits to aquatic facilities per head of municipal population <i>Expected range: 1 to 10 visits</i>	5.8	7.39	8.33	8.75	Number of visits for 2015/16, 2016/17 and 2017/18 all facilities has been amended to count via more accurate PoS (point of sale) not previous traffic counter. Past adjusted measures 7.39 (15/16) and 8.33 (16/17) and 8.75 ((17/18) showed a similar upward trend
Animal Management					
Timeliness Time taken to action animal requests Number of days taken to action animal requests <i>Expected range: 1 to 10 days</i>	1.6	1.0	1.7	1.08	Measure tends to fluctuate in fractions of a day. Current year is an improvement – all years are below the target of 2 days
Service standard Animals reclaimed % of collected animals reclaimed <i>Expected range: 30% to 90%</i>	63.4%	65.4%	54.7%	67.74%	A greater number of owners responded in a positive way and reclaimed animals
Service cost Cost of animal management service \$ direct cost of the animal management service per registered animal <i>Expected range: \$10 to \$70</i>	\$29.46	\$32.13	\$30.65	\$31.58	No material variation

Service/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Health and safety Animal management prosecutions Number of prosecutions <i>Expected range: 0 to 50 prosecutions</i>	6	1	3	3	Council continues to be proactive in education and management of its 18,000 registered animals. The results reported are independent year on year and reflect isolated incidents in 2017/18 the incidents relate to infringements with animals being at large, one included an attack
Food Safety					
Timeliness Time taken to action food complaints Number of days taken to action food complaints <i>Expected range: 1 to 10 days</i>	1.0	1.3	1.9	1.88	No material variation
Service standard Food safety assessments % of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment <i>Expected range: 50% to 100%</i>	99.8%	89.5%	98.5%	98.0%	No material variation
Service cost Cost of food safety service \$ direct cost of the food safety service per registered food premises <i>Expected range: \$300 to \$1,200</i>	\$825.24	\$667.85	\$639.70	\$738.76	Increase in due to returning to normal staffing levels. In 2016/17 vacancy levels contributed to reduced staffing costs

Service/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Health and safety Critical and major non-compliance notifications % of critical and major non-compliance outcome notifications that are followed up by Council <i>Expected range: 60% to 100%</i>	97.9%	92.3%	95.1%	100%	Council has worked at improving the already good performance in this area with a combination of proactive inspections and responding to customer complaints with its 870 registered food premises.
Governance					
Transparency Council resolutions at meetings closed to the public % of Council resolutions made at meetings closed to the public <i>Expected range: 0% to 30%</i>	10.5%	13.7%	11.9%	13.74%	This number varies slightly on the type of decisions made each year. The current year saw a slight increase in the number of these resolutions than last year
Consultation and engagement Satisfaction with community consultation & engagement Satisfaction rating out of 100 <i>Expected range: 40 to 70</i>	55	58	55	56	No material variation
Attendance Council attendance at Council meetings % of Council attendance at ordinary and special Council meetings <i>Expected range: 80% to 100%</i>	87.9%	88.1%	91.5%	86.32%	No material variation
Service cost Cost of governance \$ direct cost of the governance service per Councillor <i>Expected range: \$30,000 to \$80,000</i>	\$43,136	\$43,653	\$49,530	\$45,744.44	No material variation

Service/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Decision making Satisfaction with Council decisions Satisfaction rating out of 100 <i>Expected range: 40 to 70</i>	61	61	58	59	Satisfaction with Council decisions improved slightly in 2018 by 1 percentage point, with the intention of it returning to the level of satisfaction in earlier years.
Libraries					
Utilisation Library collection usage Number of library collection item loans per library collection item <i>Expected range: 1 to 9 items</i>	8.9	9.4	10.0	10.58	No material variation
Resource standard Standard of library collection % of the library collection that has been purchased in the last 5 years <i>Expected range: 40% to 90%</i>	96.7%	79.3%	77.4%	75.47%	No material variation
Service cost Cost of library service <i>\$ direct cost of the library service per visit</i> <i>Expected range: \$3 to \$15</i>	\$4.58	\$3.01	\$2.65	\$2.58	No material variation

Service/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Participation Active library members % of the municipal population that are active library members <i>Expected range: 10% to 40%</i>	17.1%	24.2%	14.9%	16.18%	2016 result was higher than other years due to increased activity because of new library opening at Realm. Membership has grown in 2018 at Realm library with Croydon library remaining stable. This figure does not take into account the number of residents who utilise the many services provided by the Croydon and REALM libraries who may not be members of the ERL group. Combined visitations at both libraries was over 820,000 in 2017/18
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 <i>Expected range: 90% to 110%</i>	96.9%	99.4%	102.8%	101.20%	Council monitors participation of this nonmandatory service and has introduced proactive SMS reminders for all appointments. Key variation from 2016 to 2017 coincides with the introduction of new system CDIS to record information. 2017 to 2018 is within variation

Service/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Service standard Infant enrolments in the MCH service % of infants enrolled in the MCH service <i>Expected range: 90% to 110%</i>	96.9%	98.8%	100.1%	101.06%	Since 2015 Maroondah and many other Councils have transitioned to a new record system, CDIS. Council has been advised by Local Government Victoria that this indicator may be based newly discovered data errors affecting this indicator. The indicator is reported "as is" but Council cannot vouch its accuracy. LGV have advised that other indicators are not affected
Service cost Cost of the MCH service \$ cost of the MCH service per hour of service delivered <i>Expected range: \$50 to \$200</i>	N/A	\$72.64	\$86.04	\$71.22	There was a decrease in this measure in 2017/18. In 2016/17 costs increased to implement the new CDIS system These costs were not incurred in 2017/18
Participation Participation in MCH service % of children enrolled who participate in the MCH services <i>Expected range: 70% to 100%</i>	83.5%	90.6%	78.1%	73.88%	Council monitors participation of this nonmandatory service and has introduced proactive SMS reminders for all appointments. Key variation from 2016 to 2017 coincides with the introduction of new system CDIS to record information. 2017 to 2018 is within variation with nearly 13,000 key age and stage consultations undertaken

Service/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Participation Participation in MCH service by Aboriginal children % of Aboriginal children enrolled who participate in the MCH service <i>Expected range: 60% to 100%</i>	73.2%	118.3%	74.4%	69.90%	Council monitors participation of this nonmandatory service and has introduced proactive SMS reminders for all appointments. Due to the relatively small numbers participation rates vary year to year
Roads					
Satisfaction of use Sealed local road requests Number of sealed local road requests per 100 kilometres of sealed local road <i>Expected range: 10 to 120 requests</i>	60.6	71.6	96.3	98.35	Council has a proactive maintenance regime in place that contributes to a consistent measure of this indicator
Condition Sealed local roads below the intervention level % of sealed local roads that are below the renewal intervention level <i>Expected range: 80% to 100%</i>	98.9%	99.3%	97.3%	97.25%	No material variation
Service cost Cost of sealed local road reconstruction \$ direct reconstruction cost per square metre of sealed local roads reconstructed <i>Expected range: \$20 to \$200</i>	\$181.76	\$140.10	\$209.37	\$87.98	This indicator is lower than 2016/17 due to the less complex reconstruction taking place compared to 2016/17

Service/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Service cost Cost of sealed local road resealing \$ direct resealing cost per square metre of sealed local roads resealed <i>Expected range: \$4 to \$30</i>	\$36.12	\$24.21	\$33.68	\$26.60	Costs can fluctuate each year dependant on the nature of the work undertaken. In 2017/18 Council did not need to undertake as much advanced pavement repair as in 2016/17 Only asphalt products are used for resealing to meet community expectations resulting in relative higher costs
Satisfaction Satisfaction with sealed local roads Satisfaction rating out of 100 <i>Expected range: 50 to 100</i>	69	68	66	68	Council has a proactive maintenance regime in place that contributes to a consistent measure of this indicator
Statutory Planning					
Timeliness Time taken to decide planning applications Days between receipt of a planning application and a decision on the application <i>Expected range: 30 to 110 days</i>	27 days	29 days	39 days	35 days	A positive material variation resulting from Council's focus on processes and transition to electronic processing
Service standard Planning applications decided within 60 days % of planning application decisions made within 60 days <i>Expected range: 40% to 100%</i>	90.0%	84.0%	80.0%	82.45%	No material variation

Service/indicator/ measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Service cost Cost of statutory planning service \$ direct cost of the statutory planning service per planning application <i>Expected range: \$500 to \$4,000</i>	\$1,274	\$1,424	\$1,617	\$1,860.81	Councils costs increased as a decision was made to hire contract staff until vacancies were filled in order to maintain level of service
Decision making Planning decisions upheld at VCAT % of decisions subject to review by VCAT that were not set aside <i>Expected range: 30% to 100%</i>	76.5%	42.9%	48.9%	90.41%	Council has worked with applicants to negotiate outcomes consistent with the Maroondah's planning framework. This has contributed to increased appeal success for Council at VCAT with only 7 decisions set aside in 2017/18
Waste Collection					
Satisfaction Kerbside bin collection requests Number of kerbside bin collection requests per 1000 kerbside bin collection households <i>Expected range: 10 to 300 requests</i>	63.9	56.0	61.3	72.05	The number of request increased from 2016/17 partly due to the slight increase in missed bin lifts. It also includes damaged and stolen bins
Service standard Kerbside collection bins missed Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts <i>Expected range: 1 to 20 bins</i>	3.3	2.3	2.5	3.38	A small increase in bins lift missed. A portion of these can be due to events outside Council's control like bin placement or left out in time

Service/ <i>indicator</i> / measure	Result 2014/15	Result 2015/16	Result 2016/17	Result 2017/18	Material variation comment
Service cost Cost of kerbside garbage collection service \$ direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin <i>Expected range: \$40 to \$150</i>	\$100.26	\$101.50	\$101.64	\$103.19	No material variation
Service cost Cost of kerbside recyclables collection service \$ direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin <i>Expected range: \$10 to \$80</i>	\$30.65	\$30.06	\$30.14	\$43.36	Increased costs due to inability of contractors to on sell compromised recyclable material to China
Waste diversion Kerbside collection waste diverted from landfill % of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill <i>Expected range: 20% to 60%</i>	55.3%	54.0%	54.9%	54.14%	Council continues to work with the community to reduce waste going to land fill and also to divert organics from waste collection to home composting. In 2018 this equated to nearly 24,000 tonnes diverted from landfill from its 44,200 households.

Please note:

- The threshold for providing a 'material variation' comment for this table is +/-10% variance compared with 2016/17 data
- More detailed Council comments on 2016/17 LGPRF service performance indicator results will be available once data is released by the Victorian Government at:
<https://knowyourcouncil.vic.gov.au/councils/maroondah>

Glossary

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.

Current Assets: Assets where Council expects to receive the future economic benefit within the next 12 months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.

Current Liabilities: Liabilities where Council expects to fulfil its obligation within the next 12 months unless the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after reporting date.

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.

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 in Focus: Council's quarterly newspaper which provides residents with information about Council activities. The publication is delivered to all residents and businesses within Maroondah.

Mission Statement: The overall corporate philosophy that articulates how the Maroondah 2040 community vision will be achieved.

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

Municipal 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: A new Town Centre for Ringwood was opened in October 2015 as a core element of the Eastland Stage 5 development. The square integrates with the redeveloped Ringwood Station and features Realm, contemporary al fresco dining, signature restaurants, and public space that allow for an integrated mix of activities.

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.

Commonly Used 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

eCLIP: Council's electronic document management system

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

HR: Human Resources

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
RADAR: Review, Acknowledgement, Development and Recognition (Maroondah City Council's Performance Review Process)
REV: Recognising Extra Value (Council's staff recognition program)
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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