



Special Meeting of Council Attachments

Monday 8 April 2019

Council Chamber, Braeside Avenue, Ringwood

ATTACHMENTS

DIRECTOR CORPORATE SERVICES

1. **DRAFT COUNCIL PLAN 2017-2021 (2019/20 UPDATE) AND PROPOSED BUDGET 2019/20**

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Maroondah City Council

Council Plan 2017-2021 (2019/20 Update)

DRAFT

Text Only Version

Welcome to the Council Plan 2017-2021

The Council Plan 2017-2021 is Maroondah City Council's medium-term strategic document that sets key directions and priority actions to work towards the long-term community vision outlined in *Maroondah 2040: Our future together*.

The Council Plan plays a vital role in shaping Maroondah's future over a four year period. It identifies both challenges and opportunities for our community at local and regional levels within the context of *Maroondah 2040: Our future together*. It also forms the basis for Council to make decisions regarding resources and priorities in response to community needs and aspirations.

The Council Plan is implemented through a service delivery planning process, and outcomes are measured and reported regularly. Achievements are reported back to Council and the community through the Maroondah City Council Annual Report at the end of each financial year.

Each year, Council undertakes a revision of the four-year Council Plan. This helps to ensure that the Council Plan continues to be aligned with *Maroondah 2040: Our future together* and is responsive to emerging community needs and aspirations. The annual review also helps to ensure that all Council service planning, strategies, policies and processes take their lead from the key directions outlined within the Council Plan.

Acknowledgement of Country

Maroondah City Council acknowledges the Wurundjeri people of the Kulin nations as the original custodians of the land now known as Maroondah, and pays respect to their elders, past and present.

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Message from the Mayor and Chief Executive Officer

On behalf of Maroondah City Council, we are pleased to present the 2019-20 update to the Maroondah City Council Plan 2017-2021.

The community's vision as outlined in *Maroondah 2040: Our Future Together* is the foundation from which Council shapes its long term plans for the municipality. Following extensive community and key stakeholder consultation this long term vision for the future of Maroondah was adopted in 2014.

The Council Plan 2017-2021 was developed based on the community directions in Maroondah 2040 and feedback gathered through Council's ongoing community consultation activities.

The Council Plan plays a vital role in shaping the future for Maroondah over the four year period, and lists the major activities to be undertaken to ensure the work and priorities set by Council align with the community's vision. It also highlights the key directions which underpin the planning and budget blueprints for the Maroondah community.

The community aspirations and 109 Priority Actions are grouped into eight broad outcome areas providing the structure for the Council Plan. Significant projects identified for delivery across the four years include:

- Undertake operational readiness planning and construct the new \$16.5m HE Parker Multi Sports Complex in Heathmont
- Undertake a municipal wide review of Council's neighbourhood character and heritage controls; and finalise the Maroondah Vegetation Review
- Implement the Croydon Civic Masterplan and commence redevelopment of the precinct
- Complete the \$5m Jubilee Park Sporting Precinct redevelopment
- Update Council's administrative facilities
- Accelerate Council's footpath construction
- Create a new Croydon Town Square and advocate for the grade separation of the level crossing at Coolstore Road, Croydon
- Develop and implement a new Disability Policy and Action Plan, and Youth Strategy

The Council Plan includes a Strategic Resource Plan which notes the linkages between Council's Strategic objectives and actions and service delivery to the community. The Plan also documents the physical, human, and financial resources required by Council.

The years ahead are full of energy and promise for Council and the community, as we work together to create a City that will be an exciting and sustainable place to live, work and visit.

Cr Rob Steane
Mayor

Steve Kozlowski
CEO

What we have already achieved

Since the adoption of the Council Plan 2017-2021 in June 2017, Council has been working to implement a broad range of priority actions.

In 2018/19 Council's achievements included:

- Commencing construction of the \$2.5m Jubilee Sporting Pavilion redevelopment
- Constructing the \$16.5m HE Parker Multi Sports pavilion
- Adopting a new Gaming Policy
- Completing installation of additional CCTV cameras in the Croydon Town Centre
- Progressing the amendment of planning controls relating to alcohol density through participation in the South East Melbourne Council's Alliance (SEMCA) Alcohol Density Project
- Reconstructing the Mullum Mullum Reserve number 2 oval
- Construction of the \$3m HE Parker Sporting Pavilion
- Progressing the update of the Ringwood Metropolitan Activity Centre Masterplan
- Continuing to develop, promote and expand the BizHub Co-Working Space
- Completing construction of the new Croydon Town Square
- Developing a new Maroondah Carparking framework
- Implementing the new Eastern Organics Contract for green waste
- Implementing a range of innovative and engaging arts events and outcomes in Ringwood Town Square arts precinct
- Commencing the implementation of the Greening the Greyfields project to facilitate a sustainable approach to urban redevelopment
- Investigating and implementing additional female changing facilities at local sporting venues
- Renewing the road in Caroline Street, Ringwood
- Continuing to work on innovation and customer service delivery models, including online services and additional payment options for customers
- Completing a major upgrade of the playground at Ringwood Lake Park
- Finalising the Maroondah Vegetation Review
- Developing a new Disability Policy and Action Plan
- Continuing to advocate for grade separation of the Lilydale railway line at Coolstore Road in Croydon
- Accelerating Council's footpath construction program
- Working in partnership with VicRoads to redevelop the Maroondah Hwy and Dorset Road intersection
- Continuing to advocate to the Commonwealth and Victorian Government for provision of new and upgraded major transportation infrastructure in Maroondah
- Completing the upgrade of Lincoln Road, east of Dorset Road
- Commencing the update of Council's administrative facilities
- Continuing the upgrade of drainage including flood mitigation works in the Power street catchment
- Completing a municipal wide review of Council's neighbourhood character and heritage controls
- Developing a Female Participation Strategy for physical activity

Maroondah at a glance

Maroondah is home to:

- 119,783 people
- 45,621 households
- 9000 businesses
- 21 neighbourhood shopping centres

We provide:

- 121 playgrounds
- 3 skateparks
- 3 aquatic centres
- 2 golf courses
- 3 arts & cultural centres
- 2 libraries
- 450 parks & reserves
- 48 sporting ovals

We maintain:

- 28,000 signs
- 767km of stormwater drainage pipes
- 478kms of local roads
- 35kms of shared trails
- 70,000 street trees
- 625kms 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 119,783 residents and 45,621 households with an average of 2.58 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 Lillydale's South-West Riding. Unlike some neighbouring towns, it had not been planned and proclaimed a town by the Department of Crown Lands and Survey, but resulted from the private subdivision of crown land in the Parishes of Warrandyte, Mooroolbark and Ringwood. Severance of Croydon from Lillydale Shire was requested in 1957 since it was the most densely populated part of the Shire. The Shire of Croydon was declared in 1961.

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

Maroondah City Council was formed on 15 December 1994 by the amalgamation of the former Cities of Croydon and Ringwood, and parts of the former Shire of Lillydale and the former City of Doncaster and

Templestowe. The term 'Maroondah' is named after an aboriginal word meaning 'leaf' which symbolises the green environment of the city.

Our community

Maroondah has an estimated population of 119,783 residents and 45,621 households with a similar age structure to the State's average.

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

Cultural diversity in Maroondah is increasing, with 23% of people born overseas the highest numbers of recent overseas immigrants arriving from UK, China, India, Myanmar, New Zealand and Malaysia. Maroondah is now home to the largest Burmese community in Melbourne's eastern region.

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

Our environment

Maroondah has 42 bushland reserves that offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands. There are more than 750,000 trees (mostly native species) in parks and reserves providing shade and shelter, helping to control water runoff, evaporation and erosion and providing a home for wildlife. During 2017/18, Council planted over 25,000 trees 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 ovals. Open space areas include two golf courses, 121 public playgrounds, three skate areas, and five outdoor exercise equipment locations. Mobility and connectiveness is supported by 35ms of shared trails associated with these open space areas.

Maroondah's residents and businesses are great recyclers: over 24,000 tonnes of recycling and green waste diverted from landfill in 2017/18. Maroondah continues to have a high diversion rate (over 55%) of waste from landfill.

Our economy

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

The largest industry employers are the manufacturing, retail trade and health care sectors. In total, businesses in Maroondah provide employment for 44,187 people and the municipality has a gross regional product (GRP) of \$5.83 billion in 2017/18.

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 Council

Our role and function

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.
- Facilitate the delivery of outcomes by working in partnership with residents, businesses, community organisations and key stakeholders.

Over 120 different services are offered by Council including: aged and disability care, business development, community planning and development, youth services, infrastructure maintenance and renewal, leisure facilities, maternal and child health, parks and reserves, planning and building, and waste and recycling.

Our Councillors and Wards

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

Councillors are responsible for the stewardship and governance of Council. The nine Councillors are the elected representatives of all residents and ratepayers across the City.

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

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

Arrabri Ward

Cr Tony Dib JP

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

Cr Paul Macdonald

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

Cr Kylie Spears (Deputy Mayor)

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

Mullum Ward

Cr Nora Lamont

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

Cr Samantha Mazzuchelli

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

Cr Mike Symon

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

Wyreena Ward

Cr Tasa Damante

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

Cr Marijke Graham

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

Cr Rob Steane (Mayor)

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

An open invitation

Council meets on the third Monday of each month and meetings are open to the public. Council meetings are also streamed live. Meeting dates may change if the meeting falls on a public holiday. Council is generally in recess in January.

At the meetings, Councillors are responsible for making decisions about policy and local issues ensuring efficient operation of services within Maroondah.

Councillor representation

There are two types of committees requiring formal Council representation, internal and external.

Internal committees have been initiated by Council. 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 committees 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 committees where those activities are in Maroondah's interest.

These committees provide Council with the opportunity to advocate on behalf of the local community on a broad range of issues.

Committee representation is reviewed on an annual basis and coincides with the election of the Mayor. Convention indicates that where the Mayor is a member of an internal committee of Council he or she would automatically act as chairperson, unless he or she relinquishes 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 Committees

Council committee (November 2018 to November 2019)	Council representatives
Arts Advisory Committee	Cr Spears, Cr Graham and Cr Symon
Audit and Risk Advisory Committee	The Mayor of the Day and Cr. Symon
Disability Advisory Committee	Cr Spears and Cr Dib Substitute representative - Team Leader Council & Community Planning
Maroondah Business Advisory Committee	Cr Spears, Cr Steane and Cr Damante
Maroondah Communities of Wellbeing Steering Committee	Cr Mazzuchelli and Cr Graham Substitute representative - Manager Integrated Planning
Maroondah Community Safety Committee	Cr Lamont, Cr Steane and Cr Macdonald Substitute representative - Community Safety Officer
Maroondah Partners in Community Wellbeing Committee	Cr Mazzuchelli and Cr Damante Substitute representative - Social Planning & Development Officer and Team Leader Council & Community Planning
Maroondah Environment Advisory Committee	Cr Mazzuchelli, Cr Graham and Cr Macdonald
Maroondah Age-friendly Cities & Communities Network	Cr Dib, Cr Lamont and Cr Graham as Council's age friendly champions

External Committees

External committee (November 2018 to November 2019)	Council representatives
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Eastern Affordable Housing Alliance	Cr Macdonald Substitute representative - Team leader Council & Community Planning & Development and/or Manager Integrated Planning
Eastern Alliance for Greenhouse Action	Cr Graham Substitute representative - Director Planning & Community and/or Manager Integrated Planning
Eastern Regional Group - Mayors and CEO's	The Mayor of the Day, the Deputy Mayor of the Day and the Chief Executive Officer Substitute representative - Cr Symon
Eastern Regional Libraries Corporation	Cr Spears and Cr Damante Substitute representative - Cr Macdonald and Director Corporate Services (or nominee) and Manager Revenue, Property & Customer Service
Eastern Transport Coalition	Cr Graham Substitute representative - Cr Damante and the Transport & Sustainability Planner and/or Team Leader Strategic Planning & Sustainability
Local Government Safe Cities Network	Cr Steane Substitute representative – Cr Lamont
Metropolitan Local Governments' Waste Forum	Cr Symon Substitute representative - Director Corporate Services, Manager Finance & Governance and Waste Management Coordinator
Municipal Association of Victoria	Cr Symon Substitute representative – Cr Spears
Victorian Local Government Women's Charter	Cr Mazzuchelli, Cr Graham, Cr Spears, Cr Lamont and Cr Damante as Council representatives / Charter champions, along with the Director Corporate Services

The Council Organisation

Maroondah City Council is led by the Chief Executive Officer and four Directors who form the Corporate Management Team (CMT). CMT meets on a weekly basis to oversee and manage the operations of Council, discuss forthcoming Council agendas and discuss 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.

The Chief Executive Officer, Directors and Service Area Managers are employed under fixed-term employment contracts and their performance is measured and reviewed annually against key performance indicators.

Performance and Values

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.

Your rates and charges at work

The diagram below outlines how Maroondah City Council allocates resources for the provision of a broad range of services to the community. It shows how much is allocated to each area for every \$100 that Council spends.

- 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

Council's organisational structure

The following organisation chart details the structure of Maroondah City Council as at 30 June 2019.

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 provide oversight of a Directorate which comprise of a number of service areas. As at 30 June 2019, the four Directors are:

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

Direct reports to the CEO

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

Sherryn Dunshea – Manager Communications and Engagement

Corporate Services Directorate - Service Area Managers

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

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

Operations, Assets and Leisure Directorate - Service Area Managers

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

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

Strategy and Community Directorate - Service Area Managers

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

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

Development and Amenity Directorate - Service Area Managers

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

Andrew Taylor – Manager Engineering & Building Services

Kirsten Jenkins – Manager Health, Local Laws & Emergency Management

Angela Kechich – Manager Statutory Planning

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 Outcomes

Over a two year period, Council worked with the community to develop a vision for the future of Maroondah. *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 for:

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.

Organisational vision

We will foster a prosperous, healthy and sustainable community

Organisational mission

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

Organisational values

- We are **ACCOUNTABLE** to each other and our community
- We collaborate in an adaptable and **SUPPORTIVE** workplace
- We **PERFORM** at our best
- We are open, honest, **INCLUSIVE** and act with integrity
- We ensure every voice is heard, valued and **RESPECTED**
- We are brave, bold and achieve **EXCELLENCE**

How we plan

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

The Maroondah 2040 Community Vision 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 service delivery activities and projects to be undertaken by Council to meet community needs and expectations.

The Framework includes a number of other key planning documents, 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.

Other major plans

In addition to Maroondah 2040: Our future together and the Council Plan 2017-2021, 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 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.

There are also many other strategies and plans that contribute to the delivery of outcomes and key directions within *Maroondah 2040: Our future together* and the *Council Plan 2017-2021*.

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* sets direction for detailed service delivery plans across each of Council's service areas. These plans are reviewed annually to meet community needs and expectations.

Long Term Financial Strategy

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

Annual Budget

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

Community 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. Maroondah City Council is required by the Local Government Act 1989 to consider Best Value principles when planning, implementing and reviewing services. Maroondah City 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 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 through 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. Community engagement is achieved when the community is, and feels, part of a process.

Some community engagement processes are undertaken to support decision making, some are about relationship building whilst others are focused on community strengthening (or capacity building). Often engagement processes support two or all three of these objectives.

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

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 for our community.



Our Commitments

How this section works

The Council Plan is divided into eight future outcome areas, each with a set of four-year key directions (strategies), annual priority actions, strategic indicators and supporting strategies and plans. The priority actions identified work towards the achievement of the key directions, and ultimately toward the outcomes and vision outlined in *Maroondah 2040: Our future together*. A range of Council activities linked to these key directions and Council Plan priority actions are reported in Council's Annual Report.

For each of the eight Maroondah 2040 outcome areas within the Council Plan 2017-2021, there is:

- **The vision** - Describes where the community would like the municipality to be by the year 2040 in relation to this future outcome.
- **Key Directions** - Identifies key Council strategies over the four-year term of the Council Plan that work towards the achievement of preferred future outcomes identified in Maroondah 2040: Our future together
- **Priority Actions** - Highlights priority activities to be undertaken by Council over the 2017-2021 period that will contribute to the achievement of the preferred outcome outlined in Maroondah 2040: Our future together.
- **Council Plan Indicators** - List a number of Council driven performance measures that help monitor progress made towards the achievement of Maroondah 2040 preferred outcomes and Council Plan key directions over the 2017-2021 period.
- **Supporting policies, strategies and plans** - These supporting policies, strategies and plans contribute to the delivery of preferred outcomes outlined within the Maroondah 2040 Community Vision and the Council Plan.

A safe healthy and active community

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.

Key Directions 2017 - 2021

A safe community

- 1.1 Work in partnership to address community safety issues, with a focus on activity centres, public spaces, roads and public transport
- 1.2 Plan and advocate for the application of community safety principles that facilitate a safe built environment
- 1.3 Promote and facilitate safer cultures relating to issues of alcohol, drugs, tobacco, gambling, child abuse and family violence
- 1.4 Encourage and support the implementation of initiatives and programs aimed at improving the actual and perceived safety of the community

A healthy community

- 1.5 Facilitate the provision of affordable, accessible and responsive services, resources and initiatives that support the physical and mental health and wellbeing of the community
- 1.6 Actively promote health and wellbeing principles and initiatives within the community
- 1.7 Support the establishment of an integrated regional health precinct
- 1.8 Advocate for the increased provision of affordable primary, allied and specialist treatment services and facilities
- 1.9 Facilitate development of integrated health and community service hubs within neighbourhood centres in partnership with key service providers
- 1.10 Embrace a preventative evidence-based approach to addressing issues of chronic and communicable disease, food safety, and public health
- 1.11 Work in partnership to address and promote awareness of mental health issues within the community
- 1.12 Apply healthy by design principles in planning for the development and revitalisation of activity centres and public spaces.
- 1.13 Plan and advocate for the provision of leading edge facilities and services to support the needs of an ageing population
- 1.14 Ensure that all young people and their families in Maroondah have access to affordable childcare, education, health and leisure services
- 1.15 Advocate and promote the increased provision of affordable housing options in accessible locations
- 1.16 Advocate for the development of an equitable and sustainable regionally-sourced healthy food system

- 1.17 Promote healthy eating and physical activity by supporting education initiatives and providing a diverse range of accessible open spaces, and recreation facilities and services

An active community

- 1.18 Enhance and maintain an integrated and connected network of passive and active open space to promote community health and wellbeing
- 1.19 Provide a range of integrated recreation and leisure facilities that meet the needs of all ages and abilities
- 1.20 Enhance Maroondah's state of the art sporting precincts to cater for a wide range of recreational pursuits
- 1.21 Support and empower local community groups, sporting clubs and special interest groups across Maroondah

Council Plan Indicators

- Participation in the Maternal and Child Health service
- Number of visits to aquatic facilities per head of municipal population
- Community satisfaction with recreation facilities

Supporting policies, strategies and plans

- Children's Plan 2015-2019
- Domestic Animal Management Plan 2017-2021
- Maroondah Gambling Policy 2018
- Maroondah Health and Wellbeing Plan 2017-2021
- Melbourne East Sports and Recreation Strategy 2016
- Open Space Policy 2016
- Open Space Strategy 2016
- Physical Activity Strategy 2015-2020
- Youth Strategy

Priority Actions 2017 – 2021

Note: ●* denotes an action that extends beyond the 2020-21 timeframe

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
1.1	Develop a Gender Equity Policy/Statement	✓			
1.2	Commence sportsfield reconstruction works at Jubilee Park in Ringwood	✓			
1.3	Finalise a new Gaming Policy and commence preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning scheme	✓	✓		
1.4	Undertake works to implement CCTV in Croydon Town Centre, including detailed design and documentation, along with the supply and installation of cameras.	✓	✓		
1.5	Prepare a new Maroondah Health and Wellbeing Plan 2017-2021	✓	✓		
1.6	Complete the design works, undertake operational readiness planning and construct the \$16.5m HE Parker Multi Sports Complex	✓	✓		
1.7	Amend planning controls relating to alcohol density through participation in the South east Melbourne Councils Alliance (SEMCA) alcohol density project	✓	✓	●	
1.8	Complete the \$3m Silcock Sporting Pavilion redevelopment in Croydon	✓	✓	●	●
1.9	Complete the \$3.5m redevelopment of the HE Parker Sporting Pavilion		✓	●	
1.10	Complete the \$4.5m Springfield Sporting Pavilion redevelopment (subject to funding)		✓	●	●
1.11	Complete the \$5m Jubilee Sporting Precinct redevelopment		✓	●	●
1.12	Undertake sportsfield reconstruction works at Quambee Reserve No 1 oval in Ringwood North			●	
1.13	Implement the changes that result from the reform of the Environment Protection Act			●	
1.14	Complete the \$3.25m Proclamation Park Sporting Pavilion redevelopment (subject to funding)			●	●
1.15	Undertake a review and develop a Physical Activity Strategy 2020-2024			●	●
1.16	Develop a new Municipal Emergency Management Plan considering changes to legislation and outcomes of Local Government Victoria's Councils and Emergencies project			●	●
1.17	Complete the \$12m Dorset Recreation Reserve Redevelopment (subject to funding)			●	●*

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
1.18	Work with partners of Together for Equality and Respect (TFER): A Strategy to Prevent Violence Against Women in Melbourne East to prevent violence against women in Maroondah, including participation in the "16 days of activism" campaign			●	●
1.19	Commence development of an updated Youth Strategy				●
1.20	Undertake an investigation into additional synthetic surfaces for sportsfields in Maroondah				●
1.21	Develop and deliver services in the Croydon Community Precinct				●*
1.22	Complete the \$3.5m Ainslie Park Multipurpose Pavilion (subject to funding)				●*
1.23	Work in partnership to enhance the Maroondah Hoarding & Squalor website enabling it to become a Statewide resource				●*
1.24	Implement Council's annual sportsfield improvement program				●*

A prosperous and learning community

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.

Key Directions 2017 - 2021

A prosperous community

- 2.1 Advocate, promote and market key business opportunities and the competitive strengths of the municipality
- 2.2 Promote and leverage the strategic location of Ringwood as the Metropolitan Activity Centre for the outer eastern region
- 2.3 Promote the diversification and localisation of Maroondah's economy to stimulate job growth and encourage the community to work and live locally
- 2.4 Provide support to small and medium enterprises to help them fulfil their potential and be successful
- 2.5 Establish a business resource hub to empower local business, encourage innovation and support alternative modes of employment
- 2.6 Work in partnership to promote local employment opportunities for marginalised and disadvantaged population groups
- 2.7 Embrace a place-based approach to the development and revitalisation of neighbourhood centres that provide opportunities for local business and places for social connection and interaction
- 2.8 Seek increased investment in targeted industries, including advanced manufacturing and associated supply chains
- 2.9 Embrace the full potential of a new digital economy and encourage participation and collaboration by residents, businesses, health and community services and education sectors
- 2.10 Identify and facilitate development of under-utilised key urban renewal sites along transit corridors
- 2.11 Facilitate, support and encourage initiatives that increase education, training and employment opportunities for children, youth and young adults
- 2.12 Broker community-government-business partnerships that build social capital, create community connections and foster a culture of corporate social responsibility
- 2.13 Facilitate business-business partnerships that advance collaboration, peer support, mentoring, training opportunities and knowledge sharing
- 2.14 Facilitate the enhancement and revitalisation of industrial and commercial precincts that maximise investment, promote diverse job opportunities and provide for value adding industries

A learning community

- 2.15 Facilitate and encourage the provision of world-class life-long learning opportunities in Maroondah, from early learning through to adult and tertiary levels
- 2.16 Advocate for and encourage increased access to and participation in tertiary education
- 2.17 Facilitate and encourage places, spaces and programming that provide for a third place of community connection beyond home and work.
- 2.18 Advocate for and adopt the rollout of high speed broadband to all neighbourhoods and encourage take-up by businesses, services, education providers and households

- 2.19 Advocate for and support a coordinated, integrated and evidence based approach to addressing skill shortages for local businesses
- 2.20 Encourage lifelong learning opportunities that support mature age and retired people to participate in the workforce, learn new skills and build community connections
- 2.21 Help local businesses to position themselves and embrace the requirements of a low carbon economy
- 2.22 Work in partnership to encourage and support young people to remain engaged in education and training, and promote links to employment
- 2.23 Facilitate connections between education providers, businesses and the broader community to support employment pathways, intergenerational connections and knowledge transfer

Council Plan Indicators

- Proportion of active library members in municipality
- Business participation in Bizhub Business Development Program
- Positive improvement in business skills/performance through Bizhub Business Development Program

Supporting policies, strategies and plans

- Melbourne East 2020 Regional Plan
- Ringwood Metropolitan Activity Centre Masterplan
- Street Activities Policy

Priority Actions 2017 – 2021

Note: ●* denotes an action that extends beyond the 2020-21 timeframe

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
2.1	Undertake pedestrian and vehicle access improvement works at Heathmont Shopping Precinct - Canterbury Road, Heathmont	✓			
2.2	Improve carparking in the Heathmont and Ringwood East neighbourhood centres	✓			
2.3	Update the Ringwood Metropolitan Activity Centre Masterplan	✓	✓		
2.4	Continue to develop Regional Service Partnerships such as procurement efficiencies, library services and advocacy	✓	✓	●	
2.5	Work in partnership to implement the Baywater / Bayswater North Industrial precinct strategy to assist local businesses and promote investment attraction	✓	✓	●	●*
2.6	Develop, promote and expand the BizHub Co-Working Space	✓	✓	●	●*
2.7	Plan and implement carparking improvements in the Ringwood Metropolitan Activity Centre and the Croydon Activity Centre	✓	✓	●	●*
2.8	Work in partnership to facilitate appropriate development within the Ringwood Metropolitan Activity Centre and Croydon Activity Centre	✓	✓	●	●*
2.9	Undertake a strategic review of shopping centres in Maroondah and develop a Community Shopping Centre Strategy			●	●
2.10	Implement the reforms to the Small Business Victoria Food Act			●	●
2.11	As part of the Croydon Community Precinct development, plan and deliver the Croydon library integrated Customer Service Project			●	●

A vibrant and culturally rich community

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.

Key Directions 2017 - 2021

A vibrant and culturally rich community

- 3.1 Facilitate the establishment and consolidation of cosmopolitan food, dining and cultural precincts in key activity centres
- 3.2 Provide a diverse range of engaging entertainment spaces, events and activities
- 3.3 Support festivals and events that celebrate local arts, diversity and produce
- 3.4 Promote innovative, contemporary and socially engaged arts practice
- 3.5 Support and celebrate the unique cultures of emerging communities in Maroondah
- 3.6 Promote, celebrate and recognise our indigenous arts and culture
- 3.7 Encourage artistic expression and community participation in the arts
- 3.8 Promote opportunities and spaces for artists to create and display their work
- 3.9 Broker partnerships and relationships to better connect local artists and the broader community
- 3.10 Encourage a range of temporary and permanent public art that celebrates the unique characteristics of Maroondah including our history, cultural diversity, environment and future aspirations
- 3.11 Advocate for and value the contribution of the arts in supporting thriving neighbourhoods and vibrant activity centres
- 3.12 Encourage community-business partnerships that support local artists
- 3.13 Utilise emerging technologies and online mediums to promote emerging and established artists and arts practice

Council Plan Indicators

- Community satisfaction with arts centres and libraries
- Number of community members involved in classes at Wyreena Community Arts Centre

Supporting policies, strategies and plans

- Arts and Cultural Development Strategy 2014-2018
- Public Art Policy 2015

Priority Actions 2017 – 2021

Note: ●* denotes an action that extends beyond the 2020-21 timeframe

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
3.1	Create a new Croydon Town Square, including community engagement, completion of detailed design and construction	✓	✓		
3.2	Implement innovative and engaging arts events and outcomes in Ringwood Town Square	✓	✓		
3.3	Commence development of an Arts and Cultural Development Strategy 2019-2023		✓	●	
3.4	Establish a new Arts Advisory Committee and implement new public art across Maroondah in accordance with Council's Public Art Policy		✓	●	●
3.5	Complete the \$15m Karralyka Centre redevelopment (subject to funding)		✓	●	●*
3.6	Further develop the programming and profile of the Ringwood Arts Precinct			●	

A clean, green and sustainable community

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.

Key Directions 2017 - 2021

A clean community

- 4.1 Ensure the long-term protection and rehabilitation of the city's waterways and wetlands to improve water quality and streamflow
- 4.2 Provide leadership and adopt sustainable innovative approaches to limit consumption, prevent litter, reduce waste to landfill and encourage reuse and recycling of resources
- 4.3 Build the capacity of households and businesses to behave more sustainably, reduce waste and minimise consumption of natural resources
- 4.4 Work in partnership to improve air quality by enhancing vegetation and encouraging use of sustainable transport modes

A green community

- 4.5 Enhance Maroondah's parklands, bushlands, gardens and open spaces
- 4.6 Protect and restore biodiversity and native habitat for local plants and animals on public and private land
- 4.7 Preserve and enhance Maroondah's canopy vegetation
- 4.8 Create and foster a culture within our community that is committed to protecting the unique features of Maroondah's landscape, including our ridgelines, waterways, canopy vegetation, green open space and bushland reserves
- 4.9 Work in partnership with local communities to encourage thriving community gardens and promote sustainably grown local produce
- 4.10 Encourage increased green spaces within activity centres that link the built environment to the natural landscape

A sustainable community

- 4.11 Strive to become a carbon neutral Council by implementing energy efficient initiatives and embracing clean energy solutions
- 4.12 Mitigate and adapt to the effects and impacts of climate change
- 4.13 Advocate for increased stormwater harvesting and greywater reuse by households and businesses
- 4.14 Support, educate and build the capacity of our community to make more environmentally sustainable lifestyle choices
- 4.15 Work in partnership to reduce greenhouse gas emissions and support the community in adapting to a post peak oil environment
- 4.16 Be responsive and adaptive to new environmental opportunities and threats as they occur, building resilience and capacity within the community

Council Plan Indicators

- Recycling diversion rate from landfill
- Annual tree planting within Maroondah

Supporting policies, strategies and plans

- Carbon Neutral Strategy 2014 - 2021
- Climate Change Risk and Adaptation Strategy 2018-2022
- Domestic Wastewater Management Strategy 2017-2021
- Habitat Corridors Strategy
- Electric Line Clearance Management Plan
- Environmentally Sustainable Design Policy for Council Buildings 2017
- Sites of Biological Significance
- Sustainability Strategy 2016-2020
- Water Sensitive City Strategy

Priority Actions 2017 – 2021

Note: ●* denotes an action that extends beyond the 2020-21 timeframe

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
4.1	Develop a Climate Change Risk and Adaption Strategy	✓			
4.2	Undertake preliminary works to rehabilitate the waterway and infrastructure at Yanggai Barring in Waranwood	✓			
4.3	Undertake a major upgrade of the playground at Ringwood Lake Park	✓			
4.4	Implement the Eastern Organics Contract	✓	✓		
4.5	Finalise the Maroondah Vegetation Review and prepare planning controls for inclusion in the Maroondah Planning Scheme	✓	✓	●	
4.6	Work in partnership to undertake renewal works on the Mullum Mullum and Dandenong Creek shared trail			●	●
4.7	Introduce an environmentally sustainable development policy into the Maroondah Planning Scheme			●	●
4.8	Tender and implement contracts for waste collection, landfill and the receipt and sorting of recyclables to meet community need and expectations across all waste streams as identified in the Waste Management Strategy 2019-2029			●	●*
4.9	Undertake a review and update Council's Sustainability Strategy				●
4.10	Undertake a review and update Council's Carbon Neutral Strategy				●

An accessible and connected community

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.

Key Directions 2017 - 2021

An accessible community

- 5.1 Ensure public buildings are accessible to people of all ages and abilities, and promote high levels of accessibility in commercial premises
- 5.2 Work in partnership to provide improved accessibility and safety for transport users across all modes
- 5.3 Ensure events and festivals are accessible for people of all ages and abilities

A connected community

- 5.4 Work in partnership to provide a safe and efficient integrated transport network that enhances liveability, encourages a shift in travel modes and promotes Maroondah as a 20-minute city
- 5.5 Improve the efficiency of Maroondah's road network through effective asset management, maintenance and renewal works
- 5.6 Advocate for and encourage the use of sustainable transport by enhancing local access to public transport nodes, supporting behaviour change initiatives and enhancing the pedestrian and cycling network, including the provision of on-road bicycle lanes
- 5.7 Advocate for an integrated public transport network with improved connectivity, capacity and service frequency
- 5.8 Work in partnership to ensure sustainable transport options and public transport connections are considered in the design of new developments and public spaces
- 5.9 Promote streetscapes that encourage social interaction, physical activity and connection to the natural environment
- 5.10 Work in partnership to improve the walkability within and between neighbourhoods and activity centres through effective urban design, open space planning, way-finding signage, improved public lighting and accessible infrastructure
- 5.11 Enhance and promote Maroondah's walking and cycling shared path network ensuring connections with the wider Metropolitan Melbourne trail network
- 5.12 Work in partnership with businesses, schools and community groups to promote informed transport choices

Council Plan Indicators

- Proportion of sealed roads below the set intervention level
- Square metres of sealed local roads reconstructed

Supporting policies, strategies and plans

- Maroondah Principal Pedestrian Network

- Road Management Plan 2017

Priority Actions 2017 – 2021

Note: ●* denotes an action that extends beyond the 2020-21 timeframe

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
5.1	Advocate for grade separation of the Lilydale railway line at Coolstore Road in Croydon	✓			
5.2	Commence carpark improvement works at Hughes Park, Croydon North	✓			
5.3	Work in partnership to implement intersection improvement works at the corner of Maroondah Highway and Dorset Road in Croydon North	✓	✓		
5.4	Develop a Maroondah Carparking Framework incorporating a Parking Policy, updates to parking strategies and permit systems	✓	✓		
5.5	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	✓	✓	●	●
5.6	Accelerate Council's footpath construction program	✓	✓	●	●*
5.7	Commence road renewal works in Caroline Street, Ringwood		✓		
5.8	Implement the Maroondah Carparking Framework action plan		✓	●	●*
5.9	Undertake the renewal of New Street in Ringwood, including flood mitigation works, between Maroondah Highway and Sylvia Grove			●	
5.10	Undertake carpark renewal works at Merrindale Shopping Centre in Croydon South				●
5.11	Undertake the renewal of Norton Road in Croydon				●
5.12	Undertake the renewal of the carpark at Ainslie Park				●
5.13	Undertake stage 3 & 4 works for the renewal of the carpark at East Ringwood Reserve				●

An attractive, thriving and well-built community

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.

Key Directions 2017 - 2021

An attractive community

- 6.1 Encourage high quality urban design that provides for a healthy, attractive and desirable built form
- 6.2 Work in partnership to ensure development considers urban design principles that enhance the connection between the built environment and the natural environment
- 6.3 Work in partnership to deliver distinctive and high quality architecture through the use of urban design guidelines and principles
- 6.4 Facilitate, lead and educate the community in the use of environmentally sustainable design across all forms of infrastructure to limit carbon emissions and reduce resource consumption
- 6.5 Work in partnership to encourage the use of a water sensitive approach in the development and renewal of the built and natural environment
- 6.6 Facilitate a vibrant day and night-time economy through development of high quality public spaces that incorporate diverse food, entertainment and cultural precincts

A thriving and well built community

- 6.7 Plan and facilitate the development of a community where everyone can live, work and play locally
- 6.8 Encourage and support the provision of a diverse range of housing across Maroondah, that meets the needs of current and future residents
- 6.9 Encourage high density development in activity centres where there is access to high quality facilities, services and amenities
- 6.10 Develop and implement an urban form that enhances the desirable attributes of Maroondah to protect and value ridgelines, vegetation, neighbourhood character, local history and cultural heritage
- 6.11 Ensure the management of infrastructure and prioritisation of capital works considers demographic change, the impacts of climate change, and accessibility for all ages and abilities
- 6.12 Work in partnership to establish and implement regional sustainable funding models for local infrastructure
- 6.13 Coordinate and advocate for the increased utilisation, longevity and availability of fit-for-purpose public, private and not-for profit buildings and spaces that can act as key places for neighbourhood connection
- 6.14 Work in partnership with other catchment authorities to ensure effective stormwater management across Maroondah, including the identification and implementation of appropriate strategies that increase the storage, re-use and re-direction of storm water and provide flood mitigation for the community
- 6.15 Plan for and support a range of multi-use inclusive community connection hubs that promote social interaction, encourage lifelong learning and provide a wide range of services

Council Plan Indicators

- Council's infrastructure renewal/maintenance ratio
- Proportion of planning applications decided within 60 days
- Total value of building approvals (residential, commercial and industrial)
- Community satisfaction with general town planning policy

Supporting policies, strategies and plans

- Affordable and Social Housing Policy 2018
- Croydon Major Activity Parking Strategy 2011
- Croydon Town Centre Structure Plan 2006
- Heathmont Structure Plan 2013
- Heritage Study
- Housing Strategy 2016
- Maroondah Planning Scheme (incl. Municipal Strategic Statement)
- Melbourne East 2020 Regional Plan
- Ringwood East Structure Plan 2013

Priority Actions 2017 – 2021

Note: ●* denotes an action that extends beyond the 2020-21 timeframe

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
6.1	Continue the upgrade of drainage including flood mitigation works in Acacia Court catchment in Ringwood and the Scenic Avenue catchment in Ringwood East	✓			
6.2	Develop a Council policy position on affordable and social housing	✓			
6.3	Undertake a municipal wide review of Council's neighbourhood character and heritage controls	✓	✓	●	
6.4	Complete the Lincoln Road upgrade, east of Dorset Road, Croydon	✓	✓	●	●*
6.5	Continue the upgrade of drainage including flood mitigation works in Power Street catchment in Croydon North		✓		
6.6	Work in partnership to implement the Greening the Greyfields Project to facilitate a sustainable approach to urban redevelopment in identified residential precincts		✓	●	●*
6.7	Develop and implement the Flood Mapping Communications Plan		✓	●	
6.8	Develop and commence implementation of priority open space and public realm enhancement plans		✓	●	●
6.9	Implement the new Ringwood Activity Centre Masterplan into planning processes		✓	●	●
6.10	Continue the upgrade of drainage including flood mitigation works in the Scenic Avenue catchment in Ringwood East			●	

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
6.11	Work in partnership to develop flood mitigation solutions for the central Croydon area			●	
6.12	Accelerate Council's drainage improvement program			●	●
6.13	Commence preparation of a new Croydon Structure Plan			●	●
6.14	Commence the Croydon Community Precinct development			●	●*
6.15	Work in partnership to implement the Tarralla Creek Connects project			●	●*
6.16	Undertake renewal works on the Dandenong Creek and Colchester Road shared trail				●
6.17	Continue the upgrade of drainage including flood mitigation works in Kandra Street catchment				●
6.18	Implement the results of the Neighbourhood Character and Vegetation Reviews				●*

An inclusive and diverse community

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

Key Directions 2017 - 2021

An inclusive community

- 7.1 Ensure accessibility and social inclusion principles are considered in the planning, delivery and evaluation of facilities and services
- 7.2 Encourage programs and initiatives that raise the awareness of accessibility issues and deliver improved access to facilities and services for all ages and abilities
- 7.3 Promote a culture of volunteerism across all life-stages that builds an inclusive, supportive and connected community
- 7.4 Support community members to age in place, live in accessible neighbourhoods and remain socially connected
- 7.5 Advocate and promote the provision of a diversity of affordable housing options to suit a range of lifestyle needs and life-stage requirements
- 7.6 Work in partnership to break cycles of poverty and socio-economic disadvantage, particularly within marginalised communities
- 7.7 Work in partnership to facilitate and promote sustainable social enterprises that create community connections, empower under-represented and marginalised population groups and are positioned for long term success
- 7.8 Support all ages and population groups to be valued, connected, supported and empowered within their local community through the provision and coordination of accessible services, programming and facilities
- 7.9 Promote the value, expertise and contribution of mature aged workers and encourage intergenerational mentoring and skills-transfer

A diverse community

- 7.10 Promote and create opportunities for community connectedness, learning, mentoring and social interactions for people from all life-stages and cultural backgrounds
- 7.11 Ensure the needs of community members from all ages, backgrounds and lifestyles are considered in planning for local services, programs and infrastructure
- 7.12 Work in partnership to support culturally and linguistically diverse communities, including refugees and new arrivals in Maroondah
- 7.13 Encourage and provide community education and awareness on diversity issues
- 7.14 Establish a built environment that is child, youth and age friendly through strengthening the inclusiveness and accessibility of our local neighbourhoods and activity centres
- 7.15 Acknowledge, recognise and value our indigenous heritage and communities
- 7.16 Celebrate and recognise the diversity of our community through a range of festivals, events, programs and cultural activities
- 7.17 Advocate for and support the needs of people from all sexualities, gender identities and sex identities

Council Plan Indicators

- Number of volunteers engaged within the organisation

Supporting policies, strategies and plans

- Active and Healthy Ageing Initiative 2015-2020
- Disability Policy and Action Plan 2014-2018
- Reconciliation Action Plan 2017

Priority Actions 2017 - 2021

Note: ●* denotes an action that extends beyond the 2020-21 timeframe

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
7.1	Develop a Female Participation Strategy for physical activity	✓			
7.2	Monitor the National Disability Insurance Scheme and My Aged Care reform agenda and implement transitional arrangements for relevant areas of Council service delivery	✓	✓		
7.3	Continue implementation of the Corporate Volunteering Program that recruits, promotes and manage volunteers who support the provision of services and community activities.	✓	✓	●	
7.4	Investigate and implement additional female changing facilities at local sporting venues	✓	✓	●	●*
7.5	Develop and commence implementation of a new Disability Policy and Action Plan		✓	●	●
7.6	Commence development of an Active and Healthy Ageing Strategy 2020-2024			●	
7.7	Commence development of an updated Children and Families Strategy 2020-2024			●	●

A well governed and empowered community

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.

Key Directions 2017 - 2021

A well governed community

- 8.1 Provide enhanced governance that is transparent, accessible, inclusive and accountable
- 8.2 Ensure responsible and sustainable management of Maroondah's resources, assets, infrastructure and natural environment
- 8.3 Provide community inspired leadership in democratic governance
- 8.4 Foster a Council culture of innovation, cooperation, commitment, communication and continuous improvement that positions Maroondah as a leader in local government
- 8.5 Work in partnership with key agencies and other levels of government to provide leadership in emergency preparedness, response and recovery processes
- 8.6 Embrace emerging technology and the digital economy in the delivery of services, enhancement of assets, and engagement of the community

An empowered community

- 8.7 Ensure that all community members have access to and are informed on matters that affect them, including the provision of tailored information for under-represented and hard-to-reach groups
- 8.8 Undertake inclusive engagement and consultation using accessible and tailored approaches to consider the needs and aspirations of different age and population groups
- 8.9 Create opportunities for shared decision making through active community involvement
- 8.10 Work in partnership to advocate for and champion the needs and aspirations of the community to other levels of government, service providers and the business sector
- 8.11 Foster a Council culture of collaboration and partnerships with individuals, community groups, businesses, service providers and other levels of government
- 8.12 Deliver accessible and responsive customer service and contact, including the provision of full customer service in Ringwood and Croydon activity centres
- 8.13 Encourage individuals, groups and organisations to proactively connect with and contribute to their local community
- 8.14 Work in partnership to deliver services that recognise and are responsive to the interests and needs of the community

Council Plan Indicators

- Community satisfaction with overall performance of Council
- Community satisfaction with overall direction of Council
- Community satisfaction with decisions made in the interests of the community
- Community satisfaction with customer service provided by Council
- Average liabilities per assessment
- Operating result per assessment
- Average rates and charges per residential assessment
- Community satisfaction with Council's community consultation and engagement
- Community satisfaction with Council lobbying on behalf of the community

Supporting policies, strategies and plans

- Annual Budget (incl. Borrowing Strategy, Fees and Charges Strategy, and Rating Strategy)
- Community Engagement Policy 2015
- Customer Service Strategy 2017-2021
- Councillor Code of Conduct 2017
- Councillor Confidentiality Policy 2017
- Councillor Expenses and Entitlements Policy 2017
- Grants Policy 2018
- Information Communication and Technology Strategy 2017-2020
- Long Term Financial Strategy (part of current Budget)
- Municipal Emergency Management Plan 2017
- Privacy Policy 2014
- Procurement Policy 2018
- Protected Disclosure Guidelines 2013
- Risk Management Strategic Plan 2015-2017
- Risk Management Policy 2014
- Workforce People and Culture Strategy 2016-2020

Priority Actions 2017 - 2021

Note: ●* denotes an action that extends beyond the 2020-21 timeframe

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
8.1	Progress Council's digital transformation that enables innovation and improved Customer Service delivery models including access to information, engagement and online payments	✓	✓	●	●*
8.2	Update Council's administrative facilities		✓	●	
8.3	Engage the community in undertaking an interim review of Maroondah 2040: Our future together		✓	●	
8.4	Participate in an Electoral Representation Review as mandated by State Government in the leadup to the 2020 Local Government elections			●	
8.5	Undertake a review of Council's Community Engagement Policy			●	
8.6	Develop a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused			●	●
8.7	Review the current use of CCTV for its effectiveness in controlling waste dumping			●	●
8.8	Develop and implement the Workforce People and Culture Plan 2021-2025 that provides a road map for the development, implementation, review and measurement of services, activities and systems that enable the organisation to deliver exceptional results			●	●*
8.9	Advocate for Maroondah to become a "Smart City"			●	●*
8.10	Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2020 for the 2020-2024 period				●
8.11	Following the Council election prepare a new Council Plan 2021-2025				●
8.12	Implement the Council Caretaker Policy for the Council election in October 2020 and transition to the new Council following the election				●
8.13	Identify and implement additional ways of providing digital services associated with planning permits that will improve the overall customer experience				●
8.14	Advocate on key local issues in the lead up to the State and Federal elections in 2022				●*
8.15	Develop and implement a risk management approach to public health operations that will improve effectiveness of operations				●*

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
8.16	Review and update Council's Business Continuity Plan to enable Council to continue to provide key services to the community in the event of a disaster				●*
8.17	Following its enactment implement the new Local Government Act				●*
8.18	Package Council's wide range of integrity policies, action plans and processes into a comprehensive Integrity Framework to deliver high ethical standards organisation wide				●*
8.19	Enhance Council's ImmoConnect; an online resource for immunisation nurses in the field; for Regional use				●*

Our integrated service delivery

Council delivers a broad range of services that all play a role in delivering on the Maroondah 2040 Community Vision and the associated outcome areas. The table below indicates the range of primary outcome areas for different services delivered by Council.

	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich	A clean, green and sustainable	An accessible and connected	A attractive, thriving and well	An inclusive and diverse community	A well governed and empowered
Aged and Disability Services	●		●		●		●	
Aquahub	●							
Aquation	●							
Arts and Cultural Development	●					●	●	
Asset Management					●	●		
Building Services					●	●		
Bushland and Weed Management				●		●		
Business Support		●				●		
Capital Works	●	●		●	●	●	●	
Children's Services	●	●			●		●	
Communications and Engagement		●	●		●		●	●
Community Health	●	●		●				●
Construction Maintenance					●	●		
Contracts and Purchasing								●
Council and Community Planning	●				●		●	●
Croydon Memorial Pool	●							
Customer Service	●						●	●
Engineering Services				●	●	●		
Facilities				●	●	●		●
Financial Services								●
Governance								●
Human Resources Advisory Services	●							●

	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	A attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
IT Applications								•
IT Infrastructure								•
Karralyka			•					
Learning and Development		•					•	•
Local Laws						•		•
Major Projects		•	•					
Maroondah Federation Estate	•	•	•				•	
Maternal and Child Health Services	•						•	
Occupational Health and Safety	•							•
Open Space	•			•		•		
Property and Valuations						•		•
Realm Coordination and Ringwood MAC		•	•			•		
Remuneration and Benefits								•
Revenue and Property								•
Ringwood and Dorset Golf	•			•				
Risk Management	•							•
Sports and Projects	•		•	•	•		•	•
Statutory Planning	•			•		•		
Strategic Planning and Sustainability	•			•	•	•		
The Rings	•						•	
Tree and Park Maintenance				•		•		
Waste Management				•		•		
Workforce Relations and OHS	•							•
Wyreena	•	•	•				•	
Youth Services	•	•	•				•	•

Our Priority Actions 2017/18 to 2020/21

There are a number of high priority activities that will be undertaken by Council over the 2017-2021 period that will contribute to the achievement of preferred community outcomes outlined in Maroondah 2040: Our future together.

This section provides a summary of these priority actions and the anticipated financial year that they will be undertaken. Council will monitor its progress towards the achievement of Council Plan priority actions on a quarterly basis with annual progress to be reported in Council's Annual Report.

Note: ● denotes an action that extends beyond the 2020-21 timeframe*

A safe, healthy and active community

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
1.1	Develop a Gender Equity Policy/Statement	✓			
1.2	Commence sportsfield reconstruction works at Jubilee Park in Ringwood	✓			
1.3	Finalise a new Gaming Policy and commence preparation of a planning scheme amendment to incorporate the policy into the Maroondah Planning scheme	✓	✓		
1.4	Undertake works to implement CCTV in Croydon Town Centre, including detailed design and documentation, along with the supply and installation of cameras.	✓	✓		
1.5	Prepare a new Maroondah Health and Wellbeing Plan 2017-2021	✓	✓		
1.6	Complete the design works, undertake operational readiness planning and construct the \$16.5m HE Parker Multi Sports Complex	✓	✓		
1.7	Amend planning controls relating to alcohol density through participation in the South east Melbourne Councils Alliance (SEMCA) alcohol density project	✓	✓	●	
1.8	Complete the \$3m Silcock Sporting Pavilion redevelopment in Croydon	✓	✓	●	●
1.9	Complete the \$3.5m redevelopment of the HE Parker Sporting Pavilion		✓	●	
1.10	Complete the \$4.5m Springfield Sporting Pavilion redevelopment (subject to funding)		✓	●	●
1.11	Complete the \$5m Jubilee Sporting Precinct redevelopment		✓	●	●
1.12	Undertake sportsfield reconstruction works at Quambee Reserve No 1 oval in Ringwood North			●	
1.13	Implement the changes that result from the reform of the Environment Protection Act			●	

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
1.14	Complete the \$3.25m Proclamation Park Sporting Pavilion redevelopment (subject to funding)			●	●
1.15	Undertake a review and develop a Physical Activity Strategy 2020-2024			●	●
1.16	Develop a new Municipal Emergency Management Plan considering changes to legislation and outcomes of Local Government Victoria's Councils and Emergencies project			●	●
1.17	Complete the \$12m Dorset Recreation Reserve Redevelopment (subject to funding)			●	●*
1.18	Work with partners of Together for Equality and Respect (TFER): A Strategy to Prevent Violence Against Women in Melbourne East to prevent violence against women in Maroondah, including participation in the "16 days of activism" campaign			●	●
1.19	Commence development of an updated Youth Strategy				●
1.20	Undertake an investigation into additional synthetic surfaces for sportsfields in Maroondah				●
1.21	Develop and deliver services in the Croydon Community Precinct				●*
1.22	Complete the \$3.5m Ainslie Park Multipurpose Pavilion (subject to funding)				●*
1.23	Work in partnership to enhance the Maroondah Hoarding & Squalor website enabling it to become a Statewide resource				●*
1.24	Implement Council's annual sportsfield improvement program				●*

A prosperous and learning community

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
2.1	Undertake pedestrian and vehicle access improvement works at Heathmont Shopping Precinct - Canterbury Road, Heathmont	✓			
2.2	Improve carparking in the Heathmont and Ringwood East neighbourhood centres	✓			
2.3	Update the Ringwood Metropolitan Activity Centre Masterplan	✓	✓		
2.4	Continue to develop Regional Service Partnerships such as procurement efficiencies, library services and advocacy	✓	✓	●	
2.5	Work in partnership to implement the Baywater / Bayswater North Industrial precinct strategy to assist local businesses and promote investment attraction	✓	✓	●	●*

2.6	Develop, promote and expand the BizHub Co-Working Space	✓	✓	●	●*
2.7	Plan and implement carparking improvements in the Ringwood Metropolitan Activity Centre and the Croydon Activity Centre	✓	✓	●	●*
2.8	Work in partnership to facilitate appropriate development within the Ringwood Metropolitan Activity Centre and Croydon Activity Centre	✓	✓	●	●*
2.9	Undertake a strategic review of shopping centres in Maroondah and develop a Community Shopping Centre Strategy			●	●
2.10	Implement the reforms to the Small Business Victoria Food Act			●	●
2.11	As part of the Croydon Community Precinct development, plan and deliver the Croydon library integrated Customer Service Project			●	●

A vibrant and culturally rich community

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
3.1	Create a new Croydon Town Square, including community engagement, completion of detailed design and construction	✓	✓		
3.2	Implement innovative and engaging arts events and outcomes in Ringwood Town Square	✓	✓		
3.3	Commence development of an Arts and Cultural Development Strategy 2019-2023		✓	●	
3.4	Establish a new Arts Advisory Committee and implement new public art across Maroondah in accordance with Council's Public Art Policy		✓	●	●
3.5	Complete the \$15m Karralyka Centre redevelopment (subject to funding)		✓	●	●*
3.6	Further develop the programming and profile of the Ringwood Arts Precinct			●	

A clean, green and sustainable community

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
4.1	Develop a Climate Change Risk and Adaption Strategy	✓			
4.2	Undertake preliminary works to rehabilitate the waterway and infrastructure at Yanggai Barring in Warranwood	✓			
4.3	Undertake a major upgrade of the playground at Ringwood Lake Park	✓			
4.4	Implement the Eastern Organics Contract	✓	✓		

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
4.5	Finalise the Maroondah Vegetation Review and prepare planning controls for inclusion in the Maroondah Planning Scheme	✓	✓	●	
4.6	Work in partnership to undertake renewal works on the Mullum Mullum and Dandenong Creek shared trail			●	●
4.7	Introduce an environmentally sustainable development policy into the Maroondah Planning Scheme			●	●
4.8	Tender and implement contracts for waste collection, landfill and the receipt and sorting of recyclables to meet community need and expectations across all waste streams as identified in the Waste Management Strategy 2019-2029			●	●*
4.9	Undertake a review and update Council's Sustainability Strategy				●
4.10	Undertake a review and update Council's Carbon Neutral Strategy				●

An accessible and connected community

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
5.1	Advocate for grade separation of the Lilydale railway line at Coolstore Road in Croydon	✓			
5.2	Commence carpark improvement works at Hughes Park, Croydon North	✓			
5.3	Work in partnership to implement intersection improvement works at the corner of Maroondah Highway and Dorset Road in Croydon North	✓	✓		
5.4	Develop a Maroondah Carparking Framework incorporating a Parking Policy, updates to parking strategies and permit systems	✓	✓		
5.5	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	✓	✓	●	●
5.6	Accelerate Council's footpath construction program	✓	✓	●	●*
5.7	Commence road renewal works in Caroline Street, Ringwood		✓		
5.8	Implement the Maroondah Carparking Framework action plan		✓	●	●*
5.9	Undertake the renewal of New Street in Ringwood, including flood mitigation works, between Maroondah Highway and Sylvia Grove			●	

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
5.10	Undertake carpark renewal works at Merrindale Shopping Centre in Croydon South				●
5.11	Undertake the renewal of Norton Road in Croydon				●
5.12	Undertake the renewal of the carpark at Ainslie Park				●
5.13	Undertake stage 3 & 4 works for the renewal of the carpark at East Ringwood Reserve				●

An attractive, thriving and well built community

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
6.1	Continue the upgrade of drainage including flood mitigation works in Acacia Court catchment in Ringwood and the Scenic Avenue catchment in Ringwood East	✓			
6.2	Develop a Council policy position on affordable and social housing	✓			
6.3	Undertake a municipal wide review of Council's neighbourhood character and heritage controls	✓	✓	●	
6.4	Complete the Lincoln Road upgrade, east of Dorset Road, Croydon	✓	✓	●	●*
6.5	Continue the upgrade of drainage including flood mitigation works in Power Street catchment in Croydon North		✓		
6.6	Work in partnership to implement the Greening the Greyfields Project to facilitate a sustainable approach to urban redevelopment in identified residential precincts		✓	●	●*
6.7	Develop and implement the Flood Mapping Communications Plan		✓	●	
6.8	Develop and commence implementation of priority open space and public realm enhancement plans		✓	●	●
6.9	Implement the new Ringwood Activity Centre Masterplan into planning processes		✓	●	●
6.10	Continue the upgrade of drainage including flood mitigation works in the Scenic Avenue catchment in Ringwood East			●	
6.11	Work in partnership to develop flood mitigation solutions for the central Croydon area			●	
6.12	Accelerate Council's drainage improvement program			●	●
6.13	Commence preparation of a new Croydon Structure Plan			●	●
6.14	Commence the Croydon Community Precinct development (subject to funding)			●	●*
6.15	Work in partnership to implement the Tarralla Creek Connects project			●	●*

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
6.16	Undertake renewal works on the Dandenong Creek and Colchester Road shared trail				●
6.17	Continue the upgrade of drainage including flood mitigation works in Kandra Street catchment				●
6.18	Implement the results of the Neighbourhood Character and Vegetation Reviews				●*

An inclusive and diverse community

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
7.1	Develop a Female Participation Strategy for physical activity	✓			
7.2	Monitor the National Disability Insurance Scheme and My Aged Care reform agenda and implement transitional arrangements for relevant areas of Council service delivery	✓	✓		
7.3	Continue implementation of the Corporate Volunteering Program that recruits, promotes and manage volunteers who support the provision of services and community activities.	✓	✓	●	
7.4	Investigate and implement additional female changing facilities at local sporting venues	✓	✓	●	●*
7.5	Develop and commence implementation of a new Disability Policy and Action Plan		✓	●	●
7.6	Commence development of an Active and Healthy Ageing Strategy 2020-2024			●	
7.7	Commence development of an updated Children and Families Strategy 2020-2024			●	●

A well governed and empowered community

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
8.1	Progress Council's digital transformation that enables innovation and improved Customer Service delivery models including access to information, engagement and online payments	✓	✓	●	●*
8.2	Update Council's administrative facilities		✓	●	
8.3	Engage the community in undertaking an interim review of Maroondah 2040: Our future together		✓	●	
8.4	Participate in an Electoral Representation Review as mandated by State Government in the leadup to the 2020 Local Government elections			●	
8.5	Undertake a review of Council's Community Engagement Policy			●	

	Council Plan Priority Action	2017/18	2018/19	2019/20	2020/21
8.6	Develop a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused			●	●
8.7	Review the current use of CCTV for its effectiveness in controlling waste dumping			●	●
8.8	Develop and implement the Workforce People and Culture Plan 2021-2025 that provides a road map for the development, implementation, review and measurement of services, activities and systems that enable the organisation to deliver exceptional results			●	●*
8.9	Advocate for Maroondah to become a "Smart City"			●	●*
8.10	Work in partnership with the Victorian Electoral Commission to coordinate a Council Election in October 2020 for the 2020-2024 period				●
8.11	Following the Council election prepare a new Council Plan 2021-2025				●
8.12	Implement the Council Caretaker Policy for the Council election in October 2020 and transition to the new Council following the election				●
8.13	Identify and implement additional ways of providing digital services associated with planning permits that will improve the overall customer experience				●
8.14	Advocate on key local issues in the lead up to the State and Federal elections in 2022				●*
8.15	Develop and implement a risk management approach to public health operations that will improve effectiveness of operations				●*
8.16	Review and update Council's Business Continuity Plan to enable Council to continue to provide key services to the community in the event of a disaster				●*
8.17	Following its enactment implement the new Local Government Act				●*
8.18	Package Council's wide range of integrity policies, action plans and processes into a comprehensive Integrity Framework to deliver high ethical standards organisation wide				●*
8.19	Enhance Council's ImmoConnect; an online resource for immunisation nurses in the field; for Regional use				●*

Strategic Resource Plan

The achievement of the Maroondah Council Plan 2017-2021 is dependent on the recognition, promotion and sustainability of physical, human and financial resources. The Plan provides the strategic framework for the provision of these resources ensuring a clear linkage between service delivery and planning and the achievement of the Maroondah 2040 Community Vision.

Physical Resources Plan

Over the past decade Maroondah City Council has continued to evolve its framework for the management of the community's physical assets. This Framework has evolved due to the vast and diverse range of assets that Council manages and is focused on facilitating the delivery of a wide range of services to the community.

To place the importance of this framework in a financial context, it is noted that as part of Maroondah's net assets as at 30 June 2018, physical, service-delivering assets including infrastructure, property, plant, land and equipment totalled \$1.9b. Within Maroondah, there are 150 community facilities and a further 370 minor structures which are owned by Council. Council also has management responsibilities for 478km of local roads and 450 sporting and recreational reserves.

Council's asset management framework is based on a commitment to ensure effective and efficient total life cycle management of the community's assets. Council believes that such an approach, combined with the principles of long term sustainability, will maximise the long term service delivery potential associated with the community's assets.

This framework involves the combined application of financial, economic, technical, social and environmental functions, with the objective of providing a required level of service in the most cost effective manner over the lifecycle of each community asset.

Council remains committed to the further development, implementation and improvement of this framework for the management of the community's physical assets. This is being achieved through the allocation of human and financial resources dedicated to an ongoing program of monitoring, recording and analysing the condition and performance of the community's physical assets and translating the outcomes to optimised proactive asset management regimes.

Council is continually developing its asset management system solution across the organisation, to facilitate more effective identification/prioritisation, planning, and optimisation of all aspects associated with the management of the community's physical assets.

Council has a rolling four (4) year Capital Expenditure Program for new, upgrade, and renewal capital expenditure that reflects Council's strategy to ensure that the community's existing assets are managed effectively.

The framework is underpinned by Council's planning and budgeting processes and has a strong connection with the key directions and priority actions within the Council Plan and Maroondah 2040.

Human Resources Plan

Council's Workforce People and Culture Strategy 2016-2020 has been developed as part of Council's strategic planning framework and aims to provide an organisational road map for the development, implementation, review and measurement of Human Resources (HR) services, activities and systems while recognising the economic, social, environmental and political factors that may impact on Council's operations.

Human Resources aspire to optimise workforce performance through contemporary human resources and organisational development practices and educate the organisation about the importance of mitigating risk, attracting, retaining, valuing and leading of employees for sustainable organisational performance.

Human Resources aims to achieve the following outcomes:

- enable and enhance organisational capability, engagement and alignment through the promotion of a high performance and values based culture
- apply a best practice, quality and innovative approach to people management and planning
- promote a collaborative, respectful and consultative approach to workforce compliance, risk, quality and diversity
- support transformational change for organisational sustainability
- foster positive stakeholder relationships and partnerships to deliver quality organisational outcomes.

Human Resources operate within a dynamic framework where external challenges intersect with Council's organisational culture. Within this system, effective processes are required to facilitate continual organisational development (maintaining a learning orientated, appropriately structured, high performing and engaged organisation), improving leadership capacity, and encouraging consultation and collaboration with members of the organisation and the broader community.

A holistic approach to personal and professional development is necessary so that Council can create a workplace that positively contributes to ongoing job satisfaction, a high skill base, high levels of customer satisfaction, improved service delivery and, hence, employee engagement.

Council also operates within a complex legal and industrial relations framework with a variety of occupational categories and working conditions. Changes in employment related legislation is directly relevant to the day-to-day human resource management, requiring a continual monitoring and alignment of internal policies and procedures to ensure continued legislative compliance and harmonious employee and industrial relations.

Such processes are central to the achievement of Council's intended outcomes, continuous improvement (including innovation) to enhance equity and diversity, high morale, commitment, trust and a willingness to embrace change and high productivity.

This is achieved through consultation and communication with employees by:

- providing high quality professional human resource expertise
- being collaborative, consultative and supportive
- fostering and enhancing effective and productive relationships
- modelling inclusive behaviour in all activities at all levels
- aligning HR activities to the organisational core business and culture
- utilising transparent systems and regularly evaluating these to facilitate improvement
- implementing an employee training and development framework
- identifying and embracing new opportunities and challenges, and
- continually striving for excellence in service delivery, continuous improvement and best practice.

Council will proactively apply leading people management principles, plans, policies, frameworks (models), technology and systems in the delivery of value-added workforce services. Council is committed to the provision of quality services and activities to meet the aspirations, needs and expectations of Council and the community.

Financial Resources Plan

Maroondah City Council's strategic approach to the planning and management of its financial resources is founded on the following principles.

Council will:

- Continue to remain financially viable and sustainable both in the short and long term
- Look to maximise its revenue from all available external sources before calling on the community for funds
- Balance its spending targets against the affordability of municipal rates that it levies on the community
- Apply the principle of inter-generational equity to its capital expenditure and loan funding programs
- Maintain its overall role of stewardship of the community's assets including financial assets
- Apply best practice in financial monitoring and reporting as well as in high levels of internal controls.

With guidance from these principles, a range of financial policies and strategies have been developed to assist in achieving consistency and balance in Council's financial planning endeavours. The more significant of the policies relate to rating, fees and charges, borrowing, investments and capital expenditure.

Based on these principles and policies, each year Council prepares a detailed Annual Budget for the year ahead, and updates its Long Term Financial Strategy and Capital Expenditure Program for the next ten years.

The primary objective of our current strategy is to ensure financial sustainability into the long term, whilst still achieving the Maroondah 2040 Community Vision preferred outcomes and key directions as outlined in the Council Plan.

To this end, our aim is to achieve annual surplus operating budget results in order to support Council's Capital Works Program, maintain cash reserves sufficient to account for ongoing financial commitments and maintain a positive working capital ratio to meet short-term financial obligations.

The outcomes of Council's financial planning are embodied in the six financial schedules described below demonstrating Council's ability to resource its proposed activities and manage its financial sustainability over the 2019/20 to 2022/23 period and beyond.

- **Comprehensive income statement** – summarises the operating (i.e. non-capital) expenditure and all revenue of both cash (e.g. materials) and non-cash (e.g. depreciation) nature and provides an annual net operating result.
- **Balance sheet** – takes the projected position at the commencement of the financial year and incorporates the annual net operating result.
- **Statement of changes in equity** - identifies all movements in assets and liabilities to provide the total equity of the Council as reflected in the net assets within the municipality.
- **Statement of cash flows** – identifies the planned cash inflows and outflows from Council's operating, capital expenditure and financing activities to provide the net annual movement in cash and investment levels. It also shows the linkage between the annual net operating result as shown in the comprehensive income statement and the net cash movement from operating activities.
- **Statement of capital works** – provides the broad categorisation of Council's planned capital expenditure program, the split of that expenditure between renewal, expansion or upgrade of existing assets, and new projects, and details the movement in net levels of physical assets from one year to the next.
- **Statement of human resources** - shows all council staff expenditure and numbers of full time equivalent council staff.

Financial Statements

Comprehensive Income Statement

For the four years ended 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	90,156	92,344	95,265	98,520	102,138
Statutory fees and fines	4,818	4,834	5,113	5,111	5,175
User fees	26,424	26,917	28,258	29,486	30,799
Grants -operating	12,770	8,412	7,682	7,748	7,860
Grants - capital	16,908	362	400	400	400
Contributions - monetary	5,570	4,201	3,609	3,506	3,524
Other income	1,258	1,296	1,265	1,246	1,159
Total income	157,904	138,366	141,592	146,017	151,055
Expenses					
Employee costs	56,226	58,430	57,653	58,853	60,591
Materials and services	55,027	50,196	51,963	53,049	54,336
Depreciation and amortisation	22,046	23,096	23,850	24,654	25,465
Bad and doubtful debts	7	-	-	-	-
Borrowing costs	968	901	832	759	682
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	93	93	93	93	93
Other expenses	797	779	876	898	918
Total expenses	135,164	133,495	135,267	138,306	142,085
Surplus/(deficit) for the year	22,740	4,871	6,325	7,711	8,970
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Total comprehensive result	22,740	4,871	6,325	7,711	8,970

Balance Sheet

For the four years ended 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets					
Current assets					
Cash and cash equivalents	18,038	16,607	16,045	14,293	15,106
Trade and other receivables	8,325	7,954	8,303	9,152	9,497
Other financial assets	24,049	22,143	21,393	19,057	20,142
Inventories	331	340	348	357	366
Other assets	1,137	1,165	1,195	1,224	1,255
Total current assets	51,880	48,209	47,284	44,083	46,366
Non-current assets					
Trade and other receivables	122	122	122	122	122
Investments in associates, joint arrangement and subsidiaries	3,322	3,322	3,322	3,322	3,322
Property, infrastructure, plant & equipment	1,854,257	1,858,646	1,865,860	1,876,769	1,882,461
Intangible assets	993	993	993	993	993
Total non-current assets	1,858,694	1,863,083	1,870,297	1,881,206	1,886,898
Total assets	1,910,574	1,911,292	1,917,581	1,925,289	1,933,264
Liabilities					
Current liabilities					
Trade and other payables	12,223	8,678	9,266	9,907	9,564
Trust funds and deposits	4,477	4,477	4,477	4,477	4,477
Provisions	12,650	13,344	14,083	14,870	15,716
Interest-bearing liabilities	1,399	1,467	1,541	1,617	1,698
Total current liabilities	30,749	27,966	29,367	30,871	31,455
Non-current liabilities					
Provisions	1,382	1,479	1,583	1,693	1,812
Trust funds and deposits	6	6	6	6	6
Interest-bearing liabilities	17,286	15,819	14,278	12,661	10,963
Total non-current liabilities	18,674	17,304	15,867	14,360	12,781
Total liabilities	49,423	45,270	45,234	45,231	44,236
Net assets	1,861,151	1,866,022	1,872,347	1,880,058	1,889,028
Equity					
Accumulated surplus	813,098	816,969	824,794	833,005	839,475
Reserves	1,048,053	1,049,053	1,047,553	1,047,053	1,049,553
Total equity	1,861,151	1,866,022	1,872,347	1,880,058	1,889,028

Statement of Changes in Equity

For the four years ended 30 June 2023

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual				
Balance at beginning of the financial year	1,838,411	791,358	1,038,053	9,000
Surplus/(deficit) for the year	22,740	22,740	-	-
Transfers to / from general reserve	-	(1,000)	-	1,000
Balance at end of the financial year	1,861,151	813,098	1,038,053	10,000
2020 Budget				
Balance at beginning of the financial year	1,861,151	813,098	1,038,053	10,000
Surplus/(deficit) for the year	4,871	4,871	-	-
Transfers to / from general reserve	-	(1,000)	-	1,000
Balance at end of the financial year	1,866,022	816,969	1,038,053	11,000
2021				
Balance at beginning of the financial year	1,866,022	816,969	1,038,053	11,000
Surplus/(deficit) for the year	6,325	6,325	-	-
Transfers to / from general reserve	-	1,500	-	(1,500)
Balance at end of the financial year	1,872,347	824,794	1,038,053	9,500
2022				
Balance at beginning of the financial year	1,872,347	824,794	1,038,053	9,500
Surplus/(deficit) for the year	7,711	7,711	-	-
Transfers to / from general reserve	-	500	-	(500)
Balance at end of the financial year	1,880,058	833,005	1,038,053	9,000
2023				
Balance at beginning of the financial year	1,880,058	833,005	1,038,053	9,000
Transfers to / from general reserve	8,970	8,970	-	-
Transfers to general reserve	-	(2,500)	-	2,500
Balance at end of the financial year	1,889,028	839,475	1,038,053	11,500

Statement of Cash Flows

For the four years ended 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	89,996	92,802	95,192	97,879	102,027
Statutory fees and fines	4,818	4,834	5,113	5,111	5,175
User fees	26,936	26,830	27,983	29,277	30,565
Grants - operating	12,770	8,412	7,682	7,748	7,860
Grants - capital	16,908	362	400	400	400
Contributions - monetary	5,570	4,201	3,609	3,506	3,524
Interest received	1,258	1,296	1,265	1,246	1,159
Trust funds and deposits taken	15,000	15,000	15,000	15,000	15,000
Net GST refund / payment	-	-	-	-	-
Employee costs	(55,481)	(57,639)	(56,811)	(57,956)	(59,625)
Materials and services	(55,349)	(53,777)	(51,413)	(52,447)	(54,719)
Trust funds and deposits repaid	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Other payments	(797)	(779)	(876)	(898)	(918)
Net cash provided by/(used in) operating activities	46,629	26,542	32,144	33,866	35,448
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(56,080)	(28,699)	(32,276)	(37,015)	(32,609)
Proceeds from sale of property, infrastructure, plant and equipment	1,067	1,120	1,120	1,359	1,359
Payments for investments	(51,224)	(63,094)	(64,251)	(65,662)	(69,086)
Proceeds from sale of investments	65,000	65,000	65,000	68,000	68,000
Net cash provided by/ (used in) investing activities	(41,237)	(25,673)	(30,407)	(33,318)	(32,336)
Cash flows from financing activities					
Finance costs	(968)	(901)	(832)	(759)	(682)
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(1,331)	(1,399)	(1,467)	(1,541)	(1,617)
Net cash provided by/(used in) financing activities	(2,299)	(2,300)	(2,299)	(2,300)	(2,299)
Net increase/(decrease) in cash & cash equivalents	3,093	(1,431)	(562)	(1,752)	813
Cash and cash equivalents at the beginning of the financial year	14,945	18,038	16,607	16,045	14,293
Cash and cash equivalents at the end of the financial year	18,038	16,607	16,045	14,293	15,106

Statement of Capital Works

For the four years ended 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	28,819	9,725	12,420	15,135	10,166
Total buildings	28,819	9,725	12,420	15,135	10,166
Total property	28,819	9,725	12,420	15,135	10,166
Plant and equipment					
Plant, machinery and equipment	3,162	3,422	3,452	3,552	3,802
Fixtures, fittings and furniture	109	80	80	80	80
Computers and telecommunications	1,743	950	970	990	990
Total plant and equipment	5,014	4,452	4,502	4,622	4,872
Infrastructure					
Roads	7,389	3,562	3,682	3,962	3,962
Bridges	200	200	200	210	210
Footpaths and cycleways	3,154	3,540	3,752	3,719	3,762
Drainage	3,267	2,685	3,075	4,012	4,395
Recreational, leisure and community facilities	3,967	2,285	2,475	2,630	2,897
Waste management	81	50	50	50	50
Parks, open space and streetscapes	2,444	1,040	1,130	1,220	1,220
Off street car parks	544	480	460	500	500
Other infrastructure	1,201	745	530	955	575
Total infrastructure	22,247	14,587	15,354	17,258	17,571
Total capital works expenditure	56,080	28,764	32,276	37,015	32,609

Statement of Human Resources

For the four years ended 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	56,226	58,430	57,653	58,853	60,591
Employee costs - capital	978	1,134	1,160	1,186	1,212
Total staff expenditure	57,204	59,564	58,813	60,039	61,803
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees (FTE*)	552.3	554.0	554.0	554.0	554.0
Total staff numbers	552.3	554.0	554.0	554.0	554.0

* FTE represents the full-time equivalent number of employees

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Comprises		
	Budget	Permanent	
	2019/20	Full Time	Part time
	\$'000	\$'000	\$'000
Operations, Assets & Leisure	18,501	13,922	4,579
Strategy & Community	10,682	4,854	5,828
Corporate Services	9,758	8,386	1,372
Development & Amenity	9,948	7,693	2,255
Executive's Office	1,687	1,509	178
Total permanent staff	50,576	36,364	14,212
Casuals, temporary and other	7,854		
Capitalised labour	1,134		
Total expenditure	59,564		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Comprises		
	Budget	Permanent	
	2019/20	Full Time	Part time
Operations, Assets & Leisure	188.8	143.7	45.1
Strategy & Community	91.3	42.1	49.2
Corporate Services	91.3	75.5	15.8
Development & Amenity	93.5	68.8	24.7
Executive's Office	12.2	10.5	1.7
Total permanent staff expenditure	477.0	340.6	136.4
Casuals, temporary and other expenditure	66.0		
Capitalised labour costs	11.0		
Total staff	554.0		

Other information

Summary of planned capital works expenditure

For the four years ended 30 June 2023

	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council cash	Borrowings
2019/2020	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	9,725	3,500	4,691	1,534	9,725	-	160	9,565	-
Total buildings	9,725	3,500	4,691	1,534	9,725	-	160	9,565	-
Roads and Drainage									
Roads	3,562	-	3,390	172	3,562	362	-	3,200	-
Footpaths and cycleways	3,540	990	2,388	162	3,540	-	-	3,540	-
Carparks	480	-	240	240	480	-	-	480	-
Drainage	2,685	-	2,313	372	2,685	-	-	2,685	-
Waste management	50	-	-	50	50	-	-	50	-
Other	745	80	345	320	745	-	-	745	-
Total Roads and Drainage	11,062	1,070	8,676	1,316	11,062	362	-	10,700	-
Recreational Improvements									
Recreational, leisure and community facilities	2,285	-	1,828	457	2,285	-	-	2,285	-
Parks and open space	1,240	105	838	297	1,240	-	-	1,240	-
Total Recreational Improvements	3,525	105	2,666	754	3,525	-	-	3,525	-
Plant & Equipment									
Plant, machinery and equipment	3,422	-	3,377	45	3,422	-	1,120	2,302	-
Fixtures, fittings and furniture	80	65	-	15	80	-	-	80	-
Computers and telecommunications	950	200	590	160	950	-	-	950	-
Total Plant & Equipment	4,452	265	3,967	220	4,452	-	1,120	3,332	-
Total capital works expenditure	28,764	4,940	20,000	3,824	28,764	362	1,280	27,122	-

Summary of planned capital works expenditure

For the four years ended 30 June 2023

2020/2021	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Land									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	12,420	3,000	7,591	1,829	12,420	-	160	12,260	-
Total buildings	12,420	3,000	7,591	1,829	12,420	-	160	12,260	-
Roads and Drainage									
Roads	3,682	-	3,500	182	3,682	362	-	3,320	-
Footpaths and cycleways	3,752	1,032	2,508	212	3,752	-	-	3,752	-
Carparks	460	-	230	230	460	-	-	460	-
Drainage	3,075	-	2,626	449	3,075	-	-	3,075	-
Waste management	50	-	-	50	50	-	-	50	-
Other	530	70	180	280	530	-	-	530	-
Total Roads and Drainage	11,549	1,102	9,044	1,403	11,549	362	-	11,187	-
Recreational Improvements									
Recreational, leisure and community facilities	2,475	-	1,994	481	2,475	-	-	2,475	-
Parks and open space	1,330	120	883	327	1,330	-	-	1,330	-
Total Recreational Improvements	3,805	120	2,877	808	3,805	-	-	3,805	-
Plant & Equipment									
Plant, machinery and equipment	3,452	-	3,392	60	3,452	-	1,120	2,332	-
Fixtures, fittings and furniture	80	65	-	15	80	-	-	80	-
Computers and telecommunications	970	220	590	160	970	-	-	970	-
Total Plant & Equipment	4,502	285	3,982	235	4,502	-	1,120	3,382	-
Total capital works expenditure	32,276	4,507	23,494	4,275	32,276	362	1,280	30,634	-

Summary of planned capital works expenditure

For the four years ended 30 June 2023

2021/2022	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Land									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	15,135	3,818	6,397	4,921	15,135	-	160	14,975	-
Total buildings	15,135	3,818	6,397	4,921	15,135	-	160	14,975	-
Roads and Drainage									
Roads	3,962	-	3,775	187	3,962	362	-	3,600	-
Footpaths and cycleways	3,719	1,149	2,306	264	3,719	-	-	3,719	-
Carparks	500	-	250	250	500	-	-	500	-
Drainage	4,012	-	3,378	634	4,012	-	-	4,012	-
Waste management	50	-	-	50	50	-	-	50	-
Other	955	90	390	475	955	-	-	955	-
Total Roads and Drainage	13,198	1,239	10,098	1,861	13,198	362	-	12,836	-
Recreational Improvements									
Recreational, leisure and community facilities	2,630	-	2,112	518	2,630	-	-	2,630	-
Parks and open space	1,430	135	948	347	1,430	-	-	1,430	-
Total Recreational Improvements	4,060	135	3,060	865	4,060	-	-	4,060	-
Plant & Equipment									
Plant, machinery and equipment	3,552	-	3,492	60	3,552	-	1,359	2,193	-
Fixtures, fittings and furniture	80	65	-	15	80	-	-	80	-
Computers and telecommunications	990	240	590	160	990	-	-	990	-
Total Plant & Equipment	4,622	305	4,082	235	4,622	-	1,359	3,263	-
Total capital works expenditure	37,015	5,497	23,637	7,881	37,015	362	1,519	35,134	-

Summary of planned capital works expenditure

For the four years ended 30 June 2023

2022/2023	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Land									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	10,166	683	6,668	2,816	10,166	-	160	10,006	-
Total buildings	10,166	683	6,668	2,816	10,166	-	160	10,006	-
Roads and Drainage									
Roads	3,962	-	3,775	187	3,962	362	-	3,600	-
Footpaths and cycleways	3,762	1,192	2,306	264	3,762	-	-	3,762	-
Carparks	500	-	250	250	500	-	-	500	-
Drainage	4,395	-	3,684	711	4,395	-	-	4,395	-
Waste management	50	-	-	50	50	-	-	50	-
Other	575	90	200	285	575	-	-	575	-
Total Roads and Drainage	13,244	1,282	10,215	1,747	3,244	362	-	12,882	-
Recreational Improvements									
Recreational, leisure and community facilities	2,897	-	2,379	518	2,897	-	-	2,897	-
Parks and open space	1,430	140	938	352	1,430	-	-	1,430	-
Total Recreational Improvements	4,327	140	3,317	870	4,327	-	-	4,327	-
Plant & Equipment									
Plant, machinery and equipment	3,802	-	3,742	60	3,802	-	1,359	2,443	-
Fixtures, fittings and furniture	80	65	-	15	80	-	-	80	-
Computers and telecommunications	990	240	590	160	990	-	-	990	-
Total Plant & Equipment	4,872	305	4,332	235	4,872	-	1,359	3,513	-
Total capital works expenditure	32,609	2,410	24,531	5,668	32,609	362	1,519	30,728	-

Summary of planned human resources expenditure

For the four years ended 30 June 2023

Directorate	Forecast Actual	Budget	Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Operations, Assets & Leisure					
Permanent full time	13,371	13,922	13,747	14,033	14,446
Permanent part time	4,398	4,579	4,521	4,616	4,751
Total Operations, Assets & Leisure	17,769	18,501	18,268	18,649	19,197
Strategy & Community					
Permanent full time	4,662	4,854	4,793	4,893	5,037
Permanent part time	5,597	5,828	5,754	5,874	6,047
Total Strategy & Community	10,259	10,682	10,547	10,767	11,084
Corporate Services					
Permanent full time	8,054	8,386	8,280	8,453	8,701
Permanent part time	1,317	1,372	1,354	1,383	1,423
Total Corporate Services	9,371	9,758	9,635	9,836	10,125
Development & Amenity					
Permanent full time	7,389	7,693	7,596	7,755	7,982
Permanent part time	2,165	2,255	2,226	2,273	2,340
Total Development & Amenity	9,554	9,948	9,823	10,027	10,322
Executive's office					
Permanent full time	1,450	1,509	1,490	1,522	1,566
Permanent part time	171	178	175	179	184
Total Executive's office	1,620	1,687	1,666	1,700	1,750
Total Casuals and other	8,632	8,987	8,874	9,059	9,325
Total Staff Expenditure	57,205	59,564	58,813	60,039	61,803

Directorate	Forecast Actual	Budget	Projections		
	2018/19 FTE	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
Operations, Assets & Leisure					
Permanent full time	143.7	143.7	143.7	143.7	143.7
Permanent part time	43.4	45.1	45.1	45.1	45.1
Total Operations, Assets & Leisure	187.1	188.8	188.8	188.8	188.8
Strategy & Community					
Permanent full time	42.1	42.1	42.1	42.1	2.1
Permanent part time	49.2	49.2	49.2	49.2	49.2
Total Strategy & Community	91.3	91.3	91.3	91.3	91.3
Corporate Services					
Permanent full time	75.5	75.5	75.5	75.5	75.5
Permanent part time	15.8	15.8	15.8	15.8	15.8
Total Corporate Services	91.3	91.3	91.3	91.3	91.3
Development & Amenity					
Permanent full time	68.8	68.8	68.8	68.8	68.8
Permanent part time	24.7	24.7	24.7	24.7	24.7
Total Development & Amenity	93.5	93.5	93.5	93.5	93.5
Executive's office					
Permanent full time	10.5	10.5	10.5	10.5	10.5
Permanent part time	1.7	1.7	1.7	1.7	1.7
Total Executive's office	12.2	12.2	12.2	12.2	12.2
Total Casuals and other	77.0	7.0	77.0	77.0	77.0
Total Staff Expenditure	552.3	554.0	554.0	554.0	554.0

Glossary of terms

- **Advisory committee:** Specialist appointees who form a committee that provides advice and recommendations to Maroondah City Council on matters relating to the delivery of strategies, services and activities.
- **Advocacy:** To provide support to a cause or to make public recommendation on behalf of others.
- **Annual Budget:** The 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.
- **Annual Report:** A report on the activities of Council over the previous financial year. The report includes a report of operations, audited financial statements and an audited performance statement.
- **Asset:** An asset is an item of value that enables a service to be provided and has an economic life greater than 12 months.
- **Asset expansion expenditure:** Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
- **Asset renewal and maintenance gap:** The variance between what councils need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what councils actually spend on renewal and maintenance.
- **Asset renewal expenditure:** Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
- **Asset upgrade expenditure:** Expenditure that either enhances an existing asset to provide a higher level of service or increases the life of the asset beyond its original life.
- **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. State Government legislation requires all Victorian Councils to review their services and adopt a model that considers six principles (see the Local Government Act 1989 for more details).
- **Capital works:** Projects undertaken to establish, renew, expand, upgrade and dispose assets owned by Maroondah City Council in the community.
- **Capital works expenditure:** Expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.
- **Charter of Human Rights and Responsibilities Act 2006:** Legislation created to protect and promote human rights. It sets out freedoms, rights and responsibilities.
- **Community engagement:** The process of Council working with residents, businesses and community groups to address issues that impact their well-being. Council adopted principles regarding community engagement are outlined in the Community Engagement Policy.
- **Community Satisfaction Survey:** A State Government survey conducted once a year to obtain community feedback in order to gauge satisfaction levels with council services.
- **Continuous improvement:** The process that ensures 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 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 medium-term framework for Council operations by outlining the community's preferred outcomes, the medium-term key directions to work toward these preferred outcomes and a set of priority actions for the forthcoming financial year. The Council Plan also includes a strategic resource plan that identifies the financial and non-financial resources required to achieve these preferred outcomes.
- **Council Plan indicators:** Performance measures that assist Council to monitor the progress toward achievement of long-term preferred outcome areas and four-year key directions (strategies). These indicators represent the strategic indicators for monitoring the achievement of outcome areas (strategic objectives) as required by section 125 of the Local Government Act 1989.
- **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.
- **Current assets:** Financial term 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:** Financial term 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.
- **Equity:** The financial term 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 possible, is worthwhile within the estimated costs, and will be valuable. Studies also often consider the potential impact of the project and discuss options.
- **Financial resources:** Includes income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the annual budget.
- **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:** Constructed assets required for the functioning of the community, such as roads, drains, footpaths, lighting, paths, play equipment, public buildings, signage, streetscapes and waste systems.
- **Initiatives:** Annual Budget initiatives are actions that are one-off in nature and/or lead to improvements in service. These are a sub-set of the Council Plan priority actions.
- **Integrated Planning Framework:** A hierarchy of strategic documents and processes that ensure all of Council's activities and financial resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community. This framework includes the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Local Government Act 1989.
- **Key directions:** High level strategies to achieve the Maroondah 2040 Community Vision preferred outcomes over the four-year term of the Council Plan. These directions guide Council service delivery and inform priority actions for each financial year. These key directions represent the 'strategies' for achieving the objectives (outcome areas) of Council over the 2017-2021 period in accordance with section 125 of the Local Government Act 1989.
- **Liabilities:** Financial term 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 the financial planning and reporting framework for local government.
- **Local Government Performance Reporting Framework:** A Victorian 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 Local Government Performance Reporting Framework for Councils under the Local Government Act 1989.
- **Long Term Financial Strategy:** This strategy takes the outcome areas and key directions as specified in the Council Plan and expresses them in financial terms over a rolling 10 year period
- **Major Initiatives:** Annual Budget major initiatives are significant activities of Council that will directly contribute to the achievement of the Council Plan during a given financial year and have a major focus in the budget. They are determined on an annual basis and represent a sub-set of the Council Plan priority actions for the financial year.
- **Maroondah 2040 Community Vision:** The long term community and Council vision for the City of Maroondah developed after an extensive community engagement process. The Vision identifies the preferred future outcome areas and key directions for Maroondah looking ahead to the year 2040.
- **Maroondah Health and Wellbeing Plan:** A Council strategy that provides directions and guidelines for working towards an optimal state of health, safety and wellbeing for the people of Maroondah. This strategy incorporates the Municipal Public Health Plan.
- **Municipal Emergency Management Plan:** Addresses the prevention of, response to and recovery from emergencies within the municipality of Maroondah.
- **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.

- **Municipal Public Health Plan:** Sets the broad mission, goals and priorities to promote municipal public health and wellbeing; and inform the operational processes of Council and local organisations. In Maroondah, this Plan is incorporated within the Community Wellbeing Plan.
- **Municipality:** A geographical area that is delineated for the purpose of local government.
- **Net assets:** The financial term difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
- **New asset expenditure:** Expenditure that creates a new asset that provides a service that does not currently exist.
- **Our mission:** A shared understanding of the purpose of the organisation that articulates how Council will work towards the achievement of the Maroondah 2040 Community Vision in conjunction with the community.
- **Our values:** Represent attitudes and beliefs within Council that underpin organisational practices, processes, and behaviours.
- **Our vision:** A statement of the preferred direction for the City of Maroondah that defines the aspirations of the community and serves to guide all Council activities.
- **Outcome Areas:** Key areas of future opportunity and challenge as identified by the community in the Maroondah 2040 Community Vision. They describe the ideal future for Maroondah in very broad terms. These outcome areas represent the 'strategic objectives' of Council in accordance with section 125 of the Local Government Act 1989.
- **Performance statement:** A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the Annual Report.
- **Policy:** A set of principles intended to influence and provide direction for Council decisions, actions, programs and activities.
- **Priority actions:** Initiatives to be undertaken by Council that will significantly contribute to the achievement of the four-year Council Plan key directions (strategies). These actions include the major initiatives of Council for each financial year as identified within the Annual Budget in accordance with section 127 of the Local Government Act 1989.
- **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 Delivery Plan:** A detailed four-year work plan to guide how a particular Council service area will support the achievement of relevant Maroondah 2040 Community Vision preferred outcome areas and key directions as outlined in the Council Plan.
- **Statement of capital works:** A statement which shows all capital expenditure of a Council in relation to non-current assets and asset expenditure type
- **Statement of human resources:** A statement which shows all council staff expenditure and numbers of full time equivalent council staff
- **Statements of non-financial resources:** A statement which describes the non-financial resources including human resources.
- **Strategic Resource Plan:** A medium-term plan of the financial and non-financial resources for at least the next four years required to achieve the outcome areas identified in the Council Plan. This plan is prepared in accordance with section 126 of the Local Government Act 1989.
- **Strategic indicators:** See Council Plan indicators.
- **Strategic objectives:** See outcome areas.
- **Strategies:** See key directions.
- **Summary of planned human resources expenditure:** A summary of permanent Council staff expenditure and numbers of full time equivalent Council staff categorised according to the organisational structure of the Council.
- **Summary of planned capital works expenditure:** A summary of capital expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source.
- **Supporting strategies and plans:** A long term systematic plan of action to achieve defined outcomes in an area of Council activity or responsibility.
- **Sustainability:** The principle of providing for the needs of the present community without compromising the ability of future generations to meet their own needs. The principle seeks to achieve long-term health and well-being across social, economic, environmental and cultural domains.
- **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.

New Inside Back Cover Image



To contact Council


- phone 1300 88 22 33 or (03) 9298 4598
- 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)

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 Maroondah City Council

Maroondah City Council Proposed Budget 2019/20



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Front page image: *The Ringwood Lake Park playspace was officially opened in August 2018. It is an exciting and accessible playground including four slides, a flying fox, climbing structures, a raised canopy trail, water and sand play areas, swings - including a Liberty Swing, and much more!*

Message from the Mayor and Chief Executive Officer

On behalf of Maroondah City Council, we are pleased to present the proposed 2019/20 Budget to the Maroondah community.

The community's vision as outlined in *Maroondah 2040: Our Future Together* is the foundation from which Council shapes its long term plans for the municipality. Following extensive community and key stakeholder consultation this long term vision for the future of Maroondah was adopted in late 2014. The community aspirations and priorities are grouped into eight broad outcome areas that provide the structure for the Maroondah City Council Plan 2017-2021 (Council Plan).



The Council Plan has been developed based on the community directions in Maroondah 2040 and a range of community consultation activities undertaken over recent months. The Council Plan sets the key directions and priority actions for the medium term to work towards the aspirations of the Maroondah community looking ahead to the year 2040. The community outcome areas (Strategic Objectives) and 59 priority actions (Major Initiatives and Initiatives) are detailed in Section 2 of this document.

The Maroondah City Council budget for 2019/20 links to the achievement of the Council Plan as part of an integrated planning framework. The 2019/20 budget outlines the provision of financial resources for the next 12 months and details how these resources will be applied to meet the actions and initiatives detailed in the Council Plan, as well as delivering more than 120 services and the extensive range of programs and activities that Council provides to the Maroondah community.

Budget Highlights

The 2019/20 budget contains 58 initiatives, including 20 major initiatives, as identified in the Council Plan. These initiatives will contribute to the achievement of the four-year Council Plan key directions and ultimately the preferred outcome as outlined in Maroondah 2040.

Some initiatives include:

- ☐ Commence the Croydon Community Precinct development;
- ☐ Undertake a municipal wide review of Council's neighbourhood character and heritage controls; and finalise the Maroondah Vegetation Review;
- ☐ Commence the \$5m Jubilee Park Sporting Precinct redevelopment;
- ☐ Update Council's administrative facilities;
- ☐ Accelerate Council's footpath construction program;
- ☐ Finalise the design for the \$15m Karralyka redevelopment;
- ☐ Complete the \$3.5m redevelopment of the HE Parker Sporting Pavilion.

An extensive Capital Works Program of \$28.8 million will be undertaken in 2019/20. This capital investment includes funding of \$0.36 million from external grants; \$0.16 million from contributions; \$1.12 million from asset sales; and \$27.12 million from Council operations and cash holdings.

Highlights of the 2019/20 Capital Works Program include:

Program	\$ (million)	Details
Buildings	\$9.725	<ul style="list-style-type: none"> Community Facilities Improvement Program (\$3.03 million) – Council continues to maintain assets at a high standard to ensure our community has access to safe and appropriate facilities. Completion of construction of the \$2.7 million Silcock Sporting Pavilion (2019/20 \$1.545 million) Community Facilities major plant renewal (\$0.47 million) Upgrade and renewal of Sporting and Community Group facilities on Council land (\$0.32 million) Community Facilities Improvements (\$0.2 million) – to improve accessibility to Council facilities for people with disabilities
Roads	\$3.562	<ul style="list-style-type: none"> Local road renewal program (\$1.78 million) Kerb and channel replacement works (\$0.67 million) Local area traffic management (\$0.28 million) Traffic lights and pedestrian crossings (\$0.7 million)
Footpaths & cycleways	\$3.540	<ul style="list-style-type: none"> Footpath replacement works (\$1.5 million) Footpath construction program (\$0.99 million) Taralla Creek Trail improvement works (\$0.3 million) Disability footpath access (\$0.31 million) Shared bike path improvement program (\$0.44 million)
Carparks	\$0.480	<ul style="list-style-type: none"> Carpark improvement program (\$0.48 million)
Drainage	\$2.685	<ul style="list-style-type: none"> Stormwater drainage renewal program including but not limited to, New Street, Ringwood - Flood Mitigation Works (Part of New Street Road Renewal) \$0.5 million; Hender Street, Ringwood East - Drainage Upgrades \$0.15 million; Todd Court, Croydon - Easement Drainage Construction \$0.25 million; Park Lane, Croydon - Easement Drainage Construction \$0.1 million; Drainage Relining Works \$0.15 million.
Recreational, leisure and community facilities	\$2.285	<ul style="list-style-type: none"> Sports fields improvement program for Quambee Reserve (\$0.9 million) Sports field lighting improvement program (\$0.21 million) Sports infrastructure renewal including cricket nets, coaches boxes and scoreboards (\$0.12 million) Sports surface improvement program (\$0.1 million)
Parks and open space	\$1.240	<ul style="list-style-type: none"> Open space playground improvement program (\$0.62 million) Open space improvement program (\$0.26 million) Open space footbridge and boardwalk improvement program (\$0.2 million) Open space signage improvement program (\$0.08 million)

The Rate Rise & Rate Capping

Councils have the obligation to levy rates and charges under the Local Government Act 1989 in order to fund and deliver essential community infrastructure and services. The rates councils collect are a form of property tax. The value of each property is used as the basis for calculating what each property owner will pay.

Calculating how much each property owner pays in rates involves determining the total amount of rate revenue required and dividing this across the total value of all rateable properties to establish a rate in the dollar. The rate in the dollar is then applied against each individual property value to calculate how much each property owner pays.

All of Victoria's 79 councils have been operating under rate caps since 1 July 2016. Each year the Minister for Local Government sets a cap on rate increases based on that period's Consumer Price Index (CPI) and advice from the Essential Services Commission (ESC). The rate cap limits the total amount a council can increase its rates each year based on the amount it levied in the previous year.

The decision must be made by 31 December each year to apply to rates in the following financial year.

For the 2019/20 financial year, Council's rate rise has been capped at 2.50%.

The rate cap applies to the council's total rate revenue and not individual properties. In many cases, an individual rates bill may increase or decrease by more (or less) than the capped rise amount. This may happen because:

- the value of the property has increased or decreased in relation to the value of other properties in the council;
- other charges and levies that are not subject to the cap, such as the waste charge, has risen. The capped increases apply to the general rates only; and
- the amount of rates levied from properties of that type (residential, commercial or industrial) has changed through the council's application of differential rates.

Further information on Rates and Charges can be found in Section 6 Notes to financial statements within this document.

Waste Management - Recycling

Over the last 30 years, recycling has been considered a critical service experienced by all and one that should be an expected service. As documented in the past two years, the recycling industry has been through some challenging moments and events that are disruptors on a global scale. These challenging events are still foreseeable into the future, however, Maroondah will be working towards a pathway that results in an efficient and resilient recycling system. Maroondah will continue to work closely with the State and Federal Governments to make inroads in the recycling sector.

The enthusiasm of recycling in Victoria has remained high, and Maroondah as a Council still maintains high recycle rates, regardless of the global crises, Maroondah wants to continue achieving these results in recycling.

The waste service charge for 2019/20, incorporating kerbside collection, green waste and recycling, will remain fixed at the 2018/19 level.

Other Challenges

In addition to the issue of a cap on rates or the waste management challenges, Maroondah also faces a range of other challenges, which include:

- ☐ Funding the renewal of infrastructure and community assets;
- ☐ Cost shifting from other levels of government;
- ☐ Technology and Opportunity - complex environments amongst emerging technologies; and
- ☐ Funding expectations of enhanced service provision.

This budget has been developed through a rigorous process of consultation and review and Council endorses it as a balanced, sustainable and responsible platform to ensure enhanced services, protection of Council's \$1.87 billion in net assets, the delivery of \$28.76 million extensive capital projects, a surplus of \$4.87 million, and a financially prudent future for our community.



Cr Rob Steane
Mayor



Mr Steve Kozlowski
Chief Executive Officer

1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan as part of Council's Integrated Planning Framework. This Framework guides the Council in identifying community needs and aspirations over the long term (Maroondah 2040 Community Vision), medium term (Council Plan 2017-2021) and short term (Service Delivery Plans and Annual Budget) and then holding itself accountable (Annual Report and Audited Statements).

1.1 Council Planning and Performance Framework

Council's strategic documents are linked to an Integrated Planning Framework. Council's Integrated Planning Framework ensures that all of Council's activities and financial resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community. The framework ensures a clear linkage between community needs and aspirations, vision, strategies, policies and the day-to-day activities of Council.



Figure 1: Maroondah City Council's Integrated Planning Framework

This framework is underpinned by the shared long term community vision outlined in Maroondah 2040: Our Future Together, which was developed and then adopted in 2014 in conjunction with the community.

The community aspirations and priorities for the future of Maroondah have been grouped into eight broad outcome areas that provide the structure for the Council Plan 2017-2021 (Council Plan). These community outcome areas comprise:

- A safe, healthy and active community
- A prosperous and learning community
- A vibrant and culturally rich community
- A clean, green and sustainable community
- An accessible and connected community
- An attractive, thriving and well-built community
- An inclusive and diverse community
- A well governed and empowered community

The strategic direction through Maroondah 2040, the Council Plan, and the Long Term Financial Strategy has resulted in detailed service delivery plans across each of Council's service areas. These plans are reviewed annually to meet community needs and expectations.

The framework both feeds into and is supported by a number of other key planning documents – in particular Council's annual budget, legislated plans and strategies and a broad range of supporting strategies and policies adopted by Council.

To ensure Council has the capacity to work towards the achievement of the Maroondah 2040 Community Vision, a Long Term Financial Strategy has been prepared to guide the financial resources of Council over the next 10 years. This strategy is updated annually.

In response to the Long Term Financial Strategy, a medium-term strategic resource plan is included within the Council Plan to provide a framework for Council's financial, physical and human resources over the next four years. This Strategic Resource Plan outlines the allocation of resources to work on the key directions and priority actions outlined in the Council Plan.

From the Strategic Resource Plan evolves an Annual Budget that provides specific targets in relation to financial resources for the next financial year and a framework to ensure strategies and commitments are transformed into 'on the ground' results. The Annual Budget specifies goals against which Council can measure its progress and performance whilst also articulating sources of revenue and how that revenue is spent in delivering services to the community.

1.2 Our Purpose

Our Community Vision

Maroondah will be a vibrant and diverse city with a healthy and active community, living in green leafy neighbourhoods, which are connected to thriving and accessible activity centres contributing to a prosperous economy within a safe, inclusive and sustainable environment.

Organisational vision

We will foster a prosperous, healthy and sustainable community.

Our Mission

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

Our Workplace Values

- We are **ACCOUNTABLE** to each other and our community
- We collaborate in an adaptable and **SUPPORTIVE** workplace
- We **PERFORM** at our best
- We are open, honest, **INCLUSIVE** and act with integrity
- We ensure every voice is heard, valued and **RESPECTED**
- We are brave, bold and achieve **EXCELLENCE**

1.3 Community Outcome Areas (Strategic Objectives)

The Council Plan articulates eight community outcome areas (strategic objectives), each with a set of four-year key directions (strategies), annual priority actions, Council Plan indicators (strategic indicators) and supporting strategies and plans. The priority actions (major initiatives) work towards the achievement of the key directions, and ultimately the outcome areas and vision outlined in Maroondah 2040.

Council delivers services and initiatives under 14 major service areas. Each contributes to the achievement of the future outcome areas as set out in Maroondah 2040 and Council Plan. The Annual Budget converts these services and initiatives into financial terms to ensure that there are sufficient resources for their achievement. The following table lists the eight community outcome areas as described in the Council Plan.

Outcome Area	Vision Statements
1. <i>A safe, healthy and active community</i>	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.
2. <i>A prosperous and learning community</i>	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.
3. <i>A vibrant and culturally rich community</i>	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.
4. <i>A clean, green and sustainable community</i>	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.
5. <i>An accessible and connected community</i>	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.
6. <i>An attractive, thriving and well built community</i>	In 2040, Maroondah is a leafy green 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.
7. <i>An inclusive and diverse community</i>	In 2040, Maroondah is an inclusive community where social connections are strong across generations and diversity is embraced and celebrated.
8. <i>A well governed and empowered community</i>	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.

2. Services and initiatives and service performance indicators

Working towards the Vision outlined in *Maroondah 2040* and the achievement of the future outcomes (strategic objectives), we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives (priority actions) and service performance indicators for each service area are described in the following section.

2.1 Outcome Area (Strategic Objective) 1: A safe, healthy and active community

Services

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Youth and Children's Services	<p>Youth and Children's Services works to raise the wellbeing of Maroondah's children, young people and their families by performing a wide range of roles and functions. Key services and functions include:</p> <ul style="list-style-type: none"> Youth development programs, individual support services and events for young people Vacation Care Programs, Family Day Care and Occasional Care Services for children Information and education sessions for parents Professional learning program for early childhood educators Working with schools to enhance student wellbeing through the School Focussed Youth Service Maroondah plus 10 Schools project Capacity building initiatives for professionals including education and professional networks Supporting kindergartens Facility provision and management Community and online engagement Strategic planning, projects and sector development 	<p>2,805 (1,025) 1,780</p>
Community Health Services	<p>The City of Maroondah has a comparatively healthy community, residing in a clean and safe environment. Council plays an instrumental role protecting and promoting the health and wellbeing of the community through education and prevention strategies while supporting sustainable safe environments. A broad range of proactive and reactive activities are undertaken to reduce public health risks that include the registration and assessment of food and health businesses, statutory food and water sampling, communicable disease investigations, preventative health services and advice that include Immunisation Services and general health promotion activities. Council manages emergencies in accordance with the legislation in the Emergency Management Act and the Emergency Management Manual of Victoria. Council is responsible for the planning, preparation, training and exercising of emergency processes and works collaboratively across the region to improve consistency in operations.</p>	<p>1,819 (694) 1,125</p>

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Council and Community Planning	This team oversees the integrated planning and delivery of Council activities in accordance with organisational goals, objectives and budgets. The team also facilitates community wellbeing, disability advocacy, social research, community safety, and on-the-ground community development activities.	1,576 (0) 1,576
Maroondah Leisure	This area provides a broad range of services, activities and facilities to meet the needs of Maroondah's diverse community. The service area provides support, management and operation of Council's major leisure facilities, including Aquahub, Aquanation, Croydon Memorial Pool, Dorset and Ringwood Golf, The Rings and HE Parker multi sports complex. The service area also has a strong focus on service co-ordination and policy development.	19,756 (20,725) (969)
Maternal and Child Health 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 at seven Maternal and Child Health centres across the municipality and is provided in partnership with the Department of Education and Early Childhood Development. Council also provides an enhanced service focusing on children, mothers and families at risk of poor health and community wellbeing outcomes. In addition, the Maroondah program includes, a lactation service, early parenting program, a dad's program, a Burmese family program, and an extensive needs-based parenting education group program. The service also works in close partnership with a wide range of external organisations such as Eastern Health, EACH, CYMHS (Child and Youth Mental Health Services) and Refugee Health Services to deliver innovative and targeted programs to ensure the wellbeing of children and families connected with the service.	2,764 (1,063) 1,701
Sports, Recreation and Events	This service area supports and encourages community involvement in physical activity via direct and indirect service provision through: <ul style="list-style-type: none"> Casual and Seasonal allocation of sports fields and pavilions; Community Facilities Tenancy agreement development and management; Events and Festivals; Direct service provision, support and advice for community based events; Community sporting liaison and advocacy; Capital works project planning and co-ordination; Promotion of participation in physical activity; Information dissemination and direct liaison with leisure groups; Leisure planning and policy development; and Facility management of 72 community buildings and Club development initiatives. 	1,255 (577) 678
Sportsfields	This function provides maintenance and renewal of Council's 48 sports fields which includes cricket pitch turf management.	1,814 (0) 1,814

Major Initiatives (Priority Actions)

- 1) Complete the \$3m Silcock Sporting Pavilion redevelopment in Croydon
- 2) Complete the \$3.5m redevelopment of the HE Parker Sporting Pavilion
- 3) Complete the \$5m Jubilee Sporting Precinct redevelopment
- 4) Start the \$4.5m Springfield Sporting Pavilion redevelopment (subject to funding)
- 5) Start the \$3.25m Proclamation Park Sporting Pavilion redevelopment (subject to funding)
- 6) Start the \$12m Dorset Recreation Reserve Redevelopment (subject to funding)

Initiatives

- 7) Amend planning controls relating to alcohol density through participation in the South East Melbourne Council's Alliance (SEMCA) Alcohol Density Project
- 8) Undertake sportsfield reconstruction works at Quambee Reserve No.1 Oval in Ringwood North
- 9) Implement the changes that result from the reform of the Environment Protection Act
- 10) Undertake a review and develop a Physical Activity Strategy 2020-2024
- 11) Develop a new Municipal Emergency Management Plan considering changes to legislation and outcomes of Local Government Victoria's Councils and Emergencies project
- 12) Work with partners of Together for Equality and Respect (TFER): A Strategy to Prevent Violence Against Women in Melbourne East to prevent violence against women in Maroondah, including participation in the "16 days of activism" campaign

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (the number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Food Safety	Health And Safety	Critical and major non-compliance outcome notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council)	Number of critical and major non-compliance outcome notifications about a food premises followed up / Total number of critical and major non-compliance outcome notifications about food premises
Maternal and Child Health	Participation	Defined as the percentage of children enrolled who participate in the MCH service	Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service
Maternal and Child Health	Participation	Defined as the percentage of Aboriginal children enrolled who participate in the MCH service	Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service

*2.2 Outcome Area (Strategic Objective) 2: A prosperous and learning community***Services**

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Business & Activity Centre Development	The Business & Activity Centre Development Area of Council incorporates business support, employment development, business investment and local business capacity building. Business support assists businesses with their development by providing workshops, networking and training opportunities. Employment development seeks to promote an environment where employment opportunities are stimulated and more jobs are created through linkages and initiatives with key local stakeholders (employment providers, training organisations, businesses and community organisations). The team also seeks to encourage and facilitate business investment, and enhance the capability of existing businesses to grow and expand locally. BizHub also provides many opportunities to collaborate and network as part of the activated co-working space. The centre also delivers specialist planning, architectural, project management, urban design, communications and engagement services. It also serves to steward responsible, sustainable, environmental and social improvements for the Ringwood Metropolitan Activities Centre and other key locations across Maroondah.	1,604 (194) 1,411
Libraries	Maroondah City Council provides two library facilities – one in Ringwood and one in Croydon. The library service is delivered under a regional partnership model by Eastern Regional Libraries Corporation.	2,864 (0) 2,864

Major Initiatives (Priority Action)

- 13) Undertake a strategic review of shopping centres in Maroondah and develop a Community Shopping Centre Strategy
- 14) As part of the Croydon Community Precinct development, plan and deliver the Croydon library integrated Customer Service Project

Initiatives

- 15) Continue to develop Regional Service Partnerships such as procurement efficiencies, library services and advocacy
- 16) Develop, promote and expand the BizHub Co-Working Space
- 17) Work in partnership to implement the Bayswater / Bayswater North Industrial Precinct Strategy to assist local businesses and promote investment attraction
- 18) Work in partnership to facilitate appropriate development within the Ringwood Metropolitan Activity Centre and Croydon Activity Centre
- 19) Plan and implement carparking improvements in the Ringwood Metropolitan Activity Centre and the Croydon Activity Centre
- 20) Implement the reforms to the Small Business Victoria Food Act

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Number of active library borrowers (percentage of the municipal population that are active library borrowers)	Number of active library borrowers (reported on a 3-year rolling period) / Municipal population over the last 3 years

2.3 Outcome Area (Strategic Objective) 3: A vibrant and culturally rich community

Services

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Arts and Cultural Development	Arts, creativity and cultural vitality are a key part of Maroondah's liveability. The Arts and Cultural Development team present, support and facilitate a wide range of creative opportunities across Maroondah, ensuring it is culturally rich and vibrant in line with the community's aspirations. The team develops and delivers dynamic and exciting arts programming for all ages and abilities within high calibre indoor and outdoor arts spaces including Ringwood arts precinct, ArtSpace at Realm, Maroondah Federation Estate Gallery and Wyreena Community Arts Centre. All art forms are included, from visual arts to music, from performance to digital media. Innovative visual and performing arts programming, including arts incubators and the McGivern Painting Prize valued at \$25,000, bring highly skilled artists and a wide range of visitors to Maroondah from across the eastern region and beyond. Workshops, classes, events and networking programmes respond to local community needs, while the Grants program supports a diverse range of community initiatives. Arts and Cultural Development also foster creative placemaking initiatives within Maroondah's activity centres and manage the Maroondah City Art Collection and the Public Art Program, enhancing Council's facilities and adding value to the outdoor and built environment.	1,468 (352) 1,116
Karralyka Centre	Karralyka is a premier theatre and function centre in Melbourne's eastern suburbs and the only such facility of this size in Maroondah. The theatre has a seating capacity of 430 and delivers a season of theatre for the community, including Morning Melodies, children's theatre and drama workshops, comedy, musical and dramatic performances. Karralyka partners with local theatre groups to promote and develop performing arts in the community. The theatre generates positive demand as a 'venue for hire', and regularly hosts local school and corporate performances and seminars. Karralyka is a flexible function and conference venue with a total capacity for 550 seated guests. Karralyka manages 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. The Maroondah Federation Estate, a community and cultural facility and Maroondah Community Halls are also managed through Karralyka.	3,079 (2,960) 119

Major Initiatives (Priority Actions)

- 21) Implement new public art across Maroondah in accordance with Council's Public Art Policy
- 22) Start the \$15m Karralyka Centre redevelopment (subject to funding)

Initiatives

- 23) Commence development of an Arts and Cultural Development Strategy 2019-2023
- 24) Further develop the programming and profile of the Ringwood Arts Precinct

2.4 Outcome Area (Strategic Objective) 4: A clean, green and sustainable community

Services

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Natural Environment	This function maintains over 50 bushland reserves, which involves proactively supporting biodiversity and maintaining appropriate fire breaks. The team also works closely and proactively with Council's bush reserves 'Friends of Groups' to support and assist with the maintenance of Bushland Reserves. The parks maintenance team maintains Council managed 632 parks, gardens and blocks including proactive and reactive maintenance of landscaped areas, grass mowing. The tree maintenance team manage power lines clearance, reactive tree maintenance program, tree data capture program and tree planting in streets and reserves.	8,862 (61) 8,801
Waste Management	The waste management team provides residential and commercial waste services to the Maroondah community, including public recycling bins, street litter bins, parks and reserves bins and Council facilities bins. The team manages the contracts for kerbside collection, receipt and sorting, green organics, land fill supply and hard waste contracts. Services also include on-call hard waste collection, a schools and community waste education program, and planning to meet future waste management needs.	14,983 (0) 14,983

Major Initiatives (Priority Actions)

- 25) Work in partnership to undertake renewal works on the Mullum Mullum and Dandenong Creek shared trail

Initiatives

- 26) Finalise the Maroondah Vegetation Review and prepare planning controls for inclusion in the Maroondah Planning Scheme
 27) Introduce an environmentally sustainable development policy into the Maroondah Planning Scheme
 28) Tender and implement contracts for waste collection, landfill and the receipt and sorting of recyclables to meet community need and expectations across all waste streams as identified in the Waste Management Strategy 2019-2029

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Waste Collection	Waste Diversion	Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted to landfill)	Weight of recyclables and green organics collected from kerbside bins / Total weight of garbage, recyclables and green organics collected from kerbside bins

*2.5 Outcome Area (Strategic Objective) 5: An accessible and connected community***Services**

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Asset Management	<p>This team provides a range of functions including:</p> <ul style="list-style-type: none"> • Strategic asset management; • Implementation and development of Council's corporate asset and works management system; • Management of all corporate data relating to Council's assets; and • Cyclical proactive inspections of Council's assets in accordance with Council's Road Management Plan. <p>The team also develops Council's annual capital works program relating to roads, car parks, laneways, shared paths, stormwater drainage and community facility assets.</p>	<p>1,516</p> <p>(46)</p> <p>1,470</p>
Engineering Services	<p>The team delivers the engineering related component of Council's Capital Works Program including management of design consultants, the tendering and contract process, and the supervision of construction works. Engineering Services also provides professional advice and technical expertise in the areas of traffic investigations and strategic transportation issues, stormwater drainage investigations and flood management strategy, and private subdivisions and developments, including approval of engineering plans for developments and supervision of works relating to all developments.</p>	<p>1,983</p> <p>(715)</p> <p>1,268</p>

Major Initiatives (Priority Actions)

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

Initiatives

- 30) Accelerate Council's footpath construction program
- 31) Implement the Maroondah Carparking Framework action plan
- 32) 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

2.6 Outcome Area (Strategic Objective) 6: An attractive, thriving and well built community

Services

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Building Services	<p>The Building Services team ensures the compliance of existing and proposed buildings in Maroondah with the Building Act and Regulations, and provides advice on variations to Building Regulations and swimming pool/spa safety barriers, building permits and inspections.</p> <p>The Building Services team also issue building permits for building works and conduct the inspections related to the permits issued.</p> <p>The team also perform a statutory function relating to report and consent (dispensation) applications and Hoarding Permits under the Building Regulations, co-ordinate Section 29A reports for demolition and provide property and building permit information on application.</p>	<p>1,324</p> <p>(545)</p> <p>779</p>
Built Environment	<p>This team provides pro-active and reactive maintenance of Council's infrastructure assets including roads, footpaths and drains. The team also provides pro-active cleaning of all drainage pits within road reserves, programmed street sweeping, public toilet & BBQ cleaning and graffiti removal.</p>	<p>7,075</p> <p>(50)</p> <p>7,025</p>
Statutory Planning	<p>Council has the responsibility for delivering town planning land use and development advice and assessments to diverse residential and commercial communities. 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.</p> <p>The role of statutory planning is to manage and consult with the community on changes and ensure that such changes are to the social, environmental and economic betterment of the City.</p> <p>\$2.8m income is restricted for Public Open Space.</p>	<p>2,898</p> <p>(4,586)</p> <p>(1,688)</p>
Strategic Planning and Sustainability	<p>This function carries oversight of the Maroondah Planning Scheme and associated land use controls. It influences the physical development of Maroondah to secure the most efficient and effective use of land in the public interest and to ensure facilities such as roads, schools and libraries are built where they are needed. This function also assists with the development and implementation of strategic transport policies and strategy with a focus on sustainable transport services and the travel needs of the community. A range of environmental sustainability strategies and projects are also pursued. This area also includes the Eastern Alliance for Greenhouse Action (EAGA) which is a formal collaboration of eight Councils in Melbourne's east, working together on regional programs that reduce greenhouse gas emissions and facilitate regional adaptation.</p>	<p>2,104</p> <p>(302)</p> <p>1,802</p>

Major Initiatives (Priority Actions)

- 33) Complete the Lincoln Road upgrade, east of Dorset Road, Croydon
- 34) Work in partnership to implement the Greening the Greyfields Project to facilitate a sustainable approach to urban redevelopment in identified residential precincts
- 35) Commence preparation of a new Croydon Structure Plan
- 36) Commence the Croydon Community Precinct development (subject to funding)
- 37) Work in partnership to implement the Tarralla Creek Connects project

Initiatives

- 38) Develop and commence implementation of priority open space and public realm enhancement plans
- 39) Undertake a municipal wide review of Council's neighbourhood character and heritage controls
- 40) Develop and implement the Flood Mapping Communications Plan
- 41) Implement the new Ringwood Activity Centre Masterplan into planning processes
- 42) Continue the upgrade of drainage including flood mitigation works in the Scenic Avenue catchment in Ringwood East
- 43) Work in partnership to develop flood mitigation solutions for the central Croydon area
- 44) Accelerate Council's drainage improvement program

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were upheld in favour of Council)	Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications
Roads	Satisfaction	Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads

*2.7 Outcome Area (Strategic Objective) 7: An inclusive and diverse community***Services**

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Aged and Disability Services	Council provides the Commonwealth Home Support Program (CHSP) which includes: Intake, assessment and referral; Food Services (Meals on Wheels); Social Support Groups; and Occupational Therapy services to eligible residents who are over 64 years of age (50+ years for people of Aboriginal and/or Torres Strait Islander identity). CHSP aims to support frail older people and their carers, to maximise their independence and wellbeing by supporting them to remain in their own home and stay connected to their community. In-home CHSP services are delivered through accredited external providers. The Aged and Disability Services team also provides support for residents under the age of 65 years who need assistance to navigate and/or advocate for access and supports through National Disability Insurance Scheme (NDIS) and Home & Community Care Program for Younger People (HACC PYP). The team also provide social support activities (such as library, shopping & outings), Carer Support Groups, facilitates social and leisure activities for residents of the Supported Residential Services program, as well as support to Senior Citizens Clubs and other older persons groups. The Active and Health Ageing Initiative engages community partners to establish sustainable wellbeing-related activities for older residents.	3,528 (1,856) 1,672

Major Initiatives (Priority Actions)

- 45) Investigate and implement additional female changing facilities at local sporting venues

Initiatives

- 46) Develop and commence implementation of a new Disability Policy and Action Plan
 47) Continue implementation of the Corporate Volunteering Program that recruits, promotes and manage volunteers who support the provision of services and community activities
 48) Commence development of an Active and Healthy Ageing Strategy 2020-2024
 49) Commence development of an updated Children and Families Strategy 2020-2024

2.8 Outcome Area (Strategic Objective) 8: A well governed and empowered community

Services

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Communications and Engagement	This team has both a corporate and an operational responsibility for the management of public relations and communications for Maroondah City 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 website, intranet and social media; Council branding, corporate identity and marketing; internal communications; and development of style guides and related policies. This area also includes the Elected Representatives being the Mayor and Councillors.	1,969 (4) 1,965
Procurement	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.	352 (0) 352
Customer Service	The customer service team manages and operates Council's 1300 Call Centre and three service centres: in Braeside Avenue Ringwood, Croydon Civic Square, and REALM adjacent to the Town Square as part of Eastland. The team provides information and referral on Council services, booking services for a number of local facilities and Council services, referral of customer requests, and cash receipting for payment of accounts and fees.	2,402 (77) 2,325

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Executive Office	The Chief Executive Officer is in charge of total management of the Council and responsible for high level decisions regarding policy and strategy and is the main point of communication between Council and corporate operations. This area also provides support for the Eastern Regional Group of Councils.	646 (150) 496
Asset Projects and Facilities	This function provides Council with a centralised approach to all issues relating to Council's community facilities, including programmed maintenance and capital works. In addition, the team works closely with the users and managers of Council facilities on all aspects of buildings, including risk management. The team also provides expertise to facilitate the management of open space related capital works projects.	2,307 (0) 2,307
Financial Services	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 annual budget, monitoring and reporting) and strategic project analysis. The Payroll team manages payroll systems and processes, remuneration services, reporting and policy development and review.	2,310 (130) 2,180
Governance	This team provides administration and civic support to Councillors, develops Council agendas and minutes, organises citizenship ceremonies, ensures Council-wide statutory compliance and provides governance advice to Council. The team also manages hall-keeping, meeting rooms and catering at the Council offices.	1,002 (0) 1,002

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Workplace People & Culture	The service provides organisational employee support including employee selection and recruitment; induction; job design and analysis; remuneration and benchmarking; employment contracts management; and advisory services for both internal and external candidates seeking employment opportunities within Council. Management of Council's safety management system includes; reviewing and updating OH&S policies; OH&S training; hazard identification; inspections and reporting; and OH&S consultative processes; and advisory services for the community, particularly relating to OH&S requirements for Council's facilities and buildings. Employee engagement, workforce planning, corporate change management and process improvement activities are also undertaken. WorkCover and Injury management involves management of rehabilitation and the return to work program, management of the employee assistance program, management of employees' health and wellbeing initiatives, and development of associated policies. Workplace relations manage enterprise agreement negotiation and award interpretation; provides employee and industrial relations advice; and supports employment contract management.	2,810 (0) 2,810
Information Technology	This team provides most of its support and services to internal Council employees. It provides indirect benefits to the community by providing information technology infrastructure and systems to all Council teams to enable efficient and effective service delivery. Also provided is the back-end technical support for Council's websites; the ability for electronic transactions to take place through Council's eServices; and a public online mapping system for the community to access via Council's website.	3,724 (0) 3,724
Local Laws	The Local Laws team provides a broad range 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; ensuring fire preparedness and prevention; and managing the City's school crossings.	3,851 (2,769) 1,082

Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Revenue, Property and Valuations	This team provides, develops and implements revenue policy and strategy development, the annual rating strategy, statutory declarations and notices, and rate and charge 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, leads Council's debt recovery and manages the property database.	1,765 (475) 1,290
Risk, Information and Integrity Management	This team oversees the implementation of the risk framework across Council, the development of 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. This team also maintains appropriate insurance cover for insurable assets and liabilities. This function is also responsible for the practical application of the full range of services associated with the corporate recordkeeping system which include mail processing, systems management and file movement, archival and retrieval.	2,091 (0) 2,091

Major Initiatives

- 50) Update Council's administrative facilities
- 51) Engage the community in undertaking an interim review of Maroondah 2040: Our future together

Initiatives

- 52) Progress Council's digital transformation that enables innovation and improved Customer Service delivery models including access to information, engagement and online payments
- 53) Participate in an Electoral Representation Review as mandated by State Government in the leadup to the 2020 Local Government elections
- 54) Undertake a review of Council's Community Engagement Policy
- 55) Develop a new Customer Service Strategy that will continue to advance Council's commitment to be highly responsive and customer focused
- 56) Review the current use of CCTV for its effectiveness in controlling waste dumping
- 57) Develop and implement the Workforce People and Culture Plan 2021-2025 that provides a road map for the development, implementation, review and measurement of services, activities and systems that enable the organisation to deliver exceptional results
- 58) Advocate for Maroondah to become a "Smart City"

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community
Animal Management	Health and Safety	Animal management prosecutions (number of successful animal management prosecutions)	Number of successful animal management prosecutions / Total number of animal management prosecutions

2.3 Reconciliation with budgeted operating result

(Note: This reconciles to the budgeted Comprehensive Result from Operations as shown on the Comprehensive Income Statement included in Section 3)

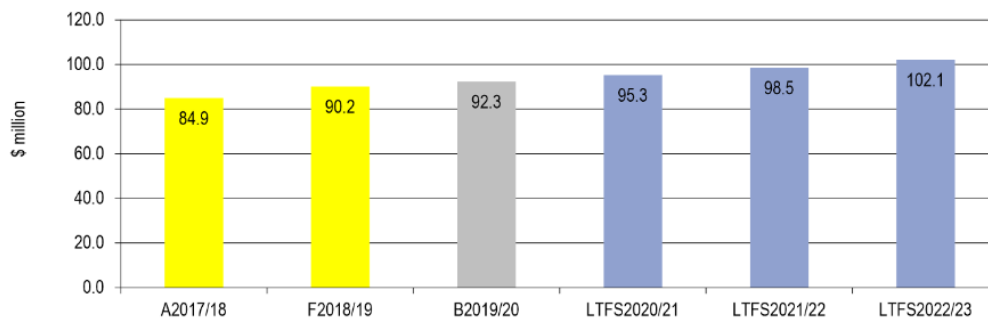
	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
A safe, healthy and active community	7,705	31,789	24,084
A prosperous and learning community	4,275	4,469	194
A vibrant and culturally rich community	1,235	4,547	3,312
A clean, green and sustainable community	23,784	23,845	61
An accessible and connected community	2,738	3,499	761
An attractive, thriving and well built community	7,918	13,401	5,483
An inclusive and diverse community	1,672	3,528	1,856
A well governed and empowered community	21,622	25,229	3,607
Total services and initiatives	70,949	110,307	39,358
Depreciation	23,096		
Other non-attributable	93		
Deficit before funding sources	94,138		
Funding sources			
Rates and charges	92,344		
Funding assistance	5,139		
Capital grants & Contributions	522		
Interest	1,004		
Total funding sources	99,009		
Surplus for the year	4,871		

3. Summary of financial position

This section considers the long term financial projections of the Council. The Act and Regulations require a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including financial performance indicators for at least the next four financial years to support the Council Plan. Council prepares the long term financial strategy for the next ten years from which the financial statements are derived.

Key budget information is provided below about the rate and charges; comprehensive result; cash and investments; capital expenditure; financial position (working capital) and financial sustainability of the Council.

3.1 Total Rates & Charges

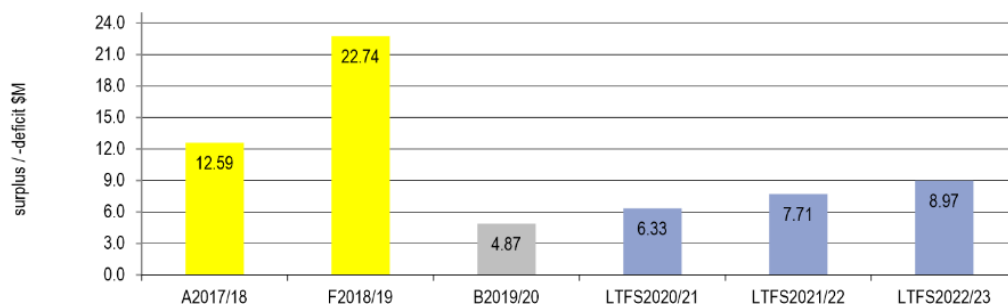


A = Actual F = Forecast B = Budget LTFS = Long Term Financial Strategy estimates

Source: Section 5

It is proposed that rates will increase by 2.5% (as applied to the Base Average Property Rate in accordance with ESC formulae) and waste charges remain at 2018/19 levels for 2019/20 year in line with contract obligations. Total rates and charges of \$92.34 million, which includes \$0.33 million generated from supplementary rates. This rate increase is in line with Council's rating strategy. Future years (2020/21 to 2022/23) rates are estimated to increase by 2.5% (as applied to the Base Average Property Rate in accordance with ESC formulae) and waste charges are estimated to increase by 2.0% in 2020/21 and by 4.0% in 2021/22 and 2022/23.

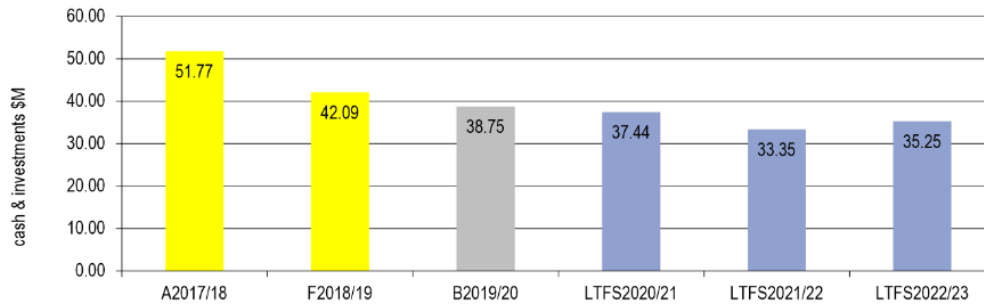
3.2 Comprehensive result



Source: Section 5

The expected comprehensive result for the 2019/20 year is a surplus of \$4.87 million, which is a decrease of \$17.87 million over 2018/19 Forecast Budget. It is anticipated that a surplus result will be achieved throughout the strategy period. (The forecast comprehensive result for the 2018/19 year is a surplus of \$22.74 million which is better than the adopted budget provision by \$4.74 million due to the inclusion of carried forward grants, unbudgeted new grants, and organisational savings achieved).

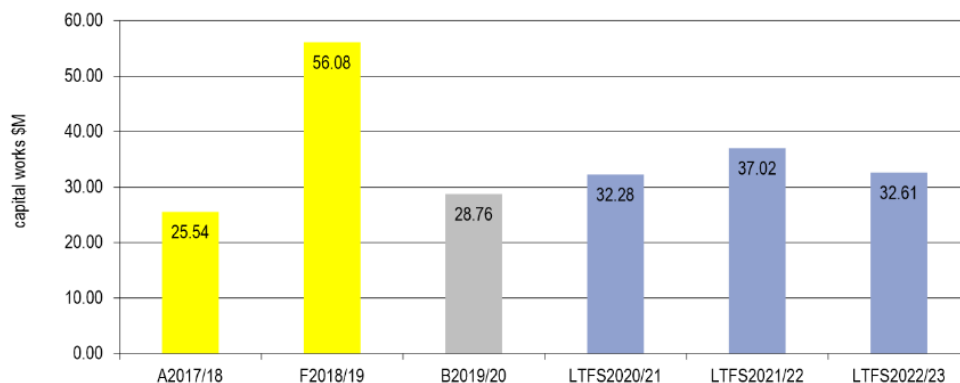
3.3 Cash and investments



Source: Section 5

Cash and investments are expected to decrease by \$3.34 million during the year to \$38.75 million (Cash and cash equivalents \$16.6 million and Financial Assets \$22.1 million) as at 30 June 2020. The decrease in cash and investments is in line with Council's Long Term Financial Strategy. Cash and investments are forecast to be \$42.09 million as at 30 June 2019. Notional provision has been made for potential Defined Benefits Superannuation call should international equity markets fall, as well as provision of a cash backed reserve for new major capital projects as yet undefined.

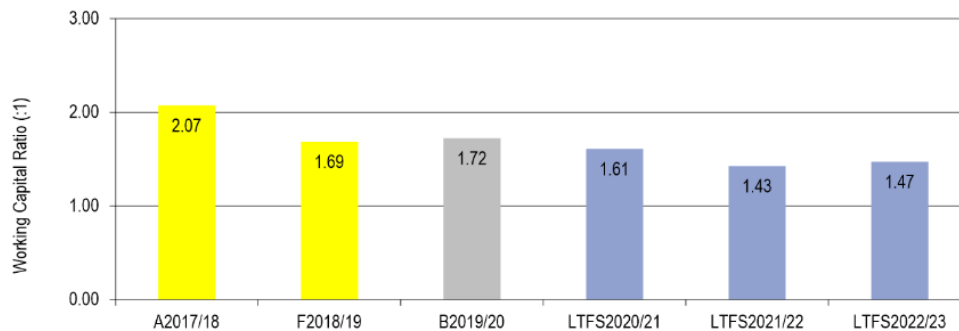
3.4 Capital expenditure



Source: Section 5

The capital works program for the 2019/20 year is expected to be \$28.76 million of which \$0.362 million will come from external grants, contributions of \$0.16 million and \$1.12 million will be funded by sale of plant and equipment and the balance \$27.12 million internally through general rates and cash holdings. The priorities for the capital expenditure program have been established through a rigorous process of consultation that has enabled Council to assess community needs and develop sound business cases for each project.

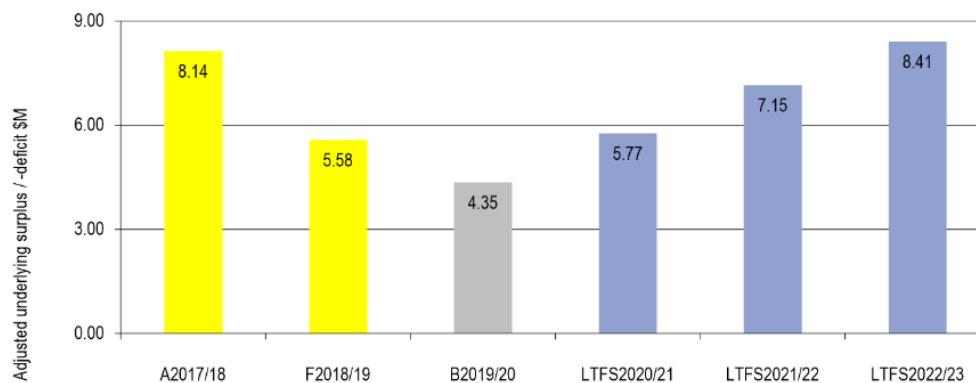
3.5 Financial Position (Working Capital)



Source: Section 5

The working capital ratio calculated as Current Assets divided by Current Liabilities is a key indicator to assess Council's ability to meet current commitments. The expected working capital ratio for 2019/20 is 1.72 which means that Council can meet its short term obligations and has sufficient cash or operating liquidity remaining to meet fluctuating cash levels during the year.

3.6 Financial Sustainability



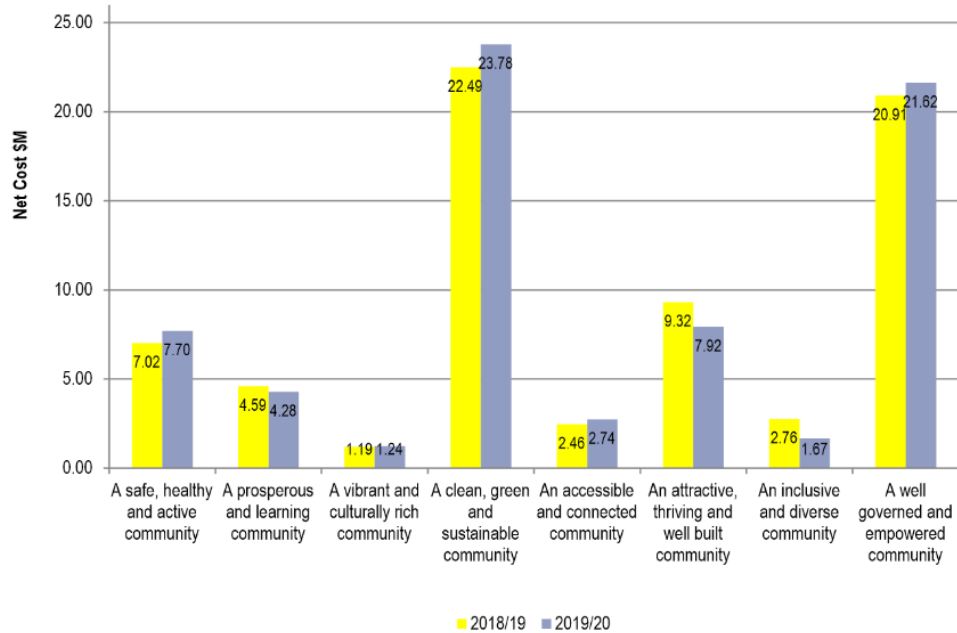
Source: Section 5

A Long Term Financial Strategy for the years 2019/20 to 2028/29 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the strategy is financial sustainability in the medium to longer term, while still achieving Council's future outcome areas (strategic objectives) as specified in the Council Plan. The adjusted surplus result, which is a measure of financial sustainability, portrays positive outcomes in terms of net surplus comprehensive results for the entire ten-year period outlook (2019/20 to 2028/29). This can be achieved after absorbing the impact of borrowing to cover the building of Aquanation and the graduated increase in the superannuation guarantee by the Federal Government. Notional provision has been made for potential Defined Benefits Superannuation call should international equity markets fall, as well as provision of a cash backed general reserve for new major capital projects as yet undefined.

Further indicators of the long term financial sustainability of Councils are the financial sustainability risk indicators as defined by Victorian Auditor General's Office (VAGO). Council is in a sound position financially with all indicators showing results within acceptable low to medium risk levels. The following table show these indicators over the ten-year period, shading green for low risk and yellow for medium risk.

Indicator	Measures	Forecast		Strategic Resource Plan			Long Term Financial Plan					
		Actual	Budget	Projections								
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net Result %	> 0%	16.0%	3.5%	4.4%	5.3%	5.9%	6.3%	6.4%	7.0%	7.2%	7.2%	7.3%
Liquidity Ratio	> 1.0%	1.69	1.72	1.61	1.43	1.47	1.57	1.48	1.59	1.70	1.82	1.85
Internal financing %	> 100%	119.0%	93.7%	100.8%	92.5%	110.1%	118.4%	101.9%	117.2%	121.1%	121.9%	109.7%
Indebtedness %	≤ 40%	15.2%	13.8%	12.2%	10.7%	9.2%	7.7%	6.3%	4.9%	3.6%	2.2%	1.6%
Capital replacement ratio	> 1.5%	2.54	1.24	1.35	1.50	1.28	1.23	1.46	1.25	1.24	1.23	1.38
Renewal gap ratio	> 1.0%	1.8	1.0	1.2	1.3	1.2	1.2	1.4	1.1	1.1	1.1	1.3

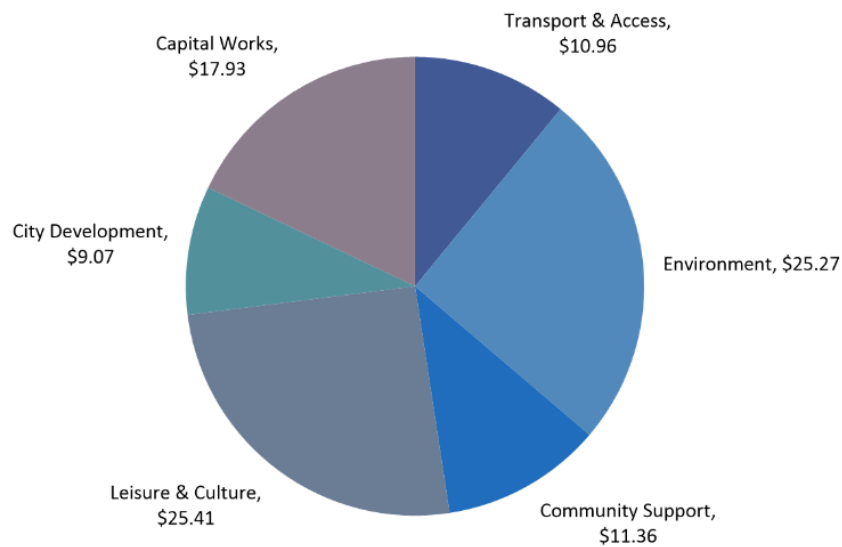
3.7 Strategic objectives



Source: Section 2

The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2019/20 year.

3.8 Council net expenditure allocations per \$100.



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service for every \$100 that Council spends.

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

4. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

4.1 Budget implications

In framing the 2019/20 Budget Council has not only focussed on its key directions (strategies) and priority actions (major initiatives and initiatives) as contained in the Council Plan but has also accommodated significant external influences on its planned levels of revenue and expenditure. In particular, Council operates in a highly regulated environment and decisions by other levels of government and the private sector can have major impacts locally.

Whilst such influences are outside the control of Council, others arise as a result of decisions taken and policies adopted in response to community priorities, the drive for continuous improvement, innovation and the requirement for ongoing sound financial management. The major influences are listed on the next few pages.

Notwithstanding their effect, Council's Budget will deliver outcomes that:

- Provide for the ongoing maintenance of its wide range of quality services to the community;
- Build on its existing firm financial base to continue its strategy to improve its long term financial viability;
- Strike an appropriate balance between today's and future generations in respect of the funding of its operations and the development and maintenance of its long term assets; and
- Support an organisational and administrative framework that will assist in ensuring the provision of continued good governance.

4.2 External Influences

In preparing the 2019/20 budget, a number of external influences have been taken into consideration, because they will impact significantly on the services delivered by Council in the budget period when compared to the 2018/19 budget. These include:

- The Victorian State Government cap on the average property rate increase for 2019/20 has been set at 2.5% (2018/19 2.25%);
- Consumer Price Index – Melbourne All Groups (CPI) increases on goods and services of 2.0% through the year to the December quarter 2018 (ABS). State-wide CPI is forecast to be 2.5% for the 2019/20 year (Victorian Budget Papers 2018/19);
- The Victorian Wage Price index is projected to be 2.75% in 2019/20 increasing to 3.0% and 3.25% in subsequent two years (Victorian Budget papers 2018/19);
- The Valuer General taking over the rateable property general valuation process changing to once a year rather than every two years, impacting Council's supplementary valuation process timing compared to past years and creates valuation changes
- Over the last 30 years, recycling has been considered a critical service experienced by all and one that should be an expected service. As documented in the past two years, the recycling industry has been through some challenging moments and events that are disrupters on the global scale. These challenging events are still foreseeable into the future, however, Maroondah will be working towards a pathway that results in an efficient and resilient recycling system. Maroondah will continue to work closely with the State and Federal Governments to make inroads in the recycling sector. The enthusiasm of recycling in Victoria has remained high, and Maroondah as a Council still maintains high

recycle rates, irrespective of the global crises and Maroondah wants to continue achieving these results in recycling. The waste service charge for 2019/20, incorporating kerbside collection and recycling, will not be increased;

- An increase of \$0.53 million in the Federal Government Funding Assistance Grants funding compared to the prior year;
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Levy Act 2012 which is not included in Council's budget;
- An overall decrease of \$12.58 million in total capital grants to be received as specific funding received in 2018/19 for HE Parker Multi Sports Complex \$11.75 million is non-recurrent. A decrease in the Roads to Recovery program \$0.83 million is also anticipated; and
- Public Open Space contributions are forecast to increase to \$2.80 million compared with 2018/19 levels of \$2.5 million.

4.3 Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the 2019/20 budget. These matters and their financial impact when compared to the 2018/19 budget are set out below:

- Depreciation is a major influence on the budget as it appears as a cost against the Comprehensive Income Statement. Depreciation for 2019/20 is \$23.1 million. Council must ensure its capital renewal program at minimum keeps pace with this figure to ensure adequate maintenance of Council's \$1.86 billion infrastructure;
- The inclusion of 58 Council Plan Priority Actions (Major initiatives and initiatives) that will be undertaken by Council in 2019/20 that will contribute to the achievement of preferred community outcomes outlined in Maroondah 2040: *Our future together*. Some of the initiatives are included below, for a full list of all initiatives refer to Section 2:
 - Complete the \$3m Silcock Sporting Pavilion redevelopment in Croydon;
 - Complete the \$3.5m redevelopment of the HE Parker Sporting Pavilion;
 - Complete the \$4.5m Springfield Sporting Pavilion redevelopment (subject to funding);
 - Complete the \$5m Jubilee Sporting Precinct redevelopment;
 - Start the \$3.25m Proclamation Park Sporting Pavilion redevelopment (subject to funding);
 - Implement new public art across Maroondah in accordance with Council's Public Art Policy;
 - Commence the Croydon Community Precinct development (subject to funding);
 - Start the \$12m Dorset Recreation Reserve Redevelopment (subject to funding); and
 - Investigate and implement additional female changing facilities at local sporting venues.

- As per initiative 50 of the Budget Document, Council intends to update its administrative facilities. Through several negotiations that are being undertaken as well as potential land sale opportunities, Council will look to fund the upgrade of the facilities from the current site at Braeside Avenue to a new location. This initiative is in line with Council's long term 2040 Plan, with the intention of delivering the initiative as a cost neutral project.

4.4 Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers prepare their budgets.

The principles included:

- The outcomes of Councils' Long Term Financial Strategy will drive the 2019/20 budget process. The primary direction for the 2019/20 Budget is to ensure Council's continued long term financial sustainability and that the requirements of the State Government in relation to Rate Capping are met;
- Service levels to be maintained at 2018/19 levels with the aim to use fewer resources with an emphasis on innovation, productivity and efficiency enhancements;
- Grants to be based on confirmed funding levels;
- New initiatives or new employee proposals which are not cost neutral to be justified through a business case;
- Existing fees and charges to be increased at a minimum of the Rates & Charges % increase or market levels for unit costs and volume;
- New revenue sources such as partnerships and shared services to be identified where possible;
- Salaries and wages to be increased in line with estimated Enterprise Bargaining outcomes; and
- Operating revenue and expenses arising from completed 2018/19 capital projects to be included.

4.5 Legislative requirements

Under the Local Government Act 1989 (the Act), Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Local Government (Planning and Reporting) Regulations 2014 (the Regulations) which support the Act. Refer appendix B.

The 2019/20 budget is for the year 1 July 2019 to 30 June 2020 and is prepared in accordance with the Act and Regulations. The budget includes Budgeted Financial Statements being a budgeted Comprehensive Income Statement; Balance Sheet; Statement of Changes in Equity; Cash Flows; and Capital Works and a Statement of Human Resources. These statements have been prepared for the year ended 30 June 2020 in accordance with the Act and Regulations. The budget information for the years 2019/20 to 2022/23 have been extracted from the Strategic Resource Plan. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires to make an informed decision about the adoption of the budget.

5. Financial Statements

This section presents information regarding the Budgeted Financial Statements. The budget information for the years 2019/20 to 2022/23 has been extracted from the Strategic Resource Plan. A Statement of Human Resources is also included for the years 2019/20 to 2022/23.

At the end of each financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Financial Statements and provide an explanation of significant variances. The Financial Statements together with the Performance Statement provide a clear, concise and understandable report of Council's activities for the year from both a financial and non-financial perspective, particularly for those users who do not have a financial background.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014*:

- Comprehensive Income StatementPage 37
- Balance SheetPage 38
- Statement of Changes in Equity.....Page 39
- Statement of Cash Flow.....Page 40
- Statement of Capital Works..... Page 41
- Statement of Human Resources..... Page 42

Comprehensive Income Statement

For the four years ending 30 June 2023

		Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
	NOTES	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income						
Rates and charges	6.1.1	90,156	92,344	95,265	98,520	102,138
Statutory fees and fines	6.1.2	4,818	4,834	5,113	5,111	5,175
User fees	6.1.3	26,424	26,917	28,258	29,486	30,799
Grants -operating	6.1.4	12,770	8,412	7,682	7,748	7,860
Grants - capital	6.1.4	16,908	362	400	400	400
Contributions - monetary	6.1.5	5,570	4,201	3,609	3,506	3,524
Other income	6.1.6	1,258	1,296	1,265	1,246	1,159
Total income		157,904	138,366	141,592	146,017	151,055
Expenses						
Employee costs	6.1.7	56,226	58,430	57,653	58,853	60,591
Materials and services	6.1.8	55,027	50,196	51,963	53,049	54,336
Depreciation and amortisation	6.1.9	22,046	23,096	23,850	24,654	25,465
Bad and doubtful debts		7	-	-	-	-
Borrowing costs		968	901	832	759	682
Net (gain)/loss on disposal of property, infrastructure, plant and equipment		93	93	93	93	93
Other expenses	6.1.10	797	779	876	898	918
Total expenses		135,164	133,495	135,267	138,306	142,085
Surplus/(deficit) for the year		22,740	4,871	6,325	7,711	8,970
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Total comprehensive result		22,740	4,871	6,325	7,711	8,970

Balance Sheet

For the four years ending 30 June 2023

		Forecast Actual 2018/19	Budget 2019/20	Strategic Resource Plan Projections		
	NOTES	\$'000	\$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets						
Current assets						
Cash and cash equivalents		18,038	16,607	16,045	14,293	15,106
Trade and other receivables		8,325	7,954	8,303	9,152	9,497
Other financial assets		24,049	22,143	21,393	19,057	20,142
Inventories		331	340	348	357	366
Other assets		1,137	1,165	1,195	1,224	1,255
Total current assets	6.2.1	51,880	48,209	47,284	44,083	46,366
Non-current assets						
Trade and other receivables		122	122	122	122	122
Investments in associates, joint arrangement and subsidiaries		3,322	3,322	3,322	3,322	3,322
Property, infrastructure, plant & equipment		1,854,257	1,858,646	1,865,860	1,876,769	1,882,461
Intangible assets		993	993	993	993	993
Total non-current assets	6.2.1	1,858,694	1,863,083	1,870,297	1,881,206	1,886,898
Total assets		1,910,574	1,911,292	1,917,581	1,925,289	1,933,264
Liabilities						
Current liabilities						
Trade and other payables		12,223	8,678	9,266	9,907	9,564
Trust funds and deposits		4,477	4,477	4,477	4,477	4,477
Provisions		12,650	13,344	14,083	14,870	15,716
Interest-bearing liabilities	6.2.3	1,399	1,467	1,541	1,617	1,698
Total current liabilities	6.2.2	30,749	27,966	29,367	30,871	31,455
Non-current liabilities						
Provisions		1,382	1,479	1,583	1,693	1,812
Trust funds and deposits		6	6	6	6	6
Interest-bearing liabilities	6.2.3	17,286	15,819	14,278	12,661	10,963
Total non-current liabilities	6.2.2	18,674	17,304	15,867	14,360	12,781
Total liabilities		49,423	45,270	45,234	45,231	44,236
Net assets		1,861,151	1,866,022	1,872,347	1,880,058	1,889,028
Equity						
Accumulated surplus		813,098	816,969	824,794	833,005	839,475
Reserves		1,048,053	1,049,053	1,047,553	1,047,053	1,049,553
Total equity	6.2.5	1,861,151	1,866,022	1,872,347	1,880,058	1,889,028

Statement of Changes in Equity
For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual					
Balance at beginning of the financial year		1,838,411	791,358	1,038,053	9,000
Surplus/(deficit) for the year		22,740	22,740	-	-
Transfers to / from general reserve		-	(1,000)	-	1,000
Balance at end of the financial year		1,861,151	813,098	1,038,053	10,000
2020 Budget					
Balance at beginning of the financial year		1,861,151	813,098	1,038,053	10,000
Surplus/(deficit) for the year		4,871	4,871	-	-
Transfers to / from general reserve	6.3.1	-	(1,000)	-	1,000
Balance at end of the financial year	6.3.2	1,866,022	816,969	1,038,053	11,000
2021					
Balance at beginning of the financial year		1,866,022	816,969	1,038,053	11,000
Surplus/(deficit) for the year		6,325	6,325	-	-
Transfers to / from general reserve		-	1,500	-	(1,500)
Balance at end of the financial year		1,872,347	824,794	1,038,053	9,500
2022					
Balance at beginning of the financial year		1,872,347	824,794	1,038,053	9,500
Surplus/(deficit) for the year		7,711	7,711	-	-
Transfers to / from general reserve		-	500	-	(500)
Balance at end of the financial year		1,880,058	833,005	1,038,053	9,000
2023					
Balance at beginning of the financial year		1,880,058	833,005	1,038,053	9,000
Transfers to / from general reserve		8,970	8,970	-	-
Transfers to general reserve		-	(2,500)	-	2,500
Balance at end of the financial year		1,889,028	839,475	1,038,053	11,500

Statement of Cash Flows

For the four years ending 30 June 2023

	Notes	Forecast Actual	Budget	Strategic Resource Plan Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		89,996	92,802	95,192	97,879	102,027
Statutory fees and fines		4,818	4,834	5,113	5,111	5,175
User fees		26,936	26,830	27,983	29,277	30,565
Grants - operating		12,770	8,412	7,682	7,748	7,860
Grants - capital		16,908	362	400	400	400
Contributions - monetary		5,570	4,201	3,609	3,506	3,524
Interest received		1,258	1,296	1,265	1,246	1,159
Trust funds and deposits taken		15,000	15,000	15,000	15,000	15,000
Net GST refund / payment		-	-	-	-	-
Employee costs		(55,481)	(57,639)	(56,811)	(57,956)	(59,625)
Materials and services		(55,349)	(53,777)	(51,413)	(52,447)	(54,719)
Trust funds and deposits repaid		(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Other payments		(797)	(779)	(876)	(898)	(918)
Net cash provided by/(used in) operating activities	6.4.1	46,629	26,542	32,144	33,866	35,448
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(56,080)	(28,699)	(32,276)	(37,015)	(32,609)
Proceeds from sale of property, infrastructure, plant and equipment		1,067	1,120	1,120	1,359	1,359
Payments for investments		(51,224)	(63,094)	(64,251)	(65,662)	(69,086)
Proceeds from sale of investments		65,000	65,000	65,000	68,000	68,000
Net cash provided by/ (used in) investing activities	6.4.2	(41,237)	(25,673)	(30,407)	(33,318)	(32,336)
Cash flows from financing activities						
Finance costs		(968)	(901)	(832)	(759)	(682)
Proceeds from borrowings		-	-	-	-	-
Repayment of borrowings		(1,331)	(1,399)	(1,467)	(1,541)	(1,617)
Net cash provided by/(used in) financing activities	6.4.3	(2,299)	(2,300)	(2,299)	(2,300)	(2,299)
Net increase/(decrease) in cash & cash equivalents		3,093	(1,431)	(562)	(1,752)	813
Cash and cash equivalents at the beginning of the financial year		14,945	18,038	16,607	16,045	14,293
Cash and cash equivalents at the end of the financial year	6.4.4 6.4.5	18,038	16,607	16,045	14,293	15,106

Statement of Capital Works

For the four years ending 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	28,819	9,725	12,420	15,135	10,166
Total buildings	28,819	9,725	12,420	15,135	10,166
Total property	28,819	9,725	12,420	15,135	10,166
Plant and equipment					
Plant, machinery and equipment	3,162	3,422	3,452	3,552	3,802
Fixtures, fittings and furniture	109	80	80	80	80
Computers and telecommunications	1,743	950	970	990	990
Total plant and equipment	5,014	4,452	4,502	4,622	4,872
Infrastructure					
Roads	7,389	3,562	3,682	3,962	3,962
Bridges	200	200	200	210	210
Footpaths and cycleways	3,154	3,540	3,752	3,719	3,762
Drainage	3,267	2,685	3,075	4,012	4,395
Recreational, leisure and community facilities	3,967	2,285	2,475	2,630	2,897
Waste management	81	50	50	50	50
Parks, open space and streetscapes	2,444	1,040	1,130	1,220	1,220
Off street car parks	544	480	460	500	500
Other infrastructure	1,201	745	530	955	575
Total infrastructure	22,247	14,587	15,354	17,258	17,571
Total capital works expenditure	56,080	28,764	32,276	37,015	32,609
Represented by:					
New asset expenditure	16,955	4,940	4,507	5,497	2,410
Asset renewal expenditure	27,916	20,000	23,494	23,637	24,531
Asset upgrade expenditure	11,209	3,824	4,275	7,881	5,668
Total capital works expenditure	56,080	28,764	32,276	37,015	32,609
Funding sources represented by:					
Grants	17,211	362	362	362	362
Contributions	1,438	1,280	1,280	1,519	1,519
Council cash	37,431	27,122	30,634	35,134	30,728
Total capital works expenditure	56,080	28,764	32,276	37,015	32,609

Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	56,226	58,430	57,653	58,853	60,591
Employee costs - capital	978	1,134	1,160	1,186	1,212
Total staff expenditure	57,205	59,564	58,813	60,039	61,803
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees (FTE*)	552.3	554.0	554.0	554.0	554.0
Total staff numbers	552.3	554.0	554.0	554.0	554.0

* FTE represents the full-time equivalent number of employees

A summary of human resources expenditure categorised according to organisational structure of Council is detailed below:

Department	Budget	Comprises Permanent	
		Full Time	Part time
	2019/20 \$'000	\$'000	\$'000
Operations, Assets & Leisure	18,501	13,922	4,579
Strategy & Community	10,682	4,854	5,828
Corporate Services	9,758	8,386	1,372
Development & Amenity	9,948	7,693	2,255
Executive's Office	1,687	1,509	178
Total permanent staff	50,576	36,365	14,211
Casuals, temporary and other	7,853		
Capitalised labour	1,134		
Total expenditure	59,564		

*Seasonal employees, other expenditure relates to Overtime, Travel Allowance, Performance Recognition, Training etc.

A summary of the number of full time equivalent (FTE) Council employees in relation to the above expenditure is included below:

Department	Budget	Comprises Permanent	
		Full Time	Part time
	2019/20		
Operations, Assets & Leisure	188.8	143.7	45.1
Strategy & Community	91.3	42.1	49.2
Corporate Services	91.3	75.5	15.8
Development & Amenity	93.5	68.8	24.7
Executive's Office	12.2	10.5	1.7
Total permanent staff expenditure	477.0	340.6	136.4
Casuals, temporary and other expenditure	66.0		
Capitalised labour costs	11.0		
Total staff	554.0		

6. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

6.1 Comprehensive Income Statement

6.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan rates and charges were identified as an important source of revenue, accounting for 66.7% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to general rates and is calculated on the basis of council's base average property rate. The formulae provided by the Essential Services Commission (ESC) and agreed by the State Government is:

$$\frac{2018/19 \text{ Adopted General Rate Income} + 2018/19 \text{ Annualised Supplementary Rate Income}}{\text{No. of Assessments 2018/19}}$$

= Base Average Rate x 2.5%
 = maximum allowable Capped Average Rate

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Maroondah community.

In order to achieve the levels set out in the Strategic Resources Plan which maintains services and service levels and a strong capital expenditure program, the average general property rate will increase by 2.5% in line with the rate cap formulae and the waste collection charges will remain at the same levels as the 2018/19 charges, that is no increase. This will raise total rates and charges for 2019/20 of \$90.34 million, which includes \$0.33 million generated from supplementary rates.

6.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
General rates*	74,565	76,886	2,321	3.1%
Waste management charge	14,768	14,768	0	0.0%
Special rates and charges	117	25	(92)	(78.6%)
Supplementary rates and rate adjustments	410	370	(40)	(9.8%)
Interest on rates and charges	295	295	0	0.0%
Total rates and charges	90,155	92,344	2,189	2.4%

*These items are subject to the rate cap established under the FGRS

6.1.1(b) The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2018/19 cents/\$CIV*	2019/20 cents/\$CIV*	Change
General Land	0.190306	0.208940	9.8%
Differential Rate:			
Vacant Land	0.285459	0.313410	9.8%
Commercial Land	0.228367	0.250728	9.8%
Industrial Land	0.228367	0.250728	9.8%
Derelict Land	0.571602	0.627561	9.8%

* Capital Improved Value

6.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General Land	63,294,741	64,882,044	1,587,303	2.5%
Differential Rate:				
Vacant Land	641,995	618,687	(23,308)	(3.6%)
Commercial Land	7,091,708	7,409,983	318,275	4.5%
Industrial Land	3,518,257	3,957,130	438,873	12.5%
Derelict Land	-	-	-	-
Amounts in Lieu of Rates:				
Cultural and Recreational Lands Act	18,568	17,954	(614)	(3.3%)
Total amount to be raised by general rates	74,565,269	76,885,798	2,320,529	3.1%

6.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments compared with the previous financial year

Type or class of land	2018/19	2019/20	Change	
	Number	Number	\$'000	%
General Land	45,362	45,760	398	0.9%
Differential Rate:				
Vacant Land	237	223	(14)	(5.9%)
Commercial Land	2,202	2,195	(7)	(0.3%)
Industrial Land	1,967	1,967	-	-
Derelict Land	-	-	-	-
Cultural and Recreational Lands Act	3	3	-	-
Total number of assessments	49,771	50,148	377	0.8%

6.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)

6.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General Land	33,219,700,000	31,052,910,000	(2,166,790,000)	(6.5%)
Differential Rate:				
Vacant Land	224,630,000	197,405,000	(27,225,000)	(12.1%)
Commercial Land	3,101,681,000	2,955,387,000	(146,294,000)	(4.7%)
Industrial Land	1,538,770,500	1,578,256,000	39,485,500	2.6%
Derelict Land	-	-	-	-
Cultural and Recreational Lands Act	14,990,000	13,220,000	(1,770,000)	(11.8%)
Total value of land	38,099,771,500	35,797,178,000	(2,302,593,500)	(6.0%)

6.1.1(g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Residential 80 Litre Bins	270.00	270.00	-	0.0%
Residential 120 Litre Bins	324.00	324.00	-	0.0%
Second and Subsequent Bins*	344.00	344.00	-	0.0%
Additional Residential 120 Litre Bin*	210.00	210.00	-	0.0%
Additional Residential Garden Organics*	210.00	210.00	-	0.0%
Commercial 240 Litre Service				
One per week #	590.00	590.00	-	0.0%
Three times per week #	1,280.00	1,280.00	-	0.0%
Additional Recycling-Non-Residential #	130.00	130.00	-	0.0%
Commercial & Industrial Garden Organics#*	200.00	200.00	-	0.0%
Industrial 120 Litre Service #	310.00	310.00	-	0.0%
Industrial 80 Litre Service #	260.00	260.00	-	0.0%

#These figures include GST which applies to these services.

* Approval of additional waste service is subject to Council assessment.

6.1.1(h) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
Residential 80 Litre Bins	2,602,530	2,683,530	81,000	3.1%
Residential 120 Litre Bins	11,207,544	11,176,739	(30,805)	(0.3%)
Second and Subsequent Bins*	223,600	183,352	(40,248)	(18%)
Additional Residential 120 Litre Bin*	26,460	35,700	9,240	34.9%
Additional Residential Garden Organics*	30,030	41,580	11,550	38.5%
Commercial 240 Litre Service				
One per week #	348,636	352,927	4,291	1.2%
Three times per week #	187,345	173,382	(13,963)	(7.5%)
Additional Recycling-Non-residential #	8,982	12,055	3,073	34.2%
Commercial & Industrial Garden Organics#*	182	2,545	2,363	1298.6%
Industrial 120 Litre Service #	102,018	100,045	(1,973)	(1.9%)
Industrial 80 Litre Service #	5,673	6,145	472	8.3%
Total	14,743,000	14,768,000	25,000	0.2%

#These figures exclude GST on Industrial, Commercial and second bin Residential Services.

* Approval of additional waste service is subject to Council assessment.

6.1.1(i) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General rates	74,565,269	76,885,798	2,320,529	3.1%
Service (Garbage) Charges #	14,743,000	14,768,000	25,000	0.2%
Total Rates and charges	89,308,269	91,653,798	2,345,529	2.6%

#These figures exclude GST on Industrial, Commercial and additional recycling-non-residential Services.

6.1.1(j) Fair Go Rates System Compliance

Maroondah City Council is fully compliant with the State Government's Fair Go Rates System.

	2018/19	2019/20
Total Rates and annualised supplementaries at 1 July	\$72,924,468	\$75,013,417
Number of rateable properties	49,771	50,145
Base Average Rates	1,465.20	1,495.93
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$1,498.17	\$1,533.27
Maximum General Rates and Municipal Charges Revenue	\$1,498.17	\$1,533.33
Budgeted General Rates and Municipal Charges Revenue	\$74,565,269	\$76,888,752

6.1.1(k) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2019/20: estimated \$0.33 million and 2018/19: \$0.38 million)
- The variation of returned levels of value (e.g. valuation appeals)

6.1.1(n) Differential rates

Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.208940% for all rateable General Land;
- A general rate of 0.250728% for all rateable Commercial Land; and
- A general rate of 0.250728% for all rateable Industrial Land; and
- A general rate of 0.313410% for all rateable Vacant Land; and
- A general rate of 0.627561% for all rateable Derelict Land.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate are set out below.

General Land

Definitions/Characteristics:

Any land which does not have the characteristics of Commercial, Industrial, Vacant or Derelict Land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial Year.

Commercial Land**Definitions/Characteristics:**

Commercial Land is any land that does not have the characteristics of General, Industrial, Vacant or Derelict Land and which is used, designed or adapted to be used primarily for the sale of goods or services or other commercial purposes.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Requirement to ensure that streetscaping and promotional activity is complimentary to the achievement of commercial and industrial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial Year.

Industrial Land**Definitions/Characteristics:**

Industrial Land is any land that does not have the characteristics of General, Commercial, Vacant or Derelict Land, that is used, designed or adapted to be used primarily for industrial purposes.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Requirement to ensure that streetscaping and promotional activity is complimentary to the achievement of commercial and industrial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial Year.

Vacant Land**Definitions/Characteristics:**

Any land on which there is no building which is occupied or adapted for occupation and that is not General, Commercial, Industrial or Derelict Land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of development on land.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Derelict Land**Definitions/Characteristics:**

Derelict land is any land in respect of which:

- (a) a Notice to Comply has been served on the owner or occupier of the land in respect of any breach of:
 - (i) clause 31 (Condition of Land);
 - (ii) clause 32 (Vacant Buildings); or
 - (iii) clause 34 (Storage, Vehicles and Machinery)
 of Council Local Law No. 11; and
- (b) the time specified in the Notice to Comply has expired; and
- (c) the requirements of the Notice to Comply have not been complied with or otherwise satisfied (either before or after the time specified in the Notice).

Objective:

To ensure that the incidence of dilapidated properties reduce in the municipality and all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial Year.

6.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Infringements and costs	1,121	1,140	19	1.7%
Court recoveries	200	200	0	0.1%
Town planning fees	1,746	1,674	(72)	(4.1%)
Land information certificates	140	145	5	3.6%
Permits	1,551	1,612	61	3.9%
Other	61	63	2	3.3%
Total statutory fees and fines	4,819	4,834	15	0.3%

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, local laws and parking fines and statutory planning application fees. Increases in statutory fees are made in accordance with legislative requirements.

6.1.3 User fees

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Active Leisure Centres	19,794	20,754	960	4.8%
Aged and health services	813	353	(460)	(56.5%)
Child care/children's programs	383	389	7	1.7%
Community Facilities - Recreation	417	417	(0)	(0.0%)
Community Health	13	17	5	39.6%
Local Laws	149	160	11	7.4%
Performing Arts, Functions & Conferences	3,131	3,168	37	1.2%
Youth Programs	2	1	(1)	(50.0%)
Other fees and charges	1,722	1,658	(64)	(3.7%)
Total user fees	26,424	26,917	493	1.9%

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of Maroondah Leisure facilities: Aquahub; Aquanation; Croydon Memorial Pool; The Rings; and the Ringwood and Croydon Golf courses, Karralyka Centre and other community facilities. In addition, the provision of services such as home care, meals on wheels, family day care, occasional care and holiday programs are included in user fees.

User fees are projected to increase by 1.9% or \$0.49 million over 2018/19. The main areas contributing to the increase are Aquanation (\$0.95 million) and Karralyka (\$0.3 million). The transition of Home and Community Care services to the Commonwealth Government sees a decrease in user fees (\$0.48 million). Council plans to increase user charges for all areas in line with expected inflationary trends and increase service use over the budget period to maintain parity between user charges and the costs of service delivery.

6.1.4 Grants

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	20,054	6,727	(13,327)	(66.5%)
State funded grants	9,469	2,047	(7,423)	(78.4%)
Total grants received	29,523	8,774	(20,750)	(70.3%)

6.1.4.1 Grants – operating

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has decreased by 34.1% or \$4.36 million compared to 2018/19. Significant movements in grant funding are summarised below:

Operating Grants	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Recurrent - Commonwealth Government				
Aged and Disability Services	3,065	586	(2,480)	(80.9%)
Children's Services	323	317	(6)	(1.9%)
Community Health Immunisation	118	130	12	9.7%
Meals on Wheels	194	194	0	0.0%
Financial Assistance Grants	5,139	5,139	0	0.0%
Recurrent - State Government				
Aged and Disability Services	1,784	719	(1,064)	(59.7%)
Maternal Child Health	1,037	1,037	0	0.0%
Youth Services Programs	69	69	0	0.0%
Meals on Wheels	14	0	(14)	(100.0%)
Total recurrent grants	11,743	8,191	(3,552)	(30.2%)
Non recurrent - Commonwealth Government				
Smart Cities and Suburbs	154	0	(154)	(100.0%)
Non-recurrent - State Government				
Maternal Child Health	136	24	(112)	(82.3%)
Children's Services	45	46	1	3.0%
EAGA	165	0	(165)	(100.0%)
Waste	100	0	(100)	(100.0%)
Youth Services Programs	195	119	(76)	(38.8%)
Other Grants	232	31	(201)	(86.4%)
Total non-recurrent grants	1,027	221	(806)	(78.5%)
Total Operating Grants	12,770	8,412	(4,358)	(34.1%)

6.1.4.2 Grants - capital

Capital grants (recurrent and non-recurrent) include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 97.9% or \$16.55 million compared to 2018/19 as specific funding received in 2018/19 for a large capital works project is non recurrent. Section 4.5 "Capital works program" includes a more detailed analysis of the grants and contributions expected to be received during the 2019/20 year. Significant movements in capital grant funding are summarised below:

Capital Grants	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Recurrent - Commonwealth Government				
Roads to Recovery	1,195	362	(833)	(69.7%)
Recurrent - State Government				
Total recurrent grants	1,195	362	(833)	(69.7%)
Non-recurrent - Commonwealth Government				
HE Parker Multisports Complex	9,950	0	(9,950)	(100.0%)
Other	70	0	(70)	(100.0%)
Non-recurrent - State Government				
Heathmont Shopping Centre Access	1,045	0	(1,045)	(100.0%)
HE Parker Multisports Complex	1,050	0	(1,050)	(100.0%)
Jubilee Park Sports Pavilion Redevelopment	2,000	0	(2,000)	(100.0%)
Kurboroo Kindergarten Redevelopment	200	0	(200)	(100.0%)
Local Area Traffic Management	100	0	(100)	(100.0%)
Pedestrian Safety Improvements	728	0	(728)	(100.0%)
Ringwood Playspace	10	0	(10)	(100.0%)
Silcock Sports Pavilion Redevelopment	225	0	(225)	(100.0%)
Springfield Sports Pavilion Redevelopment	308	0	(308)	(100.0%)
Sportsfield Lighting	18	0	(18)	(100.0%)
Other	10	0	(10)	(100.0%)
Total non-recurrent grants	15,713	0	(15,713)	(100.0%)
Total Capital Grants	16,908	362	(16,546)	(97.9%)

6.1.5 Contributions

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Contributions - Monetary	5,314	4,041	(1,273)	(24.0%)
Contributions - Monetary (Capital)	256	160	(96)	(37.5%)
Total contributions	5,570	4,201	(1,369)	(24.6%)

Capital Contributions are projected to decrease by \$0.096 million or 37.5% compared to 2018/19 due mainly to a once off contribution for Capital project in 2018/19 (Local Road renewal program \$0.82 million).

6.1.6 Other income

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Interest on investments	978	1,000	22	2.25%
Interest on other	4	4	0	8.57%
Rent	276	292	16	5.80%
Total other income	1,258	1,296	38	3.03%

Other income is projected to increase by \$0.038million or 3.0% compared to 2018/19 mainly due an increase in interest on investments and rent to be received.

6.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Wages and salaries	48,850	50,698	1,848	3.8%
WorkCover	677	677	0	0.0%
Casual staff	1,572	1,713	142	9.0%
Superannuation	4,662	4,831	169	3.6%
Fringe benefits tax	465	510	45	9.7%
Total employee costs	56,226	58,430	2,203	3.9%

Employee costs include all labour related expenditure such as salaries and on-costs (employer superannuation, long service leave and workcover), allowances, overtime and annual leave loading etc.

Employee costs are forecast to increase by 3.9% or \$2.20 million compared to 2018/19. This increase relates mainly to a number of factors. Employee costs are aligned with the anticipated Enterprise Bargaining Agreement (EBA) outcomes for 2019/20, together with projected movement of employees within employment bands.

6.1.8 Materials and services

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Agency Staff	979	421	(558)	(57.0%)
Apprentices	345	411	66	19.1%
Bank Charges	428	426	(2)	(0.5%)
Cleaning	857	936	78	9.1%
Communications, Postage & Advertising	1,375	1,408	34	2.4%
Consultants	1,182	575	(606)	(51.3%)
Cost of Goods Sold	858	866	8	0.9%
Fire Services Levy	112	112	0	0.0%
Food costs - Meals on Wheels	287	250	(38)	(13.1%)
Fuels, Oil, Registrations & Running Costs - Plant & Fleet	1,166	1,230	64	5.5%
Grants to Community	505	471	(35)	(6.9%)
Insurance	895	971	76	8.5%
Legal Fees	653	657	4	0.6%
Library Contribution	2,615	2,680	65	2.5%
Licence Fees	259	287	28	10.9%
Maintenance	3,297	3,416	119	3.6%
Marketing and Promotion	277	234	(43)	(15.6%)
Materials - Operations & Golf Courses	1,197	1,205	8	0.6%
Memberships/Subscriptions	219	204	(15)	(6.7%)
Printing and stationary	227	204	(23)	(10.2%)
Security	315	308	(7)	(2.3%)
Training	481	514	33	7.0%
Uniforms	105	101	(4)	(3.9%)
Utilities	4,487	4,543	56	1.2%
Other	5,659	4,227	(1,432)	(25.3%)
Contract payments - Home Care	3,136	0	(3,136)	(100.0%)
Contract payments - Waste	12,378	13,634	1,256	10.1%
Contract payments - Operations	6,450	6,632	182	2.8%
Contract payments - Valuations	162	177	15	9.3%
Contractors - Other	4,121	3,098	(1,023)	(24.8%)
Total materials and services	55,027	50,196	(4,831)	(8.8%)

Materials and services are forecast to decrease by 8.8% or \$4.8 million compared to 2018/19. Materials and services include the purchases of consumables, payments to contractors for the provision of services, utility costs, annual contribution for the provision of library services to the Eastern Regional Libraries (this has increased 2.5% for the 2019/20 year), contributions to community groups, software maintenance, insurances, advertising, motor vehicle running costs, fuel and registrations and other miscellaneous expenditure items. Utility costs relating to water, gas and electricity and are forecast to increase by 1.2% or \$0.06 million compared to 2018/19 resulting from increased prices from suppliers.

Contract payments are included as part of materials and services and are for the provision of services which have been tendered under section 186 of the Local Government Act including external contracts for services such as waste collection, home care, road maintenance, street

tree pruning etc. and are forecast to decrease by 10.3% or \$2.71 million compared to 2018/19. The decrease in contractors is mainly due to the discontinuance of Home Care contract payments as a result of aged care reforms and transition of in-home services to direct contractor provision. Other tendered costs including Waste Management, Valuations and Operations will increase by 1.9% or 0.43 million.

6.1.9 Depreciation and amortisation

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Property	7,482	8,006	524	7.0%
Plant & equipment	2,611	2,871	260	10.0%
Infrastructure	11,953	12,219	266	2.2%
Total depreciation and amortisation	22,046	23,096	1,050	4.8%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of 4.8% or \$1.05 million for 2019/20 is due mainly the full year effect of depreciation on the 2018/19 capital works program. Refer to section 6.5 'Capital works program' for a more detailed analysis of Council's capital works program for the 2019/20 year.

6.1.10 Other expenses

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Auditor's remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	64	65	1	1.1%
Auditor's remuneration - internal	157	157	-	0.0%
Councillors' allowances	311	316	5	1.7%
Operating lease rentals	265	241	(24)	(9.1%)
Total other expenses	797	779	18	(2.3%)

6.2 Balance Sheet

This section analyses the movements in assets, liabilities and equity between 2018/19 and 2019/20. It also considers a number of key performance indicators.

6.2.1 Current assets and non-current assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.43 million during the year in line with the rise and fall of Council's operations.

Trade and other receivables are monies owed to Council by ratepayers and others. Minimal change is expected in the level of debtors in the budget.

Other financial assets include the value of investments held in deposits with a maturity of greater than three months at the time of initial investment. These balances are projected to decrease by \$1.9 million during the year in line with the rise and fall of Council's operations.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery and inventories or stocks held for sale or consumption in Council's services. Minimal change is expected in the budget.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The net increase in this balance is attributable to the net result of the capital works program (\$28.76 million of new assets); depreciation of assets (\$23.1 million); and the sale of property, plant and equipment (\$1.1 million).

6.2.2 Interest-bearing liabilities

Interest-bearing liabilities are loans or borrowings of Council. Council borrowed \$24.2 million in 2014/15 and repayment of loan principal of \$1.4 million will be made during the year.

In 2014/15 Council constructed a new regional aquatic and leisure centre in Ringwood known as Aquanation. The facility was opened in August 2015, with borrowings to fund a portion of this project. The total cost was \$52.2 million, and has been funded by Federal and State Government grants to a total of \$13.0 million. The remaining funding came from a combination of loan borrowings by Council (\$24.2 million), budgeted capital expenditure, public open space contributions and cash reserves.

Council market tendered for the provision of the loan in August 2014 and the loan was drawdown in November 2014 with repayment of principal and interest over 15 years and at a fixed rate for the term of the loan of 4.91% interest per annum. The budget for 2019/20 provides for repayment of loan principal and interest per the agreed schedule.

The table below shows information on borrowings specifically required by the Regulations.

	2018/19	2019/20
	\$	\$
Amount borrowed as at 30 June of the prior year	20,015	18,684
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	(1,331)	(1,399)
Amount of borrowings as at 30 June	18,684	17,285

6.2.3 Current liabilities and non-current liabilities

'Trade and other payables' are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease which is consistent with 2019/20 decreased levels of expenditure on materials and services relating to capital projects.

Provisions include accrued long service leave, annual leave and time in lieu to employees. These employee entitlements are only expected to increase marginally in line with EBA outcomes.

6.2.4 Working capital

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months and are therefore not available for discretionary spending.

The expected working capital ratio for 2019/20 is 1.72:1 which means that Council can meet its short-term obligations and has sufficient cash or operating liquidity remaining to meet fluctuating cash levels during the year.

6.3 Statement of changes in Equity

6.3.1 Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$3.87 million results directly from the surplus for the year.
- Council has introduced a cash backed general reserve to fund future capital projects and unexpected contingencies such as a call on unfunded Superannuation. The reserve will increase by \$1.0 million in 2019/20.

6.4 Statement of Cash Flows

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2019/20 year. Budgeting cash flows for Council is one of the key factors in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and the repayments of borrowings. These activities also include repayment of the principal component of loan repayments for the year.

6.4.1 Net cash flows provided by/ (used in) operating activities

The decrease in cash inflows from operating activities of \$20.1 million is due mainly to the nature of capital grants received in 2018/19 which are primarily one off in nature including the \$11.0 million for the HE Parker multi sports complex. A \$2.8 million increase in rates and charges, \$0.1 million decrease in user fees, and a \$2.2 million increase in employee costs.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast		Variance
	Actual	Budget	
	2018/19	2019/20	
	\$'000	\$'000	\$'000
Surplus (deficit) for the year	22,740	4,871	(17,869)
Depreciation	22,046	23,096	1,050
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	93	93	0
Finance costs	(968)	(901)	67
Net movement in current assets and liabilities	2,718	(617)	(3,335)
Cash flows available from operating activities	46,629	26,542	(20,087)

6.4.2 Net cash flows provided by/ (used in) investing activities

The decrease in payments for investing activities represents a decrease in capital works expenditure between 2018/19 and 2019/20.

6.4.3 Net cash flows provided by/ (used in) financing activities

The payments for investing activities represents repayment of borrowings both principal and interest for the loan for Aquanation (refer 6.2.2).

6.4.4 Cash and cash equivalents at end of the year

Overall, total cash and investments are forecast to decrease by \$0.14 million to \$16.6 million as at 30 June 2020. Council is using some of its cash holdings to fund capital expenditure in 2019/20 which is within acceptable sector practice. This is consistent with Council's Long Term Financial Strategy.

6.4.5 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part and not fully available for Council's operations. The budgeted balance sheet indicates that Council is estimating at 30 June 2020 it will have cash and investments of \$38.75 million, which are partly restricted as shown in the following table.

	Ref	Forecast	Budget 2020 \$'000	Variance \$'000
		Actual 2019 \$'000		
Total cash and investments including financial assets		42,087	38,750	(3,337)
Restricted cash and investments	6.4.5.1			
- Trust funds and deposits		(4,481)	(4,481)	0
- Unexpended grants and contributions		(2,500)	(2,500)	0
- Unexpended specific purpose investments other		(9,628)	(10,176)	(548)
- Cash backed reserve		(10,000)	(11,000)	(1,000)
Unrestricted cash and investments	6.4.5.2	15,478	10,593	(4,885)

6.4.5.1 Restricted cash and investments

Council has cash and cash equivalents that are subject to restrictions, Council has restrictions in relation to unexpended specific purpose investments other which relate mainly to monies received by Council for Public Open Space and Waste; trust funds and deposits; unexpended grants and contributions and cash backed reserves.

6.4.5.2 Unrestricted cash and investments

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

6.5 Capital works program

6.5.1 Summary

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and funding source.

	Forecast Actual	Budget	Change	%
	2018/19	2019/20		
	\$'000	\$'000	\$'000	
Property	28,819	9,725	(19,094)	(66.3%)
Plant and equipment	5,014	4,452	(562)	(11.2%)
Infrastructure	22,247	14,587	(7,660)	(34.4%)
Total	56,080	28,764	(27,316)	(48.7%)

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	9,725	3,500	4,691	1,534	-	-	160	9,565	-
Plant and equipment	4,452	265	3,967	220	-	-	1,120	3,332	-
Infrastructure	14,587	1,175	11,342	2,070	-	362	-	14,225	-
Total	28,764	4,940	20,000	3,824	-	362	1,280	27,122	-

This following section presents the four-year capital expenditure program for the period 2019/20 to 2022/23. Council has already made prior budget commitments to a number of projects to ensure timely completion consistent with expectations.

The capital projects are grouped by class and include detail of both Council and Other contributions to individual projects. Further detail is also provided on asset renewal, new assets, asset upgrade and asset expansion projects.

CAPITAL EXPENDITURE PROGRAM 2019/20 TO 2022/23										
	Budget 2019/20							Budget 2020/21	Budget 2021/22	Budget 2022/23
	Total Expenditure	Council Cash	Grants	Others Contrib'n	Asset Renewal	Upgrade	New Work	Total Expenditure	Total Expenditure	Total Expenditure
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
BUILDINGS										
BUILDINGS										
Capital Improvements to Council Facilities Managed by Others	60	60			30	30		70	70	70
Capital Improvements to Sporting Facilities and Community Groups on Council Land Managed by Others	320	160		160	160	160		350	350	350
Community Facilities - Access & Inclusion	200	200			160	40		220	220	220
Proclamation Park Pavilion Redevelopment	0	0			0	0		1,850	550	
Silcock Sporting Pavilion Redevelopment	1,545	1,545			1,236	309		0	0	0
Public Toilet Improvement Program	250	250			250			270	280	280
Community Facilities Major Plant Renewal	470	470			470			520	800	800
Community Facilities Replacement Program - Springfield Multipurpose Pavilion Redevelopment - Ainslee Park Multipurpose Pavilion Redevelopment - Croydon Community Precinct Redevelopment	1,000	1,000					1,000	0	2,420	2,671
Carbon Neutral-Energy Revolving Fund	350	350				350		400	450	450
Improvements to Public Open Space								500		
Civic Offices Upgrade (Realm Extension)	2,500	2,500					2,500	2,500		
Community Facilities Improvement Program	3,030	3,030			2,385	645		2,740	3,360	3,960
Transform Maroondah								3,000	6,635	1,365
TOTAL BUILDINGS	9,725	9,565	0	160	4,691	1,534	3,500	12,420	15,135	10,166
TOTAL BUILDINGS	9,725	9,565	0	160	4,691	1,534	3,500	12,420	15,135	10,166

CAPITAL EXPENDITURE PROGRAM 2019/20 TO 2022/23										
	Budget 2019/20							Budget 2020/21	Budget 2021/22	Budget 2022/23
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
ROADS AND DRAINAGE										
ROADS										
Roads to Recovery Funding of Local Road Improvements by the Federal Government	362		362		290	72		362	362	362
Local Road Reconstruction Program	400	400			400			450	500	500
Local Area Traffic Management	200	200			100	100		220	230	230
Local Area Traffic Management - Renewal	80	80			80			80	90	90
Traffic Lights and Pedestrian Crossings	70	70			70			80	80	80
Local Road Renewal Program	1,780	1,780			1,780			1,810	2,000	2,000
Kerb and Channel Replacement Works	670	670			670			680	700	700
TOTAL ROADS	3,562	3,200	362	0	3,390	172	0	3,682	3,962	3,962
FOOTPATHS AND CYCLEWAYS										
Shared (Bike) Path Improvement Program	440	440			340	100		510	600	600
Taralla Creek Trail Improvement Works (Public Open Space)	300	300			300			300	0	0
Footpath Replacement Works	1,500	1,500			1,500			1,600	1,650	1,650
Footpath Construction Program	990	990					990	1,032	1,149	1,192
Disability Footpath Access	310	310			248	62		310	320	320
TOTAL FOOTPATHS AND CYCLEWAYS	3,540	3,540	0	0	2,388	162	990	3,752	3,719	3,762
CARPARKS										
Car Park Improvement Program	480	480			240	240		460	500	500
TOTAL CARPARKS	480	480	0	0	240	240	0	460	500	500

CAPITAL EXPENDITURE PROGRAM 2019/20 TO 2022/23										
	Budget 2019/20							Budget 2020/21	Budget 2021/22	Budget 2022/23
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
ROADS AND DRAINAGE Continuation...										
DRAINAGE										
Ringwood Metropolitan Activities Centre - Drainage Infrastructure	700	700			700			700	700	700
Waterway Improvement Program	125	125			125			130	140	140
Stormwater Drainage Renewal Program	1,860	1,860			1,488	372		2,245	3,172	3,555
TOTAL DRAINAGE	2,685	2,685	0	0	2,313	372	0	3,075	4,012	4,395
WASTE MANAGEMENT										
Waste Vehicles Turning Points	50	50				50		50	50	50
TOTAL WASTE MANAGEMENT	50	50	0	0	0	50	0	50	50	50
OTHER										
Commercial Centres Improvement Program	290	290			145	145		210	600	220
Ringwood Metropolitan Activity Centre	100	100				100		100	100	100
Bus Shelters	30	30					30	20	30	30
Carbon Neutral - Greenpower	75	75				75		75	75	75
Sustainable Maroondah Fund	50	50					50	50	60	60
Street Furniture Works	100	100			100			75	90	90
Street Lighting Improvements - Energy Efficiency	100	100			100			0	0	0
TOTAL OTHER	745	745	0	0	345	320	80	530	955	575
TOTAL ROADS AND DRAINAGE	11,062	10,700	362	0	8,676	1,316	1,070	11,549	13,198	13,244

CAPITAL EXPENDITURE PROGRAM 2019/20 TO 2022/23										
	Budget 2019/20							Budget 2020/21	Budget 2021/22	Budget 2022/23
	Total Expenditure \$000	Council Cash \$000	Grants \$000	Others Contrib'n \$000	Asset Renewal \$000	Upgrade \$000	New Work \$000	Total Expenditure \$000	Total Expenditure \$000	Total Expenditure \$000
RECREATIONAL IMPROVEMENTS										
RECREATIONAL, LEISURE AND COMMUNITY FACILITIES										
Sportsfield Improvement Program - 2019/20 Quambee Reserve - North Ringwood Reserve Sportsfield - Ringwood Soccer Synthetic Sportsfield - Silcock Reserve Sportsfields - Dorset Reserve Soccer Sportsfields	900	900			900			1,000	1,050	1,050
Sportsfield Lighting Improvement Program	210	210			168	42		220	250	250
Sportsfield Irrigation Improvement Program	70	70			70			80	80	80
Golf Courses - Pathways	200	200				200		220	250	250
Golf Courses - Tee Renewal	70	70			70			75	80	80
Golf Courses - Fairway Drainage Improvements	80	80			64	16		85	90	90
Golf Courses - Renewal of Major Irrigation Components	95	95			76	19		100	100	100
Golf Courses - Renew Fairways	50	50			50			50	60	60
Dorset Golf - Compliance with EPA Requirements	180	180				180		180	180	180
Golf Courses - Perimeter Fencing	50	50			50			50	50	50
Golf courses - Renew Bunkers	50	50			50			55	55	55
Ringwood Golf - Renew Eastlink Fence	0	0			0			0	0	267
Sports Ovals - Goal Post Replacement (ongoing)	50	50			50			60	70	70
Sports Oval Fence Replacement (ongoing)	60	60			60			70	75	75
Sports Infrastructure Renewal - Cricket Nets, Coaches Boxes and Scoreboards	120	120			120			130	140	140
Sports Surface Improvement Program	100	100			100			100	100	100
TOTAL RECREATIONAL, LEISURE AND COMMUNITY FACILITIES	2,285	2,285	0	0	1,828	457	0	2,475	2,630	2,897

CAPITAL EXPENDITURE PROGRAM 2019/20 TO 2022/23										
	Budget 2019/20							Budget 2020/21	Budget 2021/22	Budget 2022/23
	Total Expenditure	Council Cash	Grants	Others Contrib'n	Asset Renewal	Upgrade	New Work	Total Expenditure	Total Expenditure	Total Expenditure
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
RECREATIONAL IMPROVEMENTS Continuation...										
PARKS AND OPEN SPACE										
Open Space Playground Improvement Program	620	620			500	85	35	680	735	735
Open Space Lighting Improvement Program	35	35					35	40	50	50
Open Space Pathway Improvement Program	50	50				25	25	50	60	60
Open Space Improvement Program	260	260			138	112	10	280	290	290
Open Space Footbridge and Boardwalk Improvement Program	200	200			200			200	210	210
Open Space Signage Improvement Program	75	75				75		80	85	85
TOTAL PARKS AND OPEN SPACE	1,240	1,240	0	0	838	297	105	1,330	1,430	1,430
TOTAL RECREATIONAL IMPROVEMENTS	3,525	3,525	0	0	2,666	754	105	3,805	4,060	4,327

CAPITAL EXPENDITURE PROGRAM 2019/20 TO 2022/23										
	Budget 2019/20							Budget 2020/21	Budget 2021/22	Budget 2022/23
	Total Expenditure	Council Cash	Grants	Others Contrib'n	Asset Renewal	Upgrade	New Work	Total Expenditure	Total Expenditure	Total Expenditure
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
PLANT AND EQUIPMENT										
FIXTURES, FITTINGS AND FURNITURE										
Furniture and Equipment	30	30				15	15	30	30	30
Art in Public Places	50	50					50	50	50	50
TOTAL FIXTURES, FITTINGS AND FURNITURE	80	80	0	0	0	15	65	80	80	80
PLANT, MACHINERY AND EQUIPMENT										
Karralyka and Federation Estate - Renew Equipment	80	80			40	40		80	80	80
REALM - Renew Equipment	40	40			35	5		70	70	70
Plant and Fleet Replacement Program	2,802	1,682		1,120	2,802			2,802	2,902	2,902
Leisure Facilities - Equipment Replacement	500	500			500			500	500	750
TOTAL PLANT, MACHINERY AND EQUIPMENT	3,422	2,302	0	1,120	3,377	45	0	3,452	3,552	3,802
COMPUTERS AND TELECOMMUNICATIONS										
Information Technology Improvement Program	950	950			590	160	200	970	990	990
TOTAL COMPUTERS AND TELECOMMUNICATIONS	950	950	0	0	590	160	200	970	990	990
TOTAL PLANT AND EQUIPMENT	4,452	3,332	0	1,120	3,967	220	265	4,502	4,622	4,872
TOTAL CAPITAL EXPENDITURE	28,764	27,122	362	1,280	20,000	3,824	4,940	32,276	37,015	32,609

7. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of Council's future outcomes and priority actions.

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	5.4%	4.52%	3.17%	4.11%	4.94%	5.61%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	204.1%	168.7%	172.4%	161.0%	142.8%	147.4%	o
Unrestricted cash	Unrestricted cash / current liabilities		2.5%	55.0%	44%	40%	39%	47%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	23.6%	20.7%	18.7%	16.6%	14.5%	12.4%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.7%	2.5%	2.5%	2.4%	2.3%	2.3%	+
Indebtedness	Non-current liabilities / own source revenue		17.2%	15.1%	12.6%	11.3%	9.9%	8.5%	-
Asset renewal	Asset renewal expenses / Asset depreciation	4	82.1%	177.5%	103.2%	116.4%	127.8%	118.6%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	63.0%	73.0%	67.3%	67.9%	68.0%	68.2%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.3%	0.2%	0.3%	0.3%	0.3%	0.3%	o

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$2,562	\$2,714	\$2,660	\$2,667	\$2,698	\$2,742	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,614	\$1,711	\$1,739	\$1,775	\$1,816	\$1,863	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.0%	17.4%	17.4%	17.4%	17.4%	17.4%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. There is an improvement in financial performance expected over the period.

2 Working capital – The proportion of current liabilities represented by current assets. Working capital is forecast to increase from 2018/19 to 2019/20. This trend is forecast to reduce slightly in later years however with the ratio remaining at a very healthy level.

3 Debt compared to rates - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

4 Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will have a steady reliance on rate revenue compared to all other revenue sources.

Appendices

The contents of the appendices following are summarised below:

Appendix	Nature of information	Page
A	Budget process	72
B	Statutory disclosures	74
C	Fees and Charges	76

Appendix A - Budget Process

The preparation of the budget begins with Council's employees preparing the annual budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations) and submitting the "proposed" budget to Council for approval "in principle". Council is then required to give "public notice" that it intends to "adopt" the budget. It must give a minimum 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices. A person is able to make a submission on any proposal contained in the budget and Council must consider any submission before adoption of the budget.

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2019/20 budget is for the year 1 July 2019 to 30 June 2020 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works and Statement of Human Resources. These statements have been prepared for the year ending 30 June 2020 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The Commission will endeavour to notify councils of its decision in respect of an application within two months of receipt of application. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. A copy of the budget is required to be submitted to the Minister within 28 days after adoption.

This 2019/20 Budget has been prepared in compliance with the Act and the Regulations that set out the required preparation process. Council is not seeking a rate increase above the maximum allowable by the ESC.

Community Consultation

Section 129 of the Act provides that Council follows a public consultation process prior to formal Budget adoption. This commences with a public notice by Council announcing the preparation of the Proposed Budget. Copies of the Budget are made available on Council's website www.maroonah.vic.gov.au and for inspection at Council's service centres and libraries and the public may obtain further information on the Budget content from Council Officers by appointment.

The public notice invites submissions to be made to Council under Section 223 of the Act. This Section also gives those making submissions the right to speak to their submission before a sub-committee of Council. The legislation also requires Council to formally respond to any submissions in writing and to provide reasons for such response.

Appendix B - Statutory Disclosures

This appendix lists the items that must be included in Council's annual budget in order for it to comply with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Under Section 127 of the Local Government Act 1989, Council must prepare a budget for the financial year and ensure that the budget contains information as detailed in the Act and the Local Government (Planning and Reporting) Regulations 2014. The Regulations, supporting the Act also specify further information to be included in the Budget. The following tables provides where in this document information is available to the reader.

Requirement		Act & Regulations	Budget Document Reference
1.	Financial statements (income statement, balance sheet, changes in equity, cash flows, capital works) in the form set out in the Local Government Model Financial Report	Section 127(2)(a) Regulation 9	Section 5
2.	Services and initiatives to be funded in the budget	Section 127(2)(b)	Section 2
3.	Statement as to how the services and initiatives will contribute to achieving the strategic objectives specified in the Council Plan	Section 127(2)(c)	Section 2
4.	Major initiatives, being initiatives identified by Council as priorities, to be undertaken during the financial year	Section 127(2)(d)	Section 2
5.	For services to be funded in the budget, the prescribed indicators of service performance that are required to be reported against in the performance statement, and the prescribed measures relating to those indicators	Section 127(2)(da)-(db)	Section 2
6.	Details of the rates to be declared	Section 158(1)	Section 6
7.	Details of differential rates	Section 127(3)(b) and (c) and Section 161(2)	Section 6
8.	A detailed list of capital works expenditure in relation to non-current assets classified in accordance with the model statement of capital works in the Local Government Model Financial Report, and set out according to asset expenditure type	Regulation 10(1)(a)	Section 6
9.	A summary of the funding sources in relation to the capital works expenditure, classified separately as to grants, contributions, Council cash and borrowings	Regulation 10(1)(b)	Section 6
10.	A statement of human resources	Regulation 10(1)(c)	Section 5
11.	A summary of human resources expenditure and the number of full time equivalent Council employees referred to in the statement of human resources, categorised according to the organisational structure of the Council and classified separately as to permanent full time or permanent part time	Regulation 10(1)(d-e)	Section 5
12.	A list of grants by type and source, classified as recurrent grants to be used to fund operation expenditure and capital expenditure, and non-recurrent grants to be used to fund operation and capital expenditure	Regulation 10(1)(f)	Section 6
13.	Total amount borrowed as at 30 June of the financial year compared with the previous financial year	Regulation 10(1)(g)	Section 6
14.	Total amount to be borrowed during the financial year compared with the previous financial year	Regulation 10(1)(h)(i)	Section 6
15.	Total amount projected to be redeemed during the financial year compared with the previous financial year	Regulation 10(1)(i)	Section 6
16.	Rate in the dollar for each type or class of land	Regulation 10(2)(a)	Section 6
17.	Percentage change in the rate in the dollar for each class or type of land compared with the previous year	Regulation 10(2)(b)	Section 6
18.	Estimated amount to be raised by general rates in relation to each type of class of land compared with the previous financial year	Regulation 10(2)(c)	Section 6
19.	Estimated total amount to be raised by general rates compared with the previous financial year	Regulation 10(2)(d)	Section 6
20.	Number of assessments for each class or type of land compared with the previous financial year	Regulation 10(2)(e)	Section 6

Requirement		Act & Regulations	Budget Document Reference
21.	Number of assessments compared with the previous financial year	Regulation 10(2)(f)	Section 6
22.	Basis of valuation to be used	Regulation 10(2)(g)	Section 6
23.	Estimated value of each type or class of land compared with the previous financial year	Regulation 10(2)(h)	Section 6
24.	Estimated total value of land rated compared with the previous financial year	Regulation 10(2)(i)	Section 6
25.	Municipal charge compared with the previous financial year	Regulation 10(2)(j)	Not Applicable
26.	Percentage change in the municipal charge compared with the previous financial year	Regulation 10(2)(k)	Not Applicable
27.	Estimated amount to be raised by municipal charges compared with the previous financial year	Regulation 10(2)(l)	Not Applicable
28.	Rate or unit amount to be levied for each type of service rate or charge compared with the previous financial year	Regulation 10(2)(m)	Section 6
29.	Percentage change for each type of service rate or charge compared with the previous financial year	Regulation 10(2)(n)	Section 6
30.	Estimated amount to be raised by each type of service rate or charge compared with the previous financial year	Regulation 10(2)(o)	Section 6
31.	Estimated total amount to be raised by service rates and charges compared with the previous financial year	Regulation 10(2)(p)	Section 6
32.	Estimated total amount to be raised by all rates and charges compared with the previous financial year	Regulation 10(2)(q)	Section 6
33.	Any significant changes that may affect the estimated amounts referred to in Regulation 10(2)	Regulation 10(2)(r)	Section 6
34.	Councils applying to the Essential Services Commission for a rates variation must meet disclosure requirements	Local Government Amendment (Fair Go Rates) Act 2015	Not Applicable

Appendix C - Fees and Charges

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Business & Activity Centre Development			
Business & Development Business Training & Seminars			
Training courses	D	Yes	20.00
Business & Development Business Events			
Business Breakfast series	D	Yes	40.00
Business & Development Business Week			
Business Week events	D	Yes	45.00
Business & Development Co-Working Memberships			
Casual per attendance	D	Yes	20.00
Casual per year	D	Yes	80.00
Premium per additional member	D	Yes	150.00
Premium per month	D	Yes	400.00
Resident per additional member	D	Yes	100.00
Resident per month	D	Yes	250.00
Realm			
Fee Content Development per hour	D	Yes	100.00
Realm Room Hire (varies according to quote)	D	Yes	Varies according to quote
Engineering & Building Services			
Engineering Services			
Build on flood prone land	S	No	283.36
Build Over Easement Application	S	No	271.00
Commercial 2-5 industrial/factory/warehouse developments	D	No	423.50
Commercial Development Plan Checking Medium commercial development (500-2000m ²)	D	No	726.50
Commercial Development Plan Checking Small commercial development (<500m ²)	D	No	304.00
Commercial Large development (2000m ² +)	D	No	1,212.50
Construction Management Plan Checking (Commercial / Industrial)	D	No	485.00
Construction Management Plan Checking (Major residential - 7+ dwellings)	D	No	304.00
Construction Management Plan Checking (Minor residential - up to 6 dwellings)	D	No	182.00
Development Plan Checking 6+ industrial/factory/warehouse developments	D	No	666.50
Drainage Fee - Stormwater Flood Modelling Information	D	No	59.50
Issue of Legal Point of Discharge, Fees in accordance with Statutory Building Regs	S	No	141.18
Permit to occupy road reserve	D	No	Price on Application
Permit to occupy road reserve (short term occupation)	D	No	473.50
Residential Development Plan Checking 13-19 Lot development with common property	D	No	908.50
Residential Development Plan Checking 2 Lot development with common property	D	No	182.00
Residential Development Plan Checking 20+ Lot development with common property	D	No	1,212.50
Residential Development Plan Checking 3-4 Lot development with common property	D	No	304.00
Residential Development Plan Checking 5-8 Lot development with common property	D	No	485.00
Residential Development Plan Checking 9-12 Lot development with common property	D	No	726.50
Road Opening Permit	D	No	230.50
Single industrial/factory/warehouse development	D	No	182.00
Subdivisions Supervision, Fee set by Subdivision Act	S	No	Price on Application
Traffic Management Plan Approval	D	No	76.50
Unit / Apartment Development Plan Checking 20-60 unit apartment building	D	No	485.00
Unit / Apartment Development Plan Checking Up to 20 unit apartment building	D	No	304.00
Unit / Apartment Residential Development Plan Checking 60+ unit apartment building	D	No	726.50
Vehicle Crossing Inspections / User charges Fees & Fines	D	No	230.50
Building Services			
\$100,001 - \$150,000 Cost of Construction including 5 inspections (\$ Fee + (0.81%) of building works)	D	Yes	Price on Application
Building Permit Amendments Class 1 or 10 Amendments	D	Yes	Price on Application
Building Permit Amendments Class 2 - 9 Amendments	D	Yes	Price on Application
Building Service Permit Fees Garages/Sheds/Carports \$0 - \$30,000	D	Yes	Price on Application
Building Service Permit Fees Garages/Sheds/Carports \$100,000 + (Price on Application POA)	D	Yes	Price on Application
Building Service Permit Fees Garages/Sheds/Carports \$30,001 - \$50,000 (\$ Fee + (0.99%) of building work	D	Yes	Price on Application

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Building Services Additional Inspection Fees Additional Inspection required for Building Permits & Lapsed Permits	D	Yes	Price on Application
Class 2 to 9 Buildings \$0 - \$12,000 (\$ Fee + (2.20%) of building works)	D	Yes	Price on Application
Class 2 to 9 Buildings \$1,000,001 + (POA)	D	Yes	Price on Application
Class 2 to 9 Buildings \$10,001 - \$50,000 (\$ Fee + (0.99%) of building works)	D	Yes	Price on Application
Class 2 to 9 Buildings \$350,001 - \$650,000 (\$ Fee + (0.4%) of building works)	D	Yes	Price on Application
Class 2 to 9 Buildings \$50,001 - \$350,000 (\$ Fee + (0.3%) of building works)	D	Yes	Price on Application
Class 2 to 9 Buildings \$650,001 - \$1,000,000 (\$ Fee + (0.35%) of building works)	D	Yes	Price on Application
Consent & Reports: (Dispensations) 29A Process	S	No	Price on Application
Consent & Reports: (Dispensations) Advertise for Owner - First property	D	Yes	Price on Application
Consent & Reports: (Dispensations) Advertise for Owner - subsequent properties	D	Yes	Price on Application
Consent & Reports: (Dispensations) Hoarding Occupation Activity - m2 per week	D	Yes	Price on Application
Consent & Reports: (Dispensations) Hoarding Occupation Domestic - per week	D	Yes	Price on Application
Consent & Reports: (Dispensations) Hoarding Occupation Non-Activity - m2 per week	D	Yes	Price on Application
Consent & Reports: (Dispensations) Hoarding Permit	S	No	Price on Application
Consent & Reports: (Dispensations) Permit issued or work commenced - first clause	D	Yes	Price on Application
Consent & Reports: (Dispensations) Permit issued or work commenced - subsequent clauses	D	Yes	Price on Application
Consent & Reports: Dispensations	S	No	Price on Application
Copy of any Certificate or any information requiring file search	D	No	Price on Application
Copy of plans - Class 1 or 10, including copy of any associated documentation	D	No	Price on Application
Copy of plans - Class 2 - 9, (Commercial Plans - up to 10 pages, more pages POA)	D	No	Price on Application
Demolitions Commercial (\$ Fee + \$680 per storey)	D	Yes	Price on Application
Demolitions Domestic	D	Yes	Price on Application
Dwellings \$0 - \$12,000 inc. 3 inspections	D	Yes	Price on Application
Dwellings \$12,000 - \$25,000 Cost of Construction including 4 inspections (\$ Fee + (2.20%) of building works)	D	Yes	Price on Application
Dwellings \$150,001 - \$200,000 Cost of Construction including 6 inspections (\$ Fee + (0.80%) of building works)	D	Yes	Price on Application
Dwellings \$200,001 - \$250,000 Cost of Construction including 7 inspections (\$ Fee + (0.90%) of building works)	D	Yes	Price on Application
Dwellings \$25,001 - \$50,000 Cost of Construction including 4 inspections (\$ Fee + (2.20%) of building works)	D	Yes	Price on Application
Dwellings \$250,001 - \$300,000 Cost of Construction including 7 inspections (\$ Fee + (0.99%) of building works)	D	Yes	Price on Application
Dwellings \$50,001 - \$100,000 Cost of Construction including 4 inspections (\$ Fee + (0.80%) of building works)	D	Yes	Price on Application
Dwellings > \$300,000 unit development (Price on Application POA)	D	Yes	Price on Application
Extension of Time for Permits Class 2 - 9	D	Yes	Price on Application
Extension of Time for Permits Class 1 or 10	D	Yes	Price on Application
Fences/Ret Walls/Masts/Poles \$100,000 + (Price on Application POA)	D	Yes	Price on Application
Fences/Ret Walls/Masts/Poles \$30,001 - \$50,000	D	Yes	Price on Application
Fences/Ret Walls/Masts/Poles \$50,001 - \$100,000	D	Yes	Price on Application
Fences/Ret Walls/Masts/Poles \$0 - \$30,000	D	Yes	Price on Application
Lodgement Fee	S	No	Price on Application
Reg 326 (1), (2) & (3). Owner or mortgagee of building or land or prescribed building practitioner requesting information in respect to building or land	S	No	Price on Application
Swimming Pools and Spas \$12,001 - \$20,000 (\$ Fee + (0.1%) of building works)	D	Yes	Price on Application
Swimming Pools and Spas \$20,001 - \$40,000 (\$ Fee + (1.20%) of building works)	D	Yes	Price on Application
Swimming Pools and Spas \$40,001 - \$60,000 (\$ Fee + (1.80%) of building works)	D	Yes	Price on Application
Swimming Pools and Spas \$60,001 + (Price on Application POA)	D	Yes	Price on Application
Swimming Pools and Spas Temp Pool Barrier	D	Yes	Price on Application
Asset Protection - Industrial/Commercial/Warehouse	D	No	624.00
Asset Protection - Verandah/Decks/Pergola/Alfresco/small shed	D	No	364.00
Asset Protection - Demolition/New dwelling/Swimming pool/spa/Garage/Carport/large shed/Dpu/Extension/Addition/Alteration	D	No	468.00
Multi Dwelling - 10+	D	No	1,248.00
Multi Dwelling - 2	D	No	624.00
Multi Dwelling - 3 -5	D	No	832.00

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Multi Dwelling - 6 -9	D	No	1,040.00
Multi storey development - 2-4	D	No	1,560.00
Multi storey development - 5+	D	No	2,080.00
Operations			
Use of Marveloo (varies according to quote)	D	Yes	Varies according to quote
Varies per Inspection	D	No	Varies per Inspection
Health, Local Laws & Emergency			
Community Health			
Rooming House Charges Prescribed Accommodation 21 - 40 Beds	D	No	440.00
Rooming House Charges Prescribed Accommodation 4 - 20 Beds	D	No	296.00
Rooming House Charges Prescribed Accommodation 41 -60 Beds	D	No	602.00
Community Health Education Food Handling Seminar (2 Hours)	D	Yes	265.00
Community Health Education Refresher Food Handler Training (At Premises)	D	Yes	265.00
Food Events/Fetes once-off/Short term registration (CLASS 2)	D	No	165.00
Food Premises High Risk non-compliance renewal	D	No	593.00
Food Premises Low Risk compliance renewal	D	No	370.00
Food Premises Medium Risk non-compliance renewal	D	No	496.00
Food Premises Renewal Fees Class 1 Premises	D	No	593.00
Food Premises Renewal Fees Class 2 Premises	D	No	495.00
Food Premises Renewal Fees Class 3 Premises	D	No	370.00
Food Premises Renewal Fees Class 2 Additional Premises	D	No	248.00
Food Premises Renewal Fees co Class 2 Streatrader Temporary Mobile Premises	D	No	496.00
Food Premises Renewal Fees Class 3 Additional Premises	D	No	185.00
Food Premises Renewal Fees Class 3 Streatrader Temporary Mobile Premises	D	No	370.00
Food Premises Follow Up Inspection	D	No	180.00
Food Premises Transfer (Class 1,2 & 3)	D	No	225.00
Food Premises Plans Assessment (Optional)	D	No	165.00
Wastewater Application - Additional Compliance Inspection	D	No	148.00
Wastewater Application - Permit to Install/alter	D	No	350.00
Wastewater Application - Permit to Use	D	No	148.00
Food Premises Renewal Fees Very Large Manufactures & Supermarkets	D	No	2,375.00
Food Premises Renewal Fees Very Large Restaurants/Cafes/Hotels/Clubs (>100 seats)	D	No	702.00
Health Premises Follow Up Inspection	D	No	110.00
Health Premises Transfer Inspection	D	No	140.00
Health Premises Registration - High Risk Activities	D	No	295.00
Health Premises Registration - Medium Risk Activities	D	No	240.00
New Premises Pre-application Fees Class 1 Premises	D	No	328.00
New Premises Pre-application Fees Class 2 Premises	D	No	330.00
New Premises Pre-application Fees Class 2 Premises - Community/Sports Groups	D	No	225.00
New Premises Pre-application Fees Class 3 Premises	D	No	225.00
New Premises Pre-application Fees Class 3 Premises - Community/Sports Groups	D	No	200.00
New Premises Pre-application Fees Health Registration - High Risk Activities	D	No	170.00
New Premises Pre-application Fees Health Registration - Low Risk Activities	D	No	170.00
New Premises Pre-application Fees Health Registration - Medium Risk Activities	D	No	170.00
New Premises Pre-application Fees Very Large Manufactures & Supermarkets	D	No	430.00
New Premises Pre-application Fees Very Large Restaurants/Cafes/Hotels/Clubs (>100 seats)	D	No	328.00
New Premises Registration Fees Health one-off Registration - Low Risk Activities	D	No	250.00
New Premises Registration Fees Health Registration - High Risk Activities	D	No	295.00
New Premises Registration Fees Health Registration - Medium Risk Activities	D	No	240.00
Official Report Charges Requested Transfer Inspection Report (food & health)	D	No	220.00
Official Report Charges Requested Transfer Report 5 < Days Notification	D	No	280.00
Wastewater Application - LCA Assessment	D	No	170.00
Local Laws			
Footpath Trading area in excess of 6m ² (per square metre)	D	No	31.50
Permit for Commercial Waste Bin to be stored on Council land	D	No	202.00
Permit for Footpath Trading - 2 categories	D	No	193.00
Permit for Footpath Trading - 3 categories	D	No	315.50
Permit for Footpath Trading -1 category	D	No	109.00
Permit for waste bin to be left on naturestrip (Contractor not individual person) 1 to 3 days	D	No	72.50

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Permit for waste bin to be left on naturestrip (Contractor not individual person) 4 to 8 days	D	No	121.00
Permit for waste bin to be left on naturestrip (Contractor not individual person) 9 + days	D	No	162.00
Permit to burn off	D	No	16400%
Permit to keep additional animals (annual renewal)	D	No	49.50
Permit to sell goods i.e. Street Stalls - per annum	D	No	2,459.00
Permits Real Estate Multiple Boards	D	No	365.00
Permits Street Performance	D	No	38.00
Animals			
Animal Registrations - All other Cats to which the reduced fee does not apply.	S	No	115.50
Animal Registrations - All other dogs to which a reduced fee does not apply	S	No	153.00
Animal Registrations - Desexed & Microchipped Cats	S	No	40.00
Animal Registrations - Dogs Desexed & Microchipped	S	No	51.50
Animal Registrations - Dogs kept for breeding by the proprietors of a domestic animal business conducted on a registered premises	S	No	73.00
Animal Registrations - Dogs that are eligible for discount trained, aged, VCA	S	No	51.50
Animal Registrations- Cats kept for breeding by the proprietors of a domestic animal business conducted on a registered premises	S	No	72.50
Animal Registrations Dangerous Dog. Includes dogs declared menacing & all restricted breeds	S	No	243.00
Animal Registrations Pensioner/Concession - Cats Desexed & Microchipped	S	No	19.50
Animal Registrations Pensioner/Concession - Cats Entire	S	No	60.00
Animal Registrations Pensioner/Concession - Dogs Desexed & Microchipped	S	No	25.50
Animal Registrations Pensioner/Concession - Dogs Entire	S	No	76.50
Fines - Dog at large (Day time) Domestic (Feral and Nuisance) Animals Act 1994 regulates amount	S	No	242.00
Fines - Dog at large (Night time) Domestic (Feral and Nuisance) Animals Act 1994 regulates amount	S	No	322.00
Traffic			
Croydon Traders Vehicle 12 months	D	No	151.50
Croydon Traders Vehicle 6 months	D	No	76.50
Parking (Road Safety Act) "Green Sign" Offence Codes 701 - 714 Road Safety Act Regulates this amount	S	No	81.00
Parking (Road Safety Act) Offence Codes 715 - 808 Road Safety Act Regulates this amount	S	No	97.00
RCAD Permit builder/Contractor Vehicle Weekly	D	No	14.00
RCAD Permit Vehicle 1	D	No	40.00
RCAD Permit Vehicle 2	D	No	66.50
RCAD Permit Vehicle 3	D	No	106.00
RCAD Permit Visitor	D	No	34.00
Statutory Offences Fine prescribed in Road Rules Victoria	S	No	161.00
Immunisation			
Corporate Programs - Chicken pox	D	Yes	69.00
Corporate Programs - Hep B	D	Yes	22.00
Corporate Programs - Influenzas	D	Yes	27.00
Corporate Programs - Whooping Cough (Diphtheria-Tetanus-Pertusis)	D	Yes	50.00
Statutory Planning			
1 Tree removal Permit Fees: P/E Act Fee	S	Yes	115.00
2 Tree removal Permit Fees: P/E Act Fee	S	Yes	140.00
3 Tree removal Permit Fees: P/E Act Fee	S	Yes	165.00
4 Tree removal Permit Fees: P/E Act Fee	S	Yes	190.00
5 Tree removal Permit Fees: P/E Act Fee	S	Yes	215.00
6+ Tree removal Permit Fees: P/E Act Fee	S	Yes	240.00
A3 Size - Black & White per copy	D	Yes	1.60
A4 Size - Black & White per copy	D	Yes	0.50
All other Applications, P/E Act Fee	S	Yes	1,331.10
All other development more than \$100,000 to \$1M	S	No	1,562.90
All other development more than \$15M to \$50M	S	No	25,910.80
All other development more than \$1M to \$5M	S	No	3,447.30
All other development more than \$5M to \$15M	S	No	8,786.50
All other development up to \$100,000	S	No	1,159.10

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Amend or end a section 173 agreement	S	No	665.50
Amendment to a permit to change the permit	S	No	1,331.10
Certificate of compliance	S	No	329.00
Determination to the satisfaction of Council (Includes secondary consent amendment applications)	S	No	329.00
Extension of Permit/Time, Planning & Environment (P/E) Act Fee	D	Yes	280.00
Fences, Act	S	No	140.00
General Planning Information request	D	Yes	166.00
Infringements-Company, P/E Act Fee	S	No	1,668.32
Infringements-Individual, P/E Act Fee	S	No	834.16
Permit Requests (\$80 for each thereafter)	D	Yes	310.00
Public Notices	D	Yes	290.00
Single dwelling (Residential Zone) requests (\$30 each thereafter)	D	Yes	114.00
Single dwelling more than \$10,000 to \$100,000	S	No	635.60
Single dwelling more than \$100,000 to \$500,000	S	No	1,301.20
Single dwelling more than \$500,000 to \$1M	S	No	1,405.80
Single Dwelling Residential Information request	D	Yes	102.00
Single dwelling up to \$10,000	S	No	201.90
Siting, Act	S	No	293.28
Subdivision - Amend a certified plan	S	Yes	142.10
Subdivision: P/E Act Fee - Boundary realignment	S	No	1,331.10
Subdivision: P/E Act Fee - Create, Vary or Remove an Easement	S	No	1,331.10
Subdivision: P/E Act Fee - Create/Vary/Remove Restriction(Covenant)	S	No	1,331.10
Subdivision: P/E Act Fee - Subdivide existing building	S	No	1,331.10
Subdivision: P/E Act Fee - Subdivide into 2 lots	S	No	1,331.10
Subdivision: P/E Act Fee - Subdivide into 3 or more lots	S	No	1,331.10
Use of land (includes car parking and liquor licence applications)	S	No	1,331.10
VicSmart application to subdivide or consolidate land	S	No	201.90
VicSmart more than \$10,000	S	No	433.70
VicSmart up to \$10,000	S	No	201.90
Revenue, Property & Customer Service			
Revenue			
Dishonoured Cheques	D	No	35.00
Inspection of Field Cards by registered Valuer/sales Information	D	No	20.00
Land Information Certificate Fees	S	No	26.80
Copy Rate Notice	D	No	20.00
Urgent Land Information Certificate	D	No	50.00
Finance & Governance			
Election			
Failure to vote	S	No	81.00
Leisure			
Aquation			
Adult swim	D	Yes	8.50
Child	D	Yes	7.30
Family swim	D	Yes	23.50
Pensioner/Health Care Card	D	Yes	6.80
Seniors	D	Yes	7.20
Aquation - Waterslide			
Adult (unlimited slides 4-7pm weekdays, 10am-2pm and 2pm-6pm weekends, school holidays and public holidays)	D	Yes	7.80
Child (unlimited slides 4-7pm weekdays, 10am-2pm and 2pm-6pm weekends, school holidays and public holidays)	D	Yes	6.20
Aquation - Casual spa, sauna & steam room			
Adult	D	Yes	12.00
Concession	D	Yes	9.60
Seniors	D	Yes	10.80
Aquation - Aquatic 10 Visit Pass			
Adult swim	D	Yes	76.50
Child/concession swim	D	Yes	61.20
Family swim	D	Yes	211.50

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FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Aquation - Spa, sauna & steam room 10 Visit Pass			
Fee	D	Yes	108.00
Aquation - Waterslide 10 Visit Pass			
Adult	D	Yes	70.20
Child/Concession swim	D	Yes	55.80
Lockers	D	Yes	3.00
Aquation - Aquatic Education			
membership (48 weeks)	D	Yes	39.90
Aquation - Schools			
lessons	D	Yes	10.25
Aquation - Events			
Fee	D	Yes	Varies according to quote
Fee - Club Membership	D	Yes	Varies according to quote
Aquation - Facility Hire			
25m lane hire - peak	D	Yes	55.82
25m pool booking - peak	D	Yes	278.10
50m lane hire - peak	D	Yes	77.25
50m pool booking - off peak	D	Yes	298.70
50m pool booking - peak	D	Yes	442.90
Crèche hire	D	Yes	72.10
Aquation - Creche			
Member - One Child	D	Yes	9.00
Aquation - Creche 10 Visit Passes			
Member 10 visit pass	D	Yes	81.00
Aquation-Lockers			
Income	D	Yes	3.00
Aquation - Personal Training			
Member 10 pass 30 mins - 1:1	D	Yes	455.00
Member 10 pass 60 mins - 1:1	D	Yes	715.00
Member 30 mins - 1:1	D	Yes	50.00
Member 30 mins - 2:1	D	Yes	69.00
Member 60 mins - 1:1	D	Yes	79.00
Member 60 mins - 2:1	D	Yes	96.00
Non member 10 pass 30 mins - 1:1	D	Yes	525.00
Non member 10 pass 60 mins - 1:1	D	Yes	810.00
Non member 30 mins - 1:1	D	Yes	58.00
Non member 30 mins - 2:1	D	Yes	79.00
Non member 60 mins - 1:1	D	Yes	90.00
Non member 60 mins - 2:1	D	Yes	106.00
Start up Trial - 3 sessions	D	Yes	99.00
Aquation - Casual Health Club			
Adult	D	Yes	22.00
Aquation - Casual Group Fitness			
10 visits Adult	D	Yes	166.50
10 visits Adult - 30 minute sessions	D	Yes	108.00
10 visits Concession	D	Yes	141.30
Adult	D	Yes	18.50
Concession	D	Yes	15.70
Fitness 30 min class Adult	D	Yes	12.00
Seniors	D	Yes	16.70
Aquation - Family Lifestyle Members-Dry			
Fee	D	Yes	103.90
Aquation - Individual Lifestyle -Dry			
Fee	D	Yes	53.90
Aquation - Members Dry			
Concession fortnightly	D	Yes	39.90
Fortnightly	D	Yes	47.90
Foundation - stage 1 (35 pct. discount) Fortnightly	D	Yes	31.10

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Foundation - stage 2 (30 pct. discount) Fortnightly	D	Yes	33.50
Foundation - stage 3 (25 pct. discount) Fortnightly	D	Yes	35.95
Foundation - stage 4 (18 pct. discount) Fortnightly	D	Yes	39.30
Foundation - stage 5 (6.99 pct. discount) Fortnightly	D	Yes	44.55
Aquanation - Members Wet			
Fee	D	Yes	33.90
Aquanation - Corporate Membership - Dry			
Fortnightly	D	Yes	39.90
Aquanation - M/ship Joining Fee			
Fee	D	Yes	59.00
Aquahub-Casual Fitness			
Health Club Casual	D	Yes	22.00
Health Club Casual Concession	D	Yes	19.00
Health Club Casual Senior	D	Yes	20.00
Health Club Casual Teen	D	Yes	17.00
Aquahub-Corporate Membership - Dry			
Fortnightly	D	Yes	35.50
Aquahub-Family Membership - Dry			
Fee	D	Yes	103.90
Aquahub-Individual Membership - Dry			
Fee	D	Yes	53.90
Aquahub-Monthly			
Memberships	D	Yes	43.90
Aquahub-50's plus Membership - Dry			
Fee	D	Yes	49.95
Aquahub - Gymnastics			
Per fortnight (m/ship)	D	Yes	38.00
Aquahub-Netball			
Netball-Players/Spec	D	Yes	11.00
Netball-Registration Fees	D	Yes	60.00
Aquahub-Room hire			
stadium hire per hr	D	Yes	145.00
Aquahub-Stadium			
single court per hour	D	Yes	48.00
Aquahub-Personal Training			
10 Pass 30mins 1:1 (1 free session)	D	Yes	455.00
10 Pass 60mins 1:1 (1 free session)	D	Yes	715.00
30mins 1:1	D	Yes	50.00
60mins 1:1	D	Yes	79.00
Start Up Trial - 3 sessions (30mins)	D	Yes	99.00
Aquahub-Active Adults			
Casual Active Adults programs	D	Yes	7.00
Dry Fortnightly	D	Yes	49.95
Per fortnight (m'ship)	D	Yes	35.90
Aquahub-Membership Joining Fee			
Fee	D	Yes	59.00
Aquahub-Creche			
Creche Member - 1 Session	D	Yes	9.00
Creche Member - 2 Sessions	D	Yes	22.00
Occasional Care 1 session	D	Yes	13.00
Occasional Care 2 sessions	D	Yes	26.00
Aquahub-Aquahub Membership - Wet			
Fee	D	Yes	33.90
Aquahub-Adults			
10 Pass Swim Spa Sauna	D	Yes	97.00
10 Visit Adult Swim	D	Yes	69.50
Adult Swim	D	Yes	7.70
Swim Spa Sauna Adult	D	Yes	10.80
Aquahub-Juniors			
Child Swim	D	Yes	6.60

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FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Aquahub - Concession			
10 Pass Swim Spa Sauna Concession	D	Yes	78.50
10 Visit Child/Concession Swim	D	Yes	62.00
Concession Swim	D	Yes	6.20
Swim Spa Sauna Concession	D	Yes	8.70
Aquahub-Senior Card			
10 Visit Seniors Swim	D	Yes	62.00
Seniors Swim	D	Yes	6.90
Aquahub-Family			
10 Visit Family	D	Yes	198.00
Family Swim (2 adults, 1Child)	D	Yes	22.00
Aquahub - Learn to Swim			
per fortnight m/ship	D	Yes	38.00
Aquahub-Schools Learn to Swim			
per fortnight m/ship	D	Yes	10.00
Aquahub-Water Aerobics			
Water Aerobics	D	Yes	21.90
Aquahub-Sauna & Spa			
Spa/Sauna Upgrade	D	Yes	3.10
Aquahub-Lane Hire			
Lane Hire	D	Yes	37.40
Aquahub-Hydrotherapy Hire			
Hydrotherapy Hire	D	Yes	148.50
Maroondah Leisure Corporate Membership			
Individual Lifestyle Fortnightly	D	Yes	45.82
Joining fee for all memberships	D	Yes	59.00
Maroondah Leisure-Family Membership			
Lifestyle concession fortnightly	D	Yes	90.00
Lifestyle fortnightly	D	Yes	103.90
Mates Lifestyle x 2 - fortnightly	D	Yes	97.00
Mates Lifestyle x 3 - fortnightly	D	Yes	145.50
Mates Lifestyle x 4 - fortnightly	D	Yes	194.00
Teen Lifestyle Fortnightly	D	Yes	26.95
Maroondah Leisure-50+Lifestyle Memb			
Fee	D	Yes	49.95
Maroondah Leisure-Individual Memb			
Lifestyle Concession Fortnightly	D	Yes	47.50
Lifestyle Fortnightly	D	Yes	53.90
Lifestyle Off peak	D	Yes	35.10
Maroondah Leisure-Golf			
Concession	D	Yes	44.10
Fortnightly	D	Yes	51.90
Maroondah Leisure-Aquatics			
Swim Lifestyle Concession Fortnightly	D	Yes	28.80
Swim Lifestyle Fortnightly	D	Yes	33.90
Croydon Memorial Pool Carnival			
Carnival Hire - per hour, exclusive use	D	Yes	280.00
Croydon Memorial Pool Concession			
Pensioners	D	Yes	5.10
Croydon Memorial Pool Schools General Use			
Schools	D	Yes	3.70
Croydon Memorial Pool Juniors			
Juniors	D	Yes	5.40
Croydon Memorial Pool Family Concessions			
Family Concessions	D	Yes	18.30
Croydon Memorial Pool Adults			
Adults	D	Yes	6.40
Croydon Memorial Pool Senior Card			

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Senior Card	D	Yes	5.70
Croydon Memorial Pool Family Membership			
Fee	D	Yes	103.90
Croydon Memorial Pool Individual Memberships			
Fee	D	Yes	53.90
Croydon Memorial Pool Corporate Memberships			
CMP Corp Membership	D	Yes	35.90
Croydon Memorial Pool 50's Plus Membership			
CMP 50's Plus Membership	D	Yes	39.90
Croydon Memorial Pool Aquatics Membership			
Fee	D	Yes	33.90
Ringwood Golf Course Fees			
18 Hole Mid Week - Adult M/W 18 Holes	D	Yes	33.00
18 Hole Mid Week - Concession m/w 18	D	Yes	22.00
18 Hole Mid Week - Senior Card m/w 18	D	Yes	26.00
18 Hole Mid Week - Junior m/w 18	D	Yes	19.00
18 Hole Weekend - Adult W/E 18 Holes	D	Yes	37.00
18 Hole Weekend - Junior w/e 18	D	Yes	20.00
Adult M/W 9 Holes	D	Yes	25.00
Junior m/w 9	D	Yes	15.00
Pension m/w 9	D	Yes	18.00
Senior Card m/w 9	D	Yes	22.00
Weekend - Adult W/E 9 Holes	D	Yes	28.00
Weekend - Junior w/e 9	D	Yes	15.00
Ringwood Golf Course Family Membership			
Fee	D	Yes	103.90
Ringwood Golf Course 50's Plus Membership			
Concession	D	Yes	49.95
Ringwood Golf Equipment Hire			
Buggy Hire	D	Yes	6.00
Club hire 18 holes	D	Yes	40.00
Club hire 9 holes	D	Yes	30.00
The Rings Soccer Intro			
The Rings Thursday Ladies			
Scoresheet	D	Yes	70.00
The Rings Sunday Mixed			
Scoresheet	D	Yes	70.00
The Rings BB Monday Senior			
Scoresheet - Summer Season Fees	D	Yes	70.00
Scoresheet - Winter Season Fees	D	Yes	68.00
The Rings Biddy Ball Skills			
New Enrolment Fee	D	Yes	10.00
Re-enrolment Fee	D	Yes	10.00
The Rings Biddy Ball Play			
Weekly Fee	D	Yes	10.00
The Rings Schools Court Hire			
Per Hour	D	Yes	39.93
The Rings Schools Court Hire			
Casual Shooting	D	Yes	4.50
Off Peak	D	Yes	39.93
Peak	D	Yes	54.00
The Rings General			
Per Hour	D	Yes	5.20
The Rings Family Membership			
Fee	D	Yes	103.90
The Rings ML Individual Member			
Fee	D	Yes	53.90
The Rings Open Days			
Open day	D	Yes	9.00
The Rings Biddy Ball Intro			

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Weekly Fee	D	Yes	10.00
The Rings Basketball Holiday Prog			
Daily Rate	D	Yes	48.00
The Rings Netball Holiday Prog			
The Rings Multi Sports Holiday Prog			
Participation Fee	D	Yes	54.00
The Rings Soccer Holiday Prog			
Participation Fee	D	Yes	48.00
HE Parker Volleyball Badminton Holiday Prog			
Holiday Prog	D	Yes	48.00
HE Parker Netball Holiday Prog			
Holiday Prog	D	Yes	48.00
HE Parker Multi Sports Holiday Prog			
Holiday Prog	D	Yes	54.00
HE Parker School Court Hire			
Court Hire - Schools	D	Yes	39.95
HE Parker General Court Hire			
Fee Off Peak Badminton	D	Yes	15.50
Fee Off Peak Netball Indoor	D	Yes	39.95
Fee Off Peak Netball Outdoor	D	Yes	12.40
Fee Off Peak Table Tennis	D	Yes	14.30
Fee Off Peak Volleyball	D	Yes	29.20
Fee Peak Badminton	D	Yes	15.50
Fee Peak Netball Indoor	D	Yes	54.90
Fee Peak Netball Outdoor	D	Yes	15.50
Fee Peak Table Tennis	D	Yes	18.20
Fee Peak Volleyball	D	Yes	36.60
HE Parker Function Room Hire			
Room Hire - Kitchen	D	Yes	20.00
Room Hire - Combined	D	Yes	60.00
Room Hire - Room A	D	Yes	34.00
Room Hire - Room B	D	Yes	34.00
Dorset Golf Course Fees			
Mid Week - Adult	D	Yes	58.00
Mid Week - Pensioners (old concession)	D	Yes	40.00
Mid Week - Junior	D	Yes	34.00
Mid Week - Seniors	D	Yes	48.00
Weekend - Adult	D	Yes	65.00
Weekend - Junior	D	Yes	35.00
Dorset Golf Course Family Memberships			
Buggy Hire	D	Yes	6.00
Club hire 18 holes	D	Yes	35.00
Fee	D	Yes	103.90
Per fortnight	D	Yes	49.95
Recreation Program Active Participation			
Fee	D	Yes	Varies on type of run
Night Run			
Fee	D	Yes	Varies on type of run
Run Maroondah			
Participation Fee - Community Group	D	Yes	Varies
Tri Maroondah			
Participation Fee - Community Group	D	Yes	Varies
Maroondah Festival			
Community Sites - Marquee Provide	D	Yes	Varies - depends if community group or Commercial Business

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Community Sites - No Infrastructure Carols by Candlelight	D	Yes	Varies - depends if community group or Commercial Business
Seasonal & casual use of council facilities Quambee Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Nth Ringwood Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Jubilee Park Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Proclamation Park Income	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Heathmont Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Manson Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) HE Parker Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) East Ringwood Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) HE Parker Netball Comp Inc.	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Mullum Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Belmont Reserve	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Arrabri Oval	D	Yes	Refer to policy on the Maroondah City Council Website
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website) Cheong Park	D	Yes	Refer to policy on the Maroondah City Council Website

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Eastfield Park			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Glen Park			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Gracedale Park			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Ainslie Park			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Hughes Park			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Lipscombe Park			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Griff Hunt Reserve			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Barnegeong Reserve			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Silcock Reserve			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Town Park			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Croydon Park			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Dorset Complex			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
Sundry Parks Reserve			
Seasonal & casual use of council facilities (Refer to policy on the Maroondah City Council Website)	D	Yes	Refer to policy on the Maroondah City Council Website
East Ringwood Hall			
East Ringwood Hall NFP casual hour rate - Jul to Dec	D	Yes	23.40
East Ringwood Hall NFP casual hour rate - Jan to Jun	D	Yes	24.00
East Ringwood Hall NFP regular hour rate - Jul to Dec	D	Yes	18.20
East Ringwood Hall NFP regular hour rate - Jan to Jun	D	Yes	18.65
East Ringwood Hall NFP Night Hire - Jul to Dec	D	Yes	238.70
East Ringwood Hall NFP Night Hire - Jan to Jun	D	Yes	245.00

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
East Ringwood Hall Community casual hour rate - Jul to Dec	D	Yes	26.50
East Ringwood Hall Community casual hour rate - Jan to Jun	D	Yes	27.20
East Ringwood Hall Community regular hour rate - Jul to Dec	D	Yes	20.80
East Ringwood Hall Community regular hour rate - Jan to Jun	D	Yes	21.30
East Ringwood Hall Community Night Hire - Jul to Dec	D	Yes	260.70
East Ringwood Hall Community Night Hire - Jan to Jun	D	Yes	266.25
East Ringwood Hall Corporate casual hour rate - Jul to Dec	D	Yes	31.20
East Ringwood Hall Corporate casual hour rate - Jan to Jun	D	Yes	32.00
East Ringwood Hall Corporate regular hour rate - Jul to Dec	D	Yes	26.00
East Ringwood Hall Corporate regular hour rate - Jan to Jun	D	Yes	26.65
East Ringwood Hall Corporate Night Hire - Jul to Dec	D	Yes	280.80
East Ringwood Hall Corporate Night Hire - Jan to Jun	D	Yes	287.20
Casual Cleaner 3 hours	D	Yes	110.00
Occupancy Payments			
Tennis Club Rentals	D	Yes	Refer to policy on the Maroondah City Council Website
Sporting Clubs			
Use of facility	D	Yes	Refer to policy on the Maroondah City Council Website
Brushy Creek Hall			
Brushy Creek Hall NFP casual hour rate - Jul to Dec	D	Yes	23.40
Brushy Creek Hall NFP casual hour rate - Jan to Jun	D	Yes	24.00
Brushy Creek Hall NFP regular hour rate - Jul to Dec	D	Yes	18.20
Brushy Creek Hall NFP regular hour rate - Jan to Jun	D	Yes	18.65
Brushy Creek Hall NFP Night Hire - Jul to Dec	D	Yes	353.60
Brushy Creek Hall NFP Night Hire - Jan to Jun	D	Yes	362.45
Brushy Creek Hall Community casual hour rate - Jul to Dec	D	Yes	26.52
Brushy Creek Hall Community casual hour rate - Jan to Jun	D	Yes	27.15
Brushy Creek Hall Community regular hour rate - Jul to Dec	D	Yes	20.80
Brushy Creek Hall Community regular hour rate - Jan to Jun	D	Yes	21.35
Brushy Creek Hall Community Night Hire - Jul to Dec	D	Yes	384.80
Brushy Creek Hall Community Night Hire - Jan to Jun	D	Yes	394.42
Brushy Creek Hall Corporate casual hour rate - Jul - Dec	D	Yes	31.20
Brushy Creek Hall Corporate casual hour rate - Jan to Jun	D	Yes	32.00
Brushy Creek Hall Corporate regular hour rate - Jul to Dec	D	Yes	26.00
Brushy Creek Hall Corporate regular hour rate - Jan - Jun	D	Yes	26.65
Brushy Creek Hall Corporate Night Hire - Jul to Dec	D	Yes	416.00
Brushy Creek Hall Corporate Night Hire - Jan to Jun	D	Yes	426.40
Casual Cleaner 3 hours	D	Yes	110.00
Croydon Swim Club			
Croydon Swimming Club NFP casual hour rate - Jul to Dec	D	Yes	23.40
Croydon Swimming Club NFP casual hour rate - Jan to Jun	D	Yes	24.00
Croydon Swimming Club NFP regular hour rate - Jul to Dec	D	Yes	18.20
Croydon Swimming Club NFP regular hour rate - Jan to Jun	D	Yes	18.65
Croydon Swimming Club Hall NFP Night Hire - Jul to Dec	D	Yes	238.68
Croydon Swimming Club Hall NFP Night Hire - Jan to Jun	D	Yes	244.70
Croydon Swimming Club Community casual hour rate - Jul to Dec	D	Yes	26.52
Croydon Swimming Club Community casual hour rate - Jan to Jun	D	Yes	27.15
Croydon Swimming Club Community regular hour rate - Jul to Dec	D	Yes	20.80
Croydon Swimming Club Community regular hour rate - Jan to Jun	D	Yes	21.35
Croydon Swimming Club Hall Community Night Hire - Jul to Dec	D	Yes	259.74
Croydon Swimming Club Hall Community Night Hire - Jan to Jun	D	Yes	266.25
Croydon Swimming Club Corporate casual hour rate - Jul to Dec	D	Yes	31.20
Croydon Swimming Club Corporate casual hour rate - Jan to Jun	D	Yes	32.00
Croydon Swimming Club Corporate regular hour rate - Jul to Dec	D	Yes	26.00
Croydon Swimming Club Corporate regular hour rate - Jan to Jun	D	Yes	26.65
Croydon Swimming Club Hall Corporate Night Hire - Jul to Dec	D	Yes	280.80
Croydon Swimming Club Hall Corporate Night Hire - Jan to Jun	D	Yes	287.80

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Casual Cleaner 3 hours	D	Yes	110.00
Belmont Pavilion			
Belmont Park Hall NFP casual hour rate - Jul to Dec	D	Yes	23.40
Belmont Park Hall NFP casual hour rate - Jan to Jun	D	Yes	24.00
Belmont Park Hall NFP regular hour rate - Jul to Dec	D	Yes	18.20
Belmont Park Hall NFP regular hour rate - Jan to Jun	D	Yes	24.00
Belmont Park Hall NFP Night Hire - Jul to Dec	D	Yes	194.48
Belmont Park Hall NFP Night Hire - Jan to Jun	D	Yes	23.99
Belmont Park Hall Community casual hour rate - Jul to Dec	D	Yes	26.52
Belmont Park Hall Community casual hour rate - Jan to Jun	D	Yes	23.99
Belmont Park Hall Community regular hour rate - Jul to Dec	D	Yes	20.80
Belmont Park Hall Community regular hour rate - Jan to Jun	D	Yes	23.99
Belmont Park Hall Community Night Hire - Jul to Dec	D	Yes	211.64
Belmont Park Hall Community Night Hire - Jan to Jun	D	Yes	23.99
Belmont Park Hall Corporate casual hour rate - Jul to Dec	D	Yes	31.20
Belmont Park Hall Corporate casual hour rate - Jan to Jun	D	Yes	23.99
Belmont Park Hall Corporate regular hour rate - Jul to Dec	D	Yes	26.00
Belmont Park Hall Corporate regular hour rate - Jan to Jun	D	Yes	23.99
Belmont Park Hall Corporate Night Hire - Jul to Dec	D	Yes	228.80
Belmont Park Hall Corporate Night Hire - Jan to Jun	D	Yes	23.99
Casual Cleaner 3 hours	D	Yes	110.00
Keystone Hall			
Keystone Hall NFP casual hour rate - Jul to Dec	D	Yes	23.40
Keystone Hall NFP casual hour rate - Jan to Jun	D	Yes	24.00
Keystone Hall NFP regular hour rate - Jul to Dec	D	Yes	18.20
Keystone Hall NFP regular hour rate - Jan to Jun	D	Yes	18.65
Keystone Hall NFP Night Hire - Jul to Dec	D	Yes	282.88
Keystone Hall NFP Night Hire - Jan to Jun	D	Yes	290.00
Keystone Hall Community casual hour rate - Jul to Dec	D	Yes	26.52
Keystone Hall Community casual hour rate - Jan to Jun	D	Yes	27.15
Keystone Hall Community regular hour rate - Jul to Dec	D	Yes	20.80
Keystone Hall Community regular hour rate - Jan to Jun	D	Yes	21.35
Keystone Hall Community Night Hire - Jul to Dec	D	Yes	307.84
Keystone Hall Community Night Hire - Jan to Jun	D	Yes	315.55
Keystone Hall Corporate casual hour rate - Jul to Dec	D	Yes	31.20
Keystone Hall Corporate casual hour rate - Jan to Jun	D	Yes	32.00
Keystone Hall Corporate regular hour rate - Jul to Dec	D	Yes	26.00
Keystone Hall Corporate regular hour rate - Jan to Jun	D	Yes	26.65
Keystone Hall Corporate Night Hire - Jul to Dec	D	Yes	332.80
Keystone Hall Corporate Night Hire - Jan to Jun	D	Yes	341.10
Casual Cleaner 3 hours	D	Yes	110.00
Glen Frost Room			
Glen Frost NFP casual hour rate - Jul to Dec	D	Yes	23.40
Glen Frost NFP casual hour rate - Jan to Jun	D	Yes	24.00
Glen Frost NFP regular hour rate - Jul to Dec	D	Yes	18.20
Glen Frost NFP regular hour rate - Jan to Jun	D	Yes	18.65
Glen Frost NFP Night Hire - Jul to Dec	D	Yes	194.48
Glen Frost NFP Night Hire - Jan to Jun	D	Yes	199.35
Glen Frost Community casual hour rate - Jul to Dec	D	Yes	26.52
Glen Frost Community casual hour rate - Jan to Jun	D	Yes	27.15
Glen Frost Community regular hour rate - Jul to Dec	D	Yes	20.80
Glen Frost Community regular hour rate - Jan to Jun	D	Yes	21.30
Glen Frost Community Night Hire - Jul to Dec	D	Yes	211.64
Glen Frost Community Night Hire - Jan to Jun	D	Yes	216.95
Glen Frost Corporate casual hour rate - Jul to Dec	D	Yes	31.20
Glen Frost Corporate casual hour rate - Jan to Jun	D	Yes	32.00
Glen Frost Corporate regular hour rate - Jul to Dec	D	Yes	26.00
Glen Frost Corporate regular hour rate - Jan to Jun	D	Yes	26.65

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Glen Frost Corporate Night Hire - Jul to Dec	D	Yes	228.80
Glen Frost Corporate Night Hire - Jan to Jun	D	Yes	234.50
Bill Wilkins Lodge			
Bill Wilkins Lodge NFP casual hour rate - Jul to Dec	D	Yes	23.40
Bill Wilkins Lodge NFP casual hour rate - Jan to Jun	D	Yes	26.15
Bill Wilkins Lodge NFP regular hour rate - Jul to Dec	D	Yes	18.20
Bill Wilkins Lodge NFP regular hour rate - Jan to Jun	D	Yes	20.50
Bill Wilkins Lodge NFP Night Hire - Jul to Dec	D	Yes	296.14
Bill Wilkins Lodge NFP Night Hire - Jan to Jun	D	Yes	303.40
Bill Wilkins Lodge Community casual hour rate - Jul to Dec	D	Yes	26.52
Bill Wilkins Lodge Community casual hour rate - Jan to Jun	D	Yes	27.15
Bill Wilkins Lodge Community regular hour rate - Jul to Dec	D	Yes	20.80
Bill Wilkins Lodge Community regular hour rate - Jan to Jun	D	Yes	21.35
Bill Wilkins Lodge Community Night Hire - Jul to Dec	D	Yes	322.27
Bill Wilkins Lodge Community Night Hire - Jan to Jun	D	Yes	315.55
Bill Wilkins Lodge Corporate casual hour rate - Jul to Dec	D	Yes	31.20
Bill Wilkins Lodge Corporate casual hour rate - Jan to Jun	D	Yes	32.00
Bill Wilkins Lodge Corporate regular hour rate - Jul to Dec	D	Yes	26.00
Bill Wilkins Lodge Corporate regular hour rate - Jan to Jun	D	Yes	26.65
Bill Wilkins Lodge Corporate Night Hire - Jul to Dec	D	Yes	348.40
Bill Wilkins Lodge Corporate Night Hire - Jan to Jun	D	Yes	341.10
Casual Cleaner 3 hours	D	Yes	110.00
Federation Estate Lifestyle Centre			
Facility Hire (Prices vary according to quote)	D	Yes	Varies according to quote
Federation Cultural Centre			
Federation Estate Hire of Studio 1	D	Yes	Varies according to quote
Federation Estate Hire of Studio 3	D	Yes	Varies according to quote
Federation Estate Hire of Studio 4	D	Yes	Varies according to quote
Federation Estate Per month	D	Yes	Varies according to quote
Karralyka Theatre Hire			
Commercial Performance (Prices vary according to quote)	D	Yes	Varies according to quote
Commercial Rehearsal (Prices vary according to quote)	D	Yes	Varies according to quote
Community Performance (Prices vary according to quote)	D	Yes	Varies according to quote
Community Rehearsal (Prices vary according to quote)	D	Yes	Varies according to quote
Not for Profit Performance (Prices vary according to quote)	D	Yes	Varies according to quote
Not for Profit Rehearsal (Prices vary according to quote)	D	Yes	Varies according to quote
Karralyka Theatre Tickets			
Theatre Tickets (Prices vary according to quote)	D	Yes	Varies according to quote
Karralyka Theatre Equipment			
Theatre Equipment (Prices vary according to quote)	D	Yes	Varies according to quote
Karralyka Theatre Labour			
Theatre labour (Prices vary according to quote)	D	Yes	Varies according to quote
Karralyka Morning Music			
Morning Music (show and morning tea)	D	Yes	21.50
Karralyka Functions-Other			
Breakfast Events (Prices vary according to quote)	D	Yes	Varies according to quote
Cocktail Events (Prices vary according to quote)	D	Yes	Varies according to quote
Commercial Full Day - Banquet Room (all 3 rooms)	D	Yes	2,180.00
Commercial Full Day - Maroondah Room	D	Yes	1,260.00
Commercial Full Day - Mt Dandenong & Mullum Rooms	D	Yes	1,260.00
Commercial Full Day - Mt. Dandenong Room	D	Yes	620.00
Commercial Full Day - Mullum Room	D	Yes	620.00
Commercial Half Day - Banquet Room (all 3 rooms)	D	Yes	1,785.00
Commercial Half Day - Maroondah & Mullum Rooms	D	Yes	1,460.00
Commercial Half Day - Maroondah & Mullum Rooms	D	Yes	1,730.00
Commercial Half Day - Maroondah Room	D	Yes	1,025.00
Commercial Half Day - Mt Dandenong & Mullum Rooms	D	Yes	1,025.00
Commercial Half Day - Mt. Dandenong Room	D	Yes	532.00
Commercial Half Day - Mullum Room	D	Yes	532.00
Conference Full Day - 8 Hours	D	Yes	59.50

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FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
Conference Half Day - 5 Hours	D	Yes	53.50
Dinner Events (Prices vary according to quote)	D	Yes	Varies according to quote
Lunch Events (Prices vary according to quote)	D	Yes	Varies according to quote
Not For Profit Full Day - Banquet Room (all 3 rooms)	D	Yes	1,730.00
Not For Profit Full Day - Maroondah Room	D	Yes	960.00
Not For Profit Full Day - Mt Dandenong & Mullum Rooms	D	Yes	960.00
Not For Profit Full Day - Mt. Dandenong Room	D	Yes	480.00
Not For Profit Full Day - Mullum Room	D	Yes	480.00
Not For Profit Half Day - Banquet Room (all 3 rooms)	D	Yes	1,385.00
Not For Profit Half Day - Maroondah & Mullum Rooms	D	Yes	1,130.00
Not For Profit Half Day - Maroondah & Mullum Rooms	D	Yes	1,365.00
Not For Profit Half Day - Maroondah Room	D	Yes	795.00
Not For Profit Half Day - Mt Dandenong & Mullum Rooms	D	Yes	795.00
Not For Profit Half Day - Mt. Dandenong Room	D	Yes	412.00
Not For Profit Half Day - Mullum Room	D	Yes	412.00
Pre Theatre Dinner	D	Yes	54.00
School Function (Prices vary according to quote)	D	Yes	Varies according to quote
Sporting Club Function (Prices vary according to quote)	D	Yes	Varies according to quote
Community Services			
Wyreena Facility Hire			
Facility Hire	D	Yes	Varies according to quote
Wyreena Music Cafe			
Wyreena Open Day Music Café	D	Yes	35.00
Wyreena Course Fees Term 1			
Adults	D	Yes	Varies according to course
Adults with a disability	D	Yes	Varies according to course
Children	D	Yes	Varies according to course
Makers workshops	D	Yes	Varies according to course
Wyreena Course Fees Term 2			
Adults	D	Yes	Varies according to course
Adults with a disability	D	Yes	Varies according to course
Children	D	Yes	Varies according to course
Makers workshops	D	Yes	Varies according to course
Wyreena Course Fees Term 3			
Adults	D	Yes	Varies according to course
Adults with a disability	D	Yes	Varies according to course
Children	D	Yes	Varies according to course
Makers workshops	D	Yes	Varies according to course
Wyreena Course Fees Term 4			
Adults	D	Yes	Varies according to course
Adults with a disability	D	Yes	Varies according to course
Children	D	Yes	Varies according to course
Makers workshops	D	Yes	Varies according to course
Wyreena School Holiday			
Wyreena School Holidays Fees Course Fees	D	Yes	Varies according to workshop
Wyreena Arts Lounge			
Rental hire fees for Gallery	D	Yes	156.00
Holiday Program			
Holiday Program	D	No	61.00
Inclusion Support Subsidy	D	No	23.00
Federation Estate Gallery			
Fees for Hire of the Gallery 1 For 8 week blocks	D	Yes	927.00
HACC Home Domestic Care			
high fee	D	No	Service transitioning to external party
low fee	D	No	Service transitioning to external party

FEES AND CHARGES 2019/20			
Account Description	Fee Type D= Discretionary S=Statutory	GST Yes/No	2019/20 Fees & Charges Incl. GST
medium fee	D	No	Service transitioning to external party
HACC Personal Care			
high fee	D	No	Service transitioning to external party
low fee	D	No	Service transitioning to external party
medium fee	D	No	Service transitioning to external party
HACC Respite Care			
high fee	D	No	Service transitioning to external party
low fee	D	No	Service transitioning to external party
medium fee	D	No	Service transitioning to external party
HACC Property Mtce			
high fee	D	No	Service transitioning to external party
low fee	D	No	Service transitioning to external party
medium fee	D	No	Service transitioning to external party
Social Support			
Shopping/library Return Trip	D	No	4.70
Family Day Care			
Family Day Care - Fee	D	No	7.25
Family Day Care - Levy	D	No	4.40
Occasional Day Care			
Inclusion Support Subsidy	D	No	23.00
Occasional Day Care - Parents fee (half day)	D	No	42.00
Occasional Day Care - Parents fee (full day)	D	No	74.00
HACC Allied Health			
OT fee High Fee/ Per Hour	D	No	100.40
OT fee low fee	D	No	9.90
OT fee medium fee	D	No	15.20
Social Inclusion & Well Being			
High Fee - CORE PER HOUR PAG CORE/MENS SHED/HACC PAG HIGH	D	No	13.80
High Fee - HIGH PER HOUR PAG CORE/MENS SHED/HACC PAG HIGH	D	No	19.30
Low Fee - Program/Transport Only PAG CORE/MENS SHED/HACC PAG HIGH	D	No	7.60
Low Fee - Program/Transport plus Meal PAG CORE/MENS SHED/HACC PAG HIGH	D	No	16.10
Maroondah Police Seniors Register			
Seniors Register	D	No	30.00
Maternal Child Health Norwood			
Community hourly rate	D	Yes	22.50
Meals on Wheels			
High fee	D	No	14.90
low fee	D	No	8.80

To contact Council

- phone: 1300 88 22 33 or (03) 9298 4598
- 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

