



# **Ordinary Meeting of Council Attachments**

**Monday 21 October 2019**

**Council Chamber, Braeside Avenue, Ringwood**

## ATTACHMENTS

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## ASSEMBLY OF COUNCILLORS – PUBLIC RECORD

### Assembly Details:

Date: Monday 16 September 2019 Time: 6:00pm

Location: Meeting Room 4,  
Braeside Avenue,  
Ringwood

### Attendees:

#### **Councillors**

Cr Rob Steane (Mayor)  
Cr Kylie Spears (Deputy Mayor)

Cr Paul Macdonald  
Cr Tasa Damante

Cr Nora Lamont  
Cr Marijke Graham

#### **Council Officers:**

Steve Kozlowski	Chief Executive Officer	
Tony Rocca	Acting Director Corporate Services	
Phil Turner	Director Strategy & Community	
Adam Todorov	Director Operations, Assets & Leisure	
Andrew Fuaux	Director Development & Amenity	
Chris Zidak	Manager Business & Activity Centre Development	Item 2
Rhiannon Mahony	Team Leader Business Support Programs & Engagement	Item 2
Dale Muir	Manager Revenue, Property & Customer Service	Item 3
Loc Roberts	Customer Service Coordinator	Item 3
Grant Meyer	Manager Integrated Planning	Item 4
Phil Medley	Team Leader Council and Community Planning	Item 4
Chloe Messerle	Administration Officer - Governance	

### Apologies:

Councillors:

Cr Mike Symon, Cr Tony Dib OAM, JP, Cr Samantha Mazzuchelli

Council Officers:

Marianne Di Giallonardo, Director Corporate Services

### Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

**Items Discussed:**            **## Confidential**

1	Council Meeting Agenda
2	Customer Service Online Engagement Trial
3	Maroondah Business Excellence Awards
4	Community Policy Governance Structure
5	Canberra Advocacy Meetings Update
6	Items of a General Nature Raised by Councillors

**Record completed by:**

Council Officer	Chloe Messerle
Title	Governance Officer



## ASSEMBLY OF COUNCILLORS – PUBLIC RECORD

### Assembly Details:

Date: Monday 7 October 2019

Time: 6:00pm

Location: Meeting Room 4,  
Braeside Avenue,  
Ringwood

### Attendees:

#### **Councillors**

Cr Rob Steane (Mayor)  
Cr Kylie Spears (Deputy Mayor)  
Cr Tony Dib, JP

Cr Samantha Mazzuchelli  
Cr Tasa Damante  
Cr Paul Macdonald

Cr Mike Symon  
Cr Nora Lamont  
Cr Marijke Graham

#### **Council Officers:**

Steve Kozlowski  
Marianne Di Giallonardo  
Phil Turner  
Adam Todorov  
Andrew Fuaux  
Vincent King  
Christopher Howells  
Tim Cocks  
Steve McIntosh  
Daniel Davison  
John Richardson  
Josh Burt  
Grant Meyer  
Paula Haro  
Chloe Messerle

Chief Executive Officer  
Director Corporate Services  
Director Strategy & Community  
Director Operations, Assets & Leisure  
Director Development & Amenity  
Manager Operations  
Team Leader Tree Maintenance  
Manager Leisure  
Manager Assets  
Manager Aquahub  
Coordinator Assets Projects & Facilities  
Coordinator Sport, Recreation & Events  
Manager Integrated Planning  
Sustainability Planner  
Administration Officer Governance

Item 1

Item 1

Items 3 & 4

Item 3

Item 3

Item 3

Item 4

Items 5 & 6

Item 5

### Apologies:

Councillors:

Nil

Council Officers:

Nil

### Conflict of Interest Disclosure:

Councillors:

Nil

Council Officers:

Nil

**Items Discussed:****## Confidential**

1	Tree Management Update
2	Eastfield Park Revised Enhancement Plan
3	Aquahub Pool Maintenance and Shutdown
4	Scout Hall Ownership
5	Environmental Upgrade Finance
6	C116 Jubilee Park Planning Panel Report
7	Local Area Traffic Management (LATM) Framework
8	Community Assistance Fund - October 2019
9##	Councillors/CEO only discussion
10	Items of a General Nature Raised by Councillors

**Record completed by:**

Council Officer	Chloe Messerle
Title	Governance Officer



**Maroondah Disability Advisory Committee Meeting  
Record of Proceedings**

**Thursday 12 September 2019  
9:30am - 11:30 am,  
PMR 4, Braeside Ave, Ringwood**

**Attendees:** Cr Kylie Spears, Cr Tony Dib, Judith Lenthall, Amelia Milroy, Andrea Salmon

**Support:** Phil Medley, Fiona Burrridge, Jack Mulholland, Brian Tu

**Apologies:** Michelle Egan, Angela Fitzpatrick, Cara Hudson, Jacob Matthew, Ron Major, Jenny Newman, Melinda Spencer

**Guest speakers:**

Item 2: Emergency Management - *Angela Draper, Emergency Management Project Coordinator & Deanne Keogh - Emergency Management Officer*

Item 3: Maroondah 2040 Interim Review Workshop - *Phil Medley, Team Leader Council & Community Planning, Brian Tu - Community Planning Officer*

Item 5: Arts & Cultural Development Strategy - *Rosalie Hastwell, Team leader Arts & Cultural Development*

Item 6: Arts activation event in October - *Rosemary Joy - Arts Activation Coordinator*

Item 7: Update from MetroAccess Officer - *Jack Mullholland, MetroAccess Officer*

**1. Opening of meeting**

Welcome by Cr Kylie Spears

**1.1 Apologies**

Cr Kylie Spears

Michelle Egan, Angela Fitzpatrick, Cara Hudson, Jacob Matthew, Ron Major, Jenny Newman, Melinda Spencer

**1.2 Conflict of Interest Declaration**

There were no Conflicts of Interest noted.

**1.3 Confirmation of the Record of Proceedings from the last meeting**

Record of Proceedings moved by:

Moved: Judith Lenthall

Seconded: Amelia Milroy

July Record of Proceedings to be amended to include Andrea Salmon and were confirmed with the amendment.

**Business Arising**

Fiona Burrridge, Community Development Officer, provided an update on Council's forthcoming Mental Health forum 'StressLess' being held on 9 October. The forum is capped to 300 RSVP's and has been fully booked. An invitation was extended to the Committee to assist on the night. Judith Lenthall, Amelia Milroy and Andrea Salmon all indicated they were available to attend and assist with the event.

**Action:** Amend Record of Proceedings attendance for 18 July 2019 meeting.

## **2. Emergency Management**

Angela Draper  
Deanne Keogh

Angela Draper provided an overview of Council's role in an emergency. An emergency was described as an unplanned or unexpected event that can:

- Cause death or significant injuries to the public
- Disrupt normal community life
- Cause physical or environmental damage
- Interrupt the normal running of businesses and institutions

It was highlighted that there are various types of emergencies where Council seeks to minimise the harm and damage. Emergencies in Maroondah could typically include: bushfires, floods, heatwaves, storms and transport accidents. Council's roles before, during and after an emergency were outlined.

Discussion commenced about how Council keeps a track record on individuals affected by the impact of an emergency. Angela and Deanne noted that the use of the CrisisWork System allows Council to keep a record of individuals during an event of an emergency. This system enables coordinated connection with affected people and households.

Committee members were encouraged to provide additional feedback via email.

**Action:** Fiona to attach the Presentation, including questions with the Record of Proceedings.

## **3. Maroondah 2040 Interim Review Workshop**

Phil Medley  
Brian Tu

Phil Medley provided the background of Council's community vision document; *Maroondah 2040: Our Future Together*. The document was created in 2014 after extensive consultation with stakeholders and the community. Five years into the community vision document, Council are reviewing the progress made to date in working towards the Maroondah 2040 Community Vision.

Brian Tu provided the Committee with a progress update. Council has recently completed Stage 1 of the interim review project. During this stage, Council has:

- Identified the emerging trends and implications for Maroondah.
- Engaged with the community to capture feedback on the emerging trends and their aspirations
- Held a stakeholder workshop that considered the emerging trends.

Council is currently undertaking Stage 2 of the project. This involves further consultation with key stakeholders, communities and committees to discuss future policy directions. Feedback from this stage will shape development of the refreshed Maroondah 2040 Community Vision.

After the overview, Brian and Phil held a discussion with the Committee around the relevant 2040 key directions. The questions asked were:

*"Of the current Maroondah 2040 key directions, which are: currently working well, need a different focus, or are no longer relevant? What are the gaps?"*

Five key directions (7.1 - 7.5) within the 'Inclusive and Diverse' outcome area was discussed. Committee members were encouraged to send any further feedback via email.

Cr Kylie Spears advised that Council will be hosting a secondary Maroondah 2040 Interim Review workshop in late November (dates yet to be confirmed). Committee members will be invited to attend.

**Action:** Fiona to distribute the Maroondah 2040 activity slides to Committee members.

## **4. Morning Tea**

## **5. Arts & Cultural Development Strategy**

Rosalie Hastwell

Rosalie Hastwell provided a background to Council's Arts and Cultural. Arts is being increasingly recognised as a way of improving community wellbeing and economic outcomes. Arts in Maroondah can be evident in:

- Public open spaces and community areas
- Ringwood Arts Precinct
- Performing arts and shows in Karralyka
- Art Gallery at Maroondah Federation Estate
- Art Space at Realm
- Wyreena

Council are currently looking at the next iteration of the Arts and Cultural Strategy 2020-2025. As part of this process, engagement with the community has commenced. There are various ways to provide feedback:

- Online engagement on Council's 'YourSay' website
- Free workshops on:
  - o Thursday 19 September 7pm to 8:30pm, Federation Estate
  - o Wednesday 25 September 1:30pm to 3pm, Wyreena Community Arts Centre.
- Pop up consultations
  - o Monday 9 September to 13 September, Realm & Ringwood Town Square
  - o Saturday 14 September, Glowb Cubby at Wyreena PlaySpace

Discussion was held regarding opportunities for people with disabilities to display their artwork in Maroondah. A variety of opportunities were outlined including:

- Maroondah Arts Trail: Supports and encourage local artists through the creation of space within local cafes and restaurants.
- Maroondah Arts Collective: provides the opportunity to learn and develop art practices.
- Maroondah Youth Services: provides support activities for young people through mentoring.
- Art Lounge at Wyreena: no charge for exhibiting artwork, although a selection process applies.
- Annual gallery program at Maroondah Federation Estate
- Arts and Cultural grants
- Yarrunga Community House programs

To find out more, visit *Arts in Maroondah* on Facebook and Instagram.

## **6. Arts Activation Events in October**

Rosemary Joy

Rosemary provided an update on the forthcoming art activations in Maroondah.

### Islands by Playable Streets

'Islands' utilises sound when walking or rolling across the floor. The sounds vary when collaborating with friends and strangers. The theme for this activation is climate change, when numbers increase within the art space, the rising sea levels can be seen on the walls. 'Islands' is held from 24 September to 27 October at the ArtSpace, Realm.

### Threads Exhibition by Nadrasca and Studio 4

'Threads' provides an insight into each artist's distinctive practice, whilst revealing their shared interests in the Maroondah community. 'Threads' will be held from 16 September to 1 November at Maroondah Federation Estate Gallery.

The Committee indicated a high-level of interest in the 'Islands' activation. It was agreed that a Committee morning tea would be arranged at Realm during October for members to participate in the activation.

**Action:** Fiona to attach 'Threads' and 'Islands' flyers with the Record of Proceedings and to organise a group time to participate in the 'Islands' activity.

#### **7. MetroAccess Update**

Jack Mullholland

Jack Mullholland provided an update on multiple programs and projects.

##### Pathway for Carers

The Pathway for Carers project offers carers of people with a disability or mental illness an opportunity to share walks together and learn more about news, services and supports available to carers. The next walk will be on Tuesday 8 October 2019. MP Parliamentary Secretary for Carers & Volunteers, Anthony Carabines, will be guest speaker on the day.

##### Eastern Disability Action Group (EDAG)

EDAG is a community-based advocacy group for people with disabilities. The group meets monthly to discuss issues of concern in Maroondah and the outer eastern suburbs. The next meeting is Wednesday 18 September 2019 where The Hon. Luke Donnellan, Minister for Disability, Ageing and Carers will be speaking. Cr Tony Dib encouraged members to attend.

##### Porn is not the Norm

After two successful sessions discussing the link between people with autism and access to pornography, Council is currently seeking funding from Department of Justice for further activities around this topic.

##### Sensory rooms

Council is currently seeking opportunities regarding best practice sensory rooms. Jack will be presenting to a Conference in October on this topic. The presentation will be included as part of the Disability Advisory Committee November meeting.

#### **8. Christmas Breakup Event Arrangements**

Discussion was held on the Christmas breakup. It was agreed that Maroondah Federation Estate would be the location for the Christmas meeting and lunch. The times are as follows:

- 10:30am - 12pm: Meeting
- 12pm to 1pm: Lunch

#### **9. Close of Meeting**

Cr Kylie Spears

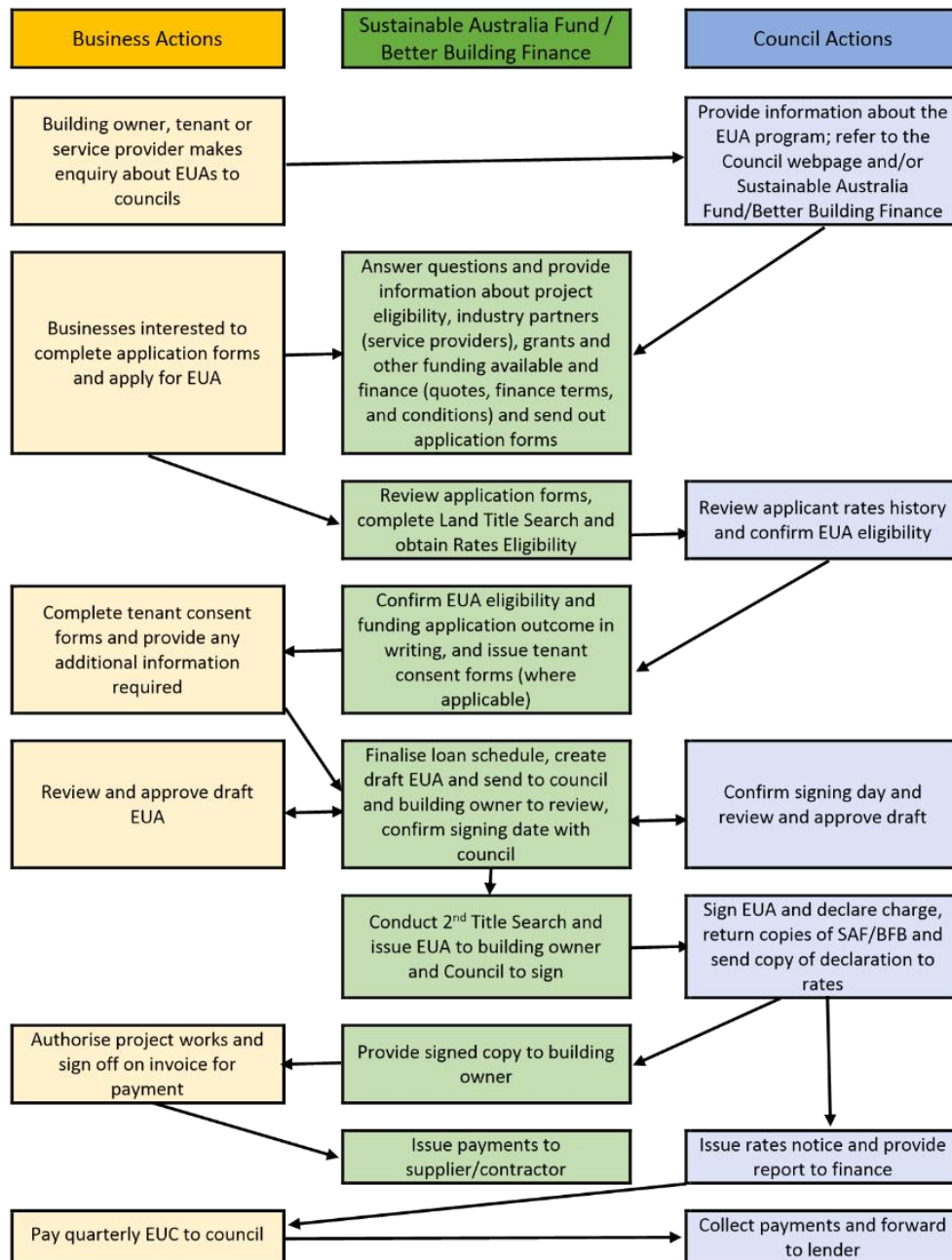
Cr Kylie Spears closed the meeting at 11:35am and thanked all for their attendance and participation.

The next meeting will be held on Thursday, 21 November 2019.

**Roles and responsibilities within Council in managing EUAs**

Department	Activity
Council	<ul style="list-style-type: none"> <li>• Pass resolution to offer EUAs in the municipality</li> <li>• Provide instrument of delegation to CEO (or delegate) to sign EUAs</li> </ul>
Revenue, Property & Customer Service	<ul style="list-style-type: none"> <li>• Confirm property exists in your municipality and is used for non-residential purposes</li> <li>• Levy Environmental Upgrade Charge (EUC) and issue EUC notice</li> <li>• Collect quarterly EUC payments</li> <li>• Provide quarterly EUC summary</li> </ul>
Finance & Governance	<ul style="list-style-type: none"> <li>• Store copy of the signed EUA for Council records</li> <li>• Remit quarterly payments to Lenders</li> <li>• Remit quarterly fees (any applicable) to relevant parties</li> </ul>
Integrated Planning	<ul style="list-style-type: none"> <li>• Review and agree to template EUA form and other template documentation (conjunction with Finance &amp; Governance)</li> <li>• Confirm final documentation is in order prior to execution by CEO - BBF will provide confirmation the documentation is complete and accurate</li> <li>• Respond to EUA enquires from stakeholders and direct them to information resources and BBF</li> <li>• Assist in promotional activities as needed</li> </ul>
Business & Activity Centre Development	<ul style="list-style-type: none"> <li>• Promote EUA and EUF through existing programs and channel partners</li> <li>• Conduct on the ground engagement with relevant stakeholders</li> </ul>
Communications & Engagement	<ul style="list-style-type: none"> <li>• Assist with development of marketing collateral</li> <li>• Seek media opportunities to promote EUA success in the municipality</li> </ul>

**Environmental Upgrade Agreement Application Process**





Date

Name  
Address

Dear [insert name]

**Environmental Upgrade Administration Services Agreement**

Better Building Finance (BBF) is the trading name of the Sustainable Melbourne Fund and has been invited by [insert council name] (Council) to establish and provide administration services to deliver Environmental Upgrade Finance (EUF) for non-residential properties within the Council area. The arrangement between BBF and Council to be governed by the Environmental Upgrade Administration Services Agreement (Agreement), which comprises Appendices A, B, C, D and E to this letter.

BBF will perform the tasks outlined in the Agreement to ensure EUF is able to be offered in Council and that projects financed via an Environmental Upgrade Agreement (EUA) adhere to the *Local Government Act (Vic) 1989 (Act)*. The Agreement sets out the scope of the services BBF will provide and the terms and conditions under which we will provide them. The parties may agree in writing to vary the scope of the services provided under this Agreement, following any changes to the Act.

**ABOUT BETTER BUILDING FINANCE**

BBF was launched by Sustainable Melbourne Fund to provide EUA administration services to local governments as a shared service provider. BBF was created by funding from the Federal Government, is supported by the Victoria State Government and backed by participating councils. It helps businesses and commercial building owners to undertake environmental upgrades to existing premises – making them more energy and water efficient, and cutting waste.

BBF designed and implemented the EUF program for the City of Melbourne, the first Australian municipality to offer EUF. BBF is the only shared service provider of EUF programs in Australia, engaging actively with local governments, property and finance sectors as a trusted intermediary for building owners and a trusted administrator for local governments.

BBF has developed and delivered a range of information session and workshops, and marketing collateral to help Councils to achieve Council resolution necessary to offer EUAs and then to establish and promote the program to the relevant stakeholders.

**OBJECTIVES OF THIS AGREEMENT**

The aim of this Agreement is to set out the basis for close co-operation between Council and BBF, in the provision by BBF of administrative services to Council.

The particular objectives of the Agreement are to:



1. To create an environment that is conducive to a co-operative relationship between BBF and Council to ensure a fast, efficient and engaging EUA program and the effective support of users of EUF.
2. To document the responsibilities of the parties to the Agreement.
3. To ensure that BBF provides a high quality of service for EUF users with the full support of the Council.
4. To create the legal framework for the parties to work together including by defining the commencement of the Agreement, its initial term and the provision for reviews and extensions.
5. To define in detail the service to be delivered by BBF and the level of service that can be expected by Council, thereby reducing the risk of misunderstandings.

#### **ESTABLISHMENT OF THE EUA PROGRAM**

BBF will work with the Council to set up the processes to successfully execute an EUA. These processes will be supported using the pre-existing material owned by BBF and licensed as part of the administration services for the duration of the Agreement between Council and BBF.

BBF will provide the Council with contractual and other paperwork necessary to enter into an EUA, inclusive of the template EUA and building owner forms and documents.

BBF will assist in setting up the processes within the Council's existing rate collection process to remit the quarterly payments to the lender and remit the quarterly administration fee to BBF. The internal documentation will be adapted to best suit the Council's existing processes.

BBF will work with the Council's marketing/communications team to ensure that the launch of the EUF program, and the signing of the first EUA by the Council, are appropriately communicated and promoted within the community. Case studies can be prepared once EUAs have been signed.

The timeframe for setting up all of these processes is expected to be two months, dependent on the availability of the individuals in each Council who are responsible for their part of the process.

#### **SETTING UP YOUR EUA PROGRAM ONCE BBF HAS BEEN ENGAGED**

The set up process takes approximately 2 months, with the actual timeframe dependent on the speed with which Council develops its internal processes. EUA templates, rates processes, finance processes and marketing & communications can be progressed simultaneously. Where businesses have projects developed and waiting for Council to launch the EUF program, the projects can be assessed in parallel with the program establishment process.

#### **ADMINISTRATION OF THE EUA PROGRAM**

The EUA program will be jointly administered by BBF on behalf of the Council. Council will be required to declare, levy and collect the environmental upgrade charge using its statutory powers under the Act.



A service level agreement (**SLA**) will be created as part of the set up process to define the activities and response times for each party to ensure the EUC program runs effectively and efficiently. The SLA will be separately agreed by BBF and Council.

The Appendices to this letter form the Agreement between the parties. The appendices are as follows:

Appendix A – Terms of business

Appendix B – Services to be provided by BBF and responsibilities of the Council

Appendix C – BBF Owned material

Appendix D – Fee schedule and term of Agreement

Appendix E – EUC Collection Policy and Procedure

### **REPRESENTATIVES**

BBF and Council nominate the following representatives responsible for the monitoring and maintenance of the Agreement:

Better Building Finance: Shay Singh  
Council: [insert name]

The parties may alter their representatives by written notice to the other party.



**EXECUTED AS AN AGREEMENT**

**Date:**

**EXECUTED by** [insert council name]:

) **EXECUTED** by SMF Investment Management Pty Ltd  
) ATF Sustainable Melbourne Fund ACN 615 854 941  
)  
)  
)

.....  
Signature of Authorised Officer

.....  
Signature of Authorised Officer

.....  
Name of Authorised Officer (block letters)

.....  
Name of Authorised Officer (block letters)

DRAFT



#### **Appendix A – Terms of business**

These terms of business apply to the services you have engaged SMF Investment Management Pty Ltd (ACN 615 854 941 trading as Better Building Finance to provide under the Agreement, of which these terms of business form a part. The Agreement, including these terms of business, form the entire agreement between us about those services. They replace any earlier agreements, representations or discussions.

#### **1. Our Services**

1.1 **Scope** - We will perform the services described in the Agreement with reasonable skill and care.

1.2 **Changes** - Either of us may request a change to the services, or anything else in the Agreement. A change will not be effective unless we have both agreed to it in writing.

1.3 **No liability to third parties**- We accept no liability or responsibility to any third party in connection with our services.

#### **2. Your Responsibilities**

2.1 **Generally** – You agree to:

- a) Provide us promptly with all the information, instructions and support we need to perform the services
- b) Ensure we are permitted to use any third party information or intellectual property rights you require to perform the services

2.2 **Information** – You are responsible for the completeness and accuracy of information supplied to us. We may rely on this information to perform services and will not verify it in any way, except to the extent we have expressly agreed to do so as part of the services.

#### **3. Fees, expenses and costs**

3.1 **Payments for services**- Where you request optional extra services provided by us and we have provided you prior written notice of the cost of us providing those extra services, you agree to pay us fees for our services on the basis set out in the Agreement.

3.2 **Administration Fees** – you agree to recover and remit to us the Administration Fees set out in Annexure D on the basis set out in the Agreement.

3.3 **Expenses** – You agree to pay us any reasonable expenses we incur in connection with the services.

3.4 **GST** – Our fees, expense and charges exclude GST (unless stated otherwise). If a supply to you under this Agreement is a taxable supply under the *A New Tax System (Goods and Services Tax) Act 1999*, you agree to pay us an amount equal to the GST we are required to pay on the taxable supply.

3.5 **Invoices and payment** – We will invoice you on a quarterly basis, unless we have agreed something different in writing. You agree to pay the invoiced amount within 30 days of the invoice date.

#### **4. Confidentiality and privacy**

4.1 **Confidential information** - We each agree not to disclose each other's confidential information, except for disclosures required by law or confidential disclosures under our respective confidential information policies. Information collected by, or provided to you (including land valuation information), under or in connection with the Agreement may only be used for purposes directly connected with the Agreement and not for purposes of any of your other functions (including your rating function).

4.2 **Referring to you and the services** - We may wish to refer to you and the nature of the services we have performed for you when marketing our services. You agree that we may do so, provided we do not disclose your confidential information.

4.3 **Privacy** - You agree to comply with the Privacy and Data Protection Act 2014(Vic) when providing us with information. We agree to co-operate with each other in addressing our respective privacy obligations in connection with the services.

#### **5. Intellectual Property**

Intellectual Property means all present and future rights throughout the world conferred by statute, common law or equity in or in relation to copyright, trademarks, designs, patents, circuit layouts, plant varieties, business and domain names, inventions and confidential information, and other results of intellectual activity in the industrial, commercial, scientific, literary or artistic fields, whether or not registrable, registered or patentable.

5.1 **Ownership of Intellectual Property**- We own the Intellectual Property in the BBF Owned Materials listed in Appendix C of the Agreement and we license you to use the BBF Materials in connection with BBF providing the services to you. This license is non-exclusive, non-transferable and royalty-free and will endure until termination or expiry of this Agreement.

5.2 **Use of our IP** – You may only use the BBF Owned Materials for the purposes for which we have licenced them to you and you may not share them, or any part of them, with any third party, without our written consent. You acknowledge that, apart from the licence granted in clause 5, you have no right, title or interest in the BBF Owned Materials.

#### **6. Liability**



- 6.1 **Consequential loss** - To the extent permitted by law, we exclude all liability for:
- loss or corruption of data
  - loss of profit, goodwill, business opportunity or anticipated savings or benefits
  - indirect or consequential loss or damage.
- 6.2 **No claims against employees** - You agree not to bring any claim against any of our employees personally in connection with the services. This includes claims in negligence but excludes claims of fraud or dishonesty. This clause is for the benefit of our employees. You agree that each of them may rely on it as if they were a party to this Agreement. Each of our employees involved in providing the services relies on the protections in this clause and we accept the benefit of it on their behalf.
7. **Electronic communications and tools**
- 7.1 **Electronic communications** - We each agree to take reasonable precautions to protect our own information technology systems, including implementing reasonable procedures to guard against viruses and unauthorised interception, access, use, corruption, loss or delay of electronic communications.
- 7.2 **Electronic tools** - We may develop or use electronic tools (e.g. spreadsheets, databases, software) in providing the services. We are not obliged to share these tools with you, unless they are specified in Appendix B of this Agreement. If they are not a specified, and we do share them with you, you agree that:
- they remain our property
  - we developed them solely for our use
  - you use them at your own risk
  - you may not provide them to any third party.
8. **Subcontractors**
- 8.1 **Subcontractors**- We may use subcontractors, to perform or assist us to perform the services. Despite this, we remain solely responsible for the services.
9. **Performing services for others**
- You agree and acknowledge that BBF will be the sole-provider to you of EUA administration services and that you will not engage any other person or organisation to provide these types of services to you.
10. **Termination**
- 10.1 **By notice**- Either of us may terminate the Agreement by giving the other at least one month notice in writing (unless it would be unlawful to do so). This Agreement terminates on expiry of that notice.
- 10.2 **Fees payable on termination** -You agree to pay us for all services we perform before termination, within 30 days after receipt of our invoice. Where we agree a fixed fee for services, and the services are not completed before termination, you agree to pay us for the services that we have performed on the basis of the time spent at our then current hourly rates, up to the amount of the fixed fee.
- 10.3 **Clauses applying after termination or expiry** - The following clauses continue to apply after termination or expiry of this Agreement: 1.3, 2.2, 3, 4, 5, 6, 7.2, 10, 12, 13, 14 and 15.
11. **Relationship**
- We are your independent contractor. You agree that we are not in a partnership, joint venture, fiduciary, employment, agency or other relationship with you. Neither of us has power to bind the other.
12. **Force majeure**
- Neither of us is liable to the other for delay or failure to fulfil obligations (other than an obligation to pay) to the extent that the delay or failure arises due to an unforeseen event beyond their reasonable control which is not otherwise dealt with in this Agreement. Each of us agrees to use reasonable endeavours to remove or overcome the effects of the relevant event without delay.
13. **Assignment**
- Neither of us may assign or deal with our rights under this Agreement without the other's prior written consent.
14. **Applicable law**
- The law applying to this Agreement is the law of Victoria. Both of us submit to the exclusive jurisdiction of the courts of that state and waive any right either of us may have to claim that those courts do not have jurisdiction or are an inconvenient forum.
15. **Definitions**
- In this Agreement the following words and expressions have the meanings given to them below.
- 15.1 **affiliate** -an entity which, directly or indirectly, controls or is controlled by or under common control with you
- 15.2 **our, us or we**- Better Building Finance (ACN 615 854 941)
- 15.3 **BBF** - Better Building Finance.
- 15.4 **this agreement**- these terms of business and the Agreement of which they form a part.
- 15.5 **you or your**- Council



**Appendix B - Scope of Services to be provided by BBF and responsibilities of Council**

**Table 1. Services to be provided by BBF**

<b>Program Establishment</b>	Provide template EUA and application forms	✓	
	Assist council staff to establish internal processes to confirm eligibility, execute EUA, declare, levy and collect the Environmental Upgrade Charge (EUC)	✓	
	Provide initial staff training to prepare for launch	✓	
	Support staff for any program launch activity	✓	
	Assist staff to undertake segmentation workshop to identify business types in the municipality		
	Council logo and application forms on BBF website	✓	
<b>Program Promotion</b>	Provide BBF materials for stakeholder engagement	✓	
	Act as point of contact on behalf for Council to address EUA queries	✓	
	Attend and/or present at Council events	✓	2 events per year
	Social Media (Twitter, LinkedIn, Facebook) promotion, as appropriate	✓	
	Assist with drafting and provide comments for media releases	✓	
	Conduct ongoing communication and education with building owners, tenants and industry professionals in line with an agreed communications plan	✓	Optional extra
	Participate in workshops and assist with the development of marketing collateral and case studies	✓	Optional extra
	Promote projects in state and national events	✓	when applicable
<b>Program Administration</b>	Manage application process for all interested parties (Council, Building Owners and Lenders)	✓	
	Process applications and facilitate contract signing	✓	
	Conduct overleverage test (as required by Section 181B (1) (d) of the LGA) using the CIV nominated on the most recent Council Rates Notice or a relevant valuation of land prepared by a suitable qualified person within the last 24 months	✓	
	Liaise with EUF participants and potential participants for ad hoc queries	✓	
	Where legal advice is required from Council, provide a marked up version of the draft EUA identifying which party has requested changes to the template EUA.	✓	



	Monitor the contract performance, including review of works and documentation to ensure that retrofit works are as per the quote and funding purpose	✓	
	Provide confirmation (sign off) for each EUA to Council that confirms EUA requirements have been met	✓	
	Ensure project are implemented by suitably qualified organisation/personnel	✓	
	Monitor/support quarterly charge collection	✓	
	Monitor/quarterly charge remittance	✓	
	Provide bi-annual reporting to council on EUA activity within the region, including pipeline activity, number of EUAs signed, number of application declined and/or did not proceed and annual environmental and cost savings generated through EUA projects	✓	
<b>Charge Collection</b>	Quarterly invoices issued	✗	Optional extra
	Quarterly charge collection	✗	Optional extra
	Manage and collect arrears	✗	Optional extra
	Quarterly charge remittance	✗	Optional extra
	Charge reconciliation	✗	Optional extra
	Annual Statements	✗	Optional extra
	EUC discharge at the end of the term	✗	Optional extra

**Table 2. Responsibilities of the Council**

Council is the owner of the EUA program. In return for BBF to delivering the services, the Council agrees that it will discharge the following responsibilities.

<b>Council's obligations under the Agreement</b>	<ul style="list-style-type: none"> <li>Promote EUF within its council area by engaging with building owners, business owners and other stakeholders in the community. This will include taking the following actions: <ul style="list-style-type: none"> <li>Promotion of EUAs on Council Webpage,</li> <li>Hosting and facilitating local events where EUAs can be promoted and discussed</li> <li>Design and printing of locally branded sales and marketing collateral</li> <li>Other as agreed</li> </ul> </li> <li>Promote Environmental Upgrade agreements as a specific opportunity to finance environmental upgrade, including building retrofit activity.</li> <li>Advise stakeholders interested in using the EUF to contact BBF.</li> </ul>
--	--



	<ul style="list-style-type: none"> <li>Respond to BBF service requests associated with EUA applications in the agreed timeframes in the Service Level Agreement.</li> <li>Communicate regularly with BBF about program elements and the Council objectives.</li> <li>Pay BBF fees for the services which are to be calculated in accordance with the fee schedule in Appendix D.</li> <li>Collect and distribute EUC payments as per Annexure A of each EUA and in accordance with the Collections procedure outlined in Appendix E of the Agreement.</li> <li>Collect the applicable EUA Administration fee with each EUC payment (as identified in Annexure A of the EUA) and remit to Better Building Finance.</li> <li>Confirms that it will abide by the contractual terms of each EUA (subject to BBF and Council agreeing to the template EUA to be used in your municipality).</li> </ul>
<b>Councils obligations under the Local Government Act (LGA)</b>	<ul style="list-style-type: none"> <li>Declare the charge in accordance with section 181C of the LGA;</li> <li>Levy the Environmental Upgrade Charge (EUC) by sending a notice to the person liable to pay it;</li> <li>Ensure the EUC notice complies with section 181C (3) of the LGA; and</li> <li>Use the total amount received by Council to make payments to the lending body in accordance with the Act (section 181 C (8) and (9)).</li> </ul>
<b>Councils Obligations under the EUA</b>	<ul style="list-style-type: none"> <li>Declare the charge in accordance with Clause 3.1 (a) of the EUA</li> <li>Levy the EUC by sending a separate notice to the person liable to pay the EUC in accordance with Clause 3.1 (b)</li> <li>Prioritise the EUC in accordance with Clause 3.3 of the EUA</li> <li>Collect and distribute EUC payments in accordance with Clauses 5.1-5.7 of the EUA. Where applicable, penalty interest must be applied in accordance with Clause 4.2 of the EUA.</li> <li>Create, implement and maintain administrative and operational procedures and records to ensure that the EUC Amounts can be readily identified and capable of being collected and enforced in accordance with Clause 5.9 of the EUA;</li> <li>Give notice to lending body when Council becomes aware of a default, in accordance with Clause 5.11 of the EUA; and</li> <li>Take all necessary actions with best endeavours to enforce its rights for payment of the EUC in accordance with Clause 5.8 and outlined in Enforcement Procedure Annexure D of the EUA and annexure E of this agreement.</li> </ul>



**Appendix C**

**BBF Owned Material**

	<b>Documents used before EUAs are offered</b>	<b>Document user</b>
1	Business Case Briefing Note	Council
2	Instrument of Delegation to CEO	Council
	<b>EUA Application Forms</b>	
3	EUA Application Form	Building Owner
4	Building Owner Statutory Declaration	Building Owner
5	EUA Application Terms and Conditions	Building Owner
6	Building Owner Representations - Occupier Consent	Building Owner
7	Occupier Confirmation of Participation	Building Occupier
8	Occupier Consent Form	Building Occupier
9	Building Occupier List	Building Owner
	<b>EUA Template</b>	
10	Rates Eligibility Check	Council
11	EUA Template	BBF/Council/Building Owner
12	EUA Template – Multiple Building Owners	BBF/Council/Building owner
13	Request to CEO – EUA and Declaration of Rate	BBF/Council
14	Declaration of Environmental Upgrade Charge	BBF/Council
15	BBF Confirmation Letter to Council	BBF/Council
16	Buildings Reporting template	BBF/Council/Building Owner
17	Charge schedule template	BBF/Council



**Appendix D – Fee schedule and term of Agreement**

**Term**

The duration of this Agreement will be five (5) years from the date of execution of this Agreement. This Agreement can be extended upon the completion of year five (5), with the terms and fees to be reviewed and negotiated by both parties.

**Service fees**

The services indicated with a tick (✓) in Appendix B will be provided by BBF to the Council free of charge.

The services which are described as "Optional extra" in Appendix B are also available to the Council on the basis of a fee for service. The Council can purchase the Optional Extra services at their discretion. BBF's hourly rate for these Optional extras is \$150.00 (+GST), which is fixed for the first two (2) years of this Agreement. At the completion of two (2) years, BBF reserves its right to increase its hourly rate for these Optional extras.

**EUA Application and Processing fees**

BBF will charge an application and processing fee to the Building Owner for its services as outlined in the fee schedule below (**Application and Processing Fees**). BBF will invoice the Building Owner directly for the application and processing fees. BBF reserves its right to alter these fees in the future. The fees shown in the table below are correct as at the date of this Agreement but subject to change.

Better Building Finance Fee Schedule:

PROJECT SIZE	Application Fee (\$)	PROCESSING FEE (\$)	TOTAL UPFRONT FEE (\$)
< \$50,000	\$600	N/A	600.00
< \$50,000 and > \$200,000	\$600	612.50	1,212.50
> \$200,001 and < \$400,000	\$600	1,350.00	1,950.00
> \$400,001 and < \$800,000	\$600	2,340.00	2,940.00
> \$800,001 and < \$1,400,000	\$600	3,630.00	4,230.00
> \$1,400,001 and < \$2,500,000	\$600	4,875.00	5,475.00
> \$2,500,001 and < \$4,000,000	\$600	6,175.00	6,775.00
> \$4,000,001 and < \$8,000,000	\$600	9,600.00	10,200.00
> \$8,000,001 and < \$12,000,000	\$600	16,000.00	16,600.00
> \$12,000,001	\$600	19,200.00	19,800.00

**Administration Fee**

BBF will charge an administration fee to the Building Owner for its services (**Administration Fee**). The Administration Fee is 0.055% (including GST) of the total Environmental Upgrade Charge per quarter, charged over the life of the loan and paid quarterly or as rates are paid to BBF and are recorded as an additional charge on the loan repayments.

The Council recovers the Administration Fee amount from the EUA on behalf of BBF. The Administration Fee is incorporated into the "Administration Cost" which forms part of the "Charge



Payment" as set out in Annexure A of the EUA. Once Council has recovered the Charge Payment amount, it must remit the Administration Fee amount to BBF.

The fees charged by BBF are separate from any administration fee charged by the Council under the EUA. It is a matter for the Council whether it wishes to include any additional administrative fees of its own in the "Administration Cost" in Annexure A of the EUA.

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#### **Appendix E – EUC Collection Policy and Procedure**

This process is based upon Council receiving quarterly direct debit payments as outlined in the Environmental Upgrade Agreement (EUA) and remitting the payments within 10 businesses days after Council has received cleared funds from the Owner for that Charge Payment, as outlined in Clause 5 of the Environmental Upgrade Agreement (EUA) .

Given that the charge will not be required to be paid in a lump sum and an instalment plan will be offered, each instalment is treated as a separate debt in relation to Council's ability to enforce payment.

**Purpose:** The purpose of the document is to provide a framework for Council in exercising its powers of enforcement in the event that the Building Owner fails to pay any outstanding amount under or in connection with an EUA as outlined in Annexure A of each EUA.

**Scope:** This document outlines the requirements for recovery and enforcement of the relevant Environmental Upgrade Charge (EUC) and any other charge made under the EUA. It establishes controls to minimise the occurrence of late payments and bad debts to support Council in meeting its obligations under EUA, including actions required to enforce the sale of the rateable land to recover any outstanding EUC.

This Appendix E should be read together with any Service Level Agreement that is in place between BBF and Council. The Service Level Agreement may contain additional detail in relation to the EUC collections process to be implemented by Council.

**Policy Statement:** A Council must use its best endeavours to recover an EUC in accordance with any requirements imposed on it by the Local Government Act and the EUA.

#### **Collection Procedure - Direct Debit**

Upon entering into an EUA, a Direct Debit facility established by the Council to debit the Building Owner's nominated bank account as per the dates specified in the repayment schedule in Annexure A of the EUA.

There are three possible outcomes from a direct debit attempt:

- Funds cleared;
- Direct debit rejected (due to invalid bank account for instance); or
- Direct debit processed but subsequently reversed (the bank has three days to reverse a direct debit).

The most common reason for a reversal is a lack of funds in the payer's bank account. If a direct debit is rejected or reversed, the Council will take this to mean the EUC has not been paid and the enforcement procedure will commence.

#### **EUC Process**



Issue Environmental Upgrade Charge Notice to the building owner at a minimum of 28 days prior to due date for payment of the relevant Charge Payment. Councils can also issue a yearly notice with the four payment dates and amounts listed. The payments are due at the end of the following months each year:

- February
- May
- September
- November

Council will attempt Direct Debit on the last working day of September, November, February, and May in each year while the EUC remains outstanding.

**Default month 1-6**

If funds are rejected or withdrawn (i.e. are not cleared either on the day of processing or in the following three working days), Council will take the following steps to recover the outstanding payment:

1. a phone call or email to owner advising of default and that a second attempt will be made within 5 working days, advising the Building Owner of additional charges to be applied which will include any direct debit dishonour fee, penalty interest (to be applied as of the payment due date) and administration costs incurred by Council. Any reasonable costs incurred by Council due to default by Owner of its obligations under the EUA is recoverable by the Council (as per Clause 4.4 (a)(11) of the EUA).
2. second attempt will be made within 5 working days,
3. if the direct debit is rejected or withdrawn on this second attempt, then a final notice demanding payment for overdue instalment ,
4. When received, issue a separate invoice for all applicable interest and penalty fees and Council administration costs (itemised in the invoice).

**After 6 months**

The process is as outlined in Annexure D of the EUA:

1. Matter referred to external collection agency for commencement of legal action to recover all overdue Environmental Upgrade Charges, penalty interest and associated fees
2. Letter of demand sent from Collection agency
3. Complaint issued and served
4. Follow the flow chart in Annexure D through to the sale of the land to recover all outstanding monies



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**Service Level Agreement (SLA)**

between Better Building Finance and [insert Council name]

Effective Date: xx/xx/xx

Document Owner: Better Building Finance

**Version**

Version	Date	Description	Author
1.0	xx/xx/xx	Service Level Agreement	xxx
1.1	xx/xx/xx	Service Level Agreement Revised	xxx

**Approval**

(By signing below, all Approvers agree to all terms and conditions outlined in this Agreement)

Approvers	Role	Signed	Approval Date
Better Building Finance	Service Provider		xx/xx/xx
[Council Name]	Client		xx/xx/xx

SLA between BBF and [insert Council Name]

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## **1. Agreement Overview**

This Agreement represents a Service Level Agreement ("SLA" or "Agreement") between:

**Sustainable Melbourne-Australia Fund** trading as **Better Building Finance ("BBF")** of Level 5, 225 Bourke Street Melbourne Victoria 3000 (ABN 60 757 059 521)

**AND**

[insert Council name] ("**Council**") of [insert address] (ABN XX XXX XXX XXX)

for the delivery of the establishment and administrative services for Environmental Upgrade Finance (EUF) program.

This Agreement remains valid until superseded by a revised agreement mutually endorsed by the stakeholders.

This Agreement outlines the parameters of all services covered as they are mutually understood by the stakeholders.

## **2. Objective & Goals**

The objective of this Agreement is to:

- i. provide clear reference to service ownership, accountability, roles and/or the responsibilities of all parties taking part in the Agreement.
- ii. provide a common understanding of service requirements/capabilities and of the principles involved in the measurement of service levels.
- iii. ensure that BBF achieves the provision of a high quality of service for end users with the full support of the Council.
- iv. define the commencement of the Agreement, its initial term and the provision for reviews and extensions.
- v. define in detail the service to be delivered by SMF and the level of service that can be expected by Council, thereby reducing the risk of misunderstandings.
- vi. institute a formal system of objective service level monitoring

The goals of this Agreement are to:

- create an environment that is conducive to a co-operative relationship between BBF and Council to ensure the effective support of end users.
- ensure proper elements and commitments are in place to provide consistent delivery of service to Council by BBF
- Present a clear, concise and measurable description of service provision to the client.
- Match perceptions of expected service provision with actual service support & delivery.

SLA between BBF and [insert Council Name]

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### **3. Stakeholders**

The following Service Provider(s) and Customer(s) will be used as the basis of the Agreement and represent the stakeholders associated with this SLA:

**Service Provider(s):** BBF ("Provider")

As the third party administrator of EUF, BBF has a clear role in establishment and administration of the finance mechanism to participating Councils. BBF has core expertise in the application of EUF as a means of financing environmental upgrades, as well as the means to process and assess qualifying applications. BBF will be the subject matter expert on the use of and need for an EUF.

**Client(s):** Council ("Customer")

Council's EUF program will facilitate building upgrades and retrofits in the municipality. Financial institutions will be able to lend money to non-residential building owners for building upgrade and retrofit works. These funds will be recovered by Council through an Environmental Upgrade Charge (EUC), a special statutory charge on the property. This transaction is enabled by all parties signing the Environmental Upgrade Agreement (EUA).

#### **3.1. Stakeholder Expectations**

BBF and the Council will develop working relationships which fosters:

- Co-operation and professional support at all times
- Openness on all project issues
- Joint commitment to open dialogue about contact with stakeholders to achieve consistent communications
- Joint commitment to achieving agreed project objectives
- Commitment to delivering within agreed timeframes
- Communication in a timely and helpful manner.
- Commitment to a high level of professional excellence.
- Information exchange necessary to meet respective responsibilities being implemented by both parties at all times.
- Both parties agree to operate in accordance with the Communications Protocol in Annexure B.

### **4. Periodic Review**

This Agreement is valid from the **Effective Date** outlined herein and is valid until further notice. This Agreement should be reviewed at a minimum once per year; however, in lieu of a review during any period specified, the current Agreement will remain in effect.

The **Business Relationship Manager** ("Document Owner") is responsible for facilitating regular reviews of this document. Contents of this document may be amended as required,

SLA between BBF and [insert Council Name]

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provided mutual agreement is obtained from the primary stakeholders and communicated to all affected parties. The Document Owner will incorporate all subsequent revisions and obtain mutual agreements / approvals as required.

**Business Relationship Manager:** BBF  
**Review Period:** Yearly (12 months)  
**Previous Review Date:** xx/xx/xx  
**Next Review Date:** xx/xx/xx

## **5. Service Agreement**

The following detailed service parameters are the responsibility of the Service Provider in the ongoing support of this Agreement.

### **5.1. Service Scope**

The following Services are covered by this Agreement;

- EUF Program Establishment
- EUF Program Administration

### **5.2. Customer Requirements**

**Customer** responsibilities and/or requirements in support of this Agreement include:

- Participate in project kick-off meeting
- Participate in meeting to establish and agree to EUF application process
- Review templates forms and provide confirmation to finalise in agreed timeframes in Annexure A
- Respond to BBF requests in association with EUF program establishment as per the agreed timeframes in Annexure A
- Respond to BBF requests in association with EUF applications as per the agreed timeframes in Annexure A
- Signing of the EUA and declaration of the Environmental Upgrade Charge (EUC) per the agreed timeframes in Annexure A
- Issuing of the EUC Notice and collection of payments per the agreed timeframes in Annexure A
- Using Council's statutory powers to collect outstanding EUC, including any penalty interests as per the Enforcement Procedure outlined in Annexure D of the EUA and the agreed timeframes in Annexure A
- Advise any stakeholders interested in EUF to contact BBF
- Promote EUF as a specific opportunity for building upgrade activity in the region
- Work collaboratively with BBF to generate project leads through stakeholder engagement activities and events
- Provide in-kind support for events or stakeholder engagement activities, this may include event venues, support staff and marketing and promotion

SLA between BBF and [insert Council Name]

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- Create a webpage or section for EUF on Council website, including links through to BBF website and maintain with up to date and relevant information
- Promote EUF through its marketing channels, including social media (where available)
- Communicate regularly with BBF about program elements and the Council objective
- Pay for invoices with payment terms for any additional services purchased from BBF.

#### 5.3. Service Provider Requirements

**Service Provider** responsibilities and/or requirements in support of this Agreement include:

- Facilitate project kick-off meeting at the beginning of contract period
- Provide high level EUF processes and engage with Council to refine (if needed) to align with Council's processes
- Provide template forms, including the EUA
- Maintain a complete and up-to-date copy of the template forms and the EUA
- List Council of BBF website with relevant forms available for download
- Manage the application process for all interested parties, including liaising between building owners, financiers and the Council's (who will then work with relevant internal officers, unless agreed otherwise) as per agreed timeframes in Annexure A
- For each EUA, provide a checklist to Council that confirms EUA requirements have been met. The checklist will include details of the building owner, financier and the Council legislative and procedural requirements that have been completed, and will note risks that have been considered in making the recommendation.
- Where Council legal advice is sought, provide a marked up version of the draft EUA identifying which party has requested changes to the template.
- Undertake appropriate business development activities to promote and increase uptake of EUF.
- Provide bi-annual reporting to Council of the EUF activity in the region.
- Support Council's marketing and stakeholder engagement activities by assisting with development of material or attending and presenting with and/or on behalf of the Council.
- Develop and update marketing collateral including but not limited to case studies, advice sheets and videos and maintain with up to date and relevant information on BBF website

#### 5.4. Service Changes

Changes to services contemplated in this agreement will be communicated and documented to all stakeholders prior to the changes being implemented. This also applies to any changes required due to legislative amendments.

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## 6. Communications Objectives

Communications activities will utilise the media and other communications channels such as the BBF website, stakeholder activities, industry events, internal publications, e-newsletters. They will focus on:

- i. utilising the high profile program to establish the BBF's and Council's leading role in the supporting the growth of EUF market in Australia.
- ii. leveraging BBF's independent status as the leading subject matter expert for EUF in Australia and expertise in working with Councils to establish a standardised EUA market.
- iii. promote projects enabled by EUF and where appropriate, the project owners as leaders in the community .
- iv. building interest and support for environmental retrofit works throughout the municipality and encouraging building and business owners, lenders, property professional and service providers to participate in the program.
- v. increasing EUF product awareness and educating the market about the benefits of EUF to encourage greater uptake of EUF and normalising it as a finance product.

## 7. Service Management

Effective support of in-scope services is a result of maintaining consistent service levels. The following sections provide relevant details on service availability, monitoring of in-scope services and related components.

### 7.1. Service Availability

Coverage parameters specific to the service(s) covered in this Agreement are as follows:

- Telephone support : (03) 9658 8740
- Email support: [info@betterbuildingfinance.com.au](mailto:info@betterbuildingfinance.com.au)

### 7.2. Service Requests

In support of services outlined in this Agreement, the Service Provider will respond to service related incidents and/or requests submitted by the Customer within the following time frames:

- 0-8 hours (during business hours) for issues classified as **High** priority.
- Within 48 hours for issues classified as **Medium** priority.
- Within 5 working days for issues classified as **Low** priority.

SLA between BBF and [\[insert Council Name\]](#)

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Priority Classification	Activities
High	<ul style="list-style-type: none"><li>• Address complaints from EUA clients</li><li>• Urgent information needed for Executive Team and Council meetings</li><li>• Information needed to respond to urgent Media Requests</li></ul>
Medium	<ul style="list-style-type: none"><li>• Meeting Requests</li><li>• Project information, including payment schedules</li><li>• Documentation requests (Template Forms and copies of documentation relating to specific projects)</li><li>• Request to contact businesses interested in EUAs</li><li>• Rates team request to discuss outstanding payments</li></ul>
Low	<ul style="list-style-type: none"><li>• Request to review and/or approve draft documentation</li><li>• Process Review requests</li><li>• EUA market data (Council specific or state-wide)</li><li>• Request to attend and/or present at events</li></ul>

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**Annexure A**

**Specific Actions and Response Timeframes**  
 (Time allocation in business days)

**EUA Program Establishment**

Task	Time Allocated	Responsibility
Set up project kick-off meeting*	1 week	Council- Contract Manager
Provide Template forms *	2 days	BBF
Establish internal EUA processes for Council *	4 weeks	BBF
Review Template Forms and Confirm to finalise	2 weeks	Council- Contract Manager/Legal
Provide Council Logo	2days	Council- Contract Manager/Comms
Create EUA page/section on Council website*	60 days	Council- Contract Manager/Comms
List Council on BBF website*	60 days	BBF
Response to urgent queries (to be noted in subject line)	1 day	BBF/Council
Response to general queries	2-5 days	BBF/Council

\* from the date of the TPA Agreement

**EUA Program Administration**

Task	Time Allocated	Responsibility
Respond to EUA enquiries from stakeholders	1 day	BBF
Review and Process EUA application	1 day	BBF
Confirm project eligibility	2 days	Council- Rates
Confirm EUA eligibility to client (subject to fully completed application forms submitted)	5 days	BBF
Confirm appointment for CEO to sign EUA	3 days	Council- Contract Manager
Review draft EUA and confirm to finalise	3 days	Council- Contract Manager/Legal
Respond to requests to amend template EUA	2 days	Council- Contract Manager/Legal
Prepare EUA and EUC for signing (including obtaining signatures of relevant parties)		BBF
Provide Checklist to Council to confirm necessary actions are completed for EUA to be signed (attached to signing documents)		BBF

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SLA between BBF and [insert Council Name]



Issue Direct Debit forms to Building Owner (on EUA Signing day or earlier)	3 days	Council- Rates/Revenue Services
Manage signing day proceedings		Council- Contract Manager/Legal
Electronic copies of signed EUA and EUC to BBF	On the signing day or morning after (if signed in the afternoon)	Council
Electronic copies of signed EUA and EUC to Building Owner and Lender	On the signing day or morning after (if signed in the afternoon)	BBF
Hardcopy EUA and EUC signed by CEO sent to Building Owner and Lender	2 days	Council
Issue expanded loan schedule (in excel format) to Council after receiving confirmation that EUA is signed	1 day	BBF

**Charge Collection**

Task	Time Allocated	Responsibility
Issue EUC Notice after EUA signing day (yearly or quarterly). Quarterly Notices <i>must</i> be issued at least 28 days before payment due date.	28 days before payment due date	Council
Collect payment on due date as per agreed schedule	On due date	Council
Remit EUC payment to Lender(s)	10 business days	Council
Remit Administration fee to BBF	10 business days	Council
1st follow up on outstanding payments	3 Business day after payment due	
Apply penalty Interest as per Section 172 (2)(b) of Local Government Act	Effective from date payment due	
Notify Building Owner of any applicable Penalty Interest (established once payment has been made)	Effective from date payment due	
<p><b><i>This section will be finalised after consultation with Councils Rates &amp; Finance team.</i></b></p> <p><i>Insert Councils Charge collection process: this should include:</i></p> <p><i>Actions undertaken to follow up on unsuccessful/ late payments</i></p> <p><i>Follow up attempts to deduct outstanding payments (where Direct Debit is used)</i></p>		

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When the outstanding debt will be referred to external debt collection agency Plus...any other steps undertaken to collect outstanding charges.		
Some examples of steps highlighted below:		
For unsuccessful or late payments, contact client and advice of next attempt date	2 Business days	
2 <sup>nd</sup> Attempt to Collect payment if 1 <sup>st</sup> has failed.	Within 5 business days of above	
2nd follow up if 2nd attempt to direct debit payment is dishonoured contact client and advise of next attempt date	3 business days after payment dishonoured	Council Rates
Process 3rd attempt to direct debit payment if 2nd attempt has failed.	5 business days after 2nd dishonoured payment advice	Council Rates
If 3rd attempt to direct debit payment fails, levy penalty interest on overdue instalment and send final notice (if it meets Councils Rate Recovery and Financial Hardship Policy thresholds) giving 10 business days for payment	30 Days after payment due date	Council Rates
If payment is still not made determine applicable course of action in accordance with Councils Rate Recovery Policy	11 business days after issue of final notice (if issued)	Council Rates

#### Marketing & Communications Activity

Task	Time Allocated	Responsibility
Request for information (including images for projects)	2 days	BBF/Council
Review of collateral and case study material	2 days	BBF/Council
Request for comments for Media Release	3 days	BBF/Council
Approval for Media Release (review and sign-off)	3 days	BBF/Council
Request to participate in stakeholder engagement activities and events	10 days	BBF/Council
Response to urgent queries and requests (to be noted in subject line)	1 day	BBF/Council



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**Annexure B**

**Communications Protocol**

The Communications protocols outlined below, including nominated spokesperson is designed to ensure media, customers and all others stakeholders receive coordinated and timely response that communicate the agreed key messages in a consistent manner.

**A. Media relations**

- i. Both parties will develop, maintain and use pre- approved key messages on Environmental Upgrade Finance, and the roles of each party.
- ii. Council will be the primary spokesperson on any matters relating to its EUF program, its vision, implementation, overall delivery and future directions.
- iii. BBF CEO Scott Bocskay or his appointed delegate will be a spokesperson on EUF mechanism and the role of BBF.
- iv. Media teams at BBF and Council will immediately inform each other when media enquiries or opportunities relating to EUF program or projects arise.
- v. All media enquiries and responses that directly or indirectly reflect upon the Council will be directed through the Council's representative.
- vi. BBF may provide its own separate statements and responses to media directly. However in the case of statements pertaining to Council, approval by the Council media team will be sought.
- vii. Where information is provided to media by Council relating to BBF or its role within the EUF program, Council will use pre-approved key messages as per item (i).

**B. Media releases**

- i. All joint media releases pertaining to this Agreement and the EUF program will be prepared using the initiating parties media release template, adding in the logos of the supporting party as per branding protocols of the initiating party.
- ii. Any media releases pertaining to EUA signings under Councils program will be issued by Council and standard media approval procedures will be followed prior to distribution.
- iii. Media releases pertaining to general communications around EUF to inform and educate the market about the financial mechanism will be issued by BBF, where appropriate, Council will be invited to provide comments.

## Maroondah City Council Annual Report 2018/19





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

# Welcome to the Maroondah City Council Annual Report 2018/19

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

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

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

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

The Audit and Risk Advisory Committee reviewed these financial statements at its meeting on 14 August 2019, and Council endorsed the financial report in principle at the Council meeting on 19 August 2019. The Standard and Performance Statements were certified by the Principal Accounting Officer (Manager Finance and Governance), the Chief Executive Officer and two nominated Councillors. The Victorian Auditor General's office has certified the Performance Statement and the Financial Report including the Standard Statements.

## How to use this Annual Report

The 2018/19 Annual Report is divided into eight sections:

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

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

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## Our Highlights

### Message from the Mayor and Chief Executive Officer

We are pleased to present the 2018/19 Maroondah City Council Annual Report to the Maroondah community and to the Minister for Local Government.

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

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

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

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

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

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

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

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

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

## Annual Report 2018/19

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

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

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

Some of the key highlights are detailed below.

## Key highlights

- Council opened the new \$1 million playspace at Ringwood Lake Park in August 2018. The innovative space has quickly become one of the most popular destinations for local families. New pathways link all the experiences, which include water play, a tree canopy trail, flying fox and climbing structures, as well as wooden animal sculptures. Accessibility is a major feature of the playspace with a Liberty Swing and Carousel catering for people in wheelchairs, a Changing Places facility, and five new disabled car parking bays.
- The \$2 million Croydon Town Square was completed in April 2019, creating new open space in the heart of Croydon. The Town Square includes a lawn area, seating, shade, public toilets and a Changing Places facility; and provides improved pedestrian connection and sight lines between the Croydon station and bus interchange and the Main Street shopping precinct.
- Following extensive community consultation Ringwood and Croydon Town Squares became smoke free on 1 January 2019. Council voted at its November 2018 meeting to amend Local Law 11 to introduce a ban on smoking at both locations. During the introductory period Council worked with the community and traders to ensure awareness of the new smoking ban.
- Maroondah Nets commenced operations in May 2019 following 12 months construction of the multi sports complex. With \$10.5 million from the Federal Government and \$3 million from the Victorian Government, the \$16.5 million facility replaces the 10 former outdoor netball courts. The new facility enables training and competition for netball, volleyball, badminton and table tennis with grandstand seating for approximately 300 people. There are also four outdoor netball courts with spectator viewing areas. The stadium has a cafe, male and female toilets, a Changing Places toilet facility, change facilities, officials and first aid rooms, sport association offices, a gym and a multi-purpose room.
- In April 2019, the Karralyka Spiegeltent set up at Ringwood Town Square for a nine day season for people of all ages. This is the second time Karralyka has hosted Spiegeltent in Maroondah. With more than 4,700 people attending, it has shown that Maroondah audiences are keen to experience high-quality performances close to home.
- In May 2019, men from across the Eastern Region attended a sold-out Men's Health event, delivered by Council in partnership with the Eastern Melbourne Primary Health Network. The Bizweek event provided an afternoon of networking as well as the opportunity to hear from former AFL footballer Wayne Schwass on the topic, "Banter is easy, talking the real issues is hard."
- The review, development and adoption of the *Ringwood Metropolitan Activity Centre Masterplan 2018* has progressed with the planning scheme Amendment C130 before the Minister for Planning. The new plan reflects development to date and provides a framework for future development.
- Council launched two major new areas within its website providing improved access to arts and cultural information and events, and information on Council's Maroondah Festival, held in November each year. A new online consultation hub was also introduced, enabling our community to better engage with Council on a range of topics that impact them.

- A \$1.3 million refurbishment of the Croydon Sporting Pavilion was formally opened in May 2019. The works included a new entry foyer, improved spectator viewing areas, female-friendly changerooms and enhanced accessibility including a lift.
- Council participated in the Victorian Government's *This Girl Can* project, which celebrates women's achievements and aims to empower women to get active without worrying about being judged. Council's Tri Maroondah and Maroondah Night Run, as well as an outdoor Mind and Body Session, lunchtime walks, walking netball and walking soccer, were branded *This Girl Can*, achieving more than 1,160 active participants.
- The 2019 Maroondah BizWeek program was attended by 656 members of our business community, across 40 events, workshops and mentoring sessions. The program helps build the local economy by bringing together local businesses to be inspired by industry leaders, discover new ways to strengthen and grow their business and make new connections, helping to keep activity local.
- Council hosted the annual Australian Local Government Women's Association Victorian conference at Realm in October 2018. The Conference included a combination of keynote speakers, workshops and networking, and provided the opportunity to highlight activity and partnerships within the Ringwood Metropolitan Activity Centre.
- Council's first Kindergarten Expo was highly successful with approximately 150 parents attending and providing exceptional feedback. Held in March 2019, all Maroondah kindergartens were represented, providing prospective parents with a range of information regarding their kindergarten, program, learning styles and timetables.
- Maroondah's annual Student Wellbeing Action Teams (SWAT) program saw Council work with a group of Year 10 students from Maroondah schools. SWAT helps young people to uncover their strengths and use their new skills to lead a wellbeing project in their own school. The program concluded with a presentation by the 24 student participants in October.
- The third year of the L2P program saw 695 hours of practice provided by volunteer mentor drivers to help learner drivers gain the required 120 hours of driving experience to be eligible for a probationary driver's licence. The program is particularly valuable for those learner drivers who do not have easy access to either a car or supervisors with a full license.
- Council has worked in partnership with Indigenous artists and community and cultural groups to build on and promote Indigenous arts and culture so that it can be appreciated by the whole community. Highlights include the creation of the original rap "So Deadly" by young people from the Hip Hop Crew at Mullum Mullum Indigenous Gathering Place with singer and songwriter Kutcha Edwards, and the Eye of our Ancestors exhibition which featured the work of five contemporary female Indigenous artists.
- As part of Council's Vegetation Review, 130 Maroondah residents attended a symposium to discuss the value of vegetation to our community. The Maroondah Vegetation Review involves an assessment of the biodiversity and tree canopy coverage of Maroondah.
- Council continued its footpath construction program, with new footpaths in Lockhart Road and Terrara Place in Ringwood North; Holland Road in Ringwood East; The Boulevard, Lena Grove, Daisy Street and Jarra Road in Heathmont; and Pratt Street and Aird Street in Ringwood.
- Council partnered with Melbourne Water and Yarra Valley Water to progress design of the re-naturalisation of Tarralla Creek. Through extensive consultation with the project's Community Advisory Group, a holistic community vision for Tarralla Creek has been developed to create a healthier waterway providing spaces for recreation, relaxation, and social connection. Project staging has been identified to allow for delivery within available funding.
- Council provided a diverse and enjoyable program of events to celebrate Senior's Week in October. Council's Seniors Festival Day was held at Karralyka involving activities such as the Seniors Wellbeing Expo, Celebration Lunch and an afternoon musical performance.
- Council has continued to maintain a high percentage of Statutory Planning decisions within specified timeframes, with VCAT setting aside just 2% of Council's decisions. Additional eServices have been introduced to provide a more efficient and transparent process for our customers and community, with new services such as lodgement of more application types, delivery of documents and communicating between parties electronically improving the service.

## Council awards and recognition

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

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

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

### **2018 Victorian Disability Awards - Pathway for Carers - Finalist**

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

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

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

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

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

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

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

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

### **2019 LGPro Awards for Excellence - BizHub Coworking Space - Finalist**

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

### **2019 LGPro Awards for Excellence - Community Run Club - Finalist**

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

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

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

## Maroondah 2019 Australia Day awards

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

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

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

## Community endorsement

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

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

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

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

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

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



Cr Rob Steane  
Mayor



Steve Kozlowski  
Chief Executive Officer





## Our City

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District (CBD). The area is a substantially developed peri-urban residential municipality, with an estimated population of 117,498 residents and 45,665 households with an average of 2.57 people per household.

The City of Maroondah includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and 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 38km of shared trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.



Location of the City of Maroondah



Aerial view of Ringwood, looking east

## Our history

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

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

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

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

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

During its early days, Croydon was part of the Shire of Lilydale's South-West Riding. Unlike some neighbouring towns, it had not been planned and proclaimed a town by the Department of Crown Lands and Survey but resulted from the private subdivision of crown land in the Parishes of Warrandyte, Mooroolbark and Ringwood. Severance of Croydon from Lilydale Shire was requested in 1957 since it was the most densely populated part of the Shire. The Shire of Croydon was declared in 1961.

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

Maroondah City Council was formed on 15 December 1994 by the amalgamation of the former Cities of Croydon and Ringwood, and parts of the former Shire of Lilydale and the former City of Doncaster and Templestowe. The term 'Maroondah' is named after an aboriginal word meaning 'leaf' which symbolises the green environment of the city.

## Our community

Maroondah has an estimated population of 117,498 residents and 45,665 households with a similar age structure to the State's average.

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

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

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

## Our environment

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

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

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



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

## Our health

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

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

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

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

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

## Our economy

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

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

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

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

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

## Our Community Vision

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



## Our future outcomes

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

### A safe, healthy and active community

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

### A prosperous and learning community

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

### A vibrant and culturally rich community

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

### A clean, green and sustainable community

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

### An accessible and connected community

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

### An attractive, thriving and well built community

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

### An inclusive and diverse community

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

### A well governed and empowered community

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

## Our organisational vision

We will foster a prosperous, healthy and sustainable community

## Our mission

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

## Our enablers

- Our people are adaptable, capable, positive and engaged
- Our service is people focused, proactive, integrated and responsive
- Our approach is collaborative, strategic, sustainable and best practice

## Our values

- We are **accountable** to each other and our community
- We collaborate in an adaptable and **supportive** workplace
- We **perform** at our best
- We are open, honest, **inclusive** and act with integrity
- We ensure everyone is heard, valued and **respected**
- We are brave, bold and aspire for **excellence**



*Maroondah Positive Education Network members hosting a parent education session*

## How we plan

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

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

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

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

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



## Maroondah 2040

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

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

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

## Council Plan

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

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

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

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

## Other major plans

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

These include:

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

## Other Council policies, strategies and plans

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



## Service Delivery Plans

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

## Long Term Financial Strategy

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

## Annual Budget

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



## Key principles

### Best Value

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

### Charter of Human Rights

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

### Risk management

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

## Annual Report 2018/19

**Community engagement**

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

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

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

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

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

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

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

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



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



## Our Council

### The role and function of Council



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

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

At Maroondah City Council, our role is to:

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

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

## Our Councillors and Wards

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

Councillors are responsible for the stewardship and governance of Council.

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

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

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

## Mayor and Deputy Mayor

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

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

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

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



*Council offices in Braeside Avenue, Ringwood*

[illegible]

## Meet your Councillors

### Arrabri Ward



**Cr Tony Dib OAM JP**

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



**Cr Paul Macdonald**

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



**Cr Kylie Spears**

**(Deputy Mayor November 2018 to June 2019)**  
Mobile: 0436 003 660  
kylie.spears@maroondah.vic.gov.au  
Elected in October 2016

### Mullum Ward



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

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



**Cr Samantha Mazzuchelli**

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



**Cr Mike Symon**

**(Deputy Mayor July 2018 to November 2018)**  
Mobile: 0436 002 080  
mike.symon@maroondah.vic.gov.au  
Elected October 2016

### Wyreena Ward



**Cr Tasa Damante**

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



**Cr Marijke Graham**

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



**Cr Rob Steane**

**(Mayor November 2018 to June 2019)**  
Mobile: 0407 519 986  
rob.steane@maroondah.vic.gov.au  
First elected November 2008

## Corporate Management Team

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

At Maroondah, the CEO together with four Directors form the Corporate Management Team (CMT) that leads the organisation. CMT meets formally on a weekly basis to oversee and manage the operations of Council, discuss forthcoming Council agendas and strategic and policy issues. Members of CMT attend all Council meetings to provide information and advice enabling the Council to make informed decisions.

CMT is supported by Service Area Managers and employees with specialist skills to develop, implement, manage and deliver the operational, service and administrative activities required to meet the needs and expectations of the community.



### Chief Executive Officer - Steve Kozlowski

Steve has 30 years of senior local government management experience at Chief Executive Officer and Director levels, including 10 years with Maroondah City Council from 1994 to 2003. From the start of 2004, he was Chief Executive Officer at East Gippsland Shire until rejoining Maroondah City Council on 8 September 2014 as Chief Executive Officer.

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

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



### Director Corporate Services - Marianne Di Giallonardo

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

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



**Director Development and Amenity - Andrew Fuaux**

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

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

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



**Director Operations, Assets and Leisure - Adam Todorov**

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

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

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



**Director Strategy and Community - Phil Turner**

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

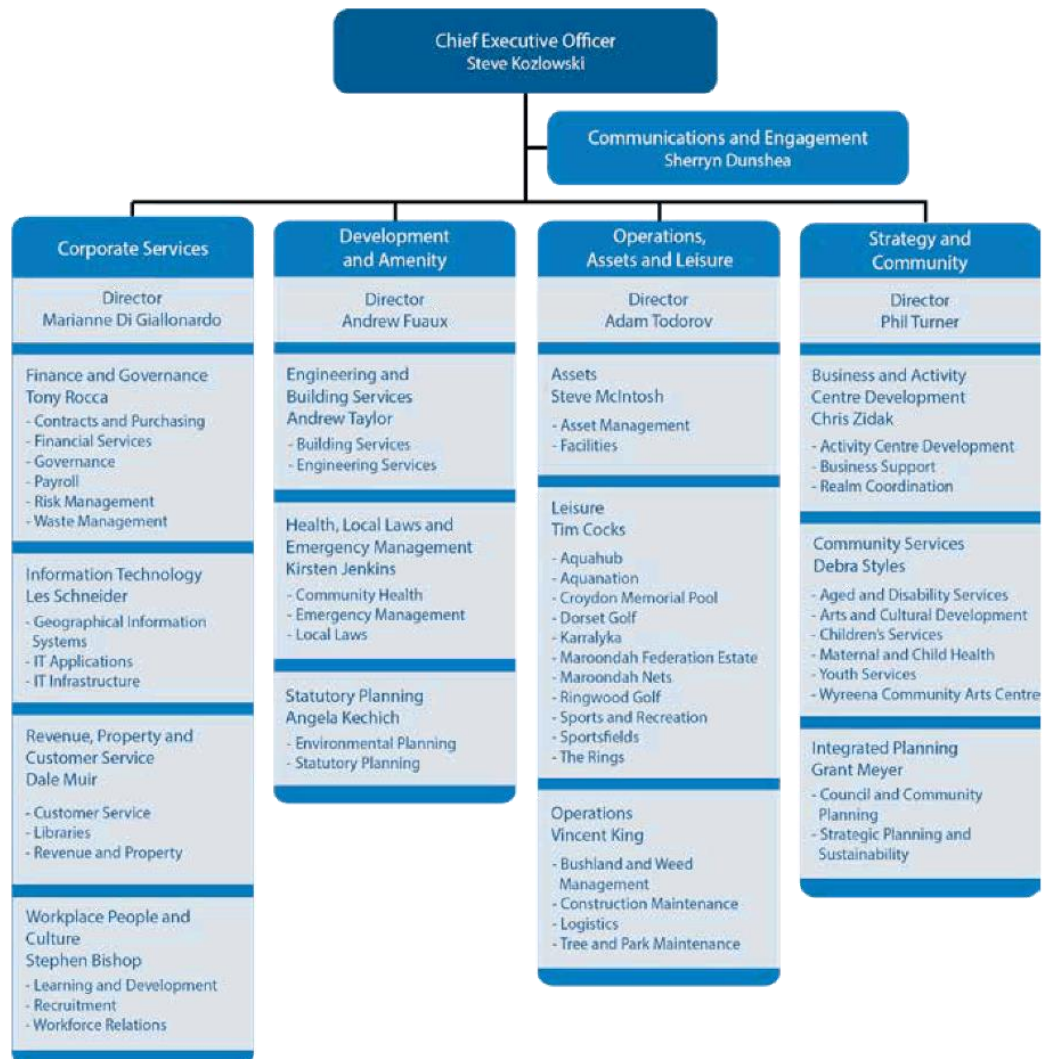
Phil commenced with the former City of Ringwood in 1985 and has over 34 years experience in local government. His experience spans the management of Town Planning; Economic Development; Corporate and Business Planning; Local Laws; and Building Services.

Phil's tertiary qualifications include a Bachelor of Applied Science in Town Planning and a Graduate Diploma in Business Administration and Urban Research and Policy.

## Annual Report 2018/19

## Organisation structure

The following chart details the organisational structure of Maroondah City Council as at 30 June 2019. There are 14 service area managers and 1,167 employees (473.28 EFT) that work to deliver outcomes for the local community.



**Chief Executive Officer**

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

**Directors**

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

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

**Direct reports to the CEO**

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

- Sherryn Dunshea – Manager Communications and Engagement

**Corporate Services Directorate - Service Area Managers**

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

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

**Development and Amenity - Service Area Managers**

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

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

**Operations, Assets and Leisure - Service Area Managers**

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

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

**Strategy and Community Directorate - Service Area Managers**

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

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

## Corporate performance and values

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

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

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

## Allocation of resources for service delivery

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

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

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



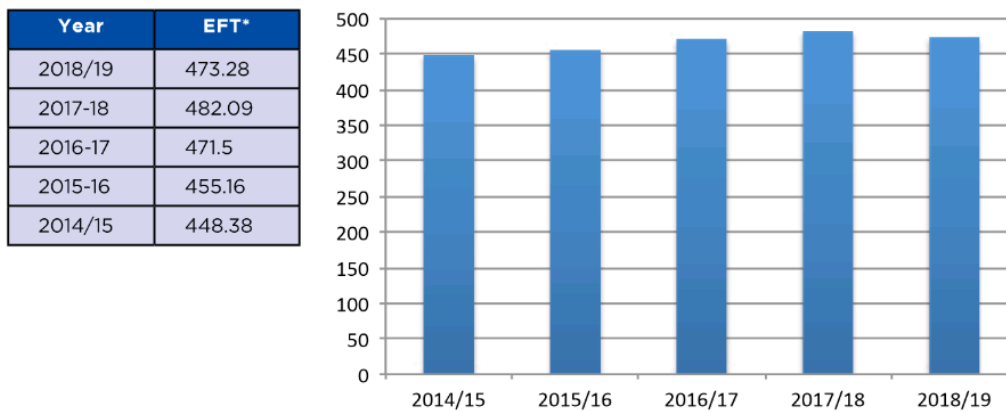


*Council's Maternal and Child Health nurses look at  
the key age and stage milestones from birth to 3.5 years*

## Organisational profile

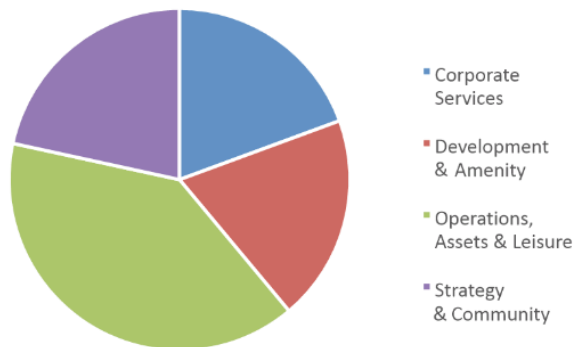
There was a total of 1,167 employees at Maroondah City Council as at 30 June 2019. This included 337 full-time, 310 part-time, and 420 casual employees; resulting in an equivalent of 473.28 full-time employees. The following provides an overview of Council's workforce:

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



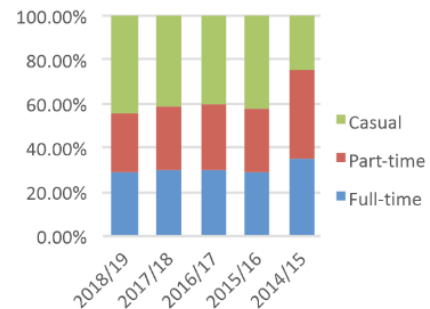
### Equivalent full-time employees by Directorate (as at 30 June 2019)

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



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

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



**Resignations and new starts**

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



**Note**

- Data represents full-time employees only.

## Organisational profile (continued...)

### Banding of employees (as at 30 June 2019)

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

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

### Employee recognition

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

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

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

## Workplace People & Culture

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

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

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

### Workforce People and Culture Strategy 2016-2020

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

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

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

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

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

### Valuing diversity

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

### Workplace giving

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



## A safe, healthy and active community

### Our vision

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

### Our commitments

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

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



Status: Commenced  
Responsibility: Operations, Assets  
and Leisure

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

*Did you know?*

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

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



Status: Commenced

Responsibility: Operations, Assets and Leisure

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

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



Status: Complete

Responsibility: Strategy and Community

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

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

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



Status: Complete

Responsibility: Operations, Assets and Leisure

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

## Annual Report 2018/19

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



Status: Complete

Responsibility: Strategy and Community

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

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



Status: In progress

Responsibility: Strategy and Community

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

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



Status: In progress

Responsibility: Operations, Assets and Leisure

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

*Did you know?*

Maroondah Hoarding and Squalor Network website had over 6,000 visits since it launched in 2018

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



Status: Complete  
Responsibility: Strategy and Community

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

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



Status: Completed  
Responsibility: Operations, Assets and Leisure

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

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



Status: In progress  
Responsibility: Operations, Assets and Leisure

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



## A safe, healthy and active community

### Our strategic indicator results

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



*Maroondah is home to 48 sporting ovals*

*Did you know?*

Over 330 customer requests were received for public health issues on pests, food safety, nuisance, and drainage

## Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a safe, healthy and active community. Some highlights from the year are detailed below.

### Working towards a safe community

#### Ask for Angela safety program

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

#### Beyond Sparkles and Superheroes

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

#### Buried in Treasures program

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

#### Implementing Food Safety Risk Management compliance program

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

#### Partnerships to improve mental health outcomes and address family violence

Council's Maternal and Child Health service has developed strong partnerships to improve the mental health wellbeing of children and their families through improved referral pathways. Key partners include Eastern Access Community Health, Eastern Health Mental Health Services, Eastern Community Legal Centre (ECLC), Australian Childhood Foundation and Child and Youth Mental Health Services. Council was also successful in gaining an extension of funding for the program for a further 12 months.

#### Updated lighting at Maroondah sportsfields

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

#### Development of an emergency management workforce strategy

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

#### Exploring options for aged and disability support

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



## A safe, healthy and active community

### Our achievements

#### Working towards a healthy community

##### **Ringwood and Croydon Town Squares smoke free**

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

##### **Maroondah Health and Wellbeing Plan Year One**

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

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

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

##### **Men's Health event**

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

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

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

##### **Development of Council's Pet Therapy program**

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

##### **Good Food for Me program for older residents**

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

*Did you know?*

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

**NDIS transition service**

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

**Occupational Therapy service continues to address the needs of the community**

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

**Upgrade of Council's Immunisation booking system**

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

**Emergency meals assistance from Karralyka**

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

**Community Health Continuous Improvement Action plan**

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



*Community Health Officers work closely  
with local businesses*



## A safe, healthy and active community

### Our achievements

#### Working towards an active community

##### Completion of Croydon Town Square

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

##### \$1.3M refurbishment of the Croydon Sporting Pavilion

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

##### This Girl Can Victoria project

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

##### Active for Mental Health program

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

##### Council commences Walking Football (soccer)

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

##### Run Maroondah

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



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

*Did you know?*

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

**Tri Maroondah**

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

**Maroondah Night Run**

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

**Vacation care activities**

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

**Council's Parks and Paths brochure updated**

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



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



## A safe, healthy and active community

### Looking ahead...

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

#### **Commence design of the Dorset Multipurpose Pavilion Redevelopment**

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

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

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

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

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

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

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

#### **Complete the \$5M Jubilee Sporting Precinct redevelopment**

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

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

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

*Did you know?*

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

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

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

**Complete the \$3.25M Proclamation Park Sporting Pavilion redevelopment**

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

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

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

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

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



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



## A safe, healthy and active community

### Looking ahead...

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

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

The *16 Days of Activism Against Gender Based Violence* is a global campaign which runs from 25 November, (International Day for the Elimination of Violence Against Women) to 10 December, (Human Rights Day). In the Eastern Metropolitan Region the campaign is supported by partners of Together for Equality and Respect – the regional strategy for Preventing Violence Against Women. The Strategy, led by Women's Health East, is a partnership between the seven local governments of the EMR, community health services and other agencies that focus on primary prevention efforts to end violence against women. Council will continue to support the campaign in 2019/20.

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

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





## A safe, healthy and active community

### Our core services

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

#### **Aquahub / Croydon Memorial Pool (Leisure)**

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

#### **Aquanation (Leisure)**

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

#### **Community Health (Health, Local Laws and Emergency Management)**

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

#### **Emergency Management (Health, Local Laws and Emergency Management)**

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

#### **Local Laws (Health, Local Laws and Emergency Management)**

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

#### **Leisure Marketing (Leisure)**

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

#### **Maroondah Golf and Sportsfields (Leisure)**

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

*Did you know?*39,686 cardio kms were  
cycled by our health  
club members in 2018/19**Maroondah Leisure Sales & Membership (Leisure)**

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

**Maternal & Child Health (Community Services)**

The Maternal and Child Health service is a state-wide universal service for families with children from birth to school age. The service is delivered from seven Maternal and Child Health centres across the municipality and is provided in partnership with the Department of Education and Training (DET). Council also provides an enhanced service focusing on children, mothers and families at risk of poor health and community wellbeing outcomes. Support is provided in the home, the maternal and child health centre and other locations within the community. The service supports families and their children in the areas of parenting, development, and assessment, promotion of health and development, wellbeing and safety, social supports, referrals and links with communities. It includes key ages and stages consultations and a flexible service component.

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

**Sport and Recreation (Leisure)**

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

**The Rings and Maroondah Nets (Leisure)**

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



## A prosperous and learning community

### Our vision

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

### Our commitments

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

### Develop Regional Service Partnerships at Realm



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

*Did you know?*

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

### Update the Ringwood Metropolitan Activity Centre Masterplan



Status: Complete

Responsibility: Strategy and Community

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

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



Status: In progress

Responsibility: Strategy and Community

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

### Develop, promote and expand the BizHub Co-Working Space



Status: In progress

Responsibility: Strategy and Community

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

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



Status: In progress

Responsibility: Development &amp; Amenity

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

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



Status: In progress

Responsibility: Strategy and Community

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

## Our strategic indicator results

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

*Did you know?*

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

## Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a prosperous and learning community. Some of the highlights from the year are detailed below.

### Working towards a prosperous community

#### **Council's CoWorking Space an award finalist**

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

#### **Council hosts successful Maroondah BizWeek**

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



*Maroondah BizWeek breakfast 2019*

#### **Ringwood East Special Charge Scheme declared**

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

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

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



## A prosperous and learning community

### Our achievements

#### Working towards a prosperous community

##### **Hosted the Australian Local Government Women's Conference**

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

##### **New offerings for our small business community**

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

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

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

##### **Supporting the formation of the Maroondah Business Group**

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



*The inaugural Kindergarten Expo was a huge success*

*Did you know?*85 volunteers assisted in our  
Meals on Wheels program

## Working towards a learning community

### **Council's first Kindergarten Expo**

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

### **Council's volunteer and student placement program continues**

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

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

### **Developing youth leadership**

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

### **Development of a Strategic Partnership Plan for Community Houses in Maroondah**

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

### **Work Inspiration program**

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

### **Maroondah graduates more drivers from its L2P program**

The L2P program continued for its third year with over 695 hours of practice provided by volunteer mentor drivers. The program matches learner drivers with a fully licensed volunteer mentor to help learner drivers gain the required 120 hours of driving experience to be eligible for a probationary driver's licence. The program is particularly valuable for those learner drivers who do not have easy access to either a car or supervisor with a full licence. Volunteer mentor drivers are provided with comprehensive training and support.



## A prosperous and learning community

### Looking ahead...

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

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

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

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

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

**Develop, promote and expand the BizHub Coworking Space**

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

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

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

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

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

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

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

*Did you know?*

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

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

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

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

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



*Croydon Main Street is popular with local shoppers*

## Our core services

Council delivers a number of services aimed at promoting a prosperous and learning community. These services include:

**Business and Activity Centre Development**

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

**Libraries (Revenue, Property and Customer Service)**

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



## A vibrant and culturally rich community

### Our vision

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

### Our commitments

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

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



Status: Complete

Responsibility: Operations, Assets & Leisure

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

*Did you know?*4,760 people attended the 2019  
Ringwood Spiegeltent season

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



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

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



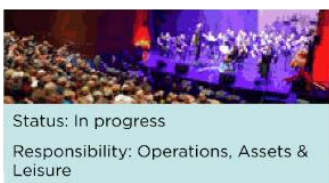
The Maroondah Arts Advisory Committee comprises three Councillors and five industry representatives. Established in May 2018, the Committee meets quarterly and is currently contributing to the development of the Maroondah Arts and Cultural Development Strategy 2020-2025; directions for new Public Art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

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



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

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



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



## A vibrant and culturally rich community

### Our strategic indicator results

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



*Jazz in the Park at Ringwood Lake Park*

Did you know?

Karralyka has an active database of 9,500 people

## Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a vibrant and culturally rich community. Some of the highlights from the year are detailed below.

### Working towards a vibrant and culturally rich community

#### Events at Ringwood Town Square

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

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

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

#### Another successful Maroondah Festival

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

#### Arts activation helps bring Croydon precinct to life

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



Big Dance Maroondah perform in Croydon Main Street



## A vibrant and culturally rich community

### Our achievements

#### Working towards a vibrant and culturally rich community

##### Children's Week Fun Day

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

##### Circus Connecticus in Ringwood

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



Children's Fun Day in Croydon Town Park

##### Spiegel tent in Maroondah for second season

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



Ringwood Spiegel tent in 2019 sold more than 3600 tickets

*Did you know?*27,000 people participated in  
Maroondah Festival activities**Croydon Activity Centre Multicultural Festival**

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

**Harmony week celebrated in Croydon Main Street**

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

**Indigenous arts and culture celebrated**

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



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



## A vibrant and culturally rich community

### Looking ahead...

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

#### **Commence development of an Arts and Cultural Development Strategy**

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

#### **Further develop the programming and profile of the Ringwood arts precinct**

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

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

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



*The Rawcus Encounters performance in Ringwood Town Square*

*Did you know?*93,529 guests attended  
Karralyka in 2018/19

## Our core services

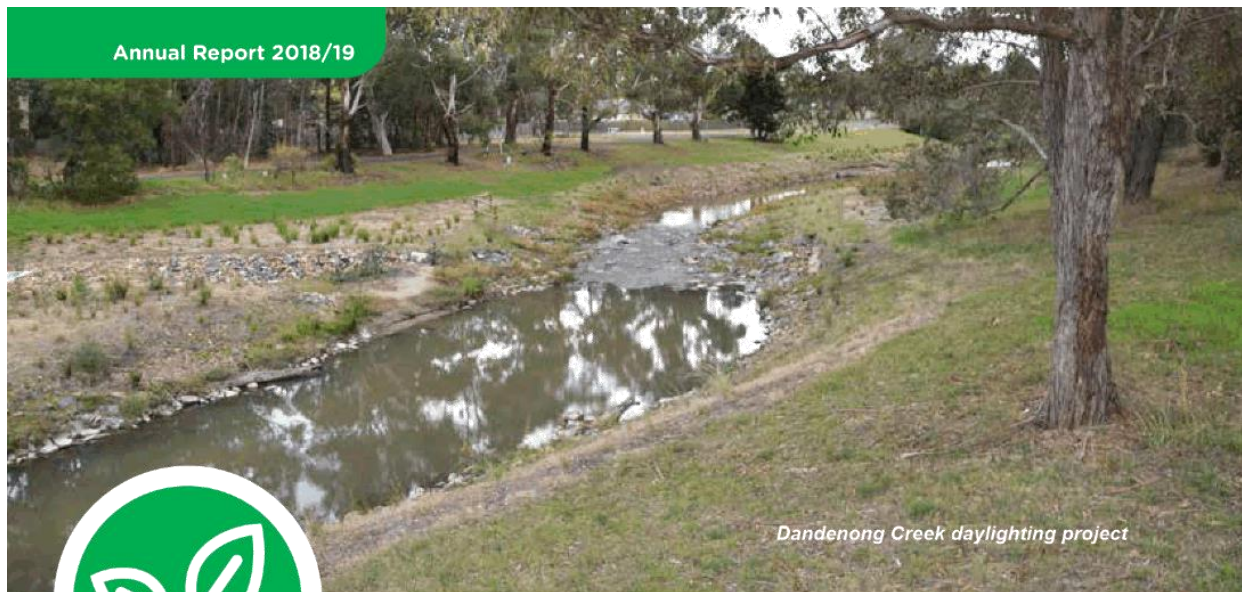
Council delivers a number of services aimed at promoting a vibrant and culturally rich community. These services include:

### **Arts and Cultural Development (Community Services)**

Arts and Cultural Development work in partnership with the community, artists and cultural producers, and across Council to realise the community's vision for a creative and culturally vibrant Maroondah. The team delivers a range of facilities, programs and services, which attract high levels of visitation from Maroondah and the eastern region. These include ArtSpace at Realm and other initiatives across the Ringwood arts precinct; Wyreena Community Arts Centre in Croydon; Maroondah Federation Estate Gallery and the Maroondah City Council Art Collection, as well as the Public Art Collection which is sited across Maroondah. Local artists, creative industry professionals, community and cultural groups are supported through capacity building, skills development and networking opportunities in addition to financial support through the Arts and Cultural Grants program. The team provides cultural planning advice and expertise across Council contributing to creative placemaking, the appreciation of cultural heritage, and embedding the value of the arts and creativity for wellbeing and quality of life across social, environmental and economic domains.

### **Karralyka, Maroondah Federation Estate and Maroondah Community Halls (Leisure)**

Karralyka opened in 1980 and is a premier theatre and function centre in Melbourne's eastern suburbs and the only facility of this size in Maroondah. The theatre has a seating capacity of 428 and generates positive demand as a 'venue for hire' as well as presenting its own programs to bring performing arts to the Maroondah community. Karralyka is a flexible function venue with a total capacity for 550 seated guests. The kitchen facilities at Karralyka are also used to prepare food for Council's Delivered Meals service. The team at Karralyka also oversee the management and booking of Maroondah Federation Estate and eight Maroondah Community Halls.



Annual Report 2018/19

Dandenong Creek daylighting project

## A clean, green and sustainable community

### Our vision

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

### Our commitments

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

### Implement the Eastern Organics Contract



Status: In progress

Responsibility: Corporate Services

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

*Did you know?*Maroondah has an estimated  
76,800 street trees

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



Status: In progress

Responsibility: Strategy and  
Community

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

## Our strategic indicator results

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



*Maroondah is well renowned for its extensive tree canopy*



## A clean, green and sustainable community

### Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a clean, green and sustainable community. Some of the highlights from the year are detailed below.

### Working towards a clean community

#### **Domestic Wastewater Management Strategy Action Plan developed**

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

#### **Desilting completed**

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



*Desilting works at Settlers Orchard Reserve Pondage*

*Did you know?*

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

## Working towards a green community

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

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

### **National Tree Day**

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

### **Maintaining our bushland**

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

### **Council's annual planting program**

Maroondah's streets, parks and bushland reserves are benefiting from Council's annual planting program. Among the new plantings are 1,400 street trees including native gums, wattle, eucalypts, acacia and bottlebrushes and a selection of exotic species such as crepe myrtles, Chinese elms, and flowering pear. Approximately 3,500 seedlings, understory plantings and grasses have been planted at our parks and reserves, with around 10,000 major grasses and trees now at home in bushland reserves. Thousands of trees, shrubs and grasses are planted annually throughout the city, either in place of plants that have reached the end of their lifecycle, or to build on our leafy environment. Where possible, Council plants indigenous species to ensure longevity of existing plant and wildlife populations.



*National Tree Day activities*



## A clean, green and sustainable community

### Our achievements

#### Working towards a sustainable community

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

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

##### **Commencement of a new environmentally sustainable design function**

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

##### **Maroondah offers free composting workshops**

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



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





## A clean, green and sustainable community

### Looking ahead...

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

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

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

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

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

**Introduce an environmentally sustainable development policy into the Maroondah Planning Scheme**

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

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

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



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

*Did you know?*35,500 street trees pruned  
for electric line and  
road clearance

## Our core services

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

### **Bushland and Waterways (Operations)**

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

### **Park Maintenance (Operations)**

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

### **Tree Maintenance (Operations)**

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

### **Waste Management (Finance and Governance)**

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



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



## An accessible and connected community

### Our vision

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

### Our commitments

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

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



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

*Did you know?*

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

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



Status: Complete

Responsibility: Development and  
Amenity

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

### Commence road renewal works in Caroline Street, Ringwood



Status: Complete

Responsibility: Development and  
Amenity

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

### Accelerate Council's footpath construction program



Status: In progress

Responsibility: Development and  
Amenity

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

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



Status: In progress

Responsibility: Executive Office

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

## Our strategic indicator results

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



Did you know?

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

Participants in the 2018 Ride2Work Day activities in  
Ringwood Town Square



## An accessible and connected community

### Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards an accessible and connected community. Some of the highlights from the year are detailed below.

### Working towards an accessible community

#### Formal opening of new playspace at Ringwood Lake Park

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



Ringwood Lake Park playspace

#### Maroondah participates in a 20-Minute Neighbourhoods Pilot Project

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

#### Kurboroo Kinder upgrade

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

*Did you know?*

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

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

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

**Bill Wilkins Lodge redeveloped**

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

**Disability Discrimination Act (DDA) pedestrian improvement works completed**

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

**Pedestrian safety upgrades undertaken in the Croydon Major Activity Centre**

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



## An accessible and connected community

### Our achievements

#### Working towards a connected community

##### Successful advocacy for carparking improvements in Ringwood and Croydon

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

##### Heathmont Village carparking upgraded

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

##### Council supported National Ride 2 Work Day

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

##### Seniors Transport Guide updated

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

##### Road safety education programs delivered

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

##### Walk to School Month promotion

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



Participants in the Bike It! Program

*Did you know?*

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

## Looking ahead...

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

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

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

**Implement the Maroondah Carparking Framework action plan**

Council will continue to implement the Maroondah Carparking Framework in 2019/20. The Framework will provide a greater consistency to Council's approach to planning parking, resolving issues, applying restrictions and the issuing of parking permits throughout the municipality. Activities in 2019/20 and 2020/21 will include parking guidelines for specific land use areas; enhancing traffic safety; increasing the use of sustainable transport modes; developing a Maroondah car share policy; adopting a best practice approach to dealing with parking complaints and safety concerns; reviewing the Ringwood and Croydon Activity Centre Parking Strategies; reviewing the parking management strategy around Maroondah Hospital; and addressing overflow parking issues across the municipality.

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

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

**Accelerate Council's footpath construction program**

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



## An accessible and connected community

### Our core services

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

#### **Built Environment (Operations)**

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

#### **Engineering Services (Engineering and Building Services)**

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



*Did you know?*

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



## An attractive, thriving and well built community

### Our vision

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

### Our commitments

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

### Upgrade Lincoln Road, east of Dorset Road



Status: Completed  
Responsibility: Development and Amenity

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

*Did you know?*

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

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



Status: In progress

Responsibility: Strategy and  
Community

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

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

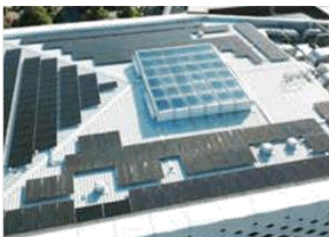


Status: Complete

Responsibility: Development and  
Amenity

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

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



Status: In progress

Responsibility: Operations, Assets &  
Leisure

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

## Annual Report 2018/19

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



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

### Our strategic indicator results

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





## An attractive, thriving and well built community

### Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a range of other activities in working towards an attractive, thriving and well built community. Some of the highlights from the year are detailed below.

### Working towards an attractive community

#### **Ringwood North Maternal and Child Health Centre upgrade**

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



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

*Did you know?*

2,600 customer enquiries  
were received in relation  
to planning

## Working towards a thriving and well built community

### **Accelerated Council's drainage improvement program**

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

### **Re-imagining Tarralla Creek project**

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

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

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

### **Delivery of sub-standard easement drainage upgrade Program**

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



## An attractive, thriving and well built community

### Looking ahead...

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

#### Delivering over \$28.76 million in capital works

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

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



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

*Did you know?*

There are 510 Council  
buildings and structures in  
Maroondah

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

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

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

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

**Commence preparation of a new Croydon  
Structure Plan**

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

**Commence the Croydon Community Precinct  
development (subject to funding)**

The transformation of the existing Croydon Civic Precinct into the Croydon Community Precinct will focus on delivering enhanced community spaces and functionality in relation to wellbeing facilities, family and children facilities, sport and recreation facilities, and open space. These combined elements, proposed to become integrated community hubs, will also enhance the accessibility and connectivity for the community.

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

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



*Asphalting works along Lincoln Road, Croydon*



## An attractive, thriving and well built community

### Looking ahead...

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

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

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

**Work in partnership to implement the Tarralla Creek Connects project**

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

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

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

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

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

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

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

**Develop and implement the Flood Mapping Communications Plan**

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

*Did you know?*

3,900 Planning and  
Building notifications  
were advertised

## Our core services

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

### Asset Management (Assets)

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

### Building Services (Engineering and Building Services)

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

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

### Project & Facilities (Assets)

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

### Statutory Planning (Planning)

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

### Strategic Planning and Sustainability (Integrated Planning)

The team is responsible for the development of land use and planning policies and strategies to ensure the most sustainable land use patterns; and administering and reviewing the Maroondah Planning Scheme including amendments to the scheme. The team also guides the integration of sustainability into Council and community activities and operations. Council takes a holistic and strategic approach to sustainability focusing on reducing its environmental footprint, helping the community adapt to a changing climate, enhancing the quality of the local environment and promoting sustainable transport and active travel options.



## An inclusive and diverse community

### Our vision

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

### Our commitments

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

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



Status: In progress

Responsibility: Strategy and Community

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

Did you know?

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

### Investigate and implement additional female changing facilities at local sporting venues



Status: In progress  
Responsibility: Operations, Assets  
and Leisure

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

### Continue the Corporate Volunteering Program



Status: Achieved  
Responsibility: Corporate Services

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

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



Status: Complete  
Responsibility: Strategy and  
Community

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

### Our strategic indicator results during 2016/17

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



## An inclusive and diverse community

### Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards an inclusive and diverse community. Some of the highlights from the year are detailed below.

### Working towards an inclusive community

#### Gender Equity in Victorian Sport and Recreation Pilot Program

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

#### International Women's Day breakfast with a focus on wellbeing

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

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

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

#### Celebrating Maroondah

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

*Did you know?*

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

**Recognition of volunteers from our Corporate  
Volunteers Program**

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

**Council celebrates IDAHOBIT Day**

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



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



## An inclusive and diverse community

### Our achievements

#### Working towards a diverse community

##### **The first Maroondah Reconciliation Action Plan endorsed by Council**

Council's first Reconciliation Action Plan was endorsed by Council in April 2019. Council has a strong commitment to promote and work towards greater reconciliation in the City of Maroondah. The Plan was endorsed by Reconciliation Australia and developed in conjunction with the Aboriginal and Torres Strait Islander community. The Plan identifies practical actions and measures for building relationships, promoting a respectful culture and creating opportunities to celebrate traditional and contemporary Indigenous cultures, knowledge and customary practices.

##### **Celebration of National Reconciliation Week**

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

##### **Gender Equity Policy adopted**

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

##### **New Supported Playgroup program**

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

##### **Enhancements to Maternal and Child Health partnerships**

Several new Maternal and Child Health (MCH) partnerships were introduced in 2018/19 offering direct services to Maroondah parents with children 0-5 years. These include a speech therapist at Croydon MCH; EACH family counselling; joint home visits to vulnerable families by MCH and Child, Youth and Mental Health Services (CHYMS); and the co-location of the Eastern Health Perinatal Emotional Health Service at Croydon MCH.

*Did you know?*

Over 187, 000 people  
visited Maroondah  
Federation Estate

**Supported playgroups and parent education sessions for culturally diverse groups**

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

**Australia Day celebrations and Citizenship ceremony**

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

**Seniors Week recognises the contribution of older people in our community**

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

**Youth Week celebrates local young people**

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



## An inclusive and diverse community

### Looking ahead...

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

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

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

**Investigate and implement additional female changing facilities at local sporting venues**

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

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

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

**Commence development of a Children and Families Strategy**

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



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

*Did you know?*

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

## Our core services

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

### **Aged and Disability Services (Community Services)**

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

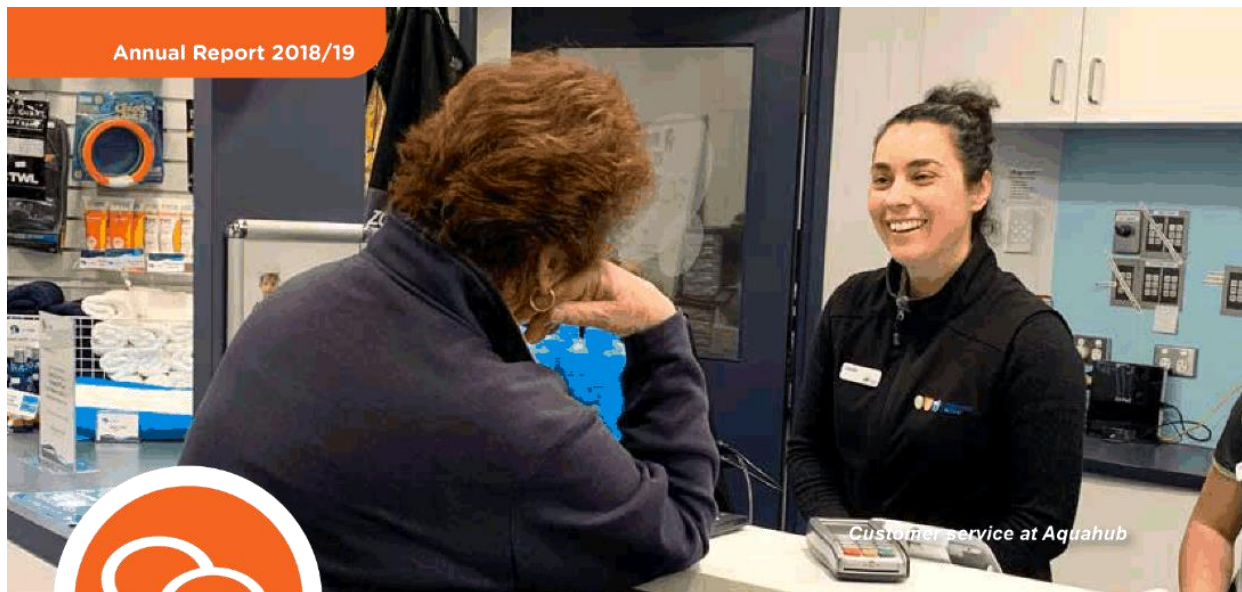
### **Volunteer Workforce Services (Workplace People and Culture)**

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

### **Youth and Children's Services (Community Services)**

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

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



## A well governed and empowered community

### Our vision

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

### Our commitments

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

### Progress Council's innovative digital services transformation



Status: In progress  
Responsibility: Corporate Services

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

*Did you know?*

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

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



Status: In progress

Responsibility: Corporate Services

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

### Update Council's administrative facilities



Status: In progress

Responsibility: Operations, Assets and Leisure

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

### Our strategic indicator results

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



## A well governed and empowered community

### Our achievements

In addition to the Council Plan priority actions, Council has also undertaken a wide range of other activities in working towards a well governed and empowered community. Some of the highlights from the year are detailed below.

### Working towards a well governed community

#### Consumer Intelligence Program for Maroondah Leisure facilities

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

#### Expansion of e-services for Statutory Planning

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

#### Implementation of Domestic Animal Management Plan

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

#### Implementation of legislative changes relating to animal management

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

#### High level of service delivery in Statutory Planning maintained

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

#### Redesign of Council's corporate information technology networks

Council has commenced an information technology network review and redesign to support data centre projects. This has included a process to ensure minimal impact on the production environment during migration of core infrastructure. The design incorporates the appropriate storage and computer architecture to facilitate the migration of core infrastructure to the cloud, the mobilisation of Council's workforce, increasing agility and resilience to disasters, and enhanced business continuity capabilities.

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

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

*Did you know?*There are over 18,000 registered  
cats and dogs in Maroondah

## Working towards an empowered community

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

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

### **Improved community consultation portal, Your Say Maroondah**

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

### **Improved information on Council's website**

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

### **Connecting through social media**

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

### **Online Customer Contact channels trial**

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

### **Management of Customer Service Knowledge system**

Council has continued to build on the customer service experience through the increase of internal knowledge and first point of contact resolution, which is now at 60%. Council aims to provide a seamless 'one stop shop' experience for all our customers with customer service employees having the knowledge and information needed to manage and direct all Council enquiries efficiently and effectively.



## A well governed and empowered community

### Looking ahead...

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

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

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

**Update Council's administrative facilities**

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

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

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

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

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

**Undertake a review of Council's Community Engagement Policy**

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

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

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

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

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

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

Council's current human resources strategy identifies the key themes and priorities to ensure Council maintains and develops a skilled, competent and motivated workforce that is best able to meet current and future service delivery requirements in a sustainable manner. In developing a new Strategy for the 2021-2025 period, Council will consider the strategic alignment of workplace people and culture strategies with Council objectives; strategic workforce planning; investing in workforce skills and competencies; improving organisational efficiency and effectiveness; and effectively managing a diverse and multi-generational workforce.

*Did you know?*

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

## Our core services

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

### **Change Management facilitation (Workplace People and Culture)**

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

### **Communications and Engagement**

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

### **Continuous Improvement and Innovation (Workplace People and Culture)**

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

### **Council and Community Planning (Integrated Planning)**

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

### **Customer Service (Revenue, Property and Customer Service)**

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



## A well governed and empowered community

### Our core services

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

#### **Financial Services (Finance and Governance)**

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

#### **Governance Administration (Finance and Governance)**

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

#### **Human Resources Advisory Services (Workplace People and Culture)**

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

#### **Information Technology (Information Technology)**

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

#### **Learning and Development (Workplace People and Culture)**

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

#### **Local Laws (Health, Local Laws and Emergency Management)**

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

*Did you know?*

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

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

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

**Payroll (Finance and Governance)**

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

**Procurement (Finance and Governance)**

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

**WorkCover and Injury Management (Workplace People and Culture)**

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

**Property and Valuations (Revenue, Property and Customer Service)**

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

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

**Risk, Information and Integrity (Finance and Governance)**

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

## Corporate Governance

The *Victorian Constitution Act 1975* describes local government as a distinct and essential tier of government consisting of democratically elected Councils having the functions and powers that the Parliament considers are necessary to ensure the peace, order and good government of each municipal district.

Maroondah City Council is constituted under the *Local Government Act 1989* to provide democratic local government for the Maroondah community. The purposes and objectives of Council as well as the functions and powers of a local government are also defined in the Act.

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

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

### Council meetings

Council determines policy and makes other decisions at Council meetings on an ongoing basis. Policies and budgets endorsed by Council provide the framework for the provision of services and programs and for day-to-day operational decision-making.

Council employees provide advice and expertise to assist Council decision-making. At formal Council meetings, the CEO and Directors present written reports on matters requiring a Council decision. These reports make up the Council meeting agenda and provide background to, details of and recommendations about each matter being considered. Councillors make the final decision.

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

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

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

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

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

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

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

## Live Streaming (Webcasting) of Council Meetings

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

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

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

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

## Councillor Code of Conduct

*Council's Code of Conduct* is intended to ensure all Councillors agree to the standards of conduct and behaviour documented within this Code. This *Code of Conduct* incorporates the statutory requirements specified for a *Code of Conduct* in accordance with section 76C of the *Local Government Act 1989*. Many of the standards of conduct and behaviour are prescribed within the Act. From the October 2016 Council elections, a candidate elected to be a Councillor is not capable of acting as a Councillor until they have read the *Councillor Code of Conduct* and made a declaration stating that they will abide by the Code. It is the personal responsibility of individual Councillors to ensure that they will understand, accept and comply with, the provisions of this Code.

Councillors completed a review of the Code which was adopted at a Special Meeting of Council held on 20 February 2017.

The code requires that all Councillors:

- Act with integrity;
- Impartially exercise their responsibilities in the interests of the local community;
- Not improperly seek to confer an advantage or disadvantage on any person.
- Avoid conflicts between their public duties as a Councillor and their personal interests and obligations;
- Act honestly and avoid statements (oral or in writing) or actions that will or are likely to mislead or deceive a person;
- Treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other Councillors, Council employees and other persons;
- Exercise reasonable care and diligence and submit themselves to the lawful scrutiny that is appropriate to their office;
- Endeavour to ensure that public resources are used prudently and solely in the public interest;
- Act lawfully and in accordance with the trust placed in them as an elected representative; and
- Support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

## Delegations

Council has delegated specific functions to nominated employees, which enables routine decisions to be made more speedily and ensures that Council meetings are not tied up with procedural and operational administrative decisions. It also enables Council to utilise the technical knowledge, training and experience of its employees to provide the best possible service to the community.

Delegations are made by resolution of Council at a formal Council meeting and specify the degree of decision making and action for which employees are empowered. In exercising their delegated powers, employees must observe the strategies, policies and guidelines that have been adopted by Council. Through the CEO, Directors and Managers, Council monitors the actions of its employees to ensure that they exercise their delegated authority within the general framework it has determined. Employees to whom delegated authority has been given include the CEO, Directors, Managers, planning employees, environmental health employees, local laws employees and Municipal Building Surveyor and building surveyors. Many routine decisions of Council are made by these employees.

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

## Mayoral election

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

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

## Councillor representation and attendance

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

Council led bodies/advisory groups have been initiated by Council and are serviced administratively. They typically consider in-depth issues that are related to Council policy or activities. Their primary purpose is to advise Council on various issues. An extension of these committees has been the development of internal committees with a large degree of community representation.

External bodies where Council participates are outside the control of Council as they operate under their own charter and determine their own procedures, policies and practices. In these instances, Council involvement is to participate and influence the activities of those external groups where activities are in Maroondah's interest.

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

## Council meeting attendance

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

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

**\*Notes**

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

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

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

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

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

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

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

## Councillor representation

### Council involvement on Advisory Committees

These committees provide Council advice from key stakeholders on a range of issues.

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

## Council involvement in External Committees

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

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

## Councillor representation

### Council involvement in External Committees (continued...)

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

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

## Councillor allowances

In accordance with Section 74 of the *Local Government Act 1989*, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. Maroondah City Council is recognised as a Category Two Council.

The following table contains a summary of the Councillor Allowance paid to each Councillor during the 2018/19 financial year.

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

## Councillor expenses

In accordance with Section 75 of the *Local Government Act 1989*, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a Policy in relation to the reimbursement of expenses for Councillors. The Policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor, Deputy Mayor and Councillors to enable them to discharge their duties. A budget of \$102,000 in the 2018/19 financial year was allocated for the expenses and reimbursement of Councillors.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the council. The details of the expenses for the 2018/19 financial year are set out in the table below.

Councillor	TR (\$)	CM (\$)	CC (\$)	IC (\$)	CT (\$)	CCA (\$)	Total (\$)
Tony Dib JP	0	0	0	486.64	0	90.00	576.64
Paul Macdonald	1558.67	0	0	612.48	4240.22	2533.47	8,944.84
Kylie Spears	1481.60	0	0	436.13	4886.73	3039.14	9,843.60
Nora Lamont	2278.86	4467.00	0	207.61	3761.69	1114.24	11,829.40
Samantha Mazzuchelli	0	0	0	601.39	0	0	601.39
Mike Symon	2713.78	1123.98	0	629.23	6118.62	1902.07	12,487.68
Marijke Graham	661.95	0	0	401.99	4661.26	2199.70	7,924.90
Michael Macdonald	0	0	0	63.93	0	0	63.93
Tasa Damante	352.56	0	1788.42	400.57	2412.72	2012.99	6,967.26
Rob Steane	2866.36	7533.00	0	470.11	1705.26	1995.24	14,569.97
<b>TOTAL</b>	<b>\$11,913.78</b>	<b>\$13,123.98</b>	<b>\$1,788.42</b>	<b>4,310.08</b>	<b>\$27,786.50</b>	<b>\$14,886.85</b>	<b>\$73,809.61</b>

Legend: TR-Travel, CM-Car Mileage (# a budget allocation of \$12,000 is attached to the Office of Mayor for the provision of a vehicle), CC-Child Care, IC-Information and Communication expenses, CT- Conferences and Training expenses, CCA-Civic and Community Attendance.

Note: No expenses were paid by Council including reimbursements to members of Council Committees during the year.

## Conflict of interest

The *Local Government Act 1989* defines the circumstances that give rise to a conflict of interest for Councillors, Council employees and members of Council special committees. It also specifies the actions that should be taken to resolve a conflict of interest.

Councillors are elected by the residents and ratepayers of their municipality to act in the best interests of the community. This is a position of trust and it needs to be clear that Councillors are acting in the public interest. When a Council delegates its powers to a Council officer or a committee, the officer or the Committee Members also need to act in the public interest.

A person in public office has a conflict of interest when they have a personal or private interest that might compromise their ability to act in the public interest. A conflict of interest exists even if no improper act results from it. In general terms, a person has a conflict of interest if they have a direct interest in a matter, including where they are likely to directly gain or lose financially. A conflict of interest also exists where a person has one or more of the following six types of indirect interest:

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

Declaration of a conflict of interest is a standard agenda item for all Ordinary Council, Special Council, Assembly and Committee meetings. While the procedures may vary depending on the circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of their public duty.

During 2018/19, three (3) conflict of interest disclosures were made at Special and Ordinary Meetings of Council.

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

## Accountability

### Audit and Risk Advisory Committee

The Audit and Risk Advisory Committee is established pursuant to Section 139 of the *Local Government Act 1989* to assist Council in the discharge of its responsibility for financial reporting, maintaining internal controls, protecting the integrity of Council assets and facilitating good corporate governance. The Committee has an independent monitoring role and reports directly to Council.

#### Role

The role of the Audit and Risk Advisory Committee is to oversee, monitor and report upon the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining a system of internal control and risk management, and fostering an ethical environment.

#### Responsibilities

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

- financial and management reporting is reliable;
- high standards of corporate governance are maintained;
- accounting policies are appropriate;
- Council maintains compliance with all relevant legislation and regulations;
- risk management frameworks are effective;
- internal and external audit functions are effective and efficient;
- business continuity and disaster recovery planning is appropriate and effective;
- Council maintains and fosters an ethical environment.

#### Key activities

The Committee met on a quarterly basis during 2018/19 and its activities included a

- a detailed review of quarterly and annual financial statements;
- identification and assessment of strategic, organisational, and operational level risks;
- assessing the content and priorities of the internal audit program;
- reviewing results from the conduct of internal audits.

#### Membership

Membership consists of five members, three external members (one of which is the chair), the Mayor and one additional Councillor. Councillor representatives are appointed annually. External member positions are advertised and successful candidates are appointed for a three year term with a maximum of six years. The Chief Executive Officer, Director Corporate Services, Manager Finance and Governance attend for advice and administrative support while the internal auditor and the external auditor attend meetings by invitation, to assist the committee with information requests.

#### Audit and Risk Advisory Committee membership

##### Period July 2018 to November 2018

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

#### Audit and Risk Advisory Committee membership

##### Period November 2018 to June 2019

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

### External audit

Council is externally audited by the Victorian Auditor-General. In 2018/19, the Office of the Auditor-General appointed RSM Australia as their representative. An external audit is undertaken each year on Council's Financial and Standard Statements, and Performance Statement.

## Risk Management

Maroondah City Council continues its commitment to proactive risk management as an integral part of its corporate governance system and operational service delivery performance. The fundamental aim is to support and enable Council to achieve its objectives through the identification and management of risks and the maximisation of opportunities.

### Enterprise Risk Management

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

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

### Risk Register

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

### Risk Management Committee

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

## Occupational Health and Safety

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

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

The outcomes of audit and review processes, continue to guide and inform potential opportunities for further improvements to Council's safety management system elements.

Workplace incidents continue to be actively reported and investigated in order to facilitate the implementation of effective countermeasures and corrective actions. Council's proactive injury management processes, continue to assist with the effective management of an ageing workforce, and with minimising the impacts of work related injuries or illnesses.

## Equal opportunity, harassment and bullying prevention

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

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

Maroondah City Council is committed to:

- creating a working environment which is free from discrimination, harassment, victimisation, bullying and vilification, where all Employees, Councillors, Consultants, contractors, and volunteers are treated with dignity, courtesy and respect;
- implementing training and awareness raising strategies to ensure that all parties know their rights and responsibilities, as far as is reasonably practicable;
- providing an effective procedure for complaints raising and resolution, based on the principles of natural justice;
- treating all complaints in a sensitive, fair, timely, and confidential manner;
- protection from any victimisation or reprisals;
- encouraging the reporting of inappropriate behaviour;
- promoting appropriate standards of conduct at all times.

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

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

## Legislation

**Council delivers a wide range of services and operates within a highly regulated environment. These Acts and regulations can either:**

- have a direct impact on Council and require significant compliance,
- contain specific provisions relevant to Council and/or
- have indirect influence and require knowledge by employees carrying out their duties.

**Legislation that impacts upon Council activities (but is not limited to) is identified below:**

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

- Local Government (Planning and Reporting) Regulations 2014
- Magistrates' Court Act 1989
- Major Transport Projects Facilitation Act 2009
- Metropolitan Fire Brigades Act 1958
- Mineral Resources (Sustainable Development) Act 1990
- Occupational Health and Safety Act 2004
- Occupational Health and Safety Regulations 2007
- Privacy and Data Protection Act 2014
- Planning and Environment Act 1987
- Planning and Environment Regulation 2015
- Planning and Environment (Fees) Further Interim Regulations 2016
- Protected Disclosure Act 2012
- Public Health and Wellbeing Act 2008
- Public Health and Wellbeing Regulations 2009
- Public Records Act 1973
- Residential Tenancies Act 1997
- Road Management Act 2004
- Road Management (General) Regulations 2016
- Road Management (Works & Infrastructure) Regulations 2015
- Road Safety (General) Regulations 2009
- Road Safety (Traffic Management) Regulations 2009
- Road Safety (Vehicles) Regulations 2009
- Road Safety Act 1986
- Road Safety Road Rules 2017
- Second Hand Dealers and Pawnbrokers Act 1989
- Sex Work Act 1994
- Sheriff Act 2009
- Sport and Recreation Act 1972
- Subdivision (Fees) Regulations 2016
- Subdivision (Procedures) Regulations 2011
- Subdivision (Registrar's Requirements) Regulations 2011
- Subdivision Act 1988
- Summary Offences Act 1966
- Tobacco Act 1987
- Transfer of Land Act 1958
- Transport (Safety Schemes Compliance and Enforcement) Act 2014
- Transport Integration Act 2010
- Urban Renewal Authority Victoria Act 2003
- Valuation of Land Act 1960
- Victoria Grants Commission Act 1976
- Victoria State Emergency Service Act 2005
- Victorian Inspectorate Act 2011
- Water Act 1989

The full text of Victorian Acts and Regulations is online at: [www.austlii.edu.au/au/vic/](http://www.austlii.edu.au/au/vic/)

Full text of Commonwealth legislation is online at: [www.austlii.edu.au/au/](http://www.austlii.edu.au/au/)

## Victorian Local Government Performance Reporting Framework: Governance and management checklist

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

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

#	Governance and Management Items	Assessment
10	<b>Procurement policy</b> (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 30 July 2018
11	<b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Policy Date of approval: 2 August 2018
12	<b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of approval: 13 December 2018
13	<b>Risk Management Framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 28 June 2016
14	<b>Audit committee</b> (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the <i>Local Government Act 1989</i> Date of establishment: 1 October 1994 At Maroondah, this Committee is known as the Audit and Risk Advisory Committee
15	<b>Internal audit</b> (independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 September 2016
16	<b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 26 April 2017
17	<b>Council Plan reporting</b> (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of report for the first six months of financial year 27 August 2018 Date of report for the second six months of financial year: 18 February 2019

## Victorian Local Government Performance Reporting Framework: Governance and management checklist

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

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



Steve Kozlowski  
Chief Executive Officer  
Dated: 6 August 2019



Cr. Rob Steane  
Mayor  
Dated: 12 August 2019



*Giant Puppets were a Standout at Ringwood Town Square*

## Statutory information

The information in this section is provided in accordance with legislative and other requirements applying to Council. Topics within this section and the applicable legislation/regulations are listed below:

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

## Best Value reporting

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

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

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

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

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

## Service improvements

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

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

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

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

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

## Process improvements

### Paperless Office & Trapeze assessment tools implemented

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

### Reserve path renewal program

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

## Structural improvements

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

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

### **Relocation and enhancement of Council Asset Protection Program**

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

### **Building Regulations Advisory Committee (BRAC)**

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

## Information systems improvements

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

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

## Other service delivery improvements

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

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

## Carers Recognition

Maroondah City Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012* (the Act). Council has promoted the principles of the Act to people in care relationships who receive Council services, to people in care relationships, and to the wider community by:

- distributing printed material through relevant Council services
- providing information regarding the Act to Maroondah Healthy Ageing Network, Maroondah Seniors Register, Senior Citizens Clubs, older people's groups, and clients of Council's Aged & Disability Services
- providing links to resource materials on Council's website
- providing Information regarding the Act in the Active and Healthy Ageing Newsletter, Maroondah Healthy Ageing Network Chatterbox newsletter and Commonwealth Home Support Program Client Information booklet
- providing written information regarding the Act within Client Information Packs
- distributing printed material to all Aged & Disability employees and volunteers.

Council has taken all practicable measures to ensure employees, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for employees working in front-line positions with the general community
- Internal information sessions for all of Council's Aged and Disability employees and volunteers at team meetings.

Council had also sought to review procedures and supports to include recognition of the carer relationship. The following additional activities and resources have been provided to recognise the care relationship:

- facilitation of the Maroondah Carer Support Group
- facilitation of a Dementia Carers Support Group
- facilitation of the Dementia-specific Social Support Group program to support carers of people with dementia
- shared training/professional development opportunities with other local services responding to people with dementia and their carers
- ongoing staff professional development
- Council Occupational Therapist will work with carers to solve and improve safety issues in the home and community.



Chris presents at the Accessible Technology Session at Karalyka

## Disability Policy and Action Plan

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

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

## Documents to be made available for public inspection

Council is committed to open and transparent governance. Section 222 of the *Local Government Act 1989* (the Act) entitles any person to inspect and take copies where appropriate (subject to applicable fees, if any) of prescribed documents and records. Pursuant to the *Local Government (General) Regulations 2015*, which was proclaimed and commenced on 23 October 2015, the following prescribed documents and records were available for inspection during the 2018/19 financial year.

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

- a) A document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including
  - (i) the name of the Councillors or member of Council staff
  - (ii) the date on which the travel began and ended
  - (iii) the destination of the travel
  - (iv) the purpose of the travel
  - (v) the total cost to the Council of the travel, including accommodation costs
- b) the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- c) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meetings which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- d) a register of delegations kept under sections 87(1) – delegations to special committees - and 98(4) – delegations to staff - of the Act, including the dates on which the last reviews took place under sections 86(6) and 98(6) respectively, of the Act took place
- e) a document containing details of all leases involving land which were entered into by the Council as the lessor, including the lessee and the terms and the value of the lease
- f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- g) a list of donations and grants made by the Council in the previous 12 months, including the names of persons or bodies which, have received a donation or grant and the amount of each donation or grant
- h) Written Public Record of an Assembly of Councillors, in accordance with s80A of the Act
- i) Annual Report – available online
- j) Budget for current financial year – available online
- k) Council agenda and minutes for the last 12 months – available online
- l) Councillors' Code of Conduct – available online
- m) Council Plan – available online
- n) Councillor Expenses, Support and Reimbursement Policy – available online
- o) Local Laws operative within Maroondah – available online
- p) Procurement Policy – available online
- q) Public Notices – available online
- r) Register of election campaign donation returns – available online
- s) Register of Interests of Councillors, Management Group, Senior Officers, Nominated Officers and independent members of the Audit and Risk Advisory Committee

In accordance with Section 222 of the *Local Government Act 1989* inspection of these documents can be arranged by contacting Council's Governance Team on 1300 88 22 33. These documents are available for inspection at the City Offices, Braeside Avenue, Ringwood. The documents may be viewed, but not removed, and some are also available online.

## Domestic animal management

The *Domestic Animals Act 1994* (The Act) requires Council's across Victoria to prepare and implement a Domestic Animal Management Plan (DAMP) every four years. Section 68A of the Act requires Councils to periodically evaluate any program, service strategy or review outlined in the DAMP and publish the evaluation in Council's Annual Report.

Council has reviewed the *Domestic Animal Management Plan 2017-2021* and continues to promote and support responsible pet ownership within Maroondah. Further details of Council's consolidated plan outlining the proactive program can be viewed in the DAMP on Council's website.

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

- education programs to inform the community of the responsibilities of pet ownership
- school visits to educate students on responsible pet ownership
- demonstrations and information on responsible pet ownership at the Maroondah Festival
- programmed and random patrols of parks and reserves
- property inspections of the owners of dog at large
- annual inspections for declared menacing and dangerous dogs
- inspections of properties for extra animal permits
- inspections of domestic animal businesses
- promotion of new and renewal registration for dogs and cats
- training of animal management officers in best practice responsible pet ownership
- promotion of de-sexing with vets including vouchers for reduced cost
- Participation and support in community events such as Adventure Dog
- Analysis of trends and statistics on registration rates, reunification of lost animals to ensure best practice principles and seek opportunities for improvement.

## Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by Council during the 2018/19 financial year.

## Freedom of Information requests

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

The Act has four basic principles:

1. Local governments are required to publish information about the documents they hold, particularly those which affect members of the public in their dealings with Council.
2. Each person has a legally enforceable right to access information, limited only by exemptions within the Act (necessary for the protection of the public interest and the private and business affairs of persons from whom information is collected by Council).
3. People may appeal against a decision not to give access to information or not to amend a personal record.
4. People may request inaccurate, incomplete, out of date or misleading information in their personal records be amended.

Pursuant to the Act sections 65AA 'Report by Council', and section 64(3) the following information is supplied relating to Freedom of Information applications for the period 1 July 2018 to 30 June 2019.

No other facts are relevant pursuant to section 64(3)(a) to (j) of the Act. Freedom of information requests must be made in writing and be accompanied by a \$28.90 application fee. Applicants should also indicate how they would like to receive the information. Under legislation, Council must decide if the information will be provided within 30 days.

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

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

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

## Infrastructure and development contributions

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

For the 2018/19 financial year the following information about infrastructure and development contributions is disclosed:

Council has no Infrastructure Contribution Plans.

### Development contributions

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

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

Total DCP contributions received and expended to date				
DCP name (Year approved)	Total levies received	Total levies expended	Total works- in-kind accepted	Total DCP contributions received (levies and works-in-kind)
Ringwood Development Contributions Plan Overlay (2006)	\$374,191	\$100,000	0	\$374,191
<b>Total</b>	<b>\$374,191</b>	<b>\$100,000</b>	<b>0</b>	<b>\$374,191</b>

Land, works, services or facilities delivered in 2018/19 from DCP levies collected								
Project description	Project ID	DCP name (Year approved)	DCP fund expended \$	Works- in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
Box Hill to Ringwood shared upgrade pathway	73451	Ringwood Development Contributions Plan Overlay (2006)	\$100,000	0	0	0	\$100,000	100%
<b>Total</b>			<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>	

## Local Laws

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

### Local Laws (as at 30 June 2019)

#### Local Law No. 11 - General Local Law

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

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

- revoke Local Laws 8 and 10 made by Council
- provide for and assure equitable, orderly and enjoyable use by people of community facilities, including roads
- protect Council Property and other community assets from loss or unnecessary or avoidable damage
- support provision by Council of a safe, clean and healthy environment in areas under its control and management
- provide generally for the peace, order and good government of the Municipal District.

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

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

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

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

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

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

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

*Local Law 13* amends Local Law No.11 by clarifying when fires can be lit or remain alight in the open air or an incinerator, and in particular allows for fires in the open air for heating purposes by:

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

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

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

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

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

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

## Privacy

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

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

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

Maroondah City Council regards privacy as very important and has appointed a Privacy Officer to assist in the handling of any enquiries.

The Privacy Officer can be contacted on 1300 88 22 33 or via email [privacy@maroondah.vic.gov.au](mailto:privacy@maroondah.vic.gov.au)

## Procurement

Council's Procurement Policy aims to provide a framework that ensures Maroondah City Council's purchasing procedures and processes are undertaken in a manner conversant with occupational health and safety, risk management practices, relevant legislation, purchasing principles and Council's corporate objectives.

This Policy establishes the framework within which Council employees undertake the purchasing of goods and services for the efficient and effective functioning of their service area.

In accordance with this policy, Council did not enter into any contracts valued at \$150,000 or greater for services or \$200,000 or greater for works of a kind specified in section 186(5)(a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without first engaging in a competitive process.



*Ringwood Lake Park is a popular picnic location for families*

## Protected disclosure

*The Protected Disclosure Act 2012* (the Act) commenced operation in February 2013. The purpose of the Act is to encourage and facilitate the disclosure of any improper conduct. Any person who has reasonable grounds to believe that improper or corrupt conduct has occurred may make a disclosure. For Local Government, disclosures can be made about Councillors and any Council employees directly to the Independent broad-based anti-corruption commission (IBAC). Protection is provided by the Act to those persons within an organisation disclosing corrupt behaviour.

Maroondah City Council recognises the value of transparency and accountability in its administrative and management practices. Council is committed to the aims and objectives of the *Protected Disclosure Act 2012*. Procedures in handling disclosures have been adopted to comply with the provisions of the Act. Copies of these procedures are available on Council's website at [www.maroondah.vic.gov.au](http://www.maroondah.vic.gov.au)

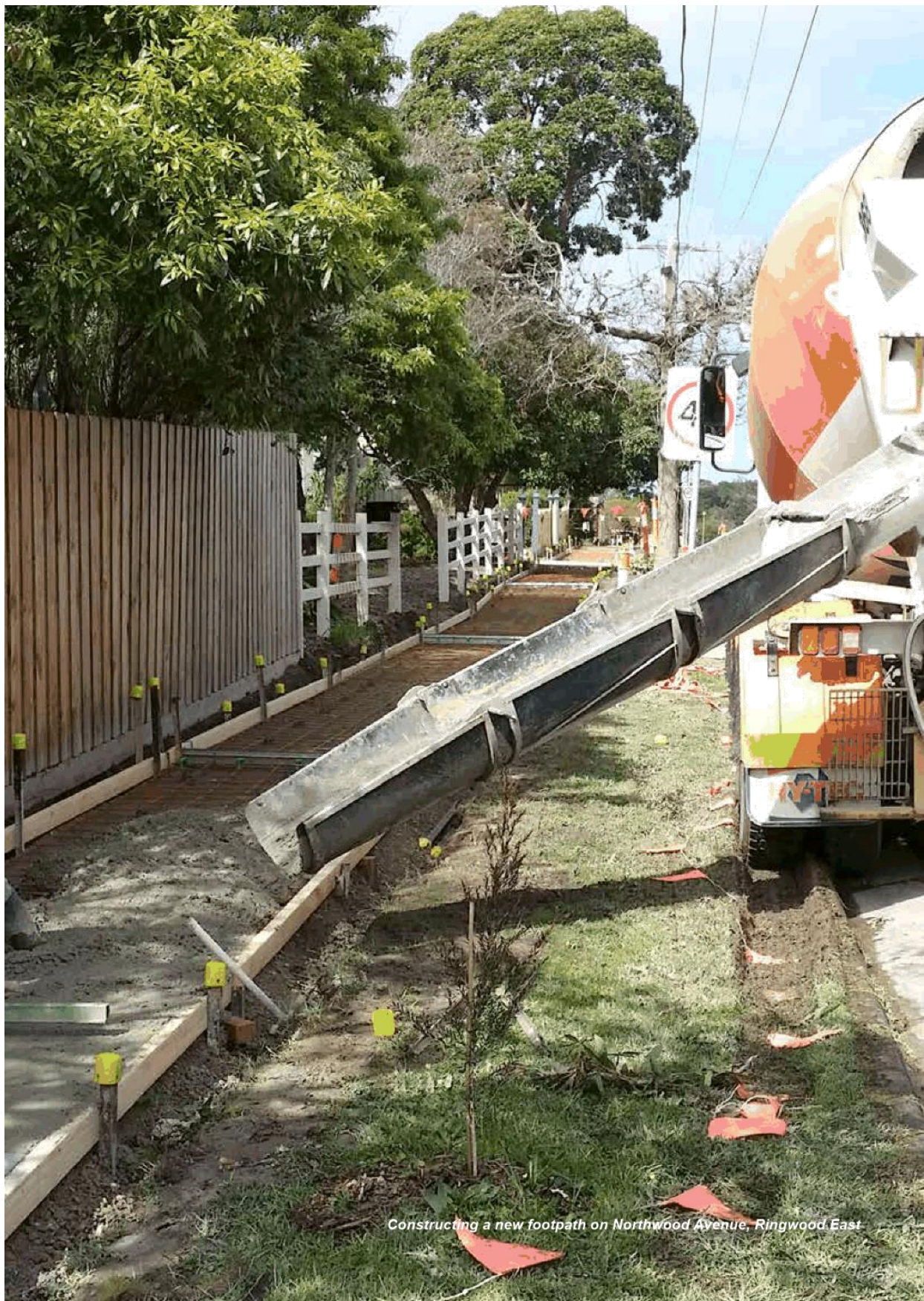
During 2018/19, Council did not receive any disclosures. Council did identify one suspected fraud matter which was subsequently reported to IBAC.

## Road management

The Act provides that Council has a statutory obligation to inspect, maintain and repair a public road, and that a Road Management Plan (Plan) may be developed to set reasonable standards in relation to the performance of road management functions for the maintenance of its public roads and associated road related assets.

Maroondah City Council has adopted the *Road Management Plan 2017-2021* to set reasonable standards in relation to the performance of road management functions, including the inspection, maintenance and repair of all Council's roads as listed in its Register of Public Roads.

In accordance with section 22 of the *Road Management Act 2004* (the Act), Council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the financial year.



*Constructing a new footpath on Northwood Avenue, Ringwood East*

## Victorian Local Government Indicators

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

Indicator	Target 2018/19	Actual Results			
		2018/19	2017-18	2016-17	2015-16
Affordability/cost of Governance					
<b>Average rates and charges per assessment</b> The average revenue derived by Council out of general rates and garbage services for each property in the municipality.	\$1,814	\$1,795	\$1,707	\$1,660	\$1,622
<b>Average rates and charges per residential assessment</b> The average revenue derived by Council out of general rates and garbage services for each residential property in the municipality (i.e. excluding all commercial and industrial properties).	\$1,735	\$1,718	\$1,614	\$1,458	\$1,468
Sustainability					
<b>Average liabilities per assessment</b> The average value for each property in the municipality of monies owed by Council at financial year-end in respect of the supply of goods and services, the provision of loans and the accrued costs of employee salaries and entitlements.	\$947	\$1,034	\$1,010	\$948	\$990
<b>Operating result per assessment</b> The difference between the average operating revenue and average operating expenditure for each property in the municipality. Council rates and charges comprise the major part of its operating revenue. The operating result has been adjusted by excluding the revenue from property, infrastructure, plant and equipment not previously recognised and the expenditure in relation to disposal, obsolescence and adjustments in relation to property and infrastructure. This allows for a better basis of comparison.	\$362	\$509	\$253	\$285	\$87
Services					
<b>Community satisfaction rating for overall performance generally of Council</b> Overall satisfaction with Council performance as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	65	69	67	63	68
<b>Average operating expenditure per assessment</b> The average cost of operating and maintaining all Council services to the community for each property in the municipality. This cost excludes the cost of acquiring or expanding its asset base used in the delivery of those services, but includes the costs of all administrative and governance services supporting that delivery.	\$2,666	\$2,654	\$2,562	\$2,450	\$2,327

Indicator	Target 2018/19	Actual Results			
		2018/19	2017-18	2016-17	2015-16
Infrastructure					
<b>Average Capital expenditure per assessment</b> The average cost for each property in the municipality of acquiring new assets and expanding, upgrading or renewing existing assets used in the delivery of all its services to the community.	\$878	\$951	\$513	\$723	\$711
<b>Renewal gap</b> The sum of all capital expenditure on renewal of existing infrastructure assets expressed as a percentage of the total depreciation charge on all Council infrastructure assets. Such annual depreciation charge is Council's best estimate of the value of those assets 'consumed' during the year's operations.	116%	96%	92%	118%	96%
<b>Renewal and maintenance gap</b> The sum of all capital expenditure on renewal of existing infrastructure assets together with the annual costs of maintenance of all Council infrastructure assets expressed as a percentage of the total depreciation and maintenance charges on all such infrastructure assets.	112%	97%	94%	114%	97%
Governance					
<b>Community satisfaction rating for Council's Advocacy and Community Representation on key local issues</b> Overall satisfaction with Council performance in advocacy and community representation as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	57	61	57	57	56
<b>Community satisfaction rating for Council's Engagement in decision making on key local issues</b> Overall satisfaction with Council performance in engaging the community in decision making on key local issues as rated by Maroondah City residents who were surveyed as part of Victorian Government commissioned independent state-wide community satisfaction survey.	55	58	56	55	58

## Victorian Local Government Performance Reporting Framework: Statement of service performance

The following statement provides the results of the prescribed Local Government Performance Reporting Framework service performance indicators and measures, including explanation of any material variations. Please note that a change of less than +/- 10% compared with the previous year is not considered significant, and therefore not a material variation.

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

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

## Victorian Local Government Performance Reporting Framework: Statement of service performance

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

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

## Victorian Local Government Performance Reporting Framework: Statement of service performance

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

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

## Victorian Local Government Performance Reporting Framework: Statement of service performance

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

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

## Victorian Local Government Performance Reporting Framework: Statement of service performance

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

Please note:

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



# Annual Financial Report and Performance Statement

For the year ended 30 June 2019

## Understanding the Financial Report

### Introduction

The Financial Report shows how Council performed financially during the 2018/19 financial year and shows its overall financial position at the end (30 June 2019) of the financial year.

Council presents its financial report in accordance with Australian Accounting Standards.

Particular terms required by the Standards may not be familiar to some readers. Further, Council is a 'not for profit' organisation and some of the generally recognised terms used in private sector company reports are not appropriate for Council's reports.

Council is committed to accountability and transparency. It is in this context that the plain English guide has been developed to assist readers to understand and analyse the financial report.

### What is contained in the Annual Financial Report?

Council's financial report has two sets of Statements:

1. Financial Statements
2. Performance Statement

Each of these Statements is prepared by Council employees, examined by Council's Audit and Risk Advisory Committee and by the members of Council, and are audited by the Victorian Auditor-General.

### Financial Statements

The Financial Statements report on how Council performed financially during the year and shows its overall financial position as at the end of the year.

The face of the Financial Statements include a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. The Financial Statements also contain Notes, which set out Council's accounting policies and details of the line item amounts contained in the face of the statements.

### Comprehensive Income Statement

The Comprehensive Income Statement is sometimes referred to as a 'Profit and Loss Statement' in the private sector and shows the:

- Sources of Council's revenue under various income headings
- Expenses incurred in running the Council during the year. These expenses relate only to the 'Operations' of Council, and do not include the costs associated with the purchase or building of assets. While asset purchase costs are not included in Expenses, asset depreciation costs are included.

The surplus or deficit for the year is the key figure to look at on the Comprehensive Income Statement to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues.

The comprehensive result on the Comprehensive Income Statement includes items that will not be reclassified to surplus or deficit in future periods. The main item affecting the comprehensive income/expense of Council relates to the revaluation of its assets.

### Balance Sheet

The Balance Sheet is a summary of Council's financial position as at 30 June. It shows what Council owns as assets and what it owes as liabilities. The bottom line of this Statement is Net Assets. This is the equity or net worth of Council, which has been built up over the life of the Council.

The assets and liabilities are separated into Current and Non-Current. Current generally means those assets which will be received or liabilities which will be paid within the next 12 months. Non-Current are all those assets and liabilities which are held for a longer term.

The net current assets or working capital as it is sometimes called is an important measure of Council's ability to meet its debts as and when they fall due.

## Balance Sheet

The components of the Balance Sheet are:

### Current and Non-Current Assets

Cash and cash equivalent assets include cash and investments i.e. cash held in the bank and in petty cash and the market value of Council's investments with a maturity of less than 90 days.

Trade and other receivables are monies owed to Council by ratepayers and others.

Financial assets are the market value of investments held with a maturity of greater than 90 days.

Inventories are stocks held for sale or consumption in Council's services.

Other assets include prepayments of expenses that Council has paid for in advance and assets held for resale which are in a position of being marketed and sold.

Investments in associates represent Council's investment in Eastern Regional Libraries Corporation and Narre Warren User Group.

Intangibles represent non-current assets held by Council that are not tangible.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drains, vehicles, equipment etc. which has been built up by Council over many years.

### Current and Non-Current Liabilities

- Trade and other payables are those to whom Council owes money as at 30 June.
- Trust fund and deposits represent monies held in trust by Council i.e. security deposits.
- Provisions represent estimates of future obligations and include accrued Long Service and Annual Leave owed to employees.
- Interest-bearing liabilities are borrowings of Council.

### Net Assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June.

### Total Equity

This always equals Net Assets. It is made up of the following components:

- Assets revaluation reserve, which reflects the net change in the value of Council's revalued assets given their current valuation. This component of equity is impacted by Other Comprehensive Income in the Comprehensive Income Statement.
- Accumulated surplus, which is reflective of the cumulative surplus/deficits Council has achieved over its lifetime, as stated in the Comprehensive Income Statement for each financial year.

## Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This Statement is presented according to a very specific Accounting Standard and needs some care in analysis. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this Statement refers to bank deposits and other forms of highly liquid investments that can be readily converted to cash.

Council's cash arises from, and is used in, three main areas.

### 1. Cash flows from operating activities:

- Receipts – all cash received into Council's bank account from ratepayers and others who owe money to Council. Receipts also include the interest earnings from Council's cash investments. It does not include the costs associated with the sale of assets.
- Payments – all cash paid by Council from its bank account to employees, creditors and other persons. It does not include the costs associated with the creation of assets.

### 2. Cash flows from investing activities:

- This section shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets and the cash received from the sale of these assets.

### 3. Cash flows from financing activities:

- This is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the Cash Flows Statement is the cash and cash equivalents at end of financial year. This shows the capacity of Council to meet its cash debts and other liabilities.

## Statement of Changes in Equity

During the course of the year the value of Total Equity as set out in the Balance Sheet changes. This Statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- the 'surplus or deficit' from operations, described in the Comprehensive Income Statement as Comprehensive Result for the year
- the use of monies from Council's reserves

a revaluation of assets which takes place on a regular basis to ensure the most up-to-date value is included in Council's books. It also occurs when existing assets are taken up in the books for the first time.

## Notes to the Financial Statements

The Notes are a very important and informative section of the Financial Statements. The Australian Accounting Standards are not prescriptive regarding a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the face of the Statements are established, it is necessary to provide details of Council's significant accounting policies.

Apart from the accounting policies, the Notes also give details and context behind many of the summary figures contained in the face of the Statements. The Note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity and the Statement of Cash Flows, and should be read in conjunction with these items to give a clearer picture of the accounts.

The Notes also include information that Council wishes to disclose but which cannot be incorporated into the face of the Statements. Other notes include:

- The breakdown of expenses, revenues, reserves and other assets
- Contingent liabilities
- Transactions with persons related to Council.

## Certification by the Principal Accounting Officer, Chief Executive Officer (CEO) and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements.

The Certification of the CEO and Councillors is made by two Councillors and the CEO on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading or inaccurate.

## Performance Statement

The Performance Statement reflects the Council performance on indicators included in the Local Government Performance Reporting Framework. Please note that the source for some of the data included in this framework is derived from external sources such as the Local Government Satisfaction Survey, the Australian Bureau of Statistics and the Department of Health and Human Services.

## Auditor General's Report

The Independent Audit Report provides the reader with an external and independent opinion on the Financial Statements. It confirms that the Financial Report has been prepared in accordance with relevant legislation and professional standards and that it represents a fair picture of the financial affairs of the Council.

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## Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Antonio Rocca, CA  
Principal Accounting Officer

Date : 19 August 2019  
Melbourne

In our opinion the accompanying financial statements present fairly the financial transactions of Maroondah City Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

R. Steane  
Mayor



Date : 19 August 2019  
Melbourne

M. Symon  
Councillor



Date : 19 August 2019  
Melbourne



S. Kozlowski  
Chief Executive Officer

Date : 19 August 2019  
Melbourne

## Victorian Auditor General's Report Financial Statements



### To the Councillors of Maroondah City Council

<b>Opinion</b>	<p>I have audited the financial report of Maroondah City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2019</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors's responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE  
29 August 2019



Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*

## Annual Report 2018/19

**Comprehensive Income Statement**

For the year ended 30 June 2019

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

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

**Balance Sheet****As at 30 June 2019**

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

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

## Annual Report 2018/19

## Statement of Changes in Equity

For the year ended 30 June 2019

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

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

The above statement of changes in equity should be read in conjunction with the accompanying notes

## Statement of Cash Flows

For the year ended 30 June 2019

	Note	2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		89,938	84,946
Statutory fees and fines		4,723	4,610
User fees		24,425	24,796
Grants - operating		12,729	13,763
Grants - capital		16,108	3,488
Contributions - monetary		7,325	5,200
Interest received		1,482	1,287
Trust funds and deposits taken		17,784	17,774
Net GST refund/(payment)		7,041	4,039
Employee costs		(54,333)	(51,353)
Materials and services		(62,394)	(55,876)
Trust funds and deposits repaid		(17,438)	(17,221)
<b>Net cash provided by/(used in) operating activities</b>	9.2	<b>47,390</b>	<b>35,453</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(45,629)	(25,122)
Proceeds from sale of property, infrastructure, plant and equipment		2,092	796
Payments for investments		(93,601)	(77,734)
Proceeds from sale of investments		93,151	76,222
<b>Net cash provided by/(used in) investing activities</b>		<b>(43,987)</b>	<b>(25,838)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(967)	(1,031)
Repayment of borrowings		(1,332)	(1,268)
<b>Net cash provided by/(used in) financing activities</b>		<b>(2,299)</b>	<b>(2,299)</b>
Net increase (decrease) in cash and cash equivalents		1,104	7,316
Cash and cash equivalents at the beginning of the financial year		14,945	7,629
<b>Cash and cash equivalents at the end of the financial year</b>		<b>16,049</b>	<b>14,945</b>
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above statement of cash flows should be read in conjunction with the accompanying notes

**Statement of Capital Works****For the year ended 30 June 2019**

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

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

## Notes to the Financial Statements

### For the year ended 30 June 2019

#### OVERVIEW

##### Introduction

The Maroondah City Council ("The Council") was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. The Council's main office is located at Braeside Avenue Ringwood, VIC 3134.

##### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

##### Significant accounting policies

##### Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

## Annual Report 2018/19

## Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 21 May 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

## 1.1 Income and expenditure

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

## (i) Explanation of material variations

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

## 1.1 Income and expenditure (cont'd)

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

## Annual Report 2018/19

## Note 1 Performance against budget (cont'd)

## 1.2 Capital works

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

## (i) Explanation of material variations

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

1.2 Capital works (cont'd)

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

## Annual Report 2018/19

## Note 2 Analysis of Council results by program

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

**(a) Chief Executive Office**

The Chief Executive Officer is the principal advisor to Council and the key liaison between the elected Council and Council administration. The responsibility of the office is to ensure that Council's vision is realised through the organisation's activities and that policies and programs of Council are effectively managed.

**Corporate Services**

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

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

**Development and Amenity**

The directorate is responsible for:

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

**Operations, Assets and Leisure**

The directorate is responsible for:

- Assets, which include strategic asset management, open space strategic direction and policy development, capital works renewal program development for roads, car parks, community facilities and public open spaces, and the delivery of community facility and open space capital works projects
- Leisure, which provides opportunities, activities and events to encourage increased community involvement and physical activity. In addition, it manages Karralyka, Maroondah Federation Estate and Council's Maroondah Leisure facilities, including Aquanation, Aquahub, Ringwood and Dorset Golf, The Rings and Croydon Memorial Pool. It is also responsible for overall occupancy of Council's sporting facilities and pavilions including seasonal allocations, leases, licences and casual use
- Operations maintains Maroondah's community assets, including parks, gardens, bushland, roads and footpath; as well as fleet management and maintenance.

**Strategy and Community**

The directorate is responsible for:

- Business and Development, which coordinates Council's efforts in major projects such as the Ringwood Metropolitan Activity Centre, including Realm. The team also facilitates and supports the sustainable growth of the local economy and business networks
- Community Services, which provides maternal & child health, children's, youth, and aged and disability services to meet the needs of a diverse community, as well as Arts and Cultural Development
- Integrated Planning which looks after strategic land use, environmental sustainability, Maroondah Planning Scheme amendments, and community and policy development.

**Note 2 Analysis of Council results by program**

**(b) Summary of revenues, expenses, assets and capital expenses by program**

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019</b>					
Chief Executive Office	176	2,331	(2,155)	-	-
Corporate Services	97,081	31,180	65,901	4,746	71,219
Development and Amenity	11,213	10,986	227	118	-
Operations, Assets and Leisure	40,774	70,385	(29,611)	16,519	1,842,118
Strategy and Community	9,500	18,316	(8,816)	7,327	-
	<b>158,744</b>	<b>133,198</b>	<b>25,546</b>	<b>28,710</b>	<b>1,913,337</b>

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2018</b>					
Chief Executive Office	124	1,814	(1,690)	-	-
Corporate Services	94,065	29,596	64,469	5,273	67,520
Development and Amenity	8,674	10,419	(1,745)	142	-
Operations, Assets and Leisure	27,586	68,925	(41,339)	4,290	1,821,182
Strategy and Community	9,637	16,744	(7,107)	7,502	-
	<b>140,086</b>	<b>127,498</b>	<b>12,588</b>	<b>17,207</b>	<b>1,888,702</b>

**Commentary on allocations**

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

Corporate Services: rates revenue including supplementaries, victorian grants commission, insurances

Operations, Assets and Leisure: capital grants, depreciation

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

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

Council uses capital improved value ("CIV") as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of land and improvements.

The valuation base used to calculate general rates for 2018/19 was \$38.10 billion (2017/18 \$32.09 billion).

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

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

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

**3.2 Statutory fees and fines**

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

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

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

**3.3 User fees**

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

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

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

**3.4 Funding from other levels of government**

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

Grants were received in respect of the following:

**Summary of grants**

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

<b>3.4 Funding from other levels of government (cont'd)</b>	<b>2019</b>	<b>2018</b>
<b>(a) Operating Grants</b>	<b>\$'000</b>	<b>\$'000</b>
<i><b>Recurrent - Commonwealth Government</b></i>		
Childrens services	401	346
Community health	89	122
Financial assistance grants	4,646	5,160
Aged care	3,476	3,297
<i><b>Recurrent - State Government</b></i>		
Aged care	1,255	1,775
Community, planning and development	145	139
Youth services	71	71
Maternal and child health	1,037	1,001
Community Health	10	-
<b>Total recurrent operating grants</b>	<b>11,129</b>	<b>11,911</b>
<i><b>Non-recurrent - Commonwealth Government</b></i>		
Integrated planning	154	71
Childrens services	-	1
<i><b>Non-recurrent - State Government</b></i>		
Sport & Recreation	381	-
Waste management	100	113
Community health	20	19
Maternal child and health	161	95
Youth services	265	257
Integrated planning	242	390
Childrens services	100	-
Council and Community Planning	20	-
Open space planning	-	767
Other	30	96
<b>Total non-recurrent operating grants</b>	<b>1,473</b>	<b>1,809</b>
<b>Total operating grants</b>	<b>12,602</b>	<b>13,719</b>
<b>(b) Capital Grants</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
<i><b>Non-recurrent - Commonwealth Government</b></i>		
Buildings	9,998	1,006
Roads to recovery	1,195	724
Recreational, leisure and community facilities	53	-
<i><b>Non-recurrent - State Government</b></i>		
Buildings	2,385	1,305
Roads	1,904	231
Drainage	121	31
Recreational, leisure and community facilities	442	90
Parks and open space	10	100
<b>Total non-recurrent capital grants</b>	<b>16,108</b>	<b>3,488</b>
<b>Total capital grants</b>	<b>16,108</b>	<b>3,488</b>
<b>(c) Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	4,302	3,863
Received during the financial year and remained unspent at balance date	3,160	1,943
Received in prior years and remained unspent at balance date	1,093	195
Received in prior years and spent during the financial year	(3,209)	(1,699)
<b>Balance at year end</b>	<b>4,253</b>	<b>4,302</b>

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

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

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

Land	51	1,890
<b>Total non-monetary contributions</b>	<b>51</b>	<b>1,890</b>

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

<b>3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Proceeds of sale	829	1,976
Written down value of assets disposed	(765)	(1,483)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>64</b>	<b>493</b>

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

<b>3.7 Other income</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Interest on investments	1,242	1,038
Interest other	3	5
Rent	275	282
<b>Total other income</b>	<b>1,520</b>	<b>1,325</b>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

**Note 4 The cost of delivering services**

<b>4.1 (a) Employee costs</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Wages and salaries	49,174	46,762
Workcover	612	582
Superannuation	4,664	4,392
Fringe benefits tax	521	486
<b>Total employee costs</b>	<b>54,971</b>	<b>52,222</b>

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	222	319
	<b>222</b>	<b>319</b>

Employer contributions payable at reporting date.

**Accumulation funds**

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

Employer contributions payable at reporting date.

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

<b>4.2 Materials and services</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Agency staff	1,426	895
Apprentices	382	358
Bank charges	389	382
Cleaning	852	792
Communications, postage and advertising	1,313	1,386
Consultants	1,393	1,033
Cost of goods sold	870	819
Fire services levy	106	107
Food costs - meals on wheels	401	262
Fuels, oil, registrations and running costs - plant & fleet	991	893
Grants to community	427	443
Insurance	871	726
Legal fees	982	986
Library contribution	2,611	2,558
Licence fees	264	142
Maintenance	3,511	3,515
Marketing and promotion	277	248
Materials - depot and golf courses	1,135	1,137
Memberships/subscriptions	251	175
Printing and stationary	153	181
Security	383	329
Training	373	445
Uniforms	93	126
Utilities	4,172	3,768
Other	4,106	3,808
Contract payments - home care	2,967	2,950
Contract payments - waste	11,769	10,536
Contract payments - operations	4,054	6,261
Contract payments - valuations	66	248
Contract payments - election	3	68
Contractors - other	5,229	2,667
<b>Total materials and services</b>	<b>51,820</b>	<b>48,244</b>
<b>4.3 Depreciation and amortisation</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Property	4,363	3,961
Plant and equipment	2,143	2,084
Infrastructure	15,625	14,813
<b>Total depreciation</b>	<b>22,131</b>	<b>20,858</b>
Intangible assets	337	278
<b>Total depreciation and amortisation</b>	<b>22,468</b>	<b>21,136</b>
Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		
<b>4.4 Bad and doubtful debts</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Other debtors	13	13
<b>Total bad and doubtful debts</b>	<b>13</b>	<b>13</b>
<b>Movement in provisions for doubtful debts</b>		
Balance at the beginning of the year	52	50
New provisions recognised during the year	20	19
Amounts already provided for and written off as uncollectible	(7)	(4)
Amounts provided for but recovered during the year	(16)	(13)
Balance at end of year	<b>49</b>	<b>52</b>
Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		

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

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

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

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

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

- Trust funds and deposits (Note 5.3)	4,829	4,483
<b>Total restricted funds</b>	<b>4,829</b>	<b>4,483</b>
<b>Total unrestricted cash and cash equivalents</b>	<b>11,220</b>	<b>10,462</b>

**Intended allocations**

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

- cash held to fund carried forward capital works	7,207	7,777
- operating grants received during the financial year and remained unspent at balance date	820	1,943
<b>Total funds subject to intended allocations</b>	<b>8,027</b>	<b>9,720</b>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost.

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

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

**(d) Ageing of Receivables**

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	3,153	4,014
Past due by up to 30 days	345	1,416
Past due between 31 and 180 days	4,526	121
Past due between 181 and 365 days	702	336
Past due by more than 1 year	105	71
<b>Total trade and other receivables</b>	<b>8,831</b>	<b>5,958</b>

**(e) Ageing of individually impaired Receivables**

At balance date, other debtors representing financial assets with a nominal value of \$44,130 (2018: \$30,402) were impaired. The amount of the provision raised against these debtors was \$44,130 (2018: \$30,402). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	10	3
Past due between 181 and 365 days	3	3
Past due by more than 1 year	31	24
<b>Total individually impaired receivables</b>	<b>44</b>	<b>30</b>

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

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

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<b>5.2 Non-financial assets (cont'd)</b>	<b>2019</b>	<b>2018</b>
<b>(b) Other assets</b>	<b>\$'000</b>	<b>\$'000</b>
Prepayments	419	1,069
Accrued income	51	43
<b>Total other assets</b>	<b>470</b>	<b>1,112</b>
<b>(c) Intangible assets</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Software	782	993
<b>Total intangible assets</b>	<b>782</b>	<b>993</b>
	<b>Software</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Gross carrying amount</b>		
Balance at 1 July 2017	1,281	1,281
Additions	383	383
Balance at 1 July 2018	1,664	1,664
Other additions	126	126
Balance at 30 June 2019	1,790	1,790
<b>Accumulated amortisation and impairment</b>		
Balance at 1 July 2017	348	348
Amortisation expense	323	323
Balance at 1 July 2018	671	671
Amortisation expense	337	337
Balance at 30 June 2019	1,008	1,008
Net book value at 30 June 2018	993	993
Net book value at 30 June 2019	<b>782</b>	<b>782</b>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

<b>5.3 Payables</b>	<b>2019</b>	<b>2018</b>
<b>(a) Trade and other payables</b>	<b>\$'000</b>	<b>\$'000</b>
Trade payables	13,343	11,294
Accrued expenses	1,159	1,211
<b>Total trade and other payables</b>	<b>14,502</b>	<b>12,505</b>
<b>(b) Trust funds and deposits</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>		
Refundable deposits	2,837	2,457
Fire services levy	286	564
Retention amounts	862	674
Other refundable deposits	838	782
<b>Total current trust funds and deposits</b>	<b>4,823</b>	<b>4,477</b>
<b>Non-Current</b>		
Other refundable deposits	6	6
<b>Total non-current trust funds and deposits</b>	<b>6</b>	<b>6</b>
<b>Total trust funds and deposits</b>	<b>4,829</b>	<b>4,483</b>

## 5.3 Payables (cont'd)

## (b) Trust funds and deposits

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

*Purpose and nature of items*

Refundable/Other Refundable Deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

## 5.4 Interest-bearing liabilities

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

Borrowings are secured by a deed of charge over Council rates

## (a) The maturity profile for Council's borrowings is:

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

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

## 5.5 Provisions

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

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

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

*Wages and salaries and annual leave*

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

*Long service leave*

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

*Key assumptions:*

- weighted average discount rate	1.15%	2.36%
- inflation rate	4.31%	3.88%

<b>5.6 Financing arrangements</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
The Council has the following funding arrangements in place:		
Bank overdraft	1,300	1,300
Corporate purchasing cards	200	200
<b>Total facilities</b>	<b>1,500</b>	<b>1,500</b>
Used facilities	198	137
<b>Unused facilities</b>	<b>1,302</b>	<b>1,363</b>

## Notes to the Financial Statements

For the year ended 30 June 2018

## 5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019</b>					
<b>Operating</b>					
Recycling	1,290	1,306	330	-	2,926
Waste management	10,307	8,760	2,216	-	21,283
Loan facility	2,299	2,299	6,896	12,641	24,135
Other	661	124	367	-	1,152
Cleaning contracts for council buildings	1,171	915	1,161	-	3,247
Senior officers salaries and contracts	3,600	2,693	3,693	10	9,996
<b>Total</b>	<b>19,328</b>	<b>16,097</b>	<b>14,663</b>	<b>12,651</b>	<b>62,739</b>
<b>Capital</b>					
Buildings	5,895	61	-	-	5,956
Roads	185	-	-	-	185
Drainage	-	-	-	-	-
<b>Total</b>	<b>6,080</b>	<b>61</b>	<b>-</b>	<b>-</b>	<b>6,141</b>

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2018</b>					
<b>Operating</b>					
Recycling	1,235	1,260	2,930	-	5,425
Waste management	9,700	9,893	18,889	-	38,482
Loan facility	2,299	2,299	6,896	14,913	26,407
Other	1,641	71	22	-	1,734
Cleaning contracts for council buildings	585	396	220	-	1,201
Senior officers salaries and contracts	3,752	2,950	4,334	60	11,096
<b>Total</b>	<b>19,212</b>	<b>16,869</b>	<b>33,291</b>	<b>14,973</b>	<b>84,345</b>
<b>Capital</b>					
Buildings	17,671	-	-	-	17,671
Roads	3,827	-	-	-	3,827
Drainage	257	-	-	-	257
<b>Total</b>	<b>21,755</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,755</b>

<b>Operating lease commitments</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment, land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	183	233
Later than one year and not later than five years	147	212
Later than five years	10	13
	<b>340</b>	<b>458</b>

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

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Note 6 Assets we manage  
6.1 Property, infrastructure, plant and equipment

## Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2018	Adjustments for prior periods	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	At Fair Value 30 June 2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,176,133	14	27,438	51	(32,946)	(4,363)	-	-	2,809	1,169,136
Plant and equipment	10,699	-	2,238	-	-	(2,143)	(765)	(63)	-	9,966
Infrastructure	626,747	6,031	9,152	-	24,428	(15,624)	-	(1,621)	3,241	652,354
Work in progress	7,804	-	8,877	-	-	-	-	-	(6,050)	10,631
	<b>1,821,383</b>	<b>6,045</b>	<b>47,705</b>	<b>51</b>	<b>(8,518)</b>	<b>(22,130)</b>	<b>(765)</b>	<b>(1,684)</b>	<b>-</b>	<b>1,842,087</b>

## Summary of Work in Progress

	Opening WIP	Additions	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000
Property	3,065	1,007	(2,809)	1,263
Plant and equipment	-	24	-	24
Infrastructure	4,739	7,846	(3,241)	9,344
Total	<b>7,804</b>	<b>8,877</b>	<b>(6,050)</b>	<b>10,631</b>

## Adjustments for prior periods

Council has brought to account a number of additional assets inadvertently omitted, overstated or not discovered during prior recognition processes. This has been adjusted against Property, Infrastructure, Plant & Equipment and accumulated surplus at 1 July 2018.

1 July 2018

\$'000

Buildings Non Specialised	14
Roads	31
Drainage	6,000
	<b>6,045</b>

(a) Property		Land - specialised	Land - non specialised	Total Land	Buildings - non specialised	Total Buildings	Work in Progress	Total Property
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018		283,687	714,564	998,251	264,840	264,840	3,035	1,266,126
Accumulated depreciation at 1 July 2018		-	-	-	(86,958)	(86,958)	-	(86,958)
		283,687	714,564	998,251	177,882	177,882	3,035	1,179,168
<b>Movements in fair value</b>								
Adjustment for prior period		-	-	-	14	14	-	14
Additions		-	600	600	26,838	26,838	1,007	28,445
Contributions		-	51	51	-	-	-	51
Revaluation		(32,946)	-	(32,946)	-	-	-	(32,946)
Transfers		-	-	-	2,809	2,809	(2,809)	-
		(32,946)	651	(32,295)	29,661	29,661	(1,802)	(4,436)
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation		-	-	-	(4,363)	(4,363)	-	(4,363)
		-	-	-	(4,363)	(4,363)	-	(4,363)
At fair value 30 June 2019		250,741	715,215	965,956	294,501	294,501	1,233	1,261,690
Accumulated depreciation at 30 June 2019		-	-	-	(91,321)	(91,321)	-	(91,321)
		250,741	715,215	965,956	203,180	203,180	1,233	1,170,369

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	Plant machinery and equipment		Fixtures and fittings and furniture		Computers and telecomms		Work in Progress		Total plant and equipment	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	11,906	6,516	2,730	-	-	-	-	-	21,152	
Accumulated depreciation at 1 July 2018	(5,383)	(2,865)	(2,205)	-	-	-	-	-	(10,453)	
	6,523	3,651	525	-	-	-	-	-	10,699	
<b>Movements in fair value</b>										
Additions	1,905	203	130	24	-	-	-	-	2,262	
Disposal	(1,633)	(3)	-	-	-	-	-	-	(1,636)	
Write-off	(185)	-	(140)	-	-	-	-	-	(325)	
	87	200	(10)	24	-	-	-	-	301	
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	(1,406)	(444)	(293)	-	-	-	-	-	(2,143)	
Accumulated depreciation of disposals	869	2	-	-	-	-	-	-	871	
Write-off	122	-	140	-	-	-	-	-	262	
	(415)	(442)	(153)	-	-	-	-	-	(1,010)	
At fair value 30 June 2019	11,993	6,716	2,720	24	-	-	-	-	21,453	
Accumulated depreciation at 30 June 2019	(5,798)	(3,307)	(2,358)	-	-	-	-	-	(11,463)	
	6,195	3,409	362	24	-	-	-	-	9,990	

(c) Infrastructure									
	Roads	Footpaths and cycleways	Drainage	Parks open spaces and streetscapes	Off street car parks	Work in Progress	Total Infrastructure		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
At fair value 1 July 2018	422,320	99,557	390,458	65,676	20,849	4,769	1,003,629		
Accumulated depreciation at 1 July 2018	(131,032)	(54,940)	(155,480)	(27,620)	(3,031)	-	(372,113)		
	291,288	44,617	234,968	38,056	17,818	4,769	631,516		
<b>Movements in fair value</b>									
Adjustment for prior period	36	-	7,407	-	-	-	7,443		
Additions	3,677	596	2,221	2,520	138	7,846	16,998		
Revaluation	15,152	3,465	17,090	-	1,009	-	36,716		
Write-off	(1,686)	-	(112)	(265)	-	-	(2,063)		
Transfers	2,177	246	230	432	156	(3,241)	-		
	19,356	4,307	26,836	2,687	1,303	4,605	59,094		
<b>Movements in accumulated depreciation</b>									
Adjustment for prior period	(5)	-	(1,407)	-	-	-	(1,412)		
Depreciation and amortisation	(6,783)	(2,005)	(3,632)	(2,844)	(360)	-	(15,624)		
Revaluation	(3,179)	(1,981)	(7,042)	-	(86)	-	(12,288)		
Write-off	331	-	59	52	-	-	442		
	(9,636)	(3,986)	(12,022)	(2,792)	(446)	-	(28,882)		
At fair value 30 June 2019	441,676	103,864	417,294	68,363	22,152	9,374	1,062,723		
Accumulated depreciation at 30 June 2019	(140,668)	(58,926)	(167,512)	(30,412)	(3,477)	-	(400,995)		
	301,008	44,938	249,782	37,951	18,675	9,374	661,728		

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## Note 6 Assets we manage (cont'd)

*Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods	Depreciation Period	Threshold Limit
	Years	\$'000
Property		
land	-	10
Buildings		
buildings	25 - 150	10
Plant and Equipment		
plant, machinery and equipment	2 - 10	3
fixtures, fittings and furniture	2 - 15	0.7
works of art	-	-
computers and telecommunications	2 - 10	0.7
Infrastructure		
road pavements and seals	36	20
road substructure	36	20
road formation and earthworks	150 - 200	20
road kerb, channel and minor culverts	65	5
road appurtenance	10 - 65	5
footpaths and cycleways	50 - 80	5
drainage	110	5
Parks, Reserves & Recreational		
sub-surface drainage	10	5
irrigation	10	5
lake improvement works	60 - 80	5
sporting grounds surfaces	20 - 50	5
playground equipment	5 - 10	5
public seating	5 - 10	5
Intangible assets		
intangible assets	5	2

*Land under roads*

Council recognises land under roads it controls at fair value.

*Depreciation and amortisation*

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

*Repairs and maintenance*

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

## Note 6 Assets we manage (cont'd)

## Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer (Tim Frain AAPI - Certified Practising Valuer No. 63092) in May 2018. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was based on analysis of recent property sales by a qualified independent valuer (James Graps AAPI - Certified Practising Valuer No. 101826) Westlink Consulting. A full revaluation of these assets will be conducted in the 2019/20 financial period.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land	-	9,825	705,390	Jun-19
Specialised land	-	-	250,741	Jun-19
Buildings	-	16,518	186,662	Jun-19
<b>Total</b>	-	<b>26,343</b>	<b>1,142,793</b>	

## Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with valuations carried out by an accredited valuer.

The date of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year, this valuation was based on published construction costs by Rawlinsons, a full revaluation of these assets will be conducted in 2019/20.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	-	-	301,008	Jun-19
Footpaths and cycleways	-	-	44,938	Jun-19
Drainage	-	-	249,782	Jun-19
Off street car parks	-	-	18,675	Jun-19
<b>Total</b>	-	-	<b>614,403</b>	

## Description of significant unobservable inputs into level 3 valuations

**Specialised land (land under roads)** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values average \$586.77 per square metre.

**Infrastructure assets** are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2019 \$'000	2018 \$'000
Reconciliation of specialised land		
Land under roads	250,741	283,687
<b>Total specialised land</b>	<b>250,741</b>	<b>283,687</b>

## Annual Report 2018/19

## 6.2 Investments in associates, joint arrangements and subsidiaries

2019	2018
\$'000	\$'000

## (a) Investments in associates

Investments in associates accounted for by the equity method are:

- Eastern Regional Library Corporation	3,150	3,025
- Narre Warren User Group	297	297
<b>Total</b>	<b>3,447</b>	<b>3,322</b>

## Eastern Regional Library Corporation

## Background

Council's equity share in the Eastern Regional Library Corporation as at 30 June 2019, based on the Corporation's unaudited financial report, is disclosed as a non-current investment.

The equity holders in the Eastern Regional Library Corporation are:

Maroondah City Council - 24.89%

Knox City Council - 36.39%

Yarra Ranges Shire Council - 38.72%

## Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus/(deficit) at start of year	3,025	2,723
Reported surplus/(deficit) for year	125	302
Council's share of accumulated surplus/(deficit) at end of year	<b>3,150</b>	<b>3,025</b>

## Narre Warren User Group

## Background

Council holds a 15.94% interest in the net assets relating to the use of the now closed Narre Warren regional landfill facility. The investment held by the Narre Warren User Group is used for monitoring of the site, receipt of royalties and interest on the investment. Refer to Note 8.1

Contingent assets and liabilities.

## Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus/(deficit) at start of year	297	307
Reported surplus/(deficit) for year	-	(10)
Council's share of accumulated surplus/(deficit) at end of year	<b>297</b>	<b>297</b>

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

## Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

**Note 7 People and relationships**

**7.1 Council and key management remuneration**

**(a) Related Parties**

*Parent entity*

Maroondah City Council is the parent entity.

*Subsidiaries and Associates*

Interests in subsidiaries and associates are detailed in Note 6.2.

**(b) Key Management Personnel**

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

**Councillors**

R. Steane (including as Mayor November 2018 to current)  
N. Lamont (including as Mayor July 2018 to November 2018)  
K. Spears (including as Deputy Mayor November 2018 to current)  
M. Symon (including as Deputy Mayor July 2018 to November 2018)  
T. Dib  
M. Graham  
P. Macdonald  
S. Mazzuchelli  
T. Damante (from July 2018)  
M. Macdonald (until July 2018)

**Key Management Personnel**

Chief Executive Officer  
Director - Corporate Services  
Director - Development and Amenity  
Director - Operations, Assets and Leisure  
Director - Strategy and Community

**Total Number of Councillors**

10 9

**Total of Chief Executive Officer and other Key Management Personnel**

5 5

**Total Number of Key Management Personnel**

15 14

**(c) Remuneration of Key Management Personnel**

2019 2018  
\$'000 \$'000

Total remuneration of key management personnel was as follows:

Short-term benefits

1,510 1,440

Long-term benefits

750 634

Total

2,260 2,074

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

\$1,000 - \$9,999  
\$20,000 - \$29,999  
\$40,000 - \$59,999  
\$60,000 - \$89,999  
\$220,000 - \$239,999  
\$250,000 - \$259,999  
\$320,000 - \$329,999  
\$340,000 - \$359,999

2019 2018  
No. No.  
1 -  
7 7  
1 2  
1 1  
2 1  
2 2  
- 1  
1 -  
15 14

**(d) Senior Officer Remuneration**

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

a) has management responsibilities and reports directly to the Chief Executive; or

b) whose total annual remuneration exceeds \$148,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:  
\$148,000 - \$149,999  
\$150,000 - \$159,999  
\$160,000 - \$169,999  
\$170,000 - \$179,999

2019 2018  
No. No.  
- 1  
3 3  
2 6  
12 5  
17 15

Total Remuneration for the reporting year for Senior Officers included above, amounted to:

2,872 2,480

## Annual Report 2018/19

## 7.2 Related party disclosure

## (a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

2019  
\$'000

2018  
\$'000

There were no transactions that occurred with a related party during the 2018/19 period.

## (b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

There are no outstanding balances with related parties as at the 30 June 2019.

## (c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

No loans to/from related parties for the 2018/19 year.

## (d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

No commitments to or from related parties noted for the 2018/19 year.

**Note 8 Managing uncertainties****8.1 Contingent assets and liabilities****(a) Contingent liabilities****Superannuation**

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

**Insurance claims**

Council regularly receives claims and demands arising from incidents which occur on land belonging to Council or that arise from the actions or omissions of Council and of its officers. Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. Council carries \$600m of public liability insurance and \$600m of professional indemnity insurance, both with a policy excess of \$50,000 each. The maximum liability of Council in any single claim is the extent of its excess. There are no above excess claims of which Council is aware which would either fall outside the terms of Council's insurance policies or that have not been reported to the LMI scheme.

**Legal matters**

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As the matters are yet to be finalised, and the financial outcomes are unable to be estimated, no allowance for these contingencies have been made in the financial report.

**Building cladding**

Council has assessed its potential exposure to rectification works and other claims in relation to building cladding as low risk and limited exposure, with their potential financial impact being minimal.

**Liability Mutual Insurance**

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

**Other Contingent Liabilities**

Approximately \$1,864,000 (\$1,861,000 in 2018) is held by Whitehorse City Council in a Landfill Site Aftercare Reserve in relation to the Narre Warren Landfill Site to deal with any environmental problems that could arise in relation to the completed landfill site. Based on experience during operation no problems are expected but the Reserve will continue to be held for approximately the next 20 years until the site is safe. Council's exposure is 15.94% per cent of any works that are required to be completed.

**(b) Guarantees for loans to other entities**

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Maroondah City Council acts as guarantor against the borrowings for Ringwood Diving Inc. The liability is limited to \$25,000.

**8.2 Change in accounting standards**

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

*Revenue from contracts with customers (AASB 15) (applies 2019/20)*

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

*Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)*

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

## Annual Report 2018/19

## 8.2 Change in accounting standards (cont'd)

*Leases (AASB 16) (applies 2019/20)*

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$1,451,663 in lease related assets and an equivalent liability.

*Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)*

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

## 8.3 Financial instruments

## (a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

## (b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

*Interest rate risk*

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment products;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

## (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Credit risk exists in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property. There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(a).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

**8.3 Financial instruments (cont'd)****(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(b), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

**(e) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 1.25%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

**8.4 Fair value measurement****Fair value hierarchy**

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

**Revaluation**

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

## Annual Report 2018/19

## 1.4 Fair value measurement (cont'd)

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

*Impairment of assets*

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

## 1.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

## 1.9 Other matters

## 1.1 Reserves

## (a) Asset revaluation reserves

## 2019

## Property

## Land

## Buildings

## Infrastructure

## Roads

## Footpaths and cycleways

## Drainage

## Total asset revaluation reserves

## 2018

## Property

## Land

## Buildings

## Infrastructure

## Roads

## Footpaths and cycleways

## Drainage

## Total asset revaluation reserves

	Balance at beginning of reporting period \$'000	Adjustments for prior periods \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>2019</b>				
<b>Property</b>				
Land	582,268	-	(32,946)	549,322
Buildings	63,449	-	-	63,449
	645,717	-	(32,946)	612,771
<b>Infrastructure</b>				
Roads	230,456	-	12,896	243,352
Footpaths and cycleways	25,469	-	1,484	26,953
Drainage	136,411	-	10,048	146,459
	392,336	-	24,428	416,764
<b>Total asset revaluation reserves</b>	<b>1,038,053</b>	<b>-</b>	<b>(8,518)</b>	<b>1,029,535</b>
<b>2018</b>				
<b>Property</b>				
Land	607,156	-	(24,888)	582,268
Buildings	65,762	890	(3,203)	63,449
	672,918	890	(28,091)	645,717
<b>Infrastructure</b>				
Roads	205,496	-	24,960	230,456
Footpaths and cycleways	23,887	-	1,582	25,469
Drainage	136,411	-	-	136,411
	365,794	-	26,542	392,336
<b>Total asset revaluation reserves</b>	<b>1,038,712</b>	<b>890</b>	<b>(1,549)</b>	<b>1,038,053</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

## (b) Other reserves

## 2019

## General

## Total Other reserves

## 2018

## General

## Total Other reserves

	Balance at beginning of reporting period \$'000	Adjustments for prior periods \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>2019</b>				
General	9,000	-	2,000	11,000
<b>Total Other reserves</b>	<b>9,000</b>	<b>-</b>	<b>2,000</b>	<b>11,000</b>
<b>2018</b>				
General	7,000	-	2,000	9,000
<b>Total Other reserves</b>	<b>7,000</b>	<b>-</b>	<b>2,000</b>	<b>9,000</b>

The general reserve is used to record funds set aside for future possible contingencies e.g. unfunded superannuation call, unplanned capital expenditure.

<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Surplus/(deficit) for the year	25,546	12,588
Depreciation/amortisation	22,468	21,136
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(64)	(493)
Assets written off and adjustments	1,684	2,975
Finance costs	967	1,031
Contributions - non-monetary assets	(51)	(1,890)
Other	(209)	(292)
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(4,216)	(1,339)
(Increase)/decrease in prepayments	642	(721)
Increase/(decrease) in trade and other payables	(216)	1,108
Increase/(decrease) in trust funds and other deposits	346	551
(Increase)/decrease in inventories	(69)	78
Increase/(decrease) in provisions	562	721
Net cash provided by/(used in) operating activities	<b>47,390</b>	<b>35,453</b>

**9.3 Superannuation**

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

**Accumulation**

The Fund's accumulation categories receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings. For the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation.

**Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

**Funding arrangements**

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.0% pa

Salary information 3.5% pa

Price inflation (CPI) 2.0% pa

Vision Super has advised that the estimated VBI at 31 March 2019 was 105.4%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

## Annual Report 2018/19

## 9.3 Superannuation (cont'd)

**Employer contributions***Regular contributions*

On the basis of the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018). This rate will increase in line with any increases in the SG contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

*Funding calls*

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

**The 2019 interim actuarial investigation surplus amounts**

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2019 \$'000	2018 \$'000
A VBI surplus	131,900	69,800
A total service liability surplus	218,300	193,500
A discount accrued benefits surplus	249,100	228,800

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2019.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2019.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2019.

The VBI at 30 June 2019 is an actual of 107.1%, as per Vision Super Website in August 2019 (2018: August 2018).

**The 2019 interim actuarial investigation**

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

## Victorian Auditor General's Report Performance Statement



### To the Councillors of Maroondah City Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Maroondah City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2019</li> <li>• sustainable capacity indicators for the year ended 30 June 2019</li> <li>• service performance indicators for the year ended 30 June 2019</li> <li>• financial performance indicators for the year ended 30 June 2019</li> <li>• other information and</li> <li>• the certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement of Maroondah City Council in respect of the year ended 30 June 2019 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<b>Auditor's responsibilities for the audit of the performance statement</b>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>

Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE



Jonathan Kyvelidis  
as delegate for the Auditor-General of Victoria

## Performance Statement

For the year ended 30 June 2019

### Description of municipality

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District (CBD). The area is a substantially developed peri-urban residential municipality, with an estimated population of 117,498 residents<sup>1</sup> and 47,137 households with an average of 2.58 people per household.<sup>2</sup>

The City of Maroondah includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Waranwood. The City also includes small sections of Kilsyth, Park Orchards, Vermont and Wonga Park. With little remaining land available for greenfield residential development, future population growth will be mainly stimulated by housing consolidation and medium density development.

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and a large number of bus routes linking the City with other regions. Some areas have limited access to public transport and many residents are reliant on private vehicles. Our sustainable transport links continue to expand, with on-road cycling paths and shared paths on major trails, including the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.

This Performance Statement reflects Council performance on indicators included in the Local Government Performance Reporting Framework. Please note that the source for some of the data included in this framework is derived from external sources such as the Local Government Community Satisfaction Survey, the Australian Bureau of Statistics and the Department of Health and Human Services.

## Annual Report 2018/19

**Sustainable Capacity Indicators**

For the year ended 30 June 2019

Indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Population					
Expenses per head of municipal population	\$1,066	\$1,057	\$1,095	\$1,134	No material variation
[Total expenses / Municipal population]					
Infrastructure per head of municipal population	\$6,955	\$6,941	\$7,066	\$7,457	No material variation
[Value of infrastructure / Municipal population]					
Population density per length of road	236	238	244	246	No material variation
[Municipal population / Kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$927	\$977	\$995	\$1,045	No material variation
[Own-source revenue / Municipal population]					

Indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Recurrent grants					
Recurrent grants per head of municipal population	\$82	\$126	\$102	\$95	No material variation
[Recurrent grants / Municipal population]					
Disadvantage					
Relative socio-economic disadvantage	9	9	9	9	No material variation
[Index of Relative Socio-economic Disadvantage by decile]					
Definitions					
"adjusted underlying revenue" means total income other than:					
(a) non-recurrent grants used to fund capital expenditure; and					
(b) non-monetary asset contributions; and					
(c) contributions to fund capital expenditure from sources other than those referred to above					
"infrastructure" means non-current property, plant and equipment excluding land					
"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004					
"population" means the resident population estimated by council					
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)					
"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA					
"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website					
"unrestricted cash" means all cash and cash equivalents other than restricted cash.					

## Annual Report 2018/19

For the year ended 30 June 2019

Service / indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Aquatic facilities</b>					
<b>Utilisation</b>					This result shows an overall increase in utilisation of aquatic facilities over the past financial year. Weather is a factor in these results - and a driver of utilisation rates increasing/decreasing between seasons. Some warmer summer months also an increase usage over that period for the outdoor Croydon Memorial Pool (increase of 16%).
Utilisation of aquatic facilities	7.23	11.20	8.75	10.11	
[Number of visits to aquatic facilities / Municipal population]					
<b>Animal management</b>					
<b>Health and safety</b>					This figure represents the number of defendants prosecuted directly for offences under the Domestic Animals Act 1994 that cannot be dealt with by way of direct fine. Council cannot control the number of reports in relation to number of dog attacks that occur within the community. As a result this measure has the potential to fluctuate. Officers have increased educational programs such as park patrols.
Animal management prosecutions	1	3	3	5	
[Number of successful animal management prosecutions]					
<b>Food safety</b>					
<b>Health and safety</b>					No material variation.
Critical and major non-compliance notifications	92.31%	95.06%	100.00%	99.06%	
[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about a food premises] x100					

Service / indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Governance</b>					
<b>Satisfaction</b>					
Satisfaction with council decisions	61	58	59	62	An increase of three percentage points indicates that the Community's perception of Council decisions meeting its expectations is extremely positive. Additionally, when benchmarking this ratio against the sector, Maroondah was seven percentage points higher than the State average and two above the Metropolitan average.
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
<b>Home and community care</b>					
<b>Participation</b>					
Participation in HACC service	25.63	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
[Number of people that received a HACC service / Municipal target population for HACC services] x100					
<b>Participation</b>					
Participation in HACC service by CALD people	23.21%	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100					
<b>Libraries</b>					
<b>Participation</b>					
Active library members	24.17%	14.87%	16.18%	16.26%	No material variation.
[Number of active library members / Municipal population] x100					

## Annual Report 2018/19

Service / indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
Maternal and child health					
Participation					
Participation in the MCH service	90.62%	78.13%	73.88%	78.11%	No material variation.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
Participation					
Participation in the MCH service by Aboriginal children	118.31%	74.44%	69.90%	72.63%	No material variation.
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					
Roads					
Satisfaction					
Satisfaction with sealed local roads	68	66	68	70	No material variation.
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					

Service / indicator / measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Statutory Planning</b>					
<b>Decision making</b>					No material variation.
Council planning decisions upheld at VCAT	42.86%	48.94%	90.41%	90.24%	
<i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>					
<b>Waste Collection</b>					No material variation.
<b>Waste diversion</b>					
Kerbside collection waste diverted from landfill	53.96%	54.94%	54.14%	53.66%	
<i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100</i>					

## Annual Report 2018/19

**Definitions**

- "Aboriginal child" means a child who is an Aboriginal person
- "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006
- "active library member" means a member of a library who has borrowed a book from the library
- "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
- "class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act
- "class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act
- "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
- "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- "food premises" has the same meaning as in the *Food Act 1984*
- "HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
- "HACC service" means home help, personal care or community respite provided under the HACC program
- "local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
- "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
- "population" means the resident population estimated by council
- "target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth
- "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

**Financial Performance Indicators**

For the year ended 30 June 2019

Dimension / indicator / measure	Results				Forecasts				Material Variations	
	2016	2017	2018	2019	2020	2021	2022	2023		
Efficiency										
Revenue level										
Average residential rate per residential property assessment	\$1,506	\$1,384	\$1,614	\$1,718	\$1,756	\$1,793	\$1,836	\$1,885	No material variation.	
[Residential rate revenue / Number of residential property assessments]										
Expenditure level										
Expenses per property assessment	\$2,443	\$2,457	\$2,562	\$2,654	\$2,660	\$2,669	\$2,702	\$2,748	No material variation.	
[Total expenses / Number of property assessments]										
Workforce turnover										
Resignations and terminations compared to average staff	7.53%	5.83%	9.01%	12.98%	9.93%	9.93%	9.93%	9.93%	There was a small increase in the FTE number of resignations in the current year compared to prior. FTE staff numbers remained consistent. Four year forecast based on	
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100										

## Annual Report 2018/19

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
estimated turnover. Current year turnover higher than estimated, partly as a result of earlier than anticipated retirements									
<b>Liquidity</b>									
<b>Working capital</b>									
Current assets compared to current liabilities	171.89%	185.64%	204.09%	199.11%	172.38%	161.01%	142.80%	147.40%	No material variation
<i>[Current assets / Current liabilities] x100</i>									
<b>Unrestricted cash</b>									
Unrestricted cash compared to current liabilities	94.41%	-14.70%	2.45%	9.69%	43.35%	39.37%	31.78%	33.77%	Council's cash position is higher than prior period, and moving towards the benchmark rate of 10%. However, the unrestricted component is affected by \$37 million in term deposits due to mature within the next reporting period. These term deposits are not reflected in this measure. If included, the measure would be at approximately 122% as opposed to 9.69%.
<i>[Unrestricted cash / Current liabilities] x100</i>									

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
Obligations									
Asset renewal									
Asset renewal compared to depreciation	87.18%	100.29%	82.05%	85.26%	86.60%	98.51%	95.87%	96.33%	No material variance.
[Asset renewal expenses / Asset depreciation] x100									
Loans and borrowings									
Loans and borrowings compared to rates	28.75%	25.86%	23.60%	20.77%	18.72%	16.61%	14.50%	12.40%	The decreasing forecast trend reflects the scheduled repayment down of Council's debt facilities over this period and the next four budget periods. Without any additional borrowings, the principal loan amount continues to reduce year-on-year.
[Interest bearing loans and borrowings / Rate revenue] x100									
Loans and borrowings									
Loans and borrowings repayments compared to rates	2.94%	2.79%	2.71%	2.56%	2.49%	2.41%	2.34%	2.25%	No material variance.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									

## Annual Report 2018/19

Dimension / indicator / measure	Results				Forecasts			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023
<b>Indebtedness</b>								
Non-current liabilities compared to own source revenue	21.64%	19.07%	17.23%	15.41%	13.80%	12.21%	10.69%	9.18%
<i>[Non-current liabilities / Own source revenue] x100</i>								
								This decrease represents a combination of increasing rate and user fee revenues and decrease long term debt levels.
<b>Operating position</b>								
<b>Adjusted underlying result</b>								
Adjusted underlying surplus (or deficit)	-0.77%	8.10%	5.35%	6.58%	3.16%	4.09%	4.91%	5.59%
<i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>								
								Increases in operating revenues outweighed increases in costs during the period due to cost containments, with initiatives to establish efficiencies, in delivering services as expected. The increase to 6.58% indicates that as a Council, Maroondah is still funding its ordinary business activities and meeting community needs. Maroondah continues to develop strategies and monitoring techniques to generate surpluses deliver on community expectations.

Dimension / indicator / measure	Results				Forecasts			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023
<b>Stability</b>								
<b>Rates concentration</b>								
Rates compared to adjusted underlying revenue	65.84%	62.82%	62.97%	63.09%	66.97%	67.53%	67.71%	67.85%
<i>[Rate revenue / Adjusted underlying revenue] x100</i>								No material variance.
<b>Rates effort</b>								
Rates compared to property values	0.32%	0.26%	0.26%	0.23%	0.26%	0.26%	0.27%	0.27%
<i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>								The value of properties within the municipality outgrew the increase in rate revenues for the period, which are capped under enforcement by the Essential Services Commission.
<b>Definitions</b>	<p>"adjusted underlying revenue" means total income other than:</p> <ul style="list-style-type: none"> <li>(a) non-recurrent grants used to fund capital expenditure; and</li> <li>(b) non-monetary asset contributions; and</li> <li>(c) contributions to fund capital expenditure from sources other than those referred to above</li> </ul> <p>"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure</p>							

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
"current assets" has the same meaning as in the AAS
"current liabilities" has the same meaning as in the AAS
"non-current assets" means all assets other than current assets
"non-current liabilities" means all liabilities other than current liabilities
"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
"population" means the resident population estimated by council
"rate revenue" means revenue from general rates, municipal charges, service rates and service charges
"recurrent grant" means a grant other than a non-recurrent grant
"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
"unrestricted cash" means all cash and cash equivalents other than restricted cash.

## Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



Antonio Rocca CA

**Principal Accounting Officer**

**Dated:** 19 August 2019

In our opinion, the accompanying performance statement of Maroondah City Council for the year ended 30 June 2019 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



R Steane

**Mayor**

**Dated:** 19 August 2019



M Symon

**Councillor**

**Dated:** 19 August 2019



S Kozlowski

**Chief Executive Officer**

**Dated:** 19 August 2019

## Other Information

For the year ended 30 June 2019

### Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).







The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 20 May 2019 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.



## Our integrated service delivery

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

								
Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Aged and Disability Services	•		•		•		•	
Aquahub / Croydon Memorial Pool	•							
Aquation	•							
Arts and Cultural Development	•					•	•	
Asset Planning and Management					•	•		
Building Services					•	•		
Bushland and Water Ways				•		•		
Business and Activity Centre Development		•				•		
Communications and Engagement		•	•		•		•	•
Community Health and Emergency Management	•	•		•				•
Construction Maintenance (Operations)					•	•		
Council and Community Planning	•				•		•	•
Customer Service	•						•	•
Engineering Services				•	•	•		
Financial Services								•
Governance Administration								•
Human Resources Advisory Services								•
Information Technology								•
Karralyka			•					
Learning and Development		•					•	•
Leisure Marketing	•							
Libraries		•	•					
Local Laws	•							•

								
Council service	A safe, healthy and active community	A prosperous and learning community	A vibrant and culturally rich community	A clean, green and sustainable community	An accessible and connected community	An attractive, thriving and well built community	An inclusive and diverse community	A well governed and empowered community
Maroondah Golf and Sportsfields	•			•				
Maternal & Child Health	•						•	
Occupational Health and Safety	•							•
Organisation Development								•
Park Maintenance	•			•		•		
Procurement								•
Project & Facilities	•	•	•			•		
Property and Valuations						•		•
Remuneration and Benefits								•
Risk Information and Integrity	•							•
Sports and Recreation	•			•	•		•	
Statutory Planning	•			•		•		
Strategic Planning and Sustainability	•			•	•	•		
Systems, Reporting and Analytics								•
The Rings	•						•	
Tree Maintenance				•		•		
Volunteer Workforce Services							•	•
Waste Management				•		•		
WorkCover and Injury Management	•							•
Workforce Relations								•
Youth and Children's Services	•	•	•		•		•	•

## Glossary of terms

- **Advisory Committee:** Specialist appointees who form a committee that provides advice and recommendations to Maroondah City Council on matters relating to the delivery of strategies, services and activities.
- **Advocacy:** To provide support to a cause or to make public recommendation.
- **Aquahub:** Formerly known as Croydon Leisure and Aquatic Centre, Aquahub comprises a fully equipped gym, group fitness studio, cycle room, multipurpose room, multisport indoor stadium, family leisure pool, 25m pool, warm water program pool, spa and sauna.
- **Aquamation:** A state of the art regional and leisure centre in Ringwood that incorporates the State Diving Centre, a 66.5 metre 10 lane swimming and diving pool, warm water pool, a dedicated learn to swim pool, a large gym with three separate group fitness rooms, dry diving training room, child care facilities and a cafe.
- **Auditor-General:** An independent parliamentary officer appointed by legislation to examine and report to State Parliament and the community on the management of public sector resources and provide assurance on the financial integrity of Victoria's system of government.
- **Asset:** An asset is a facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.
- **Asset renewal and maintenance gap:** The variance between what Councils need to spend on their existing infrastructure to maintain or renew it to its original service potential or useful life, and what Councils actually spend on renewal and maintenance.
- **Benchmarking:** Qualitative and quantitative comparisons with similar services/service organisations that provide a benchmark for service standards and therefore, ensure Council is providing services to the municipality at or above the best possible service quality standards.
- **Best Practice:** To adopt or develop standards, actions or processes for the provision of goods, services or facilities which are equal to or better than the best available on a state, national or international scale.
- **Best Value:** An approach to Local Government service delivery which includes community input, effective service delivery and cost efficiency as key service outcomes. Victorian Government legislation requires all Victorian councils to review their services and adopt a model that consider six principles.
- **Black Spot program:** A road safety program to identify and raise awareness of hazardous spots on Victoria's roads initiated by the State and Australian Governments.
- **Biodiversity:** Different plants, animals and microorganisms make a variety of life incorporating their genes and the ecosystems.
- **Capital Works:** Projects undertaken to establish, renew, expand, upgrade and dispose of assets owned by Maroondah City Council in the community.
- **Charter of Human Rights and Responsibilities Act 2006:** Legislation created to protect and promote human rights. It sets out freedoms, rights and responsibilities.
- **Community Grants:** Council funding made available to local not-for-profit community groups and organisations to assist in the provision of activities and services not available through state, federal and private resources.
- **Community Engagement:** defined as the range of opportunities for public involvement in Council decision-making, relationship building and community strengthening. Community engagement is achieved when the community is and feels part of a project, process or relationship. Council adopted principles and practices regarding community engagement are outlined in the Community Engagement Policy 2015.

- **Community Satisfaction Survey:** A Victorian Government survey conducted annually to gauge community satisfaction levels with Council services.
- **Continuous improvement:** The process that ensures ongoing review and improvement practices are built into operational activities.
- **Corporate governance:** Council's responsibility for the economic and ethical performance of the municipality.
- **Council:** The collective group of nine elected councillors that set the strategic direction for Maroondah City Council, monitor organisational performance, liaise with stakeholders and ensure operational compliance.
- **Council Plan:** A four year plan which provides the framework and outlines Council's medium-term strategies to work toward the outcome areas set out in Maroondah 2040: Our future together.
- **Councillor:** A member of the community elected in accordance with the Local Government Act 1989 to represent the residents of a ward within the municipality, as a member of Council.
- **Croydon Memorial Pool:** A seasonal outdoor heated 50m pool, with toddlers' pool, grand stand and shaded lawn areas.
- **Croydon Town Square:** Was opened in 2019 and provides new vibrant open space in the heart of Croydon, providing improved pedestrian connections between the railway station with Main Street.
- **Current Assets:** Assets where Council expects to receive the future economic benefit within the next 12 months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.



*Croydon Town Square provided a new linkage between Croydon Station and Main Street*

## Glossary of terms

- **Current Liabilities:** Liabilities where Council expects to fulfil its obligation within the next 12 months unless the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after reporting date.
- **Development Contributions Plan:** A plan developed by Council that identifies financial contributions required from developers towards the provision of shared community infrastructure to service new developments and communities. Items or infrastructure funded by way of a Development Contributions Plan may include (but are not limited to) the construction or widening of roads, provision of bus stops, public parks and recreation facilities, provision of stormwater drainage and community centres.
- **Dorset Golf:** A secluded 18 hole public golf course located in Trawalla Rd, Croydon offering a fully stocked golf shop and golf lessons.
- **Environment Protection Authority:** A statutory authority established under the Environment Protection Act 1970 to ensure the protection and control of air, land and water pollution, and industrial noise.
- **Equity:** The residual interest in the assets of Council after deductions of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
- **Feasibility study:** An analysis and evaluation of a proposed project to determine if it is technically feasible, is feasible within the estimated costs, and will be profitable. Studies also often consider the potential impact of the project and discuss options.
- **Governance:** How Council operates as a decision-making body, its relationship with the administration and the ways that Council engages with their community.
- **Home and Community Care:** Council service which assists elderly and disabled residents with essential house cleaning and daily living tasks so that they can remain living independently in their own homes.
- **Indigenous:** Originating in a particular geographic region or environment and native to the area and/or relating to Aboriginal and Torres Strait Islander people.
- **Infrastructure:** Facilities required for the functioning of the community, such as roads, drains, footpaths, public buildings and waste systems.
- **Karralyka:** An architecturally award-winning function venue and theatre located on Mines Road, Ringwood East. The venue offers outstanding facilities and services for live theatre, corporate events, wedding receptions, private celebrations, conventions and exhibitions.
- **Liabilities:** Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
- **Local Laws:** The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Maroondah.
- **Local Government Act 1989:** This Victorian Government legislation outlines the intention for Councils to provide a democratic and efficient system of local government in Victoria. It provides Councils with the authority to meet the needs of their communities and provides the basis for an accountable system of local governance in Victoria.
- **Local Government Amendment (Performance Reporting and Accountability) Act 2014:** Sets out a financial planning and reporting framework for local government, that commenced from the 2014/15 financial year.
- **Local Government Performance Reporting Framework:** A Victorian Government planning and reporting framework that seeks to provide a comprehensive picture of Council performance. The framework comprises four indicator sets: service performance, financial performance, sustainable capacity and governance & management.

- **Local Government (Planning and Reporting) Regulations 2014:** Supports the operation of the new Local Government Performance Reporting Framework for Councils under the Local Government Act 1989.
- **Local Planning Policy Framework:** The Framework provides the strategic basis for land use planning as controlled by the Maroondah Planning Scheme. The Framework consists of the Municipal Strategic Statement together with local planning policies.
- **Maroondah 2040:** Our future together: A shared strategic vision for the future of Maroondah developed by Council and the community developed in 2013/14. The strategic framework within this new community vision has provided the strategic basis for all of Council's service delivery and operations since 1 July 2014. An interim review of this Vision is currently underway and will be finalised in 2019/20.
- **Maroondah Federation Estate:** A community, cultural and arts facility located on the site of the former Ringwood Primary School in Greenwood Avenue, Ringwood. The facility incorporates the Maroondah Art Gallery, a cultural centre, a lifestyle centre, the 'AMazing Space' accessible playspace, landscaped gardens, tree sculptures, Sensory Time Trail, and a courtyard.
- **Maroondah Nets:** An indoor four court, multi sports complex that enables training and competition for netball, volleyball, badminton and table tennis with grandstand seating for approximately 300 people. There are also four outdoor netball courts with spectator viewing areas. The stadium has a cafe, male and female toilets, a Changing Places toilet facility, change facilities, officials and first aid rooms, sport association offices, a gym and a multi-purpose room.
- **Mission Statement:** The overall corporate philosophy that articulates how the Maroondah 2040 community vision will be achieved.



*Family-friendly events are organised throughout the year across our parks and reserves*

## Glossary of terms

- **Municipal Emergency Coordination Centre (MECC):** The centre responsible for the coordination of the provision of human and material resources within the municipality, during response and recovery phases of emergencies.
- **Municipal Strategic Statement (MSS):** Outlines the key land use and development objectives and strategies for the municipality. The MSS provides the basis for zones, overlays and particular provisions. Council will review the MSS every three years.
- **Municipality:** A geographical area that is delineated for the purpose of local government.
- **Net Assets:** The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
- **Plan:** A focused and structured detail of action to be undertaken, involving a series of specific steps, to implement the outcomes and key directions of an overarching strategy.
- **Planning Scheme:** The planning scheme sets out policies and requirements for the use, development and protection of land located within the City of Maroondah.
- **Policy:** A set of principles intended to influence and provide direction for Council decisions, actions, programs and activities.
- **Productivity Commission:** The Australian Government's independent research and advisory body established to consider a range of economic, social and environmental issues that affect the welfare of Australians. Its role is to help governments make better policies in the long term interest of the Australian community.
- **Rate and Charges Income:** Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
- **Realm:** Council's new library, learning and cultural centre on Maroondah Highway in Ringwood that is the centrepiece of the new Ringwood Town Square. The facility integrates a library, a learning centre, an art gallery and Council service centre.
- **Revenue:** Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
- **Ringwood Golf:** An 18 hole public golf course located at the corner of EastLink and Canterbury Rd offering golf lessons, a fully stocked golf shop and a café.
- **Ringwood Town Square:** Ringwood Town Square was opened in October 2015 and integrates with the Ringwood Station and Realm, Council's library, learning and cultural centre.
- **Risk Management:** A discipline for developing appropriate procedures to minimise or eliminate the risk of adverse effects resulting from future events and activities. Principles for managing risk are set out in the Australian Standards for risk management AS/NZS ISO 31000:2009
- **Service Centre:** Council's customer service centres handle requests, enquiries and payments from the general community.
- **Service Delivery Plan:** A detailed work plan to guide how a Council service area will achieve the relevant outcomes and key directions set out in Maroondah 2040: Our future together and the Council Plan.
- **Statutory Authority:** Organisations established under an Act of the Victorian Parliament or Australian Parliament for a public purpose.
- **Strategy:** A long term systematic plan of action to achieve defined outcomes in an area of Council activity or responsibility. A series of key directions is set out to meet these outcomes and specific actions are outlined to deliver on these key directions.

- **Structure Plans:** A land-use document that provides direction for planning and development of a defined geographic area or precinct. Structure plans are subject to community consultation and may be incorporated into the Maroondah Planning Scheme.
- **Sustainability:** The principle of providing for the needs of the present community without compromising the ability of future generations to meet their own needs. The principle seeks to achieve long-term health and well-being across social, economic, environmental and cultural domains.
- **The Rings:** Formerly known as Maroondah Indoor Sports Centre, The Rings is a four court indoor stadium, catering primarily for basketball and netball users.
- **Values:** Represent underlying attitudes and beliefs within Council that are demonstrated through organisational practices, processes, and behaviours.
- **Victorian Auditor General's Office:** A public sector audit organisation providing auditing services to the Victorian Parliament and Victorian public sector agencies and authorities.
- **Vision:** A statement of direction that defines the shared aspirations of Council and the Maroondah community. The community vision serves to guide all of Council's service delivery and operations.
- **Wards:** A geographical area which provides a fair and equitable division of a local government area. The City of Maroondah is divided into three wards, each with three elected Council representatives.
- **Wyreena Community Arts Centre:** A classic English Tudor-style building set on four acres of lawns and gardens on Hull Road, Croydon. The facility incorporates a recently redeveloped Adventure Playground, the Wyreena Gallery, and the Conservatory Café. A range of short courses, ongoing courses, after school programs and school holiday programs are offered in the creative arts.
- **X Space:** A children's playground and activity space adjacent to the Y Space in Croydon Park.
- **Y Space:** An outdoor activity space in Croydon Park designed to enable a variety of activities that meet the needs of young people and the wider community.



Ringwood Town Square and Croydon Town Square are now smoke-free following extensive support from the community

## Acronyms

- AAS: Australian Accounting Standards
- ABS: Australian Bureau of Statistics
- ALGA: Australian Local Government Association
- AS/NZS ISO 31000:2009: Australian Standards for Risk Management
- ATO: Australian Taxation Office
- CBD: Central Business District
- CCTV: Closed Circuit Television
- CEO: Chief Executive Officer
- CFA: Country Fire Brigade
- CIV: Capital Improved Value
- CMT: Corporate Management Team
- COAG: Council of Australian Governments
- CP: Council Plan
- CPA: Certified Practising Accountants
- DCP: Development Contributions Plan
- DHHS: Department of Health and Human Services
- DELWP: Department of Environment, Land, Water and Planning
- DVD: Digital Video Disk
- EACH: Eastern Access Community Health
- EBA: Enterprise Bargaining Agreement
- EDMS: Electronic Document Management System
- EEO: Equal Employment Opportunity
- EFT: Equivalent full-time
- EOC: Equal Opportunity Commission
- EPA: Environment Protection Authority
- ERL: Eastern Regional Libraries
- FDC: Family Day Care
- FOI: Freedom of Information
- FSC: Fire Services Levy
- GIS: Geographic Information System
- GST: Goods and Services Tax
- HACC: Home and Community Care
- IBAC: Independent Broad-based Anti-Corruption Commission
- ICT: Information and Communications Technologies
- IFRS: International Finance Reporting Standards
- IPAA: Institute of Public Administration Australia
- IT: Information Technology
- KPI: Key Performance Indicator
- KSA: Key Strategic Activity
- LASPLAN: Local Authorities Superannuation Plan
- LGPA: Local Government Professionals Australia
- LGPro: Local Government Professionals
- LGV: Local Government Victoria
- LLEN: Local Learning and Employment Network
- MAV: Municipal Association of Victoria
- MAC: Major Activity Centre
- MBS: Municipal Building Surveyor
- MCC: Maroondah City Council
- MCH: Maternal and Child Health
- MECC: Municipal Emergency Coordination Centre
- MEM: Municipal Emergency Manager
- MERC: Municipal Emergency Response Coordinator
- MERO: Municipal Emergency Resource Officer
- MFPO: Municipal Fire Prevention Officer
- MFB: Melbourne Fire Brigade
- MRM: Municipal Recovery Manager
- MSS: Municipal Strategic Statement
- NAC: Neighbourhood Activity Centre
- NBN: National Broadband Network
- NCP: National Competition Policy
- OH&S: Occupational health and safety.
- PC: Personal Computer
- PCP: Primary Care Partnership
- RMAC: Ringwood Metropolitan Activity Centre
- SACS: Social and Community Services
- SDP: Service Delivery Plan
- UDF: Urban Design Framework
- VCAT: Victorian Civil Administrative Tribunal
- VLGA: Victorian Local Governance Association



**To contact Council**



- phone 1300 88 22 33 or (03) 9298 4598
- visit our website at [www.maroondah.vic.gov.au](http://www.maroondah.vic.gov.au)
- email [maroondah@maroondah.vic.gov.au](mailto:maroondah@maroondah.vic.gov.au)

**Translating and Interpreter Service**

13 14 50

**National Relay Service (NRS)**

13 36 77

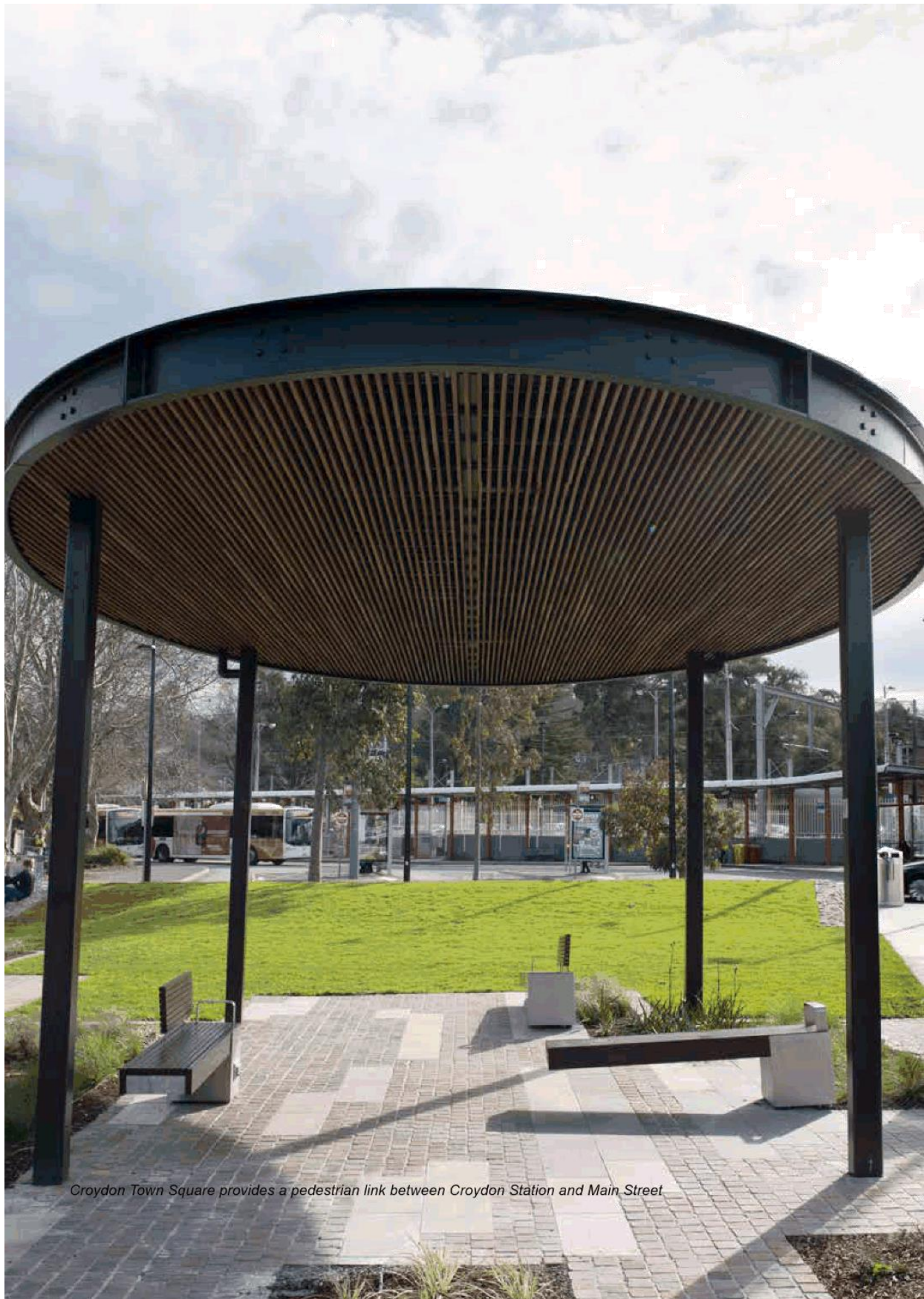
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## Our Achievements

2018/19 Financial Year





*Croydon Town Square provides a pedestrian link between Croydon Station and Main Street*

## Our Highlights

### Message from the Councillors

We are pleased to present a summary of our achievements for the 2018/19 financial year to the Maroondah community.

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

We have successfully completed the second year of the four year Council Plan and delivered the Council Plan 2017-2021 to reflect Year 3 initiatives.

Other strategic and long term planning has taken place to guide the development a new Children and Families Strategy; a new Youth Strategy; a Vegetation Strategy; and has seen the adoption of Council's new Reconciliation Action Plan in April 2019.

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

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

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

Council continued its advocacy to the Victorian Government in the lead up to the State election in November 2018, and to the Federal Government in the leadup to the Federal election in May 2019. We



Back row: (l-r) Cr Paul Macdonald; Cr Nora Lamont; Cr Mike Symon; Cr Tony Dib OAM JP.

Front row: (l-r) Cr Marijke Graham; Cr Kylie Spears; Cr Rob Steane and Cr Tasa Damante.  
Inset: Cr Samantha Mazzuchelli.

were successful in achieving more than \$180 million in funding for a range of significant projects including: \$60 million for carparks at four of our railway stations, road improvements for Dorset Road (\$50 million) and Canterbury Road (\$24.5 million), and funding for sporting and community facilities. The ongoing challenge for Council is to ensure that the community's aspirations and vision drive the direction for Council's planning framework and long term financial sustainability.

Council's 2018/19 Budget and Long Term Financial Strategy (LTFS) continued to be based on sound financial management, as well as an understanding of the rising cost of living facing ratepayers. The LTFS outlines Council's projected financial position for the next ten years and provides a guide to the community, Council and management in their analysis of options and decision making about the future directions and operations of Council.

The LTFS demonstrates our long term financial sustainability, and ensures we can continue to invest in community facilities and services, and not take on new debt, while operating within the rate cap environment. Maroondah City Council complied with the Victorian Government's 2018/19 rate cap of 2.25 per cent over the average property rate of Council.

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

## Our Achievements 2018/19

## Our City

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the Central Business District (CBD). The area is a substantially developed peri-urban residential municipality, with an estimated population of 117,498 residents and 45,665 households with an average of 2.57 people per household.

The 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.

In recent years, Maroondah has developed into a thriving regional centre with a similar age structure to the State's average. There is a diverse mix of living styles from large acreage to apartment style residential development. Cultural diversity is increasing with the highest numbers of recent overseas immigrants arriving from Myanmar, China, Malaysia, India and Sri Lanka.

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. 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.



Location of the City of Maroondah





Maroondah is well known for its leafy streets, broad areas of open space, bushland reserves, parks, and playgrounds. Sustainable transport links include on-road cycling paths and shared path links to the Mullum Mullum Creek Trail, EastLink Trail, Tarralla Creek Trail and Dandenong Creek Trail.

Over 9,000 businesses operate within the City providing employment for over 44,000 people. The largest industry employers are the health care, retail and manufacturing sectors. The Bayswater North Employment Precinct is a regional economic hub where many national and international firms have established their headquarters.

Maroondah also has major retail centres in Croydon and Ringwood, and a further 21 neighbourhood shopping centres throughout the municipality.

The City has a regional health precinct including a major public hospital and a large private hospital; educational facilities that cater from early childhood learning to tertiary level; two libraries; arts and cultural centres; an art gallery and a range of community centres. Maroondah is also home to a range of world-class sporting facilities including Aquanation, a regional leisure and aquatic centre.

## Our Community Vision

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



## Our future outcomes

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

### A safe, healthy and active community

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

### A prosperous and learning community

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

### A vibrant and culturally rich community

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

### A clean, green and sustainable community

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

### An accessible and connected community

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

### An attractive, thriving and well built community

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

### An inclusive and diverse community

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

### A well governed and empowered community

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



## 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.

### Our highlights in 2018/19

#### We completed construction of the \$16.5M HE Parker Multi Sports Complex (Maroondah Nets)



Council was successful in receiving funding grants from both the Australian and Victorian Governments for redevelopment of the HE Parker Multi Sports Complex totalling \$16.5 million, enabling the complete rebuild of the courts and facilities. Construction has now been completed and operations at the facility commenced in May 2019. The facility now boasts new male and female toilets and change facilities, a Changing Places facility, officials and first aid rooms, sport association offices, gym and multipurpose rooms and improved car parking with new accessible parking spaces. The complex has been named *Maroondah Nets*, to better reflect the sports played at the facility, which include netball, volleyball, badminton and table tennis. The facility is now home to the Melbourne East Netball Association, the Ariels, and the Maroondah Volleyball Association.

## We undertook the redevelopment of sporting pavilions across Maroondah



Council was successful in advocating for State Government funding for the redevelopment of a number of sporting pavilions. Some of these improvements include large multi-purpose spaces; new umpire, trainer and first aid rooms; improved public toilets; additional female change facilities and accessible spectator areas. A number of redevelopments have entered the design phase including Jubilee Sporting Pavilion Ringwood (\$2.5M), Silcock Sporting Pavilion Croydon (\$3M), and Springfield Sporting Pavilion Croydon (\$4.5M). The HE Parker Sporting Pavilion Heathmont (\$4M) has appointed a contractor and is anticipated to commence construction in late 2019, for completion by mid-2020.

## We developed a new Maroondah Health and Wellbeing Plan (2017-2021)



The Maroondah Health and Wellbeing Plan 2017-2021 was adopted in October 2017 after extensive stakeholder consultation. The Plan describes how Council and partners will work towards achieving maximum health and wellbeing for our community over the next four years. Some significant actions delivered over the past financial year include the commencement of a Healthy Choices Policy, making Ringwood and Croydon Town Squares smoke free zones, walking initiatives, facilitated playgroups to support vulnerable families, and community consultation on the *Greening the Greyfields* project, which seeks to transform neighbourhoods into vibrant, active, healthy places to live through better design principles.

## We redeveloped Mullum Mullum Reserve Oval #2



Council undertook a major redevelopment of the playing surface of Oval Number 2 at Mullum Mullum Reserve, completing works in March 2019. Improvements included recontouring surface levels, installation of subsurface drainage, and a new irrigation system, synthetic centre wicket, multisport synthetic practice facilities (cricket and netball), sand profile for the outfield and a concrete perimeter drain and fence. The project also saw lighting installed, a new scoreboard and coaches' box. Mullum Mullum Reserve is home to more than 200 players from Norwood Cricket Club, Norwood Football Club, and the Norwood Woodettes Netball Club.

## We developed a new gambling policy



The *Maroondah Gambling Policy 2018* was adopted as a 'whole of Council' approach to preventing and minimising gambling-related harm within the community. It describes Council's policy position on gambling in the municipality including key priority areas developed in consultation with the community and other key stakeholders. Gambling issues considered include protecting those most at risk from gambling-related harms, creating a safe gambling environment, and managing gambling within the relevant statutory and regulatory framework in order to reduce harm.

## Our Achievements 2018/19



*Maroondah's retail shopping precincts are popular with local shoppers*

## 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.

### Our highlights in 2018/19

#### We finalised the Ringwood Activity Centre Masterplan



Council formally adopted the updated *Ringwood Metropolitan Activity Centre (MAC) Masterplan* in November 2018 after an extensive review of the previous plan. Metropolitan Activity Centres (MACs) are important elements of the Victorian Government's long-term plan to encourage and manage the sustainable growth of Melbourne's suburbs. Ringwood is the major urban destination in Melbourne's outer east, containing a vibrant city centre, with an active local economy and contemporary lifestyle options. The Masterplan seeks to reinforce the Ringwood MAC as the principal retail, commercial, community, entertainment and employment focal point of the region by establishing a framework to ensure an abundance of local jobs, transport, services and affordable housing, as well as protecting valuable natural and historical features. Work is now underway to prepare a planning scheme amendment to incorporate the Masterplan into the Maroondah Planning Scheme. Council has submitted the Masterplan and associated documentation to the Minister for Planning and exhibition of the proposed amendment will commence following ministerial authorisation.

## We worked in partnership to implement the Bayswater / Bayswater North Industrial Precinct Strategy



Council is working in partnership with Knox and Yarra Ranges Councils to develop an overarching strategic framework for the revitalisation of the Bayswater Business Precinct to attract future investment, maximise business performance and generate employment growth for the region. The project has been identified as suitable for inclusion in the UN Global Compact City Partnerships model, which will enable Maroondah and its partners to utilise a proven global framework for capacity building within the precinct. The three Councils are working with key stakeholders, including local businesses, to understand existing conditions and identify improvement opportunities. Advocacy during 2018/19 resulted in Commonwealth Government funding of \$24.5 million to support further improvements along Canterbury Road.

## We continued to facilitate development within the Ringwood Metropolitan Activity Centre and Croydon Activity Centre



Council continues to work in partnership with key stakeholders including QIC (Eastland) and the Croydon Main Street Traders Association regarding renewal works for the Ringwood Metropolitan Activity Centre (MAC) and the Croydon Activity Centre, two of Melbourne's most desirable urban destinations. In February 2019, Council received \$30 million in Commonwealth Government funding through the Urban Congestion Fund to create two multi-storey car parks for commuters at Ringwood and Croydon train stations. The Maroondah Parking Framework and Action Plan was adopted by Council in March 2019, to support and improve carparking in Ringwood and Croydon Activity Centres, which will be progressively implemented over the next three years. The proposed Croydon Community Precinct also received a boost from the Commonwealth Government, with \$2 million committed to the project.

## We worked in partnership on a range of joint advocacy initiatives for the region



Maroondah is a member of the Eastern Region Group of Councils (ERG), which works collaboratively on issues of common significance. The ERG utilises collective advocacy for a range of issues including restricting gaming machines to minimise the impact of gambling related harm and developing a funding model to address the shortfall in affordable housing in the Eastern Region. Joint procurement activities include hard waste services and shared services include the operation of a Regional Assessment Service for the Commonwealth Home Support Program and a regional approach to economic development and business support.



## 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.

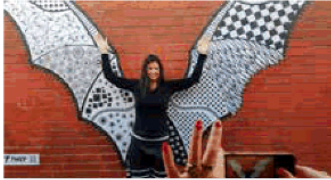
### Our highlights in 2018/19

#### We completed a new \$2M Croydon Town Square



Council has completed the \$2 million Croydon Town Square, creating a new and vibrant open space in the heart of Croydon. The design for Croydon Town Square was developed by working closely with key stakeholders to better understand their needs for the new space. From the consultation, several key themes were identified including providing a safe and inclusive space with improved amenities, connectivity as well as a maintenance of local identity. The design incorporates an entry plaza, open grass area, a community meeting space, public toilet facilities, as well as considerations for future commercial and residential development opportunities. The new town square better connects Main Street to Croydon Station and Bus Interchange, building on the work of the recent Croydon Connects Project. The Victorian Government contributed \$100,000 towards the Changing Places facility, located in the public amenity building at the Main Street corner of the square, to more comfortably cater for users with high support needs and their carers.

## We established a new Arts Advisory Committee and implemented new public art across Maroondah



Established in May 2018, the Maroondah Arts Advisory Committee informs and advises Council on the community's vision for a creative and culturally vibrant Maroondah. The Committee is comprised of three Councillors along with a number of community and industry representatives who live, work or who have expertise relevant to the arts in Maroondah. During 2018/19, the Committee contributed to the Maroondah Arts and Cultural Development Strategy 2020-2025, directions for new Public Art commissions and ideas for the growth and display of Council's Art Collection. New public art commissions are under development for Croydon Town Square and Croydon Town Park, with a new installation completed at Maroondah Nets.

## We staged innovative and engaging arts events in Ringwood Arts precinct



The Ringwood Arts Precinct, which includes Realm, Ringwood Town Square, Ringwood Station and the Backyard and Maroondah Federation Estate, has seen a variety of innovative and engaging art exhibitions, roaming performances, public art and live music, enjoyed by over 130,000 people during 2018/19. The Ringwood Arts Precinct has attracted new investment and support from government, corporate and community partners, establishing Ringwood as an exciting cultural hub in the Eastern region.

## We brought Croydon precinct to life with Arts activation



Arts and cultural activation supports shared ideas, builds connection and pride of place through community led arts and cultural activities, improving the vibrancy of Croydon Main Street and engaging community members, visitors and businesses with the arts. In 2018/19, Council supported the Croydon Main Street Traders, local artists and community members to celebrate some of the unique aspects of Croydon through a series of murals and other public art works. These included the very popular "Fruit Thief" laneway mural by Andy Drewitt and Roger Archbold, and an exciting outdoor "Big Dance" in Croydon Town Square, featuring over thirty performers of all abilities, together with their carers, workers and families.

## We brought the Spielgeltent to Maroondah



Following the success of the first season of Spielgeltent, Council in partnership with Eastland, brought it back for a second season across nine days in April 2019. Built in Belgium, in 1919, the Spielgeltent is an extravagant canvas big top, lavishly decorated inside with mirrors, stained glass, velvet and brocade. The 2019 season involved a total of 18 performances including cabaret, burlesque, comedy, musical tributes and children's shows.

Our Achievements 2018/19



Dandenong Creek daylighting project

## 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.

### Our highlights in 2018/19

We finalised the Maroondah Vegetation Review and are developing a Strategy for inclusion in the Maroondah Planning Scheme



The draft Maroondah Vegetation Strategy establishes Council and the community's vision for protecting, enhancing, restoring, and creating vegetation in Maroondah's natural and urbanised areas through vegetation management and conservation, policy and planning controls, advocacy, education, and support for the community. Council commenced development of the Strategy following adoption of the *Maroondah 2040: Our future together* in 2014, which identified a preference for Maroondah to be clean, green and sustainable in the future. Development of the strategy included a municipal-wide vegetation study and an Issues and Options Paper released for public comment in February 2019. A community symposium, 'Living Maroondah: a future for our plants, animals and us' was held to invite comment on the paper and bring together a range of expert speakers to discuss the value of vegetation to our community. Preparation of a draft Strategy has commenced, to be released for community consultation in August and September 2019. The Strategy will provide the justification for the preparation of planning controls for future inclusion in the Maroondah Planning Scheme.

## We implemented the Eastern Organics Contract



The Eastern Organics Processing Contract is part of the Victorian Government's initiative to divert more than half a million tonnes of food and garden waste away from Melbourne's landfills annually, reducing the methane gas produced during decomposition. Through the Metropolitan Waste and Resource Recovery Group, an agreement has been reached with five Councils in Melbourne's East; Knox, Manningham, Maroondah, Whitehorse and Yarra Ranges, for receipt and processing of organic waste. This agreement opens opportunities for Councils to expand kerbside green waste collections to include food waste and allow business and industry to be able to divert commercial food waste away from landfill. This collective contract has the capacity to process 120,000 tonnes of organic waste per annum, which will help ensure Melbourne's organics processing network is on track to exceed the targets set out in the Metropolitan Waste and Resource Recovery Implementation Plan.

## We completed desilting works at Ringwood Lake and Settlers Orchard Reserve



Major desilting and waterbody reinstatement works were completed at the Settlers Orchard Reserve Pondage in Croydon Hills and in the Ringwood Lake waterbody and pondage system. Most of the silt, made up of fine sand, clay, and other material carried by running water, has been removed and left to dry for reuse within the surrounding environment. These works will ensure that these ponds, lakes and waterways continue to provide flood protection and filter pollutants naturally. Landscaping and planting works will be completed during 2019/20.

## We continued Council's annual planting program



Maroondah's streets, parks and bushland reserves are benefiting from Council's annual planting Program, which ensures that new generations of plants will keep our streetscapes, parks and reserves viable. We collect information about required planting throughout the year, and plant trees during the planting season from late May until early September. Where possible, Council plants indigenous species to ensure longevity of existing plant and wildlife populations. Among the new plantings are 1,400 street trees including native gums, wattle, eucalypts, acacia and bottlebrushes and a selection of exotic species such as crepe myrtles, Chinese elms, and flowering pear. Thousands of trees, shrubs and grasses are planted annually throughout the city, either in place of plants that have reached the end of their lifecycle, or to build on our leafy environment. Approximately 3,500 seedlings and grasses have been planted at our parks and reserves, with around 10,000 major grasses and trees now at home in bushland reserves.



## 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.

### Our highlights in 2018/19

#### We opened a new playspace at Ringwood Lake Park



The new playspace at Ringwood Lake Park was opened in August 2018 and has quickly become a popular destination for local families. The playspace was upgraded with \$900,000 from Council's capital works budget and \$100,000 from the Victorian Government's Community Sports Infrastructure Fund. Following community consultation, the playspace was designed to fuel children's imaginations with a network of play trails that weave through the existing trees, linking all areas of the playspace with active play opportunities. The redevelopment works include track glides, rope courses and balance platforms, as well cubbies and animal sculptures. Accessibility is a major feature of the playspace with a Liberty Swing and Carousel both catering for people in wheelchairs, a Changing Places facility, and five new disabled car parking bays with accessible paths connecting to the playspace. The existing trees have been retained wherever possible and the BBQ and picnic areas have been extended and more effectively integrated.

### We worked in partnership to implement intersection improvement works at the corner of Maroondah Highway, Dorset Road, Bellara Drive and Exeter Road in Croydon North



Council successfully advocated for and received Commonwealth Government funding of \$8 million for this intersection upgrade. Approximately 33,000 vehicles use the road each day, with the intersection noted as the second worst for evening peak travel times in Melbourne. The project has been undertaken in partnership with VicRoads, who are managing the design, community engagement and completion of the works. There will also be a range of safety measures introduced to make the intersection safer for vehicles, pedestrians and cyclists. Works commenced in mid-August 2018 and completion of the project is anticipated for late 2019.

### We advocated for new and upgraded major transportation infrastructure in Maroondah



Council has continued to advocate to the Commonwealth and Victorian Governments on transport improvements which resulted in approximately \$180 million in budget and election commitments for the Maroondah community. These commitments included: two multi-story car parks in Ringwood and Croydon and public transport carparking enhancements at every railway station in Maroondah (\$62M); road improvements including the intersection of Wantirna Road and Reilly Street in Ringwood (\$80M); and upgrades to Plymouth Road in Croydon Hills, Canterbury Road between Dorset and Liverpool Roads, and Dorset Road north of Hull Road.

### We have accelerated Council's footpath construction program



Council continued its footpath construction program to provide improved pedestrian safety and promote connection and activity within local communities. During 2018/19, Council constructed footpaths in: Lockhart Road and Terrara Place in Ringwood North; Holland Road in Ringwood East; The Boulevard, Lena Grove, Daisy Street and Jarma Road in Heathmont; and Dorset Road, and Pratt Street and Aird Street in Ringwood.

### We develop a Maroondah Carparking Framework, incorporating a Parking Policy, and updates to parking strategies and permit systems



The Maroondah Parking Framework and Action Plan was adopted by Council in March 2019. It describes Council's vision for the management of parking, considers the views and priorities expressed by the community, identifies relevant policies and considerations that will inform decisions about parking, and establishes a framework that helps Council meet its objectives and responsibilities in relation to parking over the next four years. Review and update of the Ringwood and Croydon Parking Strategies has commenced and is expected to be completed during the 2019/20 and 2020/21 financial years.

## Our Achievements 2018/19



## 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.

### Our highlights in 2018/19

We worked in partnership to implement the Greening the Greyfields Project to facilitate a sustainable approach to urban redevelopment



'Greening the Greyfields' is an Commonwealth Government funded pilot project aimed at improving overall community outcomes for areas termed 'greyfields'; outdated, failing or underused real estate assets or land. The project aims to promote the creation of collaborative redevelopment 'precincts' where landowners work together with Council to design better housing outcomes for their land. The pilot project consisted of extensive research and land analysis to determine locations within our municipality where 'Greening the Greyfields' would provide development that has a positive community benefit transforming neighbourhoods into attractive, vibrant and healthy places to live. This included increased accessibility to open spaces, walkability and cycling options, diversity in housing options, and promotion of best practice in sustainability and environmental design. In 2018/19, a Community Advisory Group was established to provide feedback to the pilot program.

## We undertook a municipal wide review of Council's neighbourhood character and heritage controls



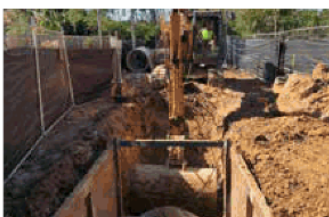
Over the past twelve months, a review of neighbourhood character changes and a survey of potential buildings of heritage significance has been completed. A recommendations report was prepared and placed on public exhibition in May 2019. This report identified changes to the Maroondah Planning Scheme to reflect the findings of the Neighbourhood Character Study Review Residential Character Assessment and community feedback. Work has also commenced to assess potential heritage sites; places and objects that have significant social, cultural, historical, architectural, aesthetic, technological, or spiritual heritage value that warrant local level heritage protection. This project will continue in 2019/20, with a view to preparing future amendments to the Maroondah Planning Scheme.

## We developed and commenced implementation of priority open space and public realm enhancement plans



Council commenced the development of open space enhancement plans for Eastfield Park, Dorset Recreation Reserve and Ainslie Park Reserve in accordance with actions identified in Council's Open Space Strategy. Significant feedback from the community was received following an extensive consultation process regarding the proposed Eastfield Park Enhancement Plan. Five key elements were identified including improvements to bushland and vegetation areas; enhanced football and cricket facilities including a new multipurpose pavilion and improvements to existing facilities; improved light harness and horse and pony facilities; enhanced open spaces including updates to the existing playground and new boardwalk areas, picnic area, water play area and additional landscaping; and enhanced accessibility. A revised Concept Plan for Eastfield Park will be developed in 2019/20 for further consultation.

## We continued the upgrade of drainage including flood mitigation works in Power Street catchment



For the last five years, Council has been progressively undertaking the Power Street Flood Mitigation project through a series of stages with the aim of reducing stormwater flooding within the Power Street and Knee Lane catchments in Croydon North. The final stage of the Power Street catchment drainage upgrade (Stage 6) was completed in June 2019, involving drainage upgrades in Aumann Court and Knee Lane.

Our Achievements 2018/19



## 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.

### Our highlights in 2018/19

#### We endorsed our first Reconciliation Action Plan



Council's first Reconciliation Action Plan (RAP) was endorsed by Council and Reconciliation Australia in April 2019. Council has a strong commitment to promote and work towards greater reconciliation in the City of Maroondah and has worked closely with a range of Aboriginal and Torres Strait Islander community members in the development of the Maroondah Innovate Reconciliation Action Plan 2018-2020. The Plan identifies practical actions and measures for building relationships, promoting a culture of respect and creating opportunities to celebrate traditional and contemporary Indigenous cultures. The Plan sits within the overall Maroondah Integrated Planning Framework which is underpinned by the shared long-term vision outlined in *Maroondah 2040: Our future together*. Council, together with its partners, is committed to making a meaningful and measurable contribution to reconciliation within Maroondah. All activities in the Plan will be undertaken in a positive and mutually beneficial and respectful manner.

## We implemented initiatives to work towards gender equality



Council endorsed a Gender Equity Policy in 2018 to ensure services are accessible and inclusive, allowing all Maroondah residents to enjoy the same opportunities regardless of their gender. In 2018/19, Council continued to participate in 'Together for Equality and Respect' regional initiatives, participated in the annual 16 Days of Activism campaign, and sought to embed gender equity principles across Council services, including early years and sporting clubs. The Gender Equity in Victorian Sport and Recreation Pilot Program secured Victorian Government funding to develop a framework that will use design principles for ensuring an inclusive and equitable process when designing sporting infrastructure, including female-friendly facility design, gender equitable usage arrangements and training activities. Council was successful in receiving Commonwealth and Victorian Government grants for new female changing facilities at Griff Hunt Reserve, Cheong Park, Springfield Pavilion and Ainslie Park. Council has continued to advocate for funding of female change facilities at Proclamation Park.

## We developed and commenced implementation of a new Disability Policy and Action Plan



Council adopted a new Disability Policy and Action Plan 2019-2021 in April 2019, replacing the previous four year plan (2014-2018). The Plan outlines Council's commitment and strategic direction in supporting a more inclusive community for everyone who lives, works and plays in Maroondah. The Plan incorporates a range of initiatives, developed through community engagement, across the breadth of Council operations. The Plan focuses on social and economic inclusion including improved access to employment, education and volunteer opportunities; increased access to health, social and support services; enhanced infrastructure and transport ensuring greater participation in community life; and continued Council advocacy and leadership to facilitate accessibility for all members of the community.

## We monitored the Federal National Disability Insurance Scheme and My Aged Care reform agenda and implemented transitional arrangements for relevant areas of Council service delivery



The National Disability Insurance Scheme (NDIS) is a new approach to providing support for people under the age of 65 with a permanent and significant disability to live an ordinary life. Maroondah has a dedicated NDIS Transition Coordinator whose role is to support all individuals in Maroondah while the scheme is being introduced. The Commonwealth Home Support Programme (My Aged Care) helps senior Australians access entry-level support services to live independently and safely at home. In-home services have commenced, and Council has worked with seniors' groups to support them and share information during this transitional period. Council services will continue to be reviewed to identify service gaps and future service models during the 2019/20 transitional period.



## 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.

### Our highlights in 2018/19

#### We implemented a Domestic Animal Management Plan



Council has developed an action plan to prioritise animal management projects over the next three years. Research tells us that pets are considered members of the family and not 'companion' animals as in the past. The Domestic Animal Management Plan focuses on several areas including increasing the usability of the animal registration database, continuing our partnership with Animal Aid to address state wide animal abandonment issues, activities aimed at reducing the number of stray and lost animals being impounded, and increasing the number of animals being reunited with families. Over the past twelve months, Council has worked towards implementing legislative changes relating to the *Infringement Act 2006* and *Domestic Animal Act 1994* including an internal review of guidelines relating to infringement withdrawals.

## We commenced consultations for the new Children & Families Strategy and Action Plan, and the new Youth Strategy Action Plan



Council has commenced consultations to inform strategies and action plans regarding how to raise the wellbeing of children, young people and families in Maroondah. The Youth Strategy is an existing Plan which outlines how Council will work to raise the wellbeing of young people (10-25), while the Children and Families Strategy will guide how Council works with children and families into the future. By seeking feedback from parents, carers, young people and children in Maroondah, we hope to build a strong evidence base to help us better meet the needs of Maroondah's children, young people and families by providing them with information, services and initiatives based on this feedback. A significant amount of community input has been received for this consultation, including 4,491 survey responses from children, young people, parents/carers and school staff through the Maroondah Wellbeing Surveys.

## We improved the community consultation portal, Your Say Maroondah



Council launched an improved community consultation online portal which enables residents to have their say on all Council consultations. As outlined in the *Community Engagement Policy 2015*, Council is committed to engaging effectively with the community in a meaningful, accountable, responsive and equitable way. The online portal complements Council's traditional methods of engagement, making it easier to share thoughts and ideas on projects that are most important to our community. Your Say Maroondah opens the way for genuine two-way engagement, enabling Council to hear the opinions of our community, to inform decisions that reflect a shared vision for our city's future.

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



Council has undergone a digital services transformation that enables innovation and improved customer service delivery models including access to information, engagement and online payments. New technology in the customer contact centre has been installed enabling Council to trial live chat, short message service (SMS), email and outbound contact campaigns. This is aimed at enabling Council to better connect with our community with improved communication and accessibility functions across a range of channels. Council is working towards the implementation of new contact software for its telephone traffic both inbound and outbound. In 2019/20, Council will commence implementation of a new web payment platform that will enable contemporary and consistent customer experiences across all Council facilities.

**To contact Council**

- phone 1300 88 22 33 or (03) 9298 4598
- visit our website at [www.maroondah.vic.gov.au](http://www.maroondah.vic.gov.au)
- email [maroondah@maroondah.vic.gov.au](mailto:maroondah@maroondah.vic.gov.au)
- SMS us on 0480 020 200

**Translating and Interpreter Service**

13 14 50

**National Relay Service (NRS)**

13 36 77

-  MaroondahCityCouncil
-  maroondahcitycouncil
-  Maroondah City Council
-  @CityofMaroondah
-  CityofMaroondah





# MUNICIPAL EMERGENCY MANAGEMENT PLAN 2020 - 2023

**Disclaimer:**

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Version 1.0  
August 2019

19/61386

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## PART 1. INTRODUCTION

Emergency management contributes to community safety through the reduction of the impact of emergency related events. The Maroondah Emergency Management Plan ("Plan") has been developed to assist the community to prepare for, respond to, and recover from emergency events. This Plan is consistent with State and regional emergency management objectives. Maroondah City Council works collaboratively with emergency services, agencies, departments, industry, businesses, communities, all levels of government and neighbouring local government areas ensure outcomes are meaningful and community-focused.

This Plan has been developed by members of the Maroondah Municipal Emergency Management Planning Committee (MEMPC) in accordance with the requirements of *Part 4* of the *Emergency Management Act 1986*<sup>1</sup> and 2013 detailed in the Emergency Management Manual Victoria (EMMV).

### 1.1 MUNICIPAL ENDORSEMENT

This plan has been produced by and with the authority of Maroondah City Council pursuant to Section 20(1) of the *Emergency Management Act 1986*<sup>1</sup>.

Maroondah City Council understands and accepts its roles and responsibilities as described in Part 4 of the *Emergency Management Act 1986*.

This Plan addresses the prevention of, response to and recovery from emergencies within Maroondah. It is the result of the cooperative efforts of the Municipal Emergency Management Planning Committee (MEMPC) and incorporated audit advice from Victoria State Emergency Service.

This Plan is a result of the co-operative efforts of the Municipal Emergency Management Planning Committee after consultation with those agencies and organisations identified therein.

This Plan was endorsed by the Municipal Emergency Management Planning Committee on..... and has been adopted by Council at their meeting on.....

Signed: \_\_\_\_\_ SIGNATURE ON FILE Date: \_\_\_\_\_

**Steve Kozlowski**  
CEO, Maroondah City Council

Signed: \_\_\_\_\_ SIGNATURE ON FILE Date: \_\_\_\_\_

**Kirsten Jenkins**  
Chair, Municipal Emergency Management Planning Committee

<sup>1</sup> Both the *Emergency Management Act 1986* and the *Emergency Management Act 2013* are to be read and construed as one Act, until such time as the *1986 Act* is repealed.

**1.2 STATEMENT OF AUDIT**

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### **1.3 AIM**

The aim of this Plan is to detail the agreed arrangements for the prevention of, the response to and the recovery from emergencies that could occur in the municipality of Maroondah as identified in *Part 4 of the Emergency Management Act, 1986* and [EMMV Part 6](#).

### **1.4 OBJECTIVES**

The broad objectives of this Plan are to:

- Implement measures to prevent or reduce the causes and/or effects of emergencies.
- Manage arrangements for the use and implementation of municipal resources in response to emergencies.
- Manage support that may be provided to or from adjoining municipalities.
- Assist the affected communities to recover following an emergency.
- Compliment other local, regional and State planning arrangements.

### **1.5 ACTIVATION OF PLAN**

In the event of an emergency within the City of Maroondah the Municipal Emergency Management Plan will be activated in consultation with the Officer in Charge at Ringwood Police Station (Municipal Emergency Response Coordinator), the Municipal Resource Officer (MERO) or deputies and the Municipal Recovery Manager (MRM) or deputies.

## **PART 2. BACKGROUND**

### **2.1 CONTEXT**

This Plan, prepared by the Maroondah Municipal Emergency Management Planning Committee (MEMPC), reflects the shared responsibilities of government, emergency management agencies and communities for the actions they will take to prepare for, respond to and recover from emergencies. It is important for community resilience that community, emergency services and relief and recovery agencies work together. The contents of this plan represent an integrated approach to managing all types of emergencies in Maroondah.

This Plan is the overarching document for the management of emergencies in the Maroondah municipal area. This Plan is supported by a range of hazard plans as determined by a risk identification process and a number of response based plans to ensure smooth coordination of service delivery in emergencies.

Emergency management agencies, departments, industries, businesses, schools, groups, families and individuals should have their own plans, procedures and guidelines that support their planning and decision making processes before during and after emergencies.

This Plan is supported by a variety of information, including:

- Management arrangements that contain general information about emergency planning, response and recovery arrangements, and roles and responsibilities of people and organisations involved in emergency management.
- Sub Plans, including hazard specific sub plans and Standard Operating Procedures (SOP) which are to be used during actual emergency events and are designed to be used as standalone operational documents.
- Appendices that contain ancillary information including a contact directory that lists contact details for all persons and organisations that have a role in this plan, administration details and a glossary.

### **2.2 AREA CHARACTERISTICS**

The City of Maroondah is located in the middle of the outer eastern region of metropolitan Melbourne. 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 with more than 117,00 residents living in 11 suburbs. Maroondah is an Aboriginal word meaning "leaf".

### 2.2.1 Municipal location map



### 2.2.2 Topography

The City of Maroondah is a predominantly residential area, with some commercial, industrial and semi-rural areas and substantial parklands. Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway-East Link corridor. There are two train lines and a large number of bus routes linking the City to other regions. 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. There are three main waterways that flow through Maroondah - Brushy Creek along the north eastern boundary, Mullum Mullum Creek in the west and Dandenong Creek along the southern boundary.

The City of Maroondah hosts a regional health precinct including a major public hospital and a large private hospital, educational facilities that cater from early childhood learning to tertiary level, two libraries, arts and cultural centres, an art gallery and a range of community centres. Maroondah is also home to a range of world-class sporting facilities including Aquanation, a regional recreation and leisure facility incorporating the State Diving Centre.

Further information can be found on [Maroondah's website](#).

### 2.2.3 Demography

The population of Maroondah is 117,498 as at 20 June 2018, an increase of 1,177 persons compared with the previous year. In summary, between 2011 and 2016 census the largest changes in were:

### Age structure - Service age groups

export reset

City of Maroondah - Total persons (Usual residence)		2016			2011			Change
Service age group (years)		Number	%	Greater Melbourne	Number	%	Greater Melbourne	2011 to 2016
a Babies and pre-schoolers (0 to 4)		7,334	6.6	6.4	6,748	6.5	6.5	+586
a Primary schoolers (5 to 11)		9,492	8.6	8.5	8,847	8.5	8.4	+645
a Secondary schoolers (12 to 17)		7,717	7.0	6.7	7,945	7.7	7.3	-228
a Tertiary education and independence (18 to 24)		9,353	8.5	10.0	9,355	9.0	10.1	-2
a Young workforce (25 to 34)		15,284	13.8	16.3	14,019	13.5	15.4	+1,265
a Parents and homebuilders (35 to 49)		23,322	21.1	21.1	22,742	21.9	22.0	+580
a Older workers and pre-retirees (50 to 59)		14,162	12.8	11.9	13,061	12.6	12.1	+1,101
a Empty nesters and retirees (60 to 69)		11,369	10.3	9.3	10,273	9.9	9.0	+1,096
a Seniors (70 to 84)		9,695	8.8	7.7	8,477	8.2	7.4	+1,218
a Elderly aged (85 and over)		2,647	2.4	2.0	2,370	2.3	1.8	+277
Total		110,375	100.0	100.0	103,837	100.0	100.0	+6,538

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id, the population experts.

At the time of the 2016 census, the medium age of residents is 38, with 48.4% males and 51.9% females.

#### Culturally and Linguistically Diverse (CALD) communities.

As the 2016 census, Maroondah has a culturally diverse population with 23.1% overseas born people living in Maroondah born overseas with 17% of our residents speak a language at home other than English.

- 4.9% born in China
- 2.7% born in India
- 1.6% born in Burma
- 1.2% born in New Zealand
- 0.9% born in Malaysia
- 0.7% born in South Africa
- 0.6% born in German and Sri Lanka
- 0.5% born in Netherlands

For further demographic information can be found on [Councils website](#) or [Profile ID](#)

#### 2.2.4 Vulnerable Persons

Within the Maroondah municipal area there are several vulnerable groups:

- **Lower socio economic groups.** In 2016, Maroondah scored 1,045 on the SEIFA index of disadvantage.
- **Senior citizens and residential care facilities.** There are 11 residential aged care facilities and a further 7 supported residential service facilities within the Maroondah municipal area, there are also a number of older person independent living complexes and retirement villages. An emerging trend is for older people to remain living in their own homes and have care services delivered at home.
- **Hospitals.** There are two hospitals within the Maroondah municipal area, one public (Maroondah Hospital) and one private (Ringwood Private Hospital).

- **Children and young people.** Nearly 17,000 children in the area are under 11. There are 26 schools in the Maroondah municipal area, both public and private, one specialist school and one tertiary institution.
- **Special assistance.** In the 2016 census there were 5,482 people with a need for assistance living in Maroondah. These were defined as people who need assistance in their day to day lives with any or all of the following activities; self-care, body movements or communication.

#### ***Vulnerable Persons Register (VPR)***

The VPR was developed and implemented based on a recommendation from the Black Saturday Bushfire Royal Commission. The VPR is managed by DHHS and hosted in Councils emergency operating system Crisisworks. Residents clients are added or removed from the register based on an assessment by a funded agency. The agency will assess clients based on a defined criteria and add them to the register if eligible. The register is designed to have only the most extreme vulnerable listed so generally each council will have less than 10 people listed. Council acts as the VPR coordinator and manages agency users, not vulnerable people.

During an emergency, the Police have access to the Register and can make a decision as to whether they will try to evacuate a person during an emergency. Each person is advised before being put on the register that there is no guarantee they will be evacuated during an emergency

#### ***Vulnerable Facilities List***

The Vulnerable Facilities List is maintained by Maroondah City Council and identifies buildings where people are likely to be situated including aged care facilities, hospitals, schools, disability group homes and child care centres. This list is reviewed and updated annually. A copy is kept by Victoria Police and available on Councils emergency operating system [Crisisworks](#) and Councils EClip.

### **2.3 COUNCIL DATA AND INFORMATION**

Council has a variety of asset and property information as identified below. The below systems would be used to ascertain critical data in an event of an emergency.

#### **2.3.1 Council Asset Registers (IPS & GIS)**

Maroondah City Council uses IPS to record asset related information that Council manages and or owns in a centralised asset register. Council currently records a wide variety of assets inclusive of but not limited to buildings, roads, footpaths, storm water drainage, reserves, parks and road inventory assets of which varying levels of information is recorded such as ownership, maintenance and management responsibilities, dimensions, material and asset descriptions for example.

In addition to the asset registers, Council has spatial representation of these assets as points, lines or polygons depending on the type of asset. This information is available through the corporate GIS viewer IntraMaps which has linkages to IPS to display the respective asset information within this system for the selected asset. Basic asset register information is generally shown in IntraMaps however the user can open the asset in IPS to view additional details as to the condition, inspection records and historic works undertaken against that asset. In an emergency situation IntraMaps and IPS can be accessed remotely via a Citrix connection and utilised on a variety of devices (PC, tablet or mobile). Contact should be made with the Manager Assets to initiate discussion and access to more detailed information as required.

### 2.3.2 Council Property Registers and Database (Pathway & GIS)

Maroondah City Council uses Pathway to record private assets and property owner information. The database also allows recording of customer service requests property information, revenue, and regulatory management such as planning and building permits. The information is available through the corporate GIS viewer IntraMaps which has link to Pathway to display the property information within this system for the selected property.

In an emergency IntraMaps and Pathway can be accessed remotely via a Citrix connection and utilised on a variety of devices (PC, tablet or mobile). These systems will be used for reconciling emergency impact information and planning for response and recovery, including communicating with those in the affected area.

### 2.3.3 Drainage Information

In recent times, the City of Maroondah has experienced several intense major storm events, which caused localised flooding in parts of Croydon and Bayswater North. As a result of these significant storms, Council initiated a flood modelling study of the entire municipality. This has been recently completed and with this information, Council has identified where the critical areas of inundation are in Maroondah and where the development of works are needed to address these issues.

## 2.4 HISTORY OF EMERGENCIES

### Bushfires

Over the years there have been many threats of bushfire to the municipality.

**January 1913** - a fire burnt between Warrandyte and Ringwood and several houses were damaged.

**1927** - bushfires crossed Maroondah Highway and threatened homes on the southern side of the highway down to the railway line, Croydon.

**1962** - fires that circled around Croydon and Ringwood townships. To our knowledge there was no reported damage to buildings during this fire.

**November 1967 to March 1968** - there were major fires through the State. Bushfires encircled Croydon and Ringwood.

**February 2009** - bushfires impacted many areas of Victoria resulting in many lives lost. Maroondah, though not affected directly by the fires did provide resources to Councils affected.

### Storm Events

Typically, the City of Maroondah would expect to be impacted by 2 large storm events per year. These storms generally result in flash flooding, wind and hail damage, and quite often a combination of three. Below is a summary of notable major storms and the resulting impact to the City of Maroondah.

### *Flooding*

**1972** - Brushy Creek in Croydon North flooded and it was recorded that during heavy rainfall, water was nearly two feet deep. Council took steps to overcome this problem by effecting major works on the culvert.

**1975** - this area was again subject to flooding and Council received a grant for a flood mitigation scheme, which included a nine-foot barrel culvert beneath Maroondah Highway and a retarding basin upstream of the Highway. The problem was alleviated after these works were completed.

**November 2004** - storms resulting in major flooding and tree damage to all areas of Maroondah.

**1 December 2010, 4 February 2011 and 9 November 2011** - Maroondah experienced significant flash flooding throughout many areas of the municipality. The heaviest impact occurred around Civic Square in Croydon with several properties significantly inundated. Subsequent flood mitigation works in the precinct have provided protection to residential properties from above floor level flooding.

**29 December 2016** - A major storm on the afternoon of caused widespread flash flooding through Maroondah and most of metropolitan Melbourne.

#### ***Wind/Hail***

**1982** - an unusual weather pattern caused severe winds and a hailstorm to batter parts of Ringwood, Croydon and Mooroolbark. Extensive damage was caused to property, including damage to Council buildings; private homes, buildings and left many trees uprooted.

**1998** - A mini cyclone/windstorm around the Liverpool Road area caused damage to street trees and houses. Damage also included road closures and loss of power to many households in the area.

**2 & 3 February 2005** - most of the Melbourne area sustained extensive damage to property and infrastructure as a result of a severe storm with rainfall exceeding 130mm along with strong winds.

**27 January 2006** - Maroondah experienced another severe storm, with reports of a mini tornado at Gracedale Park, Ringwood East.

**6 & 7 March 2010** - a severe hail event impacted Victoria on causing widespread damage to much of metropolitan Melbourne. As this occurred on Labour Day long-weekend, a large number of people were not home at the time and returned to their properties to find them significantly damaged from not just the hail storm but also the significant rain event that followed the hail.

**17 October 2013** - a mini wind storm on caused extensive tree damage and damage to property in parts of Maroondah.

**21 August, 2009, 5 February and 5 September 2012, 8 September 2014** - similar storms also occurred.

#### **Heatwaves**

**27 – 31 January 2009** - The Victorian Heatwave in January 2009 was a period during which the state experienced the most extreme temperatures. Over the 5 days, maximum temperatures were 12 to 15 degrees above normal over much of Victoria with an additional 374 deaths recorded compared to the previous years. During this period, it was necessary for Council to activate the Business Continuity Plans across service delivery areas.

**January 2014** - there was 5 consecutive days above 40 degrees resulting in Council activating its heatwave plan and emergency management staff placed on standby for severe fire danger.

## PART 3. PLANNING ARRANGEMENTS

This section details the planning arrangements for the management of emergencies which affect the community of the Maroondah municipal area.

This section identifies specific emergency management roles and responsibilities. All emergency positions and arrangements are put in place to meet the needs of an emergency affected community, with some of these positions required under the *Emergency Management Act 1986*.

### 3.1 MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE (MEMPC)

This Committee is formed under Section 21 (3) and (4) of the *Emergency Management Act 1986*, to formulate a plan for the Council's consideration in relation to the prevention of, response to and the recovery from emergencies within the municipality of Maroondah.

#### 3.1.1 Terms of Reference

The Terms of Reference for the Planning Committee were endorsed by the MEMPC on 15 November 2018. The purpose of the committee is outlined under section 3.1 of this plan. A copy is located in EClip.

#### 3.1.2 Membership of the Committee

The Committee consists of:

Maroondah Council members	Response and recovery agencies/organisations	Local businesses/community representatives
Municipal Emergency Manager (Chairperson)	Victoria Police - Municipal Emergency Response Coordinator (MERC)	Eastlink
Emergency Management Officer	Country Fire Authority(CFA)	Eastland
Municipal Emergency Resource Officer (MERO)	Department Health & Human Services	Eastern FM 98.1
Municipal Fire Prevention Officer (MFPO)	Department of Education and Training	Centrelink
Municipal Recovery Manager (MRM)	Ambulance Victoria	Maroondah Hospital
Communications and Engagement	Victoria State Emergency Service	
Risk, Information and Integrity	Red Cross	
Community Health	Department of Defence	
Community Development	Yarra Valley Water	
	Metro Trains	
	St John Ambulance	
	VicRoads	
	Metropolitan Fire Brigade (MFB)	

Membership of the Committee can be reviewed at any MEMPC meeting. New members may be invited dependant on changes in legislation, changes of agency contact person, risk identification or interest from a new agency/ community group.

A full list of MEMPC members can be found within the MEMPC Contact Directory which is an appendix to this plan and available on Councils emergency management operating system Crisisworks.

### **3.1.3 Meeting frequency**

The Maroondah MEMPC meetings are held quarterly (February, May, August and November). Should a significant incident occur within the municipality, the Committee will call an extraordinary meeting to discuss, review and evaluate the response to the event. A risk assessment will be undertaken to review key priorities of emergency management planning. Legislative or policy changes impacting local governments' response to emergency management operations may also generate the need for an extraordinary meeting. Out of session communication may also be distributed via email.

### **3.1.4 Special Sub Committees**

The MEMPC may form, or contribute to, special sub committees to plan for the management of hazard specific identified risks or functions which require an additional level of planning. Examples of these include: Municipal Fire Management, Flood and Storms, Risk Management and Municipal Relief and Recovery.

## **3.2 MAINTENANCE OF THE MUNICIPAL EMERGENCY MANAGEMENT PLAN**

The content of this Plan is reviewed annually or after an organisational or legislative change or after an emergency on the direction of the Municipal Emergency Manager (MEM). The MEM, with support from the Executive Officer, is responsible for the ongoing maintenance of the plan, the updating of information and the distribution to MEMPC members. The Plan is required to be signed off by the MEMPC after consultation and agreement.

The MEMPC will consider elements of the plan that require testing or exercising annually. This includes conducting one exercise per year which could include participation in regional exercises and when invited, participation in other neighbouring Councils or agency exercises. Any procedural anomalies or shortfalls encountered are addressed and rectified and any changes to the plan are tabled at the MEMPC Committee. All exercise planning and documentation will be recorded and saved into relevant EClip Council files and learnings and improvements shared with EMV - Elearning Lessons Learnt.

### **3.2.1 Audit**

Maroondah City Council pursuant to Part 4, Section 21(a) of the *Emergency Management Act 1986* shall submit the MEMPC to VicSES for audit. This audit will assess whether the Plan complies with guidelines issued by the VicSES Chief Officer and audit requirements outlined in the [EMMV Part 6](#). The Plan will be submitted for audit at least once every three years. The MEMPC provided for audit must be the most recent version endorsed by the MEMPC and adopted by Council. This plan will then be lodged with State Library on the 'public document register'.

VicSES will formally notify Council in writing of the outcome of the audit and issue a Statement of Audit Certification for inclusion in this Plan.

## **3.3 KEY FUNCTIONAL ROLES**

Maroondah City Council is responsible for the provision, management, and coordination of municipal resources in support of the response to and recovery from emergencies. Municipal resources include those owned by Council and those under its control (including contracted resources). Council builds community resilience by supporting the prevention/ mitigation of emergencies as well as ensuring the Council and community are as well prepared for any emergency as possible. Council is also responsible for the coordination of community resources in recovery from emergencies.

**Municipal Emergency Resource Officer (MERO)**

The MERO is legislated position under the *Emergency Management Act 1986*. This position is responsible for the coordination of municipal resources including personnel and equipment to be used in emergency response, relief, and recovery operations. This position is also responsible for authorising relevant expenditure in accordance with Council delegations.

**Municipal Recovery Manager (MRM)**

The MRM is responsible for ensuring the coordinated allocation of resources and delivery of relief and recovery activities undertaken by Council and relief and recovery agencies in support of impacted individuals and communities. The MRM works closely with the MERO and other agencies in an integrated approach to the resolution of an emergency and its effects on the community. In situations where recovery activities are likely to be extended into the medium and longer term, the MRM may undertake strategic recovery planning to meet the needs of impacted communities in partnership with recovery agencies. The MRM is responsible for authorising relevant expenditure in accordance with Council delegations.

**Municipal Emergency Manager (MEM)**

The MEM provides a strategic emergency management advice during an incident and ensures Council is responding effectively according to their responsibility. The MEM is also responsible for communication with Council senior management and the Chief Executive Officer with respect to emergency management activities when activated.

**Municipal Emergency Response Coordinator (MERC)**

The MERC is a legislated position under the *Emergency Management Act 2013* and is responsible for the effective coordination of emergency response within the municipality. The role is detailed in [EMMV Part 3](#). In Maroondah the appointed MERC is the Senior Sergeant, Ringwood Police Station.

**Municipal Fire Prevention Officer (MFPO)**

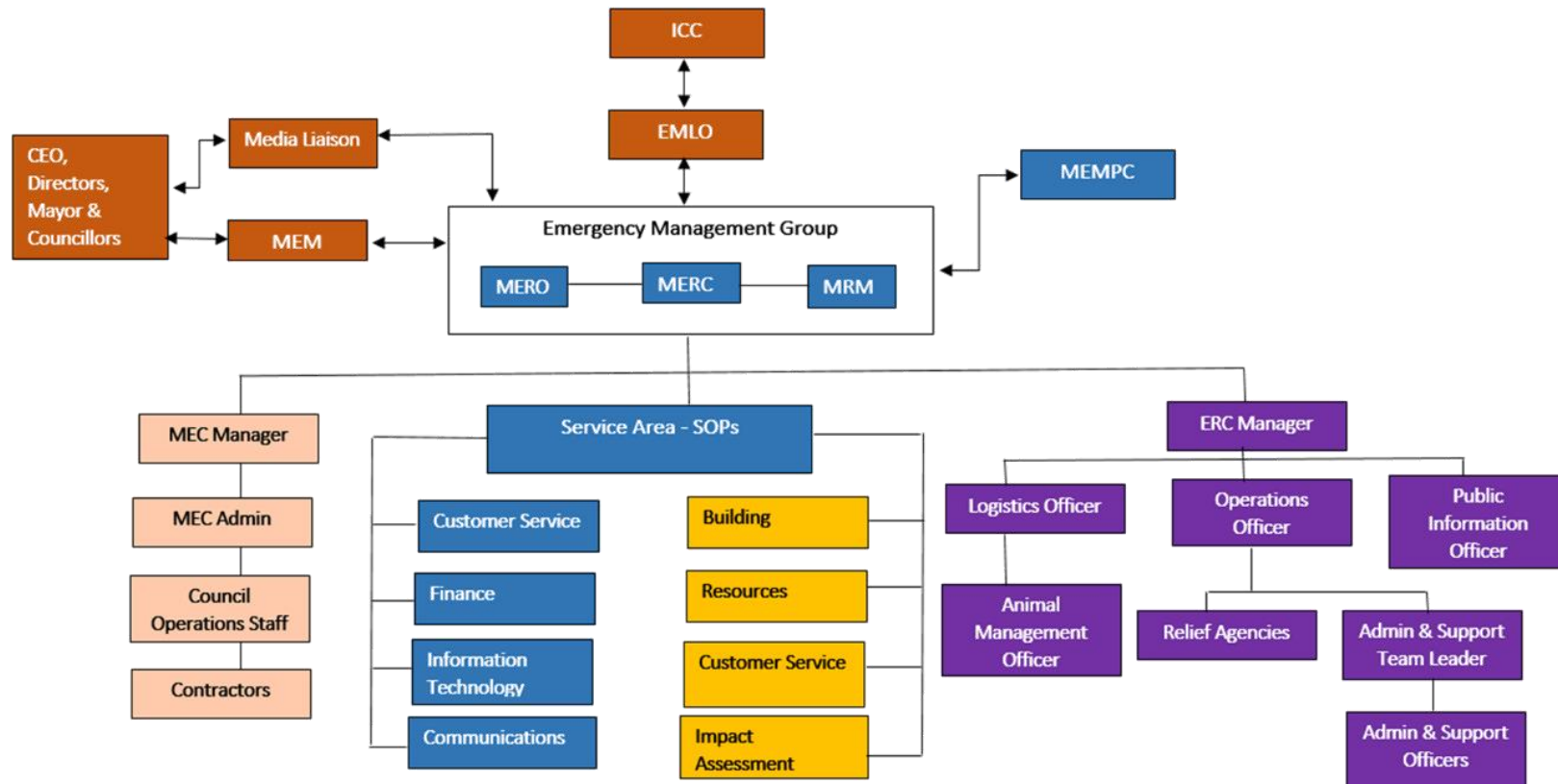
Maroondah City Council under the *CFA Act 1958 and Metropolitan Fire Brigades Act 1958* is required to appoint a MFPO to undertake and regularly review Council's fire prevention planning and plans. The role will maintain, update and document Council's Fire Hazard Inspection and Enforcement Program and provide regular reporting to the Municipal Emergency Management Planning Committee (MEMPC).

**Emergency Management Liaison Officer (EMLO)**

Council's EMLO is a representative of Council that is typically located at the Incident Control Centre (ICC) as part of the Incident Emergency Management Team (IEMT). The primary role of the EMLO is to provide a communication link between key agencies and the Council (MERO and/or MRM). The EMLO must pro-actively seek situational awareness and intelligence to inform relief and recovery requirements, community information, council operations and secondary impact assessment.

Figure 1 show the Councils Operational Management structure

Figure 1: Council Emergency Operational Management structure



## **PART 4. PREVENTION/ MITIGATION ARRANGEMENTS**

### **4.1 BACKGROUND/ INTRODUCTION**

Maroondah City Council recognises its key role in prevention and mitigation activities. Council's policies relating to land management and building codes ensure that all measures are addressed to reduce the likelihood and impact of emergencies.

The Municipal Emergency Management Planning Committee (MEMPC) plays a key role in prevention via the identification of potential hazards and their associated risks and consequences. These identified risks and consequence are then considered and specifically planned for during the development and implementation of plans, policies and procedures.

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend greatly on the level of resilience the people affected inherently have. The municipality, through its MEMPC, and its sub-committees, will promote and support appropriate prevention and awareness programs.

Prevention is defined as the development and implementation of strategies and associated measures to reduce the occurrence of and mitigate the consequences of identified emergency risks on the community and environment.

Preparedness focuses on ensuring the risks and management strategies identified in prevention planning are utilised to assist and facilitate the local community to be aware of their risks and the potential consequences of a resulting emergency event, to inform and equip them with tools to implement resilience strategies for their own homes and families.

### **4.2 RISK ASSESSMENT PROCESS**

This Plan identifies and prioritises emergency risks that may potentially affect the Maroondah community and environment. The mitigation and awareness of these risks aims to minimise the effects and consequences of an emergency event on the community.

#### **4.2.1 Community Emergency Risk Assessment (CERA)**

The CERA process is designed to systematically identify hazards, determine risks and prioritise actions to reduce the likelihood and effects of an emergency.

A working group of the MEMPC including Council staff and key stakeholders from the major emergency service/support organisations have identified the top eight risks in the municipal area.

The group considered emergency risk within the following context using the International Standard ISO 31000:

- Whole of community perspective
- Responsibility for the whole municipality
- Consideration of events which require multi-agency responses
- Consideration and acknowledgement of existing controls
- Mitigation activities and their effectiveness, and
- Subsequent level of risk.

Risks were assessed and rated according to consequence and likelihood scales and risk matrices in the CERA tool kit. Below is a copy of the Dashboard and Heat map for the CERA.

The 8 highest risks in the municipality area:

1. Extreme temperatures - heatwave
2. Flood Storm and Extreme Weather
3. Bushfire - Large/small
4. Road Transport Incident - Large commercial vehicle
5. Disturbance, Shooting, Seige
6. Service Disruption - Gas and Electricity >12 hours
7. Fire - Residential
8. Human Epidemic/ Pandemic

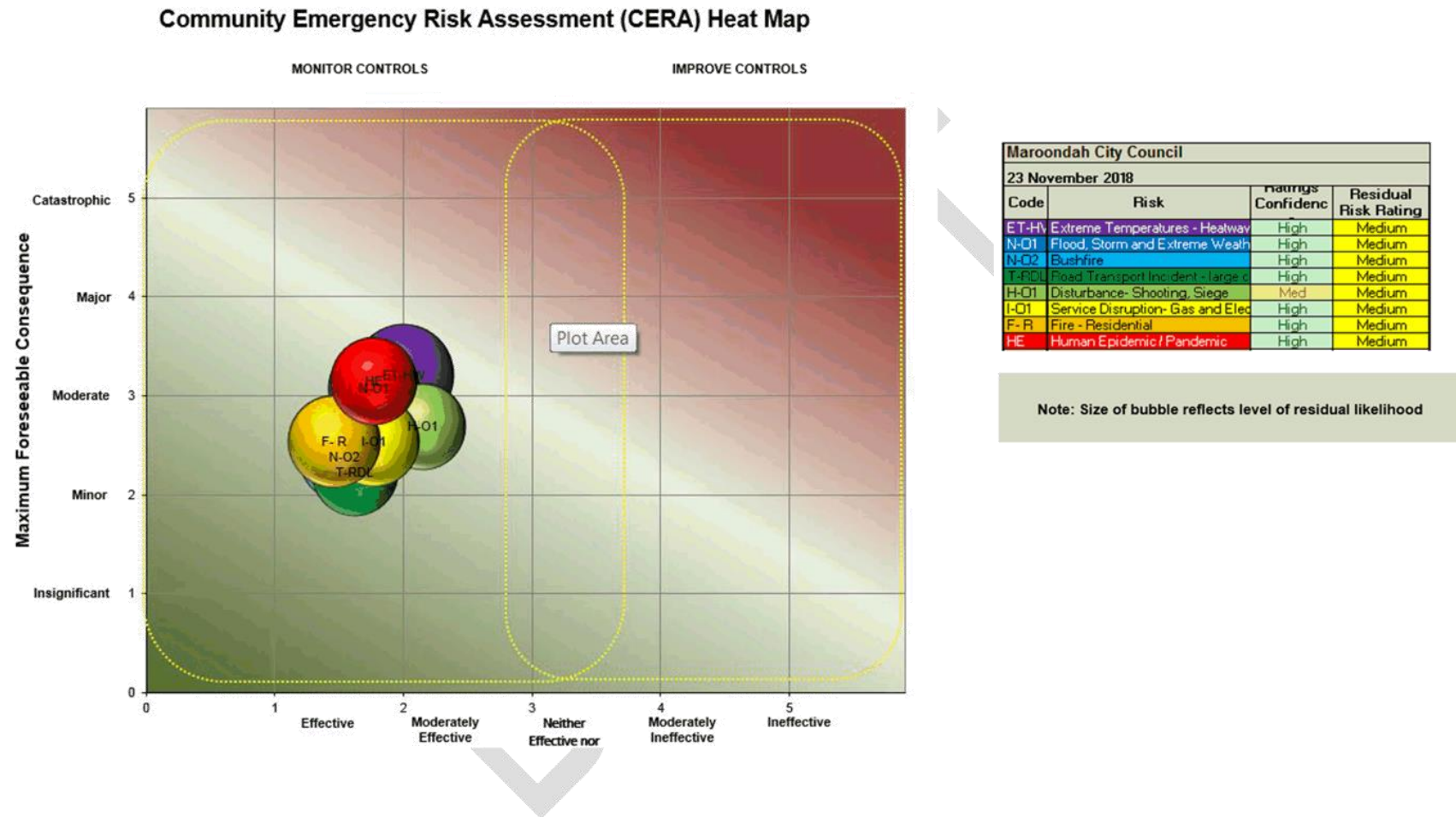
A detailed copy of the CERA workbook is available as an appendix to this plan and via Councils emergency management operating system Crisisworks.

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#### 4.2.2 CERA Dashboard

Municipal Government:	Maroondah City Council
EM Region:	Central Region (Melbourne Metropolitan)
Last Review:	23/11/2018

Ref	Code	Hazard Title	Risk Ratings						Collaboration		Control Agency	Key support agencies and/or organisations
			Ratings Confidence	Maximum Foreseeable Consequence	Current Mitigation / Control Activities	Residual Consequence (See calculator above)	Likelihood / Frequency	Residual Risk Rating (RRR) (Auto generated)	Other Municipalities	State Agencies		
Risk 1	ET-HW	Extreme Temperatures - Heatwave	High	3.21	2.00	2.31	4.08	Medium	Maintain	Maintain	VicPol	Municipal Councils, DHHS, AV,
Risk 2	N-O1	Flood, Storm and Extreme Weather	High	3.07	1.77	2.15	3.31	Medium	Maintain	Maintain	VICSES	
Risk 3	N-O2	Bushfire	High	2.38	1.54	1.85	3.23	Medium	Maintain	Maintain	CFA, MFB	
Risk 4	T-RDL	Incident - large commercial vehicle	High	2.23	1.62	1.62	3.00	Medium	Maintain	Maintain	VicPol	CFA, MFB, VICSES, VicRoads, Municipal Council, City Link, East Link
Risk 5	H-O1	Disturbance- Shooting, Siege	Med	2.63	2.15	2.08	2.92	Medium	Maintain	Maintain	VicPol	
Risk 6	I-O1	Gas and Electricity > 12 hours	High	2.54	1.77	2.08	3.23	Medium	Maintain	Maintain	DELWP	
Risk 7	F-R	Fire - Residential	High	2.54	1.46	1.85	3.42	Medium	Maintain	Maintain	MFB	Victoria Police
Risk 8	HE	Human Epidemic / Pandemic	High	3.15	1.77	2.23	3.00	Medium	Maintain	Maintain	DHHS	DELWP, Municipal Councils



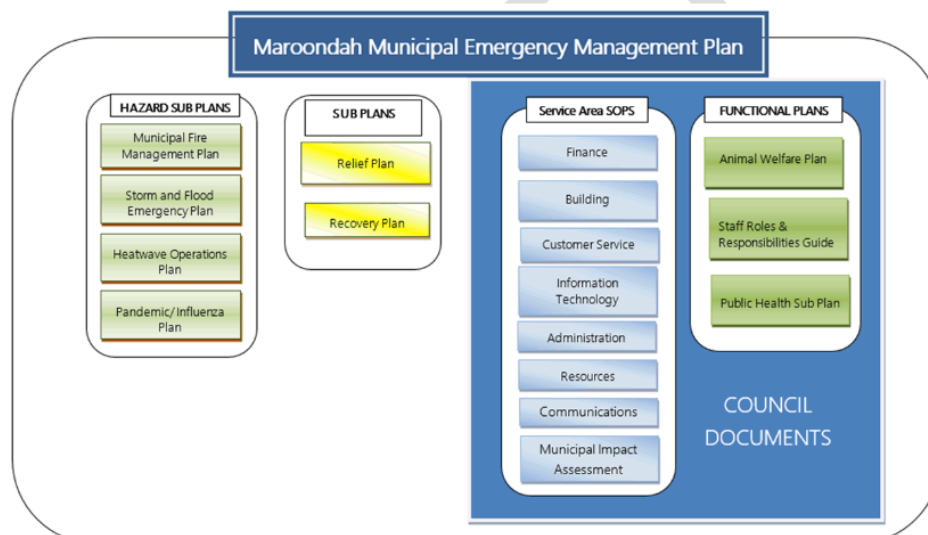
#### 4.3 OPERATIONAL MANAGEMENT OPERATIONS

##### 4.3.1 Sub Plans & Standard Operating Procedures (SOPs)

To ensure appropriate planning and mitigation strategies are in place for the leading risks identified, hazard specific plans have been developed and adopted as sub Plans of this Plan. Additional plans detailing relief and recovery considerations, arrangements and planning have also been developed as sub plans. A number of sub Plans have been written to detail specific emergency arrangements. These plans are available via Councils emergency management operating system Crisisworks ,Councils intranet and EClip. The Municipal Fire Management Plan is also available via [Councils website](#) and the Flood and Storm Plan is available via the [SES website](#).

Municipal Sub Plans include:

- Municipal Fire Management Plan
- Municipal Relief Plan
- Municipal Recovery Plan
- Heatwave Plan
- Influenza Pandemic Plan
- Flood and Storm Plan



There are currently 8 Service Area Standard Operating Procedures (SOPs) that Maroondah City Council officers use to perform the activities associated with emergency management and an appendix to this plan. These procedures can also be found via EClip or via Councils emergency management operating system Crisisworks

Standard Operating Procedures include:

- Municipal Impact Assessment
- Administration
- Building
- Communications and Engagement
- Customer Service
- Finance
- Information Technology
- Resources

The maintenance of the sub plans is the responsibility of the MEMPC, Councils Emergency Management Group (EMG) and the maintenance of the SOPs is the responsibility of the Emergency Management Group and various Council departments.

The CERA was conducted in a manner that did not intend to exclude any form of emergency, with the document adopting a flexible "all hazards approach". The MEMPC is responsible for reviewing the CERA process at least once every three years prior to audit.

There have also been a number of regional plans and sub plans developed as part of the Eastern Metro Councils Emergency Management Partnership (EMCEMP). These include:

- Eastern Metro Emergency Relief Centre sub Plan
- Eastern Metro Municipal Emergency Coordination sub Plan
- Eastern Metro Emergency Animal Welfare Plan
- Eastern Region Extreme Heat Plan
- Eastern Region Influenza Pandemic Plan

These are available via Councils emergency management operating system Crisisworks and Councils Intranet and EClip.

#### 4.4 COMMUNITY AWARENESS

One increasing challenge facing the emergency management sector is balancing community expectation while promoting and building community resilience when dealing with, or preparing for emergencies. Raising awareness within the community about emergency risks and their potential consequences is the responsibility of all agencies including Council. There are a number of strategies used in education, awareness and resilience building programs to ensure a broad spectrum of the community are engaged.

Strategies currently utilised include:

- Hosting information on public websites
- Social media
- Council publications
- Local newspapers
- Distribution of brochures/ print media
- Mail outs
- Displays at festivals, shopping centres and within the community.

Further information is located in *Appendix 8.5 – Communication Plan*.

#### 4.5 CLIMATE CHANGE AND EMERGENCY MANAGEMENT

Projected changes in the climate include temperature increases on land and at sea, sea-level rise, melting of glaciers and ice caps, and changing and irregular rainfall patterns. These changes affect almost every aspect of human life and the ecosystems on which it depends. Climate change may result in increases in the frequency and intensity of extreme weather events, as well as significant impacts from more gradual changes.

Efforts to reduce the impacts of climate change are known as climate change adaptation. Emergency risk reduction and climate change adaptation share a common space of concern: reducing the vulnerability of communities and achieving sustainable development. Maroondah City Council is currently undertaking Climate change adaptation planning.

To address this Council also adopts an all hazards approach to emergency management in the phases of preparedness, response and recovery through its emergency management plan. This approach is built on a coordinated and cooperative approach both within Council and with emergency agencies through agreed service provision and planning. This is a holistic approach based on education, planning, risk management and response capabilities to ensure that Maroondah City Council has the process, resources and capabilities to be able to respond to and recover from scalable extreme weather events.

#### **4.6 BUSINESS CONTINUITY PLANNING**

Business continuity planning (BCP) forms part of Maroondah City Council's broader resilience approach, it incorporates the foundations of risk management and complements planning for emergencies, evacuation and crisis.

Maroondah City Council Business Continuity Plan (BCP) is a collection of policies, procedure, protocols and information that has been developed, compiled and maintained in readiness for a business disruption. Our BCP outlines the steps we will take to quickly resume service delivery or how we will prioritise service delivery options in the response and recovery phases of an emergency. It also allows Council to proactively and formally address a number of "what if" scenarios whilst being able to have a plan on how we will continue to operate during and after emergencies.

#### **4.7 EMERGENCY SUPPORT STAFF**

In most emergencies, there will be a need to recruit personnel to support the activities of Council and other agencies. In the first instance appropriate staff will be sourced from within Council. Maroondah has a comprehensive list of trained staff that do not have a substantive position in emergency management, who have offered their skills to support Council in emergencies. Maroondah is also a signatory to the Eastern Metro Councils Emergency Management Partnership (EMCEMP) MOU enabling the capabilities of parties to plan and prepare together and share resources as well as a signatory to the MAV [Protocol for inter-Council emergency management resource sharing protocol](#).

#### **4.8 EMERGENCY EXERCISING**

Maroondah identifies the need to be an active member in emergency management within the municipal, emergency management and local community environments. Maroondah is actively involved in a number of areas to test preparedness and to assist in creating community resilience to emergency situations.

Maroondah is an active member of the Eastern Metro Councils Emergency Management Partnership (EMCEMP) and participates in the annual Regional Emergency Exercise East. Maroondah also participates in other multi-agency events and exercises.

The Exercise Record is located in *Part 7.4* of this plan.

## PART 5. RESPONSE ARRANGEMENTS

### 5.1 INTRODUCTION

Emergency response is the action taken immediately before, during and in the first period after an emergency to reduce the effect and consequences of emergencies on people, their livelihoods and wellbeing, property and the environment and to meet basic human needs. This includes the provision for requests for physical assistance from regional, state and commonwealth levels of government when municipal resources are exhausted. [EMMV Part 3](#) outlines the State level arrangements for response in Victoria.

Emergency response operations are managed via three operational tiers which include state, regional and incident levels. Emergency response management is based on the functions of coordination, control command, and more recently consequence, communication and community connection (known as the six c's).

#### 5.1.1 Definitions of Emergencies

Emergencies are classified into three classes according to the Emergency Management Manual Victoria (EMMV).

**“Class 1 emergency”** means a major fire or any other major emergency for which the Metropolitan Fire and Emergency Services Board (MFB), the Country Fire Authority (CFA) or the Victoria State Emergency Service Authority (SES) is the control agency under the state emergency response plan.

**“Class 2 emergency”** means a major emergency which is not a Class 1 emergency or a warlike act or act of terrorism, whether directed at Victoria or as part of any other state or territory or Commonwealth, or a hi-jack or riot.

**“Class 3 emergency”** (also known as security emergencies) are classified as a warlike act or act of terrorism, where directed at Victoria or any other State or Territory or the Commonwealth or a hi-jack, siege or riot.

## 5.2 COMMAND, CONTROL COORDINATION, CONSEQUENCE, COMMUNICATION AND COMMUNITY CONNECTION

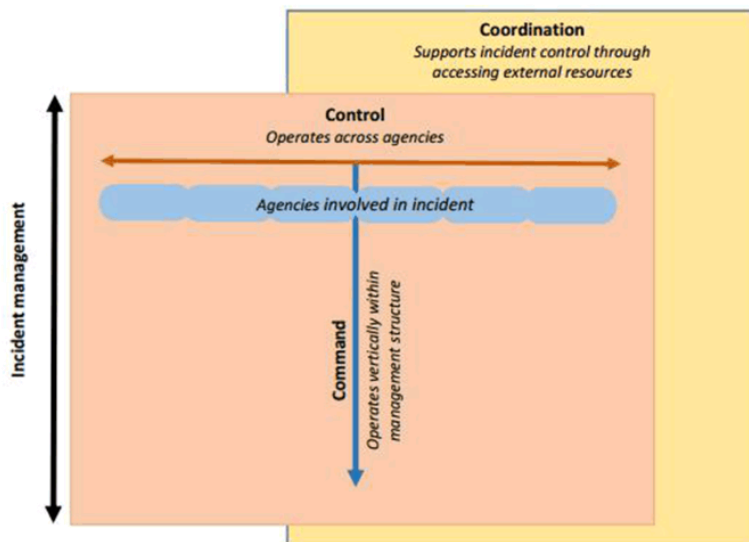


Figure 2 – Victoria's Emergency Management Arrangements, demonstrating Command, Control and Coordination and the Emergency Management Team

Victoria bases its emergency response arrangement on the management functions of control, command, coordination, consequence and community connection, broadly described as follows:

### 5.2.1 Command

Commands the internal direction of personnel and resources of an agency, operating vertically within the agency. Each agency has a 'chain of command' which is the agency's organisational hierarchy that identifies the link between each individual and their supervisor.

### 5.2.2 Control

Control is the overall direction of response activities in an emergency, operating horizontally across agencies. In Victoria, authority for control is established in the [EMMV Part 3](#) State Emergency Response Plan with the agency responsible for control of emergency response (known as the 'Control Agency') being specified in [EMMV Part 7](#) – Emergency Agency Roles.

### 5.2.3 Coordination

Coordination is the bringing together of agencies and resources to ensure effective response to and recover from emergencies.

Emergency response coordinators bring together agencies and resources to support the response to emergencies.

Emergency recovery coordinators/managers bring together agencies and resources to support the provision of relief and recovery from emergencies.

#### **5.2.4 Consequence**

Consequence management involves the coordination of the activities of the agencies with a role in delivering of services to the community, with the aim of minimising the adverse consequences of emergencies on the community. During a major emergency, all agencies may need to activate their business continuity arrangements to manage the adverse consequences of the emergency on their area of responsibility.

Consequence management informs and is the precursor to relief and recovery activities. The Emergency Management Commission is responsible for consequence management for major emergencies but will be supported by the relevant Control Agency.

#### **5.2.5 Communication**

Communication relates to communicating to the public, reporting to government and communicating with stakeholder agencies during emergencies. The Emergency Management Commission is responsible for the communication function for major emergencies but will be supported by the relevant Control Agency.

#### **5.2.6 Community Connection**

Safer and more resilient communities are always the aim of any emergency management planning. Community connection is around the understanding of and connecting with trusted networks, trusted leaders and all municipal communities to support resilience and decision making.

#### **5.2.7 Emergency Management Teams**

The three tiers of control, scalable as required from incident through to regional and onto state support of the six C's of Coordination, Control, Command, Consequence, Communication and Community Connections.

The [EMMV Part 3](#) details the three tiers of emergency events and the required associated activation levels. The priorities are, but not limited to:

- Protection and preservation of life is paramount – this includes:
  - Safety of emergency services personnel; and
  - Safety of community members, including vulnerable community members and visitors/tourists located within the incident area
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety
- Protection of critical infrastructure and community assets that support community resilience
- Protection of residential property as a place of primary residence
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability
- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment

Response agencies may formulate a strategic statement of intent based on the control priorities and local factors

***Incident Emergency Management Team (IEMT)***

The IEMT supports the incident controller. Their focus is on managing the effect and consequences of the emergency. Council may assign an EMLO to assist the Incident Controller as a member of the IEMT.

***Regional Emergency Management Team (REMT)***

The REMT supports the RERC and those exercising control at a regional level (Regional Controllers). Their focus is to raise awareness of the emergency across the whole of government, identify and manage strategic tasks and consequences and develop a regional strategic plan outlining high level actions of all agencies. The Eastern Region assigns a Local Government REMT Representative who acts on behalf of all Councils in the Eastern Region to assist the Regional Controller as a member of the REMT. Maroondah Council provides officers to perform the REMT Representative role on an agreed roster basis.

***State Emergency Management Team (SEMT)***

The SEMT is usually located at the State Control Centre or other location determined by the control agency.

If an emergency requires activation of the state tier response the SEMT is formed comprising of representatives from response, recovery, support agencies and departments. The role of the SEMT is to develop consistent situational awareness, identify strategic state risks and consequences and to develop a strategic plan with high level of all agency actions.

**5.3 EMERGENCY MANAGEMENT GROUP (EMG) ACTIVATION**

Maroondah City Council accepts responsibility for management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies. To carry out these management functions, Maroondah City Council will form an Emergency Management Group.

This group may consist of:

- Municipal Emergency Manager (MEM)
- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Emergency Management Officer
- Chief Executive Officer (CEO)
- Municipal Emergency Response Coordinator (MERC)
- Service Area Standard Operating Procedures Leaders
- Environmental Health Officer (EHO)
- *Agency representatives and others co-opted as required*

The emergency management group or part thereof will convene when the scale of the emergency dictates the requirement for the provision of any of the functions outlined above. Members of the emergency management group will liaise to determine what level of activation is required such as Alert, Standby, Action and Standown. Where appropriate, the functions of the emergency management group will be carried out in consultation with:

- The MERC, with respect to the coordination and provision of resources.
- The relevant Control Agency.

#### 5.4 LOCAL RESPONSE ARRANGEMENTS AND RESPONSIBLE AGENCIES

[EMMV Part 7](#) details a 'control agency' and 'support agencies' for a range of emergencies. It is the control agencies responsibility to plan for the relevant emergency and ensure that adequate resources are in place. Maroondah Council is not a control agency but is a support agency for a range of emergencies.

Where there is any doubt as to who is the control agency, the Emergency Management Commissioner, RERC, MERC or Incident Emergency Response Coordinator (IERC) will determine who will exercise control.

Local Incident Response is coordinated at a municipal level by the MERO. The request usually comes from the coordinator of the response agency who is at the incident. The MERO attends to the requests received. The MERO may direct and authorise the use of physical resources in response to the local incident. Following the direction of the incident controller, the MERO may direct the establishment of a MECC or a municipal relief centre to be placed on standby. The escalation of Council's response is to advise the MRM.

The objective of the response phase of this plan is to minimise the effects of an emergency on affected persons and property within the Maroondah municipality. This is achieved by coordinating municipal resources to assist responding emergency service authorities, and in providing community support, as requested, or as the situation requires.

The basic functions at a local level can include all or any of the following:

- Provision of resources as available and needed by the community and response agencies.
- Establishment of Municipal Emergency Coordination – facilities and staffing.
- Under the direction of the control agency facilitate the delivery of warnings to the community.
- Guided by the control agency provision of information to public and media.
- Coordination of the provision and operation of emergency relief centres and emergency shelters.
- Clearance of blocked drains and reinstatement of local roads, including tree removal and other physical works as deemed appropriate and where possible.
- Support to Victoria Police for partial/full road closures and determination of alternative routes.
- Repairing or replacing damaged public utilities, services and assets.

## 5.5 PROCESS FOR SOURCING ADDITIONAL RESOURCES

Where additional resources are beyond the original control agency, the Incident Controller should:

- Seek response agency resources directly through the response agency commanders.
- Seek supplementary resources, other than those of the responding agencies, through the Incident Emergency Response Coordinator (IERC) or MERC.
- Seek relief or recovery resources through the Municipal Recovery Manager, ensuring the IERC or MERC is aware of the request.

Following a request:

- The IERC or MERC will seek resources within the local area (through the MECC) and the MERC will escalate unfulfilled resource requests to the RERC.
- Regional Emergency Response Coordinator (RERCs) will seek resources within their region and escalate unfulfilled resource requests to the Emergency Management Commissioner.
- The Emergency Management Commissioner will seek resources from across the state, interstate or internationally, where necessary.

Depending on the scale of the incident the MECC may be requested to be established by the IERC or MERC in consultation with the MERO, MRM or MEM.

Maroondah City Council is a signatory to the [MAV Protocol for Inter-Council Emergency Management Resource Sharing](#).

## 5.6 MUNICIPAL EMERGENCY COORDINATION ACTIVATION PROCEDURE

In the first instance, the control agency will notify the MERC that there is a requirement for additional resources. The MERC will contact Council (MEM, MERO or MRM). At the municipal level, resources owned or under the control of Council may be used to supplement those of the control and support agencies.

Maroondah Council's 24-hour number 1300 882 233 also provides access to the Councils Emergency Management duty officers to initiate MEMP response arrangements as required. The activation level is dependent upon the scale of the emergency and is determined by the (MERC, MEM, MERO or MRM).

### 5.6.1 Level 1 - Small scale incidents (less than 24hr impact)

A small scale emergency that can be resolved through the use of local or initial response resources. The MECC might not necessarily be activated with the MERC and MERO in close communication at all times. Consequently the MERC and MERO will undertake the planning and logistics functions concurrently and will activate the MRM as required to provide relief and recovery support if required (virtual MECC). They will also monitor the emergency and its impact on the area, the community, the weather, and other elements/variables that might lead to a higher level of activation.

### 5.6.2 Level 2 - Medium scale incident

A medium scale emergency is more complex in size, resources or risk. The MECC will be activated with the function being the deployment of resources beyond initial response, and multi-agency representation in the MECC. The emergency may potentially require forward planning to address response issues, and for recovery during the response phase.

### 5.6.3 Level 3 - Large scale event

A large scale emergency is characterised by levels of complexity that require the activation and establishment of all municipal emergency coordination functions plus an Emergency Call Centre (if required). This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency.

These descriptions are in line with the Australasian Inter Service Incident Management System (AISIMS) Classification of incidents. Further information on accessing supplementary supplies can found in [\*Practice Note - Sourcing Supplementary Emergency Response Resources from Municipal Councils\*](#).

## 5.7 MUNICIPAL EMERGENCY COORDINATION CENTRE

The purpose of the MECC is to provide a location for the coordination of Council and community resources in support of the response to emergencies. It is not the control centre for an emergency. An Incident Control Centre may be established by the control agency if the emergency is significant enough to warrant it.

The MECC will be activated only to the level of activity necessary in providing support to the emergency. In minor events this might involve only a few staff, through to a major emergency requiring significant resources over a long period.

The function of municipal emergency coordination for Council can be undertaken easily from a variety of locations which provide flexible options including operating on site or at ICC if required.

### 5.7.1 Council resources list

A list of resources owned by Council is located in the Operations Standard Operating Procedure (SOP) which is an Appendix to this plan. This list also includes a range of contractors where non-Council owned resources can be obtained.

### 5.7.2 Crisisworks

With the introduction of new mobile technology and Crisisworks the function of emergency coordination for municipal Councils can be undertaken easily from a variety of locations which provides flexible options including operating on site or at RCC or ICC if required.

Crisisworks is used to record the following information and can be used by Council and Agency staff:

- Communications between agencies in the ICC, MECC and ERC
- Requests for assistance
- A full account of assigned tasks given to Council and agencies
- Telephone logs
- Emergency management documentation

### 5.7.3 Staging Area/ Marshalling Point

This is a strategically placed area where support response personnel, vehicles and other equipment can be held in readiness for use during an emergency. This is predominately managed by Victoria Police but may be shared with other agencies. Maroondah's pre planning marshalling point is located at Quambee Reserve, Wonga Road, Ringwood North.

### **5.8 INCIDENT CONTROL CENTRES**

The Control Agency Incident Controller will establish an Incident Control Centre (ICC) from which to initiate incident response command and control functions. The decision as to if and when the ICC should be activated rests with the Control Agency. Pre-determined Incident Control Centre locations are:

- Sunshine
- Dandenong
- Ferntree Gully
- Woori Yallock

Maroondah will provide and Emergency Management Liaison Officer (EMLO) as required as well as other staff and/ or resources identified as being necessary within the capacity of the organisation.

### **5.9 FINANCIAL CONSIDERATIONS**

Financial accounting for Municipal resources utilised in emergencies must be authorised by the MEM, MERO or the MRM and shall be in accordance with the normal financial arrangements of Maroondah City Council.

A requesting agency will be responsible for all associated costs for the provision of resources to support the response to an emergency event. Council is able to keep track of resources distributed by recording their provision in Councils emergency management operating system Crisisworks.

Municipal Councils are responsible for the cost of emergency relief services and provisions however depending on the magnitude of the emergency some financial assistance may be available for prevention, response or recovery activities. For further information, see refer to the Finance Standard Operating Procedure (SOP), an appendix of this Plan.

### **5.10 EVACUATION**

Evacuation is the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and their eventual return. The decision to evacuate rests with the control agency in conjunction with police and available expert advice, unless time constraints prevent this consultation. Evacuation may be undertaken by individuals, families and households on their own volition and independent of any advice, or it may be after an assessment of information provided by a Control agency.

Examples of events that may require immediate evacuation include fire, floods, hazardous materials accidents/incidents, air crash or earthquake. In some life threatening circumstances, and in an effort to preserve life, this decision to evacuate may be made by any agency representative and in these circumstances, the Incident Controller must be notified of this decision as soon as possible. Once the decision to evacuate has been made the MERC the Council representatives (MEM, MERO and MRM) should be contacted to assist.

The MERO/MRM will assist the MERC by:

- Arranging a suitable assembly area if the pre-determined locations are not appropriate
- Providing transport resources and the determination of the location to which evacuees will be asked to attend.
- Establishing and activating emergency relief centres - including consideration of which location is the most appropriate in the circumstances

- Providing advice on local area information to assist with the traffic flow of evacuated persons out of the area and emergency services into the area.
- Providing vulnerable person/facility information and advice for relocation and other relief services.

In Victoria evacuation is largely voluntary. The Incident Controller makes a recommendation to evacuate and it is the choice of individuals as to how they respond to this recommendation. However in particular circumstances legislation provides some emergency service personnel with authority to remove people from areas or prohibit their entry.

*Emergency Management Act 1986 Section 36A* makes provision for the declaration by Police of an emergency area if normal community activities and freedom of movement must be restricted because of the size, nature or location of an emergency, and when the extreme powers available under a declared state of disaster are not needed or would take too long to implement. People and vehicles may be prevented from remaining in or entering the emergency area. This power is limited when a person claims pecuniary interest in a property or goods or valuables in a property within the emergency area. If the person claiming pecuniary interest is not on that property, they can be directed to leave or prevented from entering the emergency area if they are located on the property then they cannot be required to leave.

By exception, the *Terrorism (Community Protection) Act 2003 (Sections 16, 18 & 21)* provides that a senior officer of Police, if suspecting that an area has, or people in that area may have been exposed to such contamination by a terrorist act, may authorise a member of the force to direct a person or groups of persons to enter, not to enter, or to leave, any particular premises or area. Police may use reasonable and necessary force to ensure compliance with any authorised direction.

When the possibility of an evacuation is being considered, Victoria Police will identify a member to take the role of Evacuation Manager ([EMMV Part 8 Appendix 9 Evacuation Guidelines](#)). The Evacuation Manager should be co-located with the Incident Controller at the ICC, or if no ICC exists, at the location where control is exercised.

#### **5.10.1 Traffic Management**

Victoria Police are also the agency responsible for coordination of traffic management during times of emergency and will coordinate local resources as required during an emergency event to manage traffic in the affected area(s).

#### **5.11 PUBLIC INFORMATION AND WARNINGS**

Emergency warning systems have been established to warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individuals and communities still need to prepare themselves in case of an emergency.

It is important to ensure that public information and warnings are maintained at an optimum level for specific circumstances where community action is necessary, primarily to protect lives, and also for the protection of property and environment. The localised arrangements for warnings and information come from the State Emergency Response Plan.

The Incident Controller is responsible for issuing warnings and community information. Where an extreme and imminent threat to life exists and authorisation from the Incident Controller is not practicable in the circumstances, warnings may be issued by any response agency personnel with notification to the Incident Controller as soon as possible.

#### Methods of dissemination

All methods of dissemination information will be considered but are not limited to:

- Vic Emergency website and hotline
- Emergency service organisation websites
- Radio and television
- Councils website
- Voice and SMS phone messaging through the use of Emergency Alert (EA)
- Emails
- Verbal messages
- Social media and/or social networking web sites
- Public meetings/door knocks.

The Regional Municipal Emergency Coordination sub plan outlines the roles and accountability in the municipal context. A copy of this sub plan is available on Councils emergency management operating system Crisisworks and Councils intranet and EClip.

Further information can be found within Communications and Engagement SOP, an appendix to this plan.

#### 5.11.1 Warnings

Warnings should be used under specific circumstances where community action is necessary primarily to protect lives, and also for the protection of property or the environment. The warning arrangements are set out in the [EMV Victorian Warning Protocol](#).

*Sections 42 and 43 of the Emergency Management Act 2013* provide for warnings and information in relation to fires in Victoria. The provision of these warnings and information must be consistent with any guidelines, procedures and protocols developed by the Emergency Management Commissioner.

For all other emergencies the control agency should issue warnings and provide information to the community.

#### 5.11.2 Community Information

Maroondah City Council has a range of activities and publications that have been designed and put in place to promote and support community awareness. Maroondah City Council is a NO BURN area. Burning however can be conducted with a permit, which is available from Resident Services.

**Fire Danger Period Advisory Signs:** These signs are placed generally on the boundaries of the municipality and at other strategic locations. These signs are provided by Council to inform the general community of the declared 'Fire Danger Period' and resultant restrictions on the use of fire throughout the area. These signs are erected on the advice of the CFA.

**Information Signs:** These signs have been installed at the same locations as the fire danger signs to assist residents in identifying which radio station to tune to for emergency information.

An emergency management Communication Plan has been developed by Communications and Engagement in consultation with relevant Council officers. A copy is located in Appendix 8.5 of this plan.

#### **5.11.3 Community Information Guides**

Community Information Guides are produced by the CFA and provide community information, township factors and fire prevention information to the emergency services and the community for townships where bushfire has the potential to impact. These guides address the specific needs of the town's residents, property, assets, environment and economy. Guides for Maroondah for the suburbs of the greater Warrandyte area (including Croydon Hills, Croydon North and Wonga Park) have been developed. Guides are available at:

<http://www.cfa.vic.gov.au/plan-prepare/community-information-guides/>

#### **5.11.4 Local Flood Guides**

Local Flood Guides are produced by VicSES to provide the local community with information on local flood risks, warning systems, preparatory advice, recovery information and general contact information to obtain further information relating to local flood and storm risks. The Maroondah Local Flood Guide provides this information for identified risk areas including the locations of Bayswater North, Croydon, Kilsyth South, Croydon, Ringwood, Ringwood East and Heathmont. This guide is available at

<https://www.ses.vic.gov.au/get-ready/your-local-flood-information/maroondah-city-council>

### **5.12 NEIGHBOURHOOD SAFER PLACES AND FIRE REFUGES**

Neighbourhood safer places (NSPs) and community fire refuges can be provided for community as last resort survival options. They do not replace having a well thought out and practiced survival plan.

Based on the relatively low risk of bushfire and following recommendation from the MEMPC, Maroondah's municipal area does not have any designated Neighbourhood Safer Places or fire refuges.

### **5.13 PLANNING FOR CROSS BOUNDARY EVENTS**

Planning for both response and recovery at the regional level is always necessary as emergencies respect no boundaries and will often traverse multiple municipal boundaries. Further, planning for cross boundary events is necessary as often services provided by State government agencies are administered and delivered at a regional level.

Maroondah has participated in a number of cross Council, multi-agency training exercises to better prepare for emergencies which have the potential to affect numerous Council boundaries. Maroondah is a member of the Eastern Metropolitan Councils Emergency Management Partnership (EMCEMP) and is represented on a number of regional working groups helping to build regional relationships and support to strengthen Council's ability to support each other in emergencies.

#### 5.14 INTER COUNCIL RESOURCE SHARING

Maroondah City Council is a signatory to the 'Protocol for Inter-Council Emergency Management Resource Sharing' coordinated by the Municipal Association of Victoria (MAV). The Protocol provides an agreed position between Councils for the provision of inter-Council assistance for response and recovery activities during an emergency. A copy of the Protocol is located at [www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx](http://www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx). This Protocol is most commonly enacted for emergency support staff requests to fulfill MECC and ERC shifts. Requests for resources from another Council should be made through the CEO or nominated person from Councils Emergency Management Group.

#### 5.15 REGIONAL COLLABORATION

Representatives from Councils Emergency Management Unit as well as MRMs and MEROs sit on a number of regional collaboration committees. Membership and participation on these committees allows for relationship building and sharing of documentation and ideas which will benefit emergency management is conducted at Council. Council commonly collaborates with Emergency Management Victoria (EMV), Municipal Association Victoria (MAV), Local Government Victoria (LGV) and emergency service agencies.

Council Officers are involved with the following committees:

- Municipal Emergency Management Enhancement Group (MEMEG)
- Regional Emergency Management Planning Committee
- Eastern Metropolitan Regional Strategic Fire Management Planning Committee
- Working Groups/Committees as required to represent the Eastern Metro Councils Emergency Management Partnership (EMCEMP)

#### 5.16 REGIONAL EMERGENCY MANAGEMENT TEAM (REMT)

The Eastern Metropolitan Councils Emergency Management Partnership (EMCEMP) has an REMT Local Government Area (LGA) representative roster arrangement in place that operates all year. All member Councils have nominated representatives on the roster that includes MRM's, MERO's, Emergency Management Coordinators and other emergency management related staff.

The REMT roster operates on a monthly rotation throughout the year and changes over to a weekly rotation from December to April inclusive to largely coincide with the CFA declared Fire Danger Period (FDP).

The representative (on roster) is responsible for representing local government responsibilities and the EMCEMP arrangements to deliver on those responsibilities on behalf of all the partner Councils. This assists all member Councils to contribute to the situational overview, provide intelligence that informs regional control strategies and the regional strategic plan and allows for early pre-positioning so the (EMCEMP) partners are ready to help when called upon.

During times of readiness the REMT representative will receive emails and SMS relating to regional control arrangements and municipal level status reports. The REMT representative will send to all member Councils all predictions/forecasts and other information provided/requested to be distributed by the Regional Commander/Controller.

During an emergency event, the REMT representative will receive updates from regional control via email and/or SMS, MEC situation reports and other event related documentation/updates. This information will be forwarded to all member Councils to inform their readiness and/or response and relief activities. This information will reference minutes of REMT teleconferences, predictions/forecasts, regional plans, and situation reports and may also require phone calls to affected councils to gather intelligence and inform situational awareness for the region.

#### **5.17. DEBRIEFING ARRANGEMENTS**

For local level emergencies, the MERC is responsible for ensuring the control agency for the emergency organises an operational debrief with participating agencies as soon as practicable after the cessation of response activities. The aim of the debrief is to assess the adequacy of the response activities and recommend any changes to relevant agency plan(s) and future operational response activities. The Regional Emergency Response Coordinator (RERC) holds these responsibilities for regional level events, which must include local response agency participation.

Where MECC has been activated during an emergency all emergency support staff that undertook their allocated MECC roles will be debriefed by the MERO as soon as practicable following the cessation of MECC operations. The debrief will be delivered with an aim to assess the adequacy of the MECC operations and to identify and make recommendations to future planning and operations relation to the MECC. Psychological debriefing will also be made available as required.

Where an Incident Control Centre has been activated and is represented by a council Emergency Management Liaison Officer (EMLO) this role participates in debrief organised by the control agency.

#### **5.18 RESPONSE/RECOVERY TRANSITION**

Transition requirements to effectively transfer control and coordination responsibilities from response agencies to relief/recovery agencies is required for all major incidents (Class 1 and 2) and may also be required for local level incidents that have resulted in significant impacts on the local community requiring continued provision of relief and/or recovery services.

The MERO, MRM and MERC will start planning for the transition from response to relief / recovery, as soon as possible following the initial impact of an emergency.

Relief typically commences at the same time as response activities, and therefore formalised transition from the response (during) phase to relief and recovery (after) is deemed to be at the point when the control activities associated with the emergency have ceased and the provision for relief and/or early recovery services continue to be required by the affected community.

A number of considerations that informed the timing of transition of coordination from response (during) to relief and recovery (after) include:

- The scale, complexity and capacity and the level recovery requires coordination.
- The nature of the emergency and what specialist resources are required.
- Whether a recurring threat is likely to occur compounding the impact on the community.
- The extent of the impact on communities, as this may determine the length of the transition period.
- The level of loss/damage and the extent to which this has been validated (the stage of impact assessment reached e.g. if phasing into secondary/post impact stages may indicate transition requirements).

- The extent to which the community required emergency relief services.
- The resources required for the activation of recovery arrangements; and
- When requested, a transition agreement will be developed at the appropriate level between the response agency Incident Controller, MERC, MERO, MRM and the recovery agency coordinator (typically DHHS).

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## **PART 6. RELIEF AND RECOVERY ARRANGEMENTS**

### **6.1 INTRODUCTION**

Relief is the provision of essential needs to individuals, families and communities in the immediate aftermath of an emergency. Relief services could be provided at the site of an emergency, a dedicated relief centre, places of community gathering, isolated communities, transit sites or other safe locations as appropriate. Relief is the first stage of recovery and must be seamlessly integrated with all other early recovery activities.

Recovery is assisting individuals and communities affected by emergencies to achieve an effective level of functioning. Recovery planning must ensure that there is a clear understanding of the community context (prior to the emergency) and is based on continuing assessment of impacts and needs.

The provision of relief and early recovery services occurs at the same time as the response to an emergency event.

### **6.2 MUNICIPAL RELIEF ARRANGEMENTS**

Emergency relief is the provision of immediate shelter, life support, and personal needs of people affected by, or responding to an emergency. It includes the establishment, management and provision of services to emergency relief/recovery centres.

Council is responsible for the local relief arrangements such as the establishment and management of emergency relief centres. The MRM is responsible for the coordination of relief and recovery services for the affected community. Further details relating specifically to the delivery of relief services are located in the Regional ERC Sub Plan. This document is available on Councils Intranet and Councils emergency management operating system Crisisworks and EClip.

#### **6.2.1 Management structure**

A request may come from an Incident Controller to open an Emergency Relief Centre (ERC) to support an emergency, the selection of an ERC will be determined by the Municipal Emergency Resource Officer (MERO), in consultation with the Municipal Emergency Response Coordinator (MERC) and the Municipal Recovery Manager (MRM).

#### **6.2.2 Emergency Relief Centre (ERC) activation and Operations**

An ERC is a building or place established to provide (temporary) support and essential needs to persons affected by or involved in the management of an emergency. The Centre will provide for basic needs only including shelter, food and water. Emergency relief agencies may also set up at the centre to provide emergency affected people with grants, material aid, Register Find Reunite, first aid, accommodation, and psychosocial support. Further details on the roles and responsibilities of government and community organisations involved in the provision of relief services are detailed in the Regional ERC Sub Plan Councils Intranet and Councils emergency management operating system Crisisworks and EClip.

The ERC is managed by a range of trained ERC staff and supported by Council's emergency support staff as required. Maroondah City Council is a member of the Eastern Metropolitan Councils Emergency Management Partnership (EMCEMP) and has arrangements in place for trained staff to support the operation of ERC services when local resources are overwhelmed. There may be occasions when Maroondah will set up a relief centre, locally in support of an emergency in another Council.

Maroondah City Council has 2 ERC's, (listed below) details of these Centre's including roles and responsibilities, standby arrangements, activation, set up and deactivation, copies of Facility Plans including traffic management plans are available on Councils EClip and Councils Intranet and Councils emergency management operating system Crisisworks.

No	Location	Melways
1	The Rings	63 F1
2	Karralyka Centre	50 A6

### 6.2.3 Escalation and Regional Capacity Arrangements

Relief coordination is escalated from local to regional level:

- When requested, because capacity is or will be exceeded;
- Where an emergency has affected multiple municipalities within the region;
- The emergency is expected to run beyond known local government capacity;
- Complex needs of the community e.g. cultural needs, vulnerable groups; exceed the capacity of local arrangements, infrastructure or utilities lost at a significant scale; and
- Forward planned shifts for ERC operations are not able to be filled by locally available resources.

The above triggers will be monitored and considered by the MRM in consultation with DHHS and other relief organisations throughout. Escalation to regional capacity arrangements will be activated by the MRM via advice to both DHHS and the Regional Emergency Management Team representative for the Eastern Region Collaboration. The Regional Recovery Coordinator will consider the relevant components of the EMR *Regional Relief and Recovery Plan* in addition to this plan, during discussions with the MRM. Additional information can also be found in the Regional ERC Sub Plan available on Councils Intranet and Councils emergency management operating system Crisisworks and EClip.

There are arrangements in place to supplement municipal resources during the relief phase of an emergency. A Memorandum of Understanding exists between the Eastern Metropolitan Councils Emergency Management Partnership (EMCEMP) to support the medium to longer term delivery of emergency relief services when an emergency is affected one or more of the eastern region Councils.

DHHS coordinates a range of assistance available from the Victorian Government and the not-for-profit sector. In the event of an emergency, support and assistance is available to affected people, households, businesses and community organisations.

This support includes:

- Coordination of interim accommodation provision.
- Financial support (through provision of Personal Hardship Assistance Program) and material aid.
- Environmental health and wellbeing advice (Department of Health).
- Provide resource support to local relief and recovery efforts when requested

#### **6.2.4 Stand Down and Debriefing of ERC Operations**

For local level emergencies, the MRM in conjunction with DHHS is responsible for ensuring an operational debrief with participating agencies occurs as soon as practicable after the cessation of relief activities. The aim of the debrief is to assess the adequacy of the relief activities and recommend any changes to relevant agency plan(s) and future relief service provision activities. DHHS holds these responsibilities for regional level events, which must include local relief agency participation and coordination with the MRM.

Where an ERC has been activated, all emergency support staff that undertook their allocated ERC role will be debriefed as soon as practicable following the cessation of ERC operations. This debrief will be delivered with an aim to assess the adequacy of the ERC operations and to identify and make recommendations for future planning and operations related to the ERC.

### **6.3 MUNICIPAL RECOVERY ARRANGEMENTS**

Section 46 of the *Emergency Management Act 2013* appoints the Emergency Management Commissioner with the responsibility for the coordination of agencies in line with the State Emergency Relief and Recovery Plan. Municipal Councils take the lead in delivering on the ground relief and recovery services, because they are closest to an affected community. The Victorian government supports municipalities to fulfil these local responsibilities.

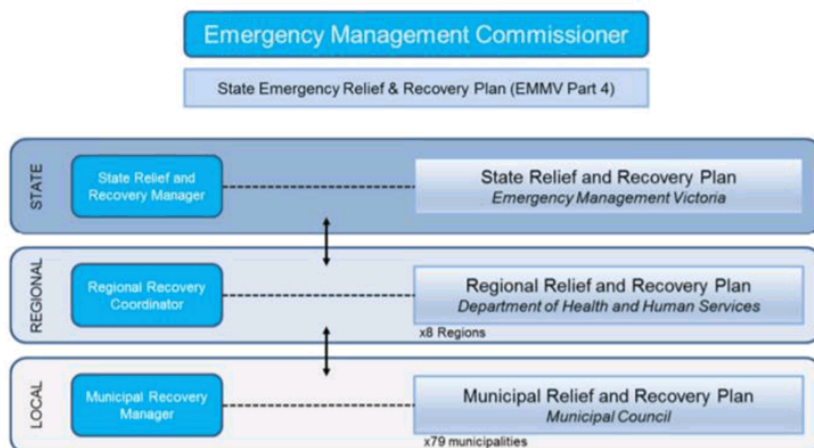


Figure 3 describes the 3 levels of relief and recovery coordination in Victoria (EMMV Part 4)

[EMMV Part 4](#) outlines municipal responsibilities for relief and recovery. The requirements include:

- Development and implementation of the Municipal Emergency Management Plan (MEMP).
- Forming and convening of the Municipal Emergency Management Planning Committee (MEMPC).
- Appointment of a Municipal Recovery Manager (MRM).
- The aligned responsibilities of the Municipal Emergency Resource Officer (MERO) for notification to the MRM for relief and recovery needs during emergencies.
- Leading the provision of local public information to affected individuals in relief and recovery.
- Participation in local relief and recovery impact assessments – sharing any information gathered with Victorian Government agencies, as requested; and
- Development and maintenance of a Relief and Recovery Plan that is aligned with the requirements specified in [EMMV Part 4](#) Appendix 7.

The MERO, MERC and MRM will consider the recovery needs of the community and activate the appropriate service providers and Council service units based on the four functional environments; social, built, economic and natural.

#### 6.3.1 Objectives of Recovery

Recovery at all levels of government is implemented in alignment with the nationally recognised disaster recovery principles, to ensure successful recovery is delivered to affected communities. These principles are:

- Understanding the context
- Recognising complexity
- Using community-led approaches
- Coordinating all activities
- Communicating effectively
- Recognising and building capacity

Recovery requires collaboration between individuals, communities, all levels of government, non-government organisations and businesses across four inter-related recovery environments:

1. **Social environment** – the emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities;
2. **Built environment** – the restoration of essential and community infrastructure;
3. **Economic environment** - the revitalisation of the affected economy; and
4. **Natural environment** – the rehabilitation of the affected environment.

Recovery initiatives may address specific elements of one or multiple aspects of the above recovery environments.

The functional areas of recovery; social, built, economic and natural environments; will lead the recovery planning process at the municipal level. The implementation of recovery requirements in each of the functional environments will be coordinated by the MRM. Further information can be located in *Part 11* of the Municipal Recovery Plan via councils EClip Intranet or Councils emergency management operating system Crisisworks.

**6.3.2 Community Recovery Committee**

Where the scope, impact or magnitude of the event requires community input into the recovery process, one or more Community Recovery Committees may be established within the affected area.

**6.3.3 Community Recovery Committee Membership**

The composition of the committee will vary depending on the affected area. The membership of the committee should include community leaders and representatives of:

- Municipal Recovery Manager
- Functional Area Coordinators
- Council Officers
- Councillors
- Relevant community groups
- Affected persons
- Department of Health and Human Services and other Government agencies
- Non-Government Agencies

**6.3.4 Terms of Reference**

Terms of Reference will be developed and adopted as and when a Community Recovery Committee is convened and will be:

- Event focused on the life of recovery phase.
- Dependent on the needs of the community and could be short or long term.
- Supported by Council.
- Relevant groups must participate willingly.
- Council will activate and deactivate the Committee as required in consultation with the community.

**6.3.5 Community Recovery Committee Functions**

The Community Recovery Committee (CRC) may carry out a variety of functions which includes:

- Identifying community needs and resource requirements establish priorities and make recommendations to appropriate recovery agencies, municipalities and recovery managers.
- Coordinate information, resources and services in support of the affected community.
- Liaise, consult and negotiate on behalf of the affected area with the recovery agencies, government departments and municipalities.
- Monitor the overall progress of the recovery process in the affected community.
- Liaise with the DHHS as Coordinator through the designated DHHS Regional Director or delegate.
- Undertake recovery activities as determined by the circumstances and the Committee.
- Inform the overall planning and prioritising of recovery activities.
- Make recommendations as to appropriate time and strategy to withdraw recovery services allowing return to normal every day functioning for the community.

#### 6.3.6 Implementation

- The MRM or a person delegated by him/her is to initiate recovery activities as documented in this section of the Plan as soon as possible after an emergency occurs, as directed by the MERO.
- The MRM shall convene a meeting of the Municipal Recovery Planning Group as soon as is practical where the emergency is of a magnitude to require co-ordinated community input.
- A range of recovery activities may be required during and after an emergency.
- The MRM will provide a CRC progress report to the MEMPC.

Please refer to the Municipal Recovery Plan for further information located in via councils EClip Intranet or Councils Crisisworks operating system.

#### 6.3.7 Role of Department of Health and Human Services in relief/recovery

Emergency Management Victoria (EMV) is responsible for state-level relief and recovery coordination. Relief and recovery coordination arrangements at the regional levels are the responsibility of DHHS and municipal Councils have the responsibility at the local level.

#### 6.3.8 Escalation of Relief and Recovery Services

The Municipality and other recovery agencies shall obtain and pay for goods/services through their own supply systems.

When the Municipality or participating agencies, cannot provide goods/services, the DHHS via the Recovery Coordinator will obtain the goods/services necessary. If it becomes apparent that an emergency will exceed the capacity of a municipal Council to perform emergency relief or recovery functions, the municipal Council may request the relevant Regional Recovery Coordinator (DHHS) to coordinate emergency relief or recovery at the regional level. This does not replace the requirement for the Regional Recovery Coordinator (DHHS) to monitor the emergency relief and recovery situation and activate the DHHS EMR Regional Emergency Relief and Recovery Plan. Further escalation to the State level of management may be necessary in respect of certain service needs in very large or complex events. The Australian Government may also provide Commonwealth resources to deliver particular services.

Importantly, escalation of coordination builds upon the layers of responsibility to contribute and coordinate, so additional levels are provided but none are replaced or relieved of their own responsibility. Further information is also available in [EMMV Part 4 – State Emergency Relief and Recovery Plan](#).

#### 6.3.9 Government Funding

The Victorian Government provides funding through Disaster Recovery Funding Arrangements (DRFA) to assist the Victorian community through natural disaster relief and recovery payments and infrastructure restoration. Further information can be found on the Finance Standard Operating Procedure an Appendix to this plan, Councils EClip and Councils Councils emergency management operating system Crisisworks. Alternatively information can be located the [Department of Treasury and Finance website](#)

#### 6.3.10 Memorandum of Understanding

A Memorandum of Understanding (MOU) is in place between the following Councils:-

- Boroondara City Council
- Knox City Council
- Manningham City Council
- Maroondah City Council
- Monash City Council
- Nillumbik Shire Council
- Whitehorse City Council
- Yarra Ranges Council

The purpose of this MOU is to formalise a working relationship for operational arrangements in the delivery of emergency relief services within the municipalities. The MOU aims to enhance the capability of the parties by enabling Councils to request extra resources for the provision of relief services, mindful of differing Council capacities to respond. A copy of this MOU is available via the on EClip Councils Emergency Operating system Crisisworks.

The parties to this MOU are either signatories to, or principal stakeholders in the Municipal Emergency Plan for their respective Municipalities, made in accordance with Councils' obligations under the *Emergency Management Act 1986*. Each party desires to promote the objectives of the Act and in so doing to minimize the risk to the respective municipalities. The parties to this MOU are also signatories to the [MAV Protocol for Inter-Council Emergency Management Resource Sharing](#).

#### 6.4 IMPACT ASSESSMENT GUIDELINES

Impact assessments are used to gather and analyse information following an emergency event. Impact assessment encompasses three stages. Impact assessment is conducted after an emergency to assess the impact to the community and inform government of immediate and longer-term recovery needs. Impact assessment must be community focused to ensure the data/information will assist decision making on how to best support impacted communities.

The EMV Impact Assessment Guidelines are written for class 1 emergencies. These guidelines are primarily for government and emergency responders with a responsibility for impact assessment in Victoria. Although specific to Class 1 emergencies, some of the principles and processes within these guidelines can also be applied to other emergencies. However, these guidelines will be re-evaluated as part of the comprehensive review to be undertaken as per the [Victorian Emergency Management Strategic Action Plan 2017-2020](#) (SAP), identified as part of Priority G – Strategic Action 6:

*"Implement a comprehensive impact assessment model across all hazards and all phases of emergency management, taking into consideration the National Impact Assessment Model. This model will include a process to collect, analyse and communicate impact information to better inform response processes, and relief and recovery planning and activities."*

#### 6.4.1 Initial Impact Assessments

As soon as is practicable following the impact of an emergency, the control agency will coordinate the gathering of raw data on the loss and damage resulting from the emergency. This data will be broad in nature and is designed to provide some initial data as to the magnitude of an event, and may include extents of property and infrastructure damage, human and stock casualty numbers and other information that can assist in informing the response, and initial relief and recovery planning. This data also informs the planning and implementation of secondary and post impact assessment. Initial impacts on essential infrastructure and services will be coordinated at the local level by Council or relevant agency and undertaken as soon as practical.

#### 6.4.2 Secondary Impact Assessment

Local government has the responsibility for gathering and processing information to determine the needs of affected communities and recovery services required. It does this through the secondary impact assessment process. All departments and agencies involved in the collection of secondary impact assessment should liaise with the nominated Recovery Manager/Coordinator to ensure information is coordinated and shared. Secondary Impact Assessments are intended to further clarify the raw data gathered during the initial impact assessment phase. A standard operating procedure for Impact Assessments is located in *Appendix 8.6* of this plan and available on councils EClip and Council's Councils emergency management operating system Crisisworks.

#### 6.4.3 Post Emergency Needs Assessment

The final level of impact assessment is post emergency needs assessment. These assessments occur during recovery phase of an emergency event. The data collected during initial and secondary impact assessment is utilised to inform the medium to longer term recovery process.

This is the most detailed phase of impact assessment, where assessments are undertaken on a per residence level. Specific data on impact incurred in alignment with the four recovery environments is collected and reported back to the municipality and coordinating agency(s) to further inform planning and implementation of recovery activities.

A generic format and approach for both secondary and post impacts assessments is currently available in the Councils emergency management operating system Crisisworks Impact Assessment tool located under the People and Property tab.

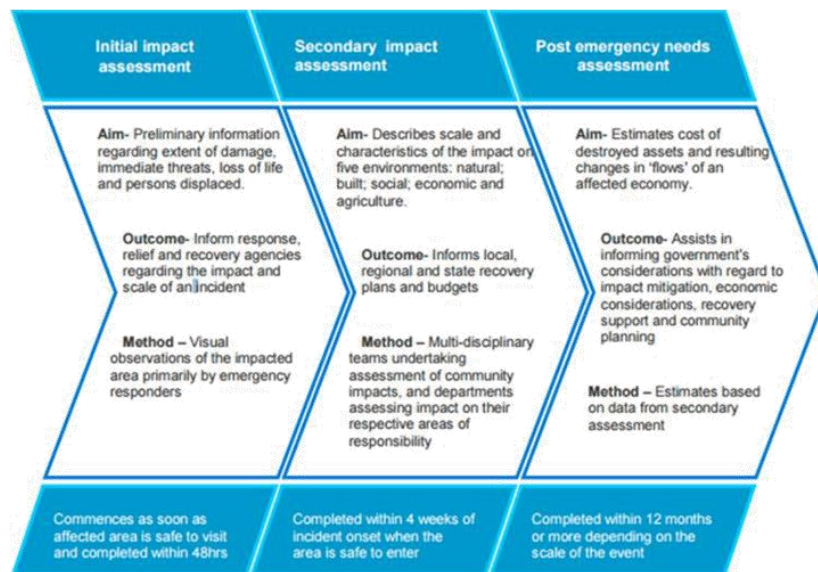


Figure 4 - Description of Impact Assessments Process - Impact Assessment Guidelines

## PART 7. APPENDICES

### 7.1 AMENDMENT HISTORY

Version	Date	Section Changes	Author
1.0	1/3/2019	Major revision and formatting changes in readiness for 2020 audit by VicSES - replacing previous document	Executive Officer
	24/6/2019	Minor rewording to Introduction, Objectives and Audit and format update CERA graph	Executive Officer
	20/8/2019	Minor rewording to Part 6 from feedback from MEMPC and update Figure 3	Executive Officer
	19/09/2019	Minor changes to Part 7.5 Communications Plan	Executive Officer

## 7.2 ACRONYMS

<b>CEO</b>	Chief Executive Officer
<b>CERA</b>	Community Emergency Risk Assessment
<b>CFA</b>	Country Fire Authority
<b>DHHS</b>	Department of Health and Human Services
<b>DRFA</b>	Disaster Recovery Funding Arrangements
<b>ECLIP</b>	Electronic document and records management system
<b>EMLO</b>	Emergency Management Liaison Officer
<b>EMC</b>	Emergency Management Commissioner
<b>EMCEMP</b>	Eastern Metropolitan Councils Emergency Management Partnership
<b>EMMV</b>	Emergency Management Manual Victoria
<b>EMV</b>	Emergency Management Victoria
<b>EMCEMP</b>	Eastern Metro Councils Emergency Management Partnership
<b>ERC</b>	Emergency Relief Centre
<b>FDP</b>	Fire Danger Period
<b>ICC</b>	Incident Control Centre
<b>IEMT</b>	Incident Emergency Management Team
<b>IERC</b>	Incident Emergency Response Coordinator
<b>IIA</b>	Initial Impact Assessment
<b>LGV</b>	Local Government Victoria
<b>MAV</b>	Municipal Association Victoria
<b>MEC</b>	Municipal Emergency Coordination
<b>MECC</b>	Municipal Emergency Coordination Centre
<b>MEM</b>	Municipal Emergency Manager
<b>MEMPC</b>	Municipal Emergency Management Planning Committee
<b>MERC</b>	Municipal Emergency Response Coordinator (Victoria Police)
<b>MERO</b>	Municipal Emergency Resource Officer
<b>MFB</b>	Metropolitan Fire Brigade
<b>MFMP</b>	Municipal Fire Management Planning Committee
<b>MIA</b>	Municipal Impact Assessment
<b>MFPO</b>	Municipal Fire Prevention Officer
<b>MOU</b>	Memorandum of Understanding
<b>MRM</b>	Municipal Recovery Manager
<b>NSP</b>	Neighbourhood Safer Place
<b>PENA</b>	Post Emergency Needs Assessment
<b>REMT</b>	Regional Emergency Management Team
<b>RERC</b>	Regional Emergency Response Coordinator
<b>SEMT</b>	State Emergency Management Team
<b>SIA</b>	Secondary Impact Assessment
<b>SOP</b>	Standard Operating Procedure
<b>VicSES</b>	Victoria State Emergency Service
<b>VicPol</b>	Victoria Police
<b>VFRR</b>	Victorian Fire Risk Register
<b>VPR</b>	Vulnerable Persons Register

### 7.3. DISTRIBUTION LIST

This Plan is made available to the community at [www.maroondah.vic.gov.au](http://www.maroondah.vic.gov.au).

Members of the Municipal Emergency Management Planning Committee (MEMPC) may also access this Plan via the Library Tab in Councils emergency management operating system [Crisisworks](#).

As required by the EMMV, a hard copy has been sent to the State Library of Victoria, 328 Swanston St, Melbourne VIC 3000

#### 7.4. EXERCISE RECORD

Date	Exercise	Description
10 December 2013	Exercise Stopwatch	Assess MEMP contact list Evaluate the 'stand up' times for agencies to attend MECC Evaluate procedures for contacting stakeholder agencies in an emergency event
2 April 2014	ERC Walk through	The ERC at Karralyka was set up to check and update facility plan set-up. This included set up of animal management.
22 May 2014	Exercise East	Eastern regional ERC Exercise. activated 2 ERCs to exercise ERC staff and support agencies and test hosting Councils facilities
25 October 2014	Working in a MECC Exercise	Test MECC systems and processes and provide staff with an understanding of their role in MECC operations
7 May 2015	Exercise East	Eastern regional ERC Exercise activated 2 ERCs at to exercise Council ERC staff and support agencies and test facilities.
15 April 2015	ERC Walk through	The ERC at 'The Rings' was set up to check and update facility plan set up.
31 October 2015	Exercise Trilogy	A joint exercise with 3 regional Councils to evaluate cross agency and municipality communications in a MECC environment in response to a multi-agency incident.
5 November 2015	Exercise Rolling Stone	RCT/REMT Regional Strategic Plan joint exercise.
3 August 2016	Walk Through ERC Exercise	The ERC at "Karralyka" was set up, changes identified, role clarification, agency, and animal management arrangements.
26 October 2016	Eastland Active Shooter	A joint tabletop exercise responding to and recovering from an active shooter incident.
21 November 2016	Eastlink Exercise	A joint tabletop exercise based a Pandemic event.
19 June 2017	Active Armed Offender	Regional exercise to identify roles, responsibilities, and actions in the recovery phase of this type of incident.
27 October 2017	Exercise East	A regional exercise to test and review municipal emergency coordination standard operating procedures.

Date	Exercise	Description
29 May 2018	Walk Through ERC Exercise	The ERC at "The Rings" was set up to check and update facility plan set-up. This included set up of animal management.
19 October 2018	Exercise East	Regional exercise to develop capability of Council EMLO, and functions of municipal, regional and incident emergency management team
16 November 2018	Class 2 Biodiversity Exercise	Regional agency exercise based on a biodiversity event
16 November 2018	Eastlink Hermes Exercise	Desktop exercise major traffic hazmat incident
19 August 2019	Walk Through ERC Exercise	The ERC at Karralyka was set up to check and update facility plan set-up. This included set up of animal management.
14 November 2019	Exercise East	Regional exercise consisting of a range of masterclasses for staff involved in an ERC.

**7.5 COMMUNICATION PLAN**

Subject	Topic	Media	Timing
Swimming Pool Safety	Gates and fences	Building Commission Brochures (available at service centres)	Ongoing
		Media release	September/October/December January/February Incident generated (ie: prosecution for fencing failure – message reinforced)
		Web	Ongoing Front page articles during peak seasons
		Focus community newsletter	December
		Community Information Bulletin (available at service centres)	Ongoing
StormSafe	Storm preparation	SES Brochures (available at service centres)	Ongoing
		Media articles Council's Fire Preparation brochure available at service centres	July February/March Incident generated – message reinforced
		Web	Ongoing
		Focus community newsletter	February (space dependent)
		Community Information Bulletin (available at service centres)	Ongoing
Bushfires	Fire restrictions	Web (links to CFA)	Ongoing – updated on advice from CFA usually October and April
		Community Information Bulletins (available at service centres)	Ongoing – updated on advice from CFA approximately October and April
		Media article	October April
	Fire season preparation	Web (links to CFA)	Ongoing
		Community Information Bulletins	Ongoing
		Focus community newsletter	December (if needed)
		Media article	October, December, April Other as needed Incident generated – message reinforced
	Bushfire (all material exists ready to release as needed)	Web (links to CFA and other agencies as needed)	As needed
		Community Information Bulletins	As needed
		Media article	As needed
Heatwave	General and declared days (all material exists for declared days ready to release as needed)	Internal communication	As needed
		Web	Ongoing Updated on notification of declared days
		Community Information Bulletins	Ongoing As needed following notification of declared days

Subject	Topic	Media	Timing
		Media release Media article	October/November As needed where timely following notification of declared days
		DHHS Brochure (available at service centres)	Ongoing
		Focus community newsletter	December

## 7.6 SPECIAL PLANS AND ARRANGEMENTS

### Hazard Risk Sub Plans

Fire Management Plan  
Storm and Flood Plan  
Heatwave Operations Plan  
Pandemic Plan

### Municipal Sub Plans

Relief Plan  
Recovery Plan  
Roles and Responsibilities Guide  
Animal Welfare Plan  
Public Health Sub Plan

### Standard Operating Procedures

Administration  
Resources  
Building  
Communications and Engagement  
Customer Service  
Finance  
Information Technology  
Municipal Impact Assessment  
Non Major Emergencies

### Eastern Councils Regional Plans

Eastern Metro ERC Sub Plan  
Eastern Metro Heatwave Plan  
Eastern Metro Influenza Pandemic Plan  
Eastern Metro Municipal Coordination Sub Plan  
Eastern Metro Animal Welfare Plan

### Arrangements and other documents

Maroondah Business Continuity Plan  
Maroondah MEMPC Committee Terms of Reference  
Emergency Relief Centre Facility Plans  
Maroondah Event Planning handbook  
[Maroondah 2040 - Our future together](#)  
[Maroondah Childrens Plan](#)  
[Maroondah Health and Wellbeing Plan](#)  
Regional Relief and Recovery Plan  
[Emergency Management Manual Victoria](#)  
[Victorian Emergency Management Strategic Plan](#)  
[Protocol for Inter-Council Emergency Management Resource Sharing](#)  
[EMV Recovery Toolkit for Local Government](#)  
[Emergency Relief Handbook – A Planning Guide](#)

*\* All the above documents (except those that are hyperlinked) are available on Councils emergency management operating system [Crisisworks](#) and linked where mentioned throughout the plan or on Councils EClip system.*

### Eastlink Operational Plans

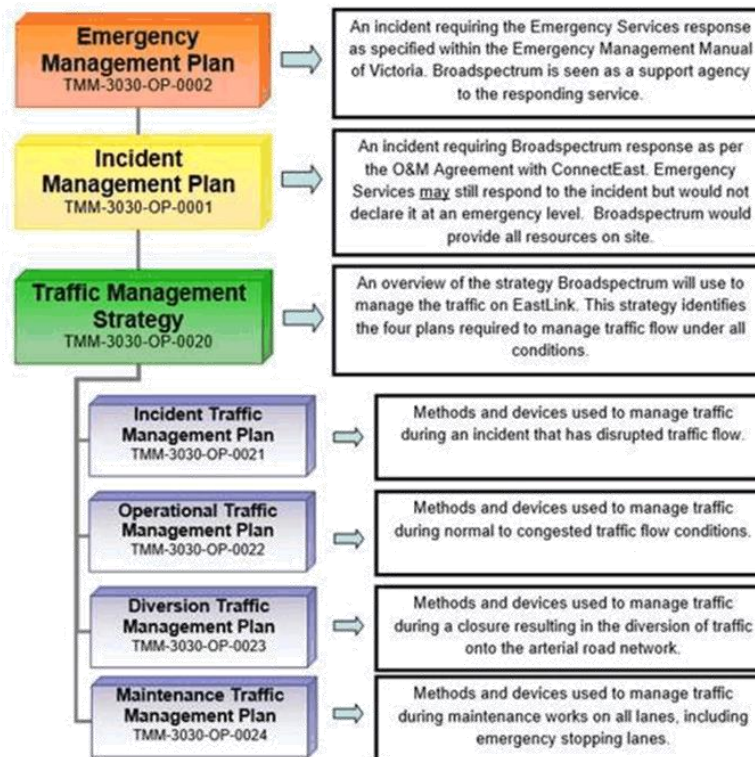


Figure 1 Relationships between and the definitions of Emergency, Incident and Traffic Management plans

### Eastland Operational Plans

- Emergency Response Procedures (for tenants)
- Major Incident and Emergency Procedures Manual (for duty managers)
- Security Escalation Plan
- Business Continuity Plan

#### 7.7 CONTACT DIRECTORY FOR MEMPC

Not for public distribution

**Process for updating the Municipal Emergency Management Planning Committee (MEMPC) contact list**  
1 week prior to MEMPC Meeting an electronic copy of the list is forwarded to all members requesting any changes, following meeting electronic changes received are matched with details listed in MEMPC meeting attendance sheet, once confirmed all changes are made to electronic copy of MEMPC contact list, then forwarded electronically to all members to enter onto their copy of the contact list prior to each meeting.

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## 7.8 CONTACT DIRECTORY

Not for public distribution

### Process for updating MEMP Contact Directory

All contacts are checked by phone and updated by the MEMPC Executive Officer annually or as required and changes transferred into MEMP contact list.

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## **7.9 COMMUNITY DIRECTORY**

A copy of the Maroondah Community Directory can be found via the Maroondah Website at [www.maroondah.vic.gov.au](http://www.maroondah.vic.gov.au) or at all customer service centre outlets.

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